

April 2005

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Diversity special

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Delivering diversity

Diversity's dimensions are revealed whenever a disaster strikes, war erupts or a population endures poverty, since these situations affect groups and individuals very differently because of such factors as race or colour, age or religion, handicap or gender.

Recognising diversity's dimensions has always been part of humanitarian and development assistance. Effective NGO response relies on a clear understanding of the costs and benefits of projected solutions on the groups within an affected community. NGOs embrace diversity because it is integral to their world and work, part of the problems they tackle and solutions they introduce, and may well be key to their success or failure in serving diverse constituencies.

A survey among the more than 160 member aid agencies of US umbrella body InterAction found that NGOs believe one benefit of diversity is a better perspective on how to operate in a global environment, while a diverse staff was an asset in developing and implementing humanitarian and development

programmes for beneficiaries from varied cultural, ethnic and religious backgrounds.

The survey also identified a wide range of initiatives to help agencies benefit from diversity, including: diversity and disability training; diversity recruitment plans; setting diversity workforce representation goals; hiring diversity staff; establishing diversity committees to assess agency progress; adopting gender equity policies.

At the American Friends Service Committee, General Secretary Mary Ellen McNish says the goals and targeting of a comprehensive Affirmative Action Programme "created and ensured a high level of diversity within the organisation today AFSC is representative of the communities in which it has programmes".

Identifying the organisational imperative for diversity, CARE USA and CARE International implemented a diversity agenda with a three-pronged framework – representation, building trust and continuous learning – for

Continued on page 2

Jonathan Potter, Executive Director, writes:

Diversity is this newsletter's focus. The articles stress the business case for diversity, although moral imperatives and political correctness are also key contributors. Aid agencies embrace diversity, notes Interaction (page 1) because it is "integral to their world and work, part of the problems they tackle and solutions they introduce".

For HR practitioners, a commitment to diversity requires an openness in employment practice, as much for internal appointments (Glass ceiling, page 3) as for external recruitment. It asks agencies to put their money where their message is, employ those from the groups with whom they work (Matching targets, page 4) and be sure to consider more than legislation (Diversity builds, page 4). As usual, we offer examples and advice (Practical strategies, page 4).

As with staff diversity, so with agencies. Today the People In Aid network of 78 agencies from 19 countries is a microcosm of what is happening in the field, such as the 250 now registered in Aceh, for example, with different missions, sizes and countries of origin. Two upcoming conferences (page 6) will look at how we can thrive in a diverse environment. And we find the People In Aid Code proving its value to a small Honduran NGO (Bienvenido, page 2) despite its Western origins.

Diversity may be interpreted differently according to the cultural context. but the principles are a vital part of any organisation's quest to improve its people management and working environment while successfully responding to the groups with which it works.

Delivering continued from page 1

change and regular monitoring to ensure a holistic and integrated approach.

CARE CEO Peter Bell sees strong progress, increasing diversity representation in CARE's US and country offices, but adds: "The road ahead is long, and we must maintain our focus. Diversity is, in fact, a means of advancing excellence at CARE ... we must continue learning – and changing organisationally and personally."

As InterAction's operating and ethical principles, to which all members must certify compliance annually, the PVO (private voluntary organisation) Standards include gender equity, diversity, and disability requirements to help member agencies advance their diversity.

Those requirements include:

- A member organization shall have policies and procedures to promote gender and minority equity, pluralism, diversity, and affirmative action in recruitment, hiring, training, professional development, and advancement.
- ... no person shall be excluded from participation in the organization, be denied the benefits of the organization, or be otherwise subjected to discrimination by the organization, on the basis of race, color, national origin, age, religion, handicap, or sex. [Exception: religious agencies recruiting on religious grounds.]
- An important criterion in hiring and personnel evaluation policies and practices will be a demonstrated understanding of and commitment to diversity issues.
- Disability inclusion strategies will be integrated into each stage of the program process ... member programs and activities should be held in accessible locations ... donations of goods and services will be accessible to disabled men, women, and children.
- Each agency will institute family friendly policies and create an environment which enables both women and men to balance work and family life.

Pursuing greater excellence, many NGOs are ready to do more to keep diversity at the top of their agendas. To build on the PVO Standards, last year a group of 17 InterAction members piloted implementation of a new and more rigorous "Self-Certification Plus" process.

Contributed by Dawn Cooper, InterAction's Diversity Initiative manager, dcooper@interaction.org, +1 202 667 8227.

Bienvenido a Centroamérica*

People In Aid, in the person of HR services manager Ben Emmens, is just back from an important visit to Honduras and Costa Rica, which had three key objectives:

- Support People In Aid member MOPAWI in the implementation of the People In Aid Code and the process of stakeholder dialogue.
- Assess the appropriateness and potential of the People In Aid Code as a management tool in the region, and for southern NGOs generally.
- Build alliances with key partners in the region, including the networks in Costa Rica of ACCESO and in Honduras of FORPRIDEH and CONSEDE in Honduras, to develop People In Aid's work in Central America.

The intensely busy but very productive visit yielded significant learning for People In Aid, and provided valuable HR good practice and People In Aid knowledge to local agencies and networks.

It appears that activity to strengthen HR management capacity has been included with general organisational capacity strengthening work or not been prioritised, thus offering a niche for People In Aid.

Discussions with MOPAWI staff in a field programme and the Tegucigalpa headquarters showed a strong commitment to the principles of the People In Aid Code. A workshop run in Costa Rica in conjunction with ACCESO attracted several key members of the ACCESO network.

In Honduras and Costa Rica there appears to be a clear need for the services People In Aid offers. The likelihood of being able to develop some joint capacity strengthening activities with networks in both Honduras and Costa Rica is strong, and MOPAWI is mobilising interested NGOs.

In term of the Code's usefulness in the region, discussions with agencies and the three networks suggest that it is seen as a valuable management tool, while the implementation methodology using stakeholder dialogue appears well suited to the regional culture in which views were generally shared quite freely.

Building alliances will be an ongoing process, but the good relationships initiated suggest there is great potential in the region for People In Aid.

**Translation: Welcome to Central America*

Supporting tsunami agencies

Following the Asian tsunami and the extensive aid effort, People In Aid is supporting agencies working in the region in several ways:

- Provision of practical resource sheets on trauma management and managing volunteers.
- Provision of People In Aid materials to field offices in the region.
- Contribution to inter-agency learning initiatives and promotion of good practice in HR management, for example through the developmentgateway.com website.
- The Emergency Personnel Network,

which People In Aid helps to coordinate, will address lessons learned from the tsunami at its annual conference in June.

- A one-day trauma management workshop aimed at those who are supporting and advising front line or local staff in the region has been held.

We are also hoping funding will be made available, through a platform provided by RedR and a local group called CHA, to work in Sri Lanka. The initial work will pull together lessons learnt from the early phases of the relief operation, and undertake an assessment of need in relation to training, co-ordination and Code-related work.

People In Aid would like to express its deepest sympathies to all those who have lost family members, colleagues or friends as a result of the tsunami.

Beyond the glass ceiling

Aid agencies and other non-profits are better than companies in appointing women to senior posts, but it is unclear what factors make a difference or whether management development for women has a significant impact.

At Oxfam, often a sector standard setter, senior management is 50% women, as are five of eight regional directors and three of seven of its corporate management team, including director Barbara Stocking. While there is no specific management development for women, Oxfam has gender targets, monitoring, awareness training, a positive attitude to work-life balance, and the virtuous circle of senior women role models.

People In Aid asked several successful female senior managers about management development, and what career advice they would offer other women.

At Pact, President and CEO Sarah Newhall says she got “a large dose of management theory” from a master’s degree in public administration, adding: “The most important additional training I have had was in conflict resolution/negotiations, which I use all of the time. Personnel management is critical for CEOs. Getting the right people in the right position, especially on the senior management team, is an art.

“Women on the way up should concentrate on their emotional intelligence and their ability to lead as well as follow, and to be strong team players. I see excellent female technical specialists who cannot trust enough to delegate. Negotiations, personnel management, hiring and firing issues, and strategic thinking and priority setting are critical. One also cannot be a top manager without excellent budgeting/financial skills.”

Jane Samuelson, executive director of Mercy Corps Scotland, says management training is important but she never found the right course to suit her needs so her most useful education was, early in her career, watching good and bad management in action. For women in aid, she advises: “If you have eyes and ears and antennae, and use them, you will develop good judgement through experience. If you do not have a personal mentor, take time and space

to think about what has gone wrong and what has gone right. Then actively seek to avoid repeating mistakes and to make opportunities to replicate success stories.”

Of Mercy Corps Scotland, she confesses: “Like many small cash-strapped voluntary organizations, management development is in serious deficit for both men and women alike,

‘Senior management is a lonely position; we are rarely prepared for that’

and comes near the top of a (long, long) shopping list of things we will do, one day, when there is a bit more money around.”

At the Catholic Institute for International Relations, its top team is

Reward guide

People In Aid’s recent Reward Affinity Group meeting on pay and benefits encouraged agencies to discuss how work on this theme should develop.

Representatives from World Vision, the International Aids Alliance, CAFOD, ITDG, The Leprosy Mission, Merlin, Oxfam, Save the Children and Plan pooled knowledge, refined research objectives and advised People In Aid about its Reward activities, including coordination of salary and benefits surveys.

Expected shortly is the group’s first output; pay and benefits “good practice” policy guidelines to assist agencies creating or reviewing policy. People In Aid is also investigating the possibility of creating a pay and benefits data bank.

Among discussions at the group’s next meeting, on 20th April, will be how to enhance benchmarking.

For information, email ben@peopleinaid.org

50/50 male and female, with a female board chair, which is important in the culture of the organisation, according to director Christine Allen. A decade ago, she took a masters degree in the voluntary sector, which “provided me with an intellectual framework through which to analyse and assess my situation”.

Since then, Allen’s management development has been mostly on-the-job learning, coaching and mentoring. “I find that time to talk through specific issues particularly helpful and coaches also ask the difficult questions that help you connect individual issues and learn from them. Some of the most valuable learning I have done has been on the psychological and personality aspects.

“People interaction skills are extremely important in knowing oneself and how to relate. The biggest challenge is that senior management means changes in relationships. It is a lonely position; we are rarely prepared for that. Growing an additional layer of skin is not something that can be learned on a training course!”

At Just World Partners, director Dorothy Macintosh says there has been no specific management development provided, because JWP started from scratch and has faced a constant struggle to secure additional funding for staff training.

“I did my MBA 22 years ago as a deliberate move to acquire skills that would be necessary in the NGO sector. My dissertation was actually on the ‘Increasing Professionalism of Aid Agencies’. My current position would certainly have been much more difficult without the MBA training.” Samuelson remains surprised to find senior managers “who have little to no accounting knowledge. I would think that this would be a fairly essential component.”

Finally, Plan International chief executive Marie Staunton says she benefited from an Ashridge management course, for which her employer gave her time off, though she had to find the course and organise funding. She advises women aiming for senior management to prioritise two skills: “Standard high level strategic management training, and media and networking skills.”

Practical inclusion strategies

There are compelling operational reasons for international NGOs to institute a diversity policy or framework, but how and where should an agency start?

At a cost, specialists can help with a diversity audit or develop a customised strategy. Alternatively, consultation through stakeholder dialogue or surveys can highlight diversity issues or identify under-represented groups, complemented by management analysis of the internal and external environment.

A mapping exercise of human resources issues by stakeholder groups may highlight areas of need and prompt action. For example, a particular programme struggling to recruit or retain staff might find its hours are too inflexible.

Attendance problems in an African programme could require extra sensitivity to adjust work around HIV/AIDS-related staff obligations, such as dependent care, medical appointments or funerals, given the stigma they may involve.

Staffing profile analysis could suggest reasons for a programme's lack of success, such as the lack of the right staff to connect with fearful, isolated or oppressed communities.

Given cultural differences in the understanding of diversity, locally adapted policies are essential to meet local challenges. Among the tools available from People In Aid are a stakeholder dialogue manual and an employee survey template.

The employee survey template contains questions related to each of the Code's seven principles, exploring staff and volunteer views and perceptions in a quantitative way. Qualitative methods, such as focus groups, can assess issues in greater depth.

Ideally, both methods should be used for all stakeholder groups, but this may not be feasible (time restraints), practical (financial constraints) or appropriate (consultation is at an early stage) so the best consultation methodology must be chosen.

Developed with the Work Foundation, the social audit manual is available to download, free, from www.peopleinaid.org. For a copy of the employee survey template, email ben@peopleinaid.org.

Diversity builds bene

Having had the concept of equal opportunities for many years, the new term "diversity" seems to be causing confusion. Some believe it is a passing fad; others equal opportunities re-badged. Neither is true.

Diversity involves recognising, valuing and harnessing the differences between people to improve an organisation's efficiency and effectiveness. It affects all of us, all aspects of the employment relationship, the way we take work decisions and how we behave towards one another. It tends to manifest itself through the development of policies and procedures; it is essentially good management practice.

Diversity has evolved out of equal opportunities but they are two different things. Equal opportunities is based on recognizing that some communities experience discrimination and to offer a framework of protection and redress. It is an essential foundation for diversity which is a concept of recognising and using the differences between people to the mutual benefit of individuals and organisations.

Diversity is a bigger concept than equal

opportunities while incorporating its principles, and moving from one to the other is a learning journey. There is no definitive list of the differences that can exist between people. Diversity requires us to consider both physical differences, such as race, age and gender, and informational differences, such as upbringing, education and career experience, and also to value individual differences, such as work style, learning style and personality.

Embracing diversity makes moral, social and economic sense. From an organisation's perspective, it is important because individuals all have different needs. If these needs can be met, organisations will benefit from more loyal and supportive employees, business customers or charity beneficiaries.

Diversity initiatives are particularly important because populations are always changing, through education, demographics, media, culture or economics. To remain competitive as businesses or responsive as charities by meeting those ever-changing and increasingly diverse needs, organisations

Developing some co

In recent years the term "diversity" appears to have taken on a life of its own, being used with the assumption that everyone knows what it means and that the concept resonates with every culture. Not so.

In some countries, the term does not exist in the language or diversity may not feature at all. In others, it is the focus on respect for difference and individualism, which may be at conflict with more homogeneous cultural attitudes. An integrated and holistic approach to diversity needs clarity about what it means and an understanding of local cultures.

In the US and UK, diversity has come to be viewed from a strictly representative basis, namely equal opportunities and compliance with relevant laws. So diversity is viewed in terms of the rights of minority groups, for example disabled people, people from

specific ethnic or religious groups, or those who have suffered discrimination. Those not belonging to one of those minority groups might feel that diversity is irrelevant to them.

By contrast, in continental Europe, where it is unlawful or usually not the custom to identify and measure ethnicity in the workforce, "diversity" has tended to focus predominantly on gender, although recent EU legislation has now addressed age, disability, race and ethnic origin, religion and belief, and sexual orientation.

If we consider diversity at a global level, there are fundamental differences between developed and developing nations. Cultural attitudes to concepts such as diversity and equality may be accorded very different priorities.

Developed nations tend to perceive fundamental rights as civil and political rights, such as freedom of speech or

Benefits from difference

will need to ensure they recruit and retain staff from the widest pool of talent available.

For example, by 2010 in the UK, only 20% of the workforce will be white, able bodied men under 45; the workforce's stereotypical core is disappearing. In the business world, companies are beginning to see real bottom line benefits as a result of diversity strategies that expand the customer base, reduce absence, cut labour turnover, and improve morale, teamwork and customer service.

Although diversity goes beyond legislation, legal compliance will always form part of a diversity strategy. Legislation in the UK and elsewhere protects individuals against direct and indirect discrimination, harassment and victimisation on the grounds of gender, race, disability, sexual orientation and religion or belief. Equality law continues to develop – discrimination on the grounds of age will be outlawed in the UK in 2006 – so employers cannot stand still.

There are real benefits in employing workforces that reflect the local communities. Potential recruits are more

likely to apply for jobs if they can see similar people already employed. Particularly in the charitable or service sector, a more diverse range of clients and customers is likely to be attracted to organisations with a diverse public face, particularly if the needs of diverse clients have been assessed and can be met.

Once in employment, staff from diverse backgrounds must be protected from bullying or harassment and given equal access to development opportunities to allow fair progression through the organisation. Flexible schedules will suit a more diverse workforce, while adapted technologies or systems will help people with disabilities.

Finally, staff must feel they have a voice and know that decisions are taken with their diverse needs in mind, so organisations need open and effective consultation mechanisms for diversity to flourish.

Contributed by ACAS, which offers assistance to UK employers. Contact Equality Direct 08456 00 34 44 or the ACAS Helpline 08457 47 47 47.

Matching targets to the tasks

Disabled children and adults are often overlooked in development work and their needs seen only in terms of their impairments, yet without access to schooling, health care, water, transport, work and more, they will stay in poverty.

Action on Disability and Development (ADD) works with disabled people in Africa and Asia as they develop their organisations to advocate for their rights.

To better understand the exclusion that disabled people face, ADD's international workforce has a target of at least 50% disabled people and 50% women. Currently, 40% of staff are disabled people, 51% are women and all are nationals of the countries in which the agency works. For trustees, the aim is a diverse mix with the right governance skills, so 50% of the board is female, 50% disabled people, 20% of Asian origin and 20% from Africa.

ADD aims to model inclusive work practices by providing flexible working hours, appropriate equipment and accessible offices. Its UK office is designed to provide a suitable environment for those who may have mobility, sight, hearing or learning difficulties. UK staff attended an in-house course in British Sign Language last year, with support for those wanting to take this further.

If NGOs talk about the empowerment of partners, their culture needs to empower staff. If they talk about an inclusive world, their working environment should be inclusive of disabled people, women, carers, people of different faiths, religions, ages, sexuality, cultures and backgrounds.

NGOs that build an internal organisational culture that mirrors the changes in society they want to secure are clearly more likely to be effective.

Contributed by Barbara Frost, chief executive, Action on Disability and Development. www.add.org.uk

Common understanding

freedom from discrimination, and believe them to be of primary importance, while people from less developed countries more frequently list economic and social rights, such as food, shelter and education, as being of primary importance. Diversity may be a low priority in developing countries.

For example, recent proposals in Korea to extend the retirement age to 60, are aimed at reducing poverty in old age. In Europe the emphasis has been different. Demographic needs have forced the extension of retirement age, and equality legislation now outlaws discrimination against older workers, extending the individual's rights and choices.

Some of these cultural differences only become apparent as organisations extend their diversity programmes beyond their home countries, which offers the challenge of developing a

common understanding of diversity and how it applies at a local level.

In communicating an approach to diversity across an organisation and at all levels, it must be expected that there will be occasions when corporate values are challenged or conflict with established local practices.

Research and dialogue with employees around the world may well be time-consuming but this process is critical. Once a common understanding is achieved, goals can be set that both match local needs and fit the overall organisation framework of values, whether to increase the number of women managers or widen opportunities for individuals of a certain caste.

Contributed by Deirdre Golden, Head of Equal Opportunities Practice UK & Europe, ORC Worldwide. Deirdre.Golden@orcworldwide.co.uk



BOARD PROFILE: Bobby Lambert

People In Aid treasurer Bobby Lambert has been part of the organisation since its inception, becoming a board trustee back in 1999.

His day job is chief executive of RedR/IHE, the international humanitarian relief organisation that combines what began life as the Register of Engineers to recruit, train and support engineering professionals for emergencies, with the International Health Exchange, which does a similar job for health staff.

A chartered engineer, most of Lambert's professional life has been spent working on development and humanitarian issues, with some 10 years field experience in East and Southern Africa, and lecturing at the University of East Anglia's School of Development Studies before joining RedR.

As well as experience as a trainer and a facilitator, Lambert is also the co-editor of *Engineering in Emergencies*, the 700-page standard reference manual, now in its second edition.

People In Aid has a vital job, says Lambert. "The challenge of dealing with poverty and suffering is one of the greatest of our time. Men and women who meet this challenge deserve the best management and support we can provide. People In Aid has a critical role in facilitating this.

Building on its "excellent progress", Lambert sees three clear priorities: "Making our efforts truly international, seeking out and developing creative partnerships with like-minded organisations, continuing to 'walk the talk' of best practice ourselves."

DFID study praises People In Aid

"People In Aid is a successful, well-managed initiative which fulfils a clear demand to the satisfaction of the great majority of its stakeholders."

That's the verdict of a major study for the UK Department for International Development, which has generously provided financial support to People In Aid since its early days.

Evaluation consultants commissioned by DfID offered 16 recommendations, which can be placed into three groups: recommendations to DfID, recommendations on governance and recommendations on People In Aid's activities.

On the operational side, they say: "People In Aid is playing an important role in providing much of the background thinking and policy research around HR management in the aid world."

The organisation must, however, "prioritise effectiveness in the field", identifying pilot countries and partner organisations through which the Code and other outputs can be disseminated, something People In Aid has already started, with research into countries where it might add value.

The recommendations to DfID, aside from continued funding, are that a closer relationship with People In Aid would be beneficial, including facilitating links with DfID country offices and putting human resources on the agenda of the Good Humanitarian Donorship Initiative. The evaluators also

recommend support for a fund to help smaller NGOs implement the Code.

One suggestion which requires further discussion is that DfID should encourage its emergency relief grantees to prove "that their HR structures are ensuring an improvement in the quality of relief delivery and ... the independent monitoring of such improvement".

Also for discussion is the suggestion that People In Aid "consider requiring new (and existing) members to commit themselves to adopting the Code within an appropriate timeframe".

On governance, the main suggestion is that People In Aid should not rush to "internationalise" its board, but try to gain deeper commitment to the organisation by a greater number of members by, for example, encouraging them to join the board's sub-committees.

There are further recommendations about membership development, training trainers, working with the sector's other quality and accountability initiatives and charging market rates for services.

Finally, matching People In Aid's commitment to maintain human resources as its absolute priority, the study recommends: "People In Aid, with a very small team and a reputation for quality outputs, should maintain a strong focus on HR management and development, and avoid dispersion beyond its core business".

Members can view the full evaluation at www.peopleinaid.org

Mutual learning

How organisations learn from each other features at a conference in Geneva at the International Labour Organisation (ILO), 27-29 April, hosted by People In Aid and the Association for Human Resources Management in International Organisations.

Speakers include ILO's management sector Executive Director; the UN special envoy to the Democratic Republic of Congo; and Islamic Relief's president.

Conference topics include:

- Protecting values in cross-cultural organisations.
- Improving effectiveness by sharing.
- Co-operation in the field.

Contact: conference@peopleinaid.org

World class

Management Development for Emergencies will be the central theme of the seventh Emergency Personnel Network conference later this year.

EPN7 in Deurne, the Netherlands, 8-10 June, will explore recent emergencies, including Darfur and the Asian tsunami, and highlight emergency management skills through a range of topics, including:

- Working in a global environment.
- Becoming world-class players.
- Performance management.
- Lessons learnt or not?

This year, People In Aid is playing a major role in administration of the event, which will also consider ways of working in multi-cultural organisations.

Contact: epn@peopleinaid.org

Members profiles



CAFOD

The Catholic Agency for Overseas Development has been fighting poverty in developing countries since 1962 as the official development and relief agency of the Catholic Church in England and Wales and part of the CARITAS Internationalis Confederation.

CAFOD's involvement with People In Aid grew from its humanitarian staff's interest in the code of conduct and how it might help in placing staff overseas. Having long contributed to People In Aid's work, CAFOD became a member in 2004.

Sudan and the tsunami mean that CAFOD's small number of overseas staff has grown quite rapidly. People In Aid's resources and networks will, CAFOD believes, lessen the need to "reinvent the wheel" when devising staff policies and procedures.

Personnel team leader Karen de Sousa said CAFOD has been taking every advantage of the "excellent" training opportunities on offer at reduced cost to members.

She added: "I have joined a new networking group focussing on the pay and benefits information needs of overseas aid agencies, and colleagues throughout CAFOD are participating in different People In Aid initiatives. The potential for sharing policies and best practice in itself are worth the membership."

HealthNet

Netherlands-based HealthNet International reconstructs health care systems in unstable areas of chronic crisis and post-conflict situations, operating in 15 countries, such as Afghanistan, Cambodia, Burundi and Sri Lanka.

HealthNet supports local initiatives and develops innovative public health interventions that help people in crisis manage their own health situation. The main focus is on enabling people to retake control of their lives amid chronic crisis.

Established in 1992 by Médecins sans Frontières to bridge the gap between relief aid and rehabilitation, HealthNet recently merged with the Transcultural Psycho-social Organisation, which specialises in mental health care for survivors of war and disaster. This combination enables HealthNet to develop new, innovative and evidence-base interventions in mental health, health financing and disease control.

HealthNet established a long-term partnership with insurance company Eureko-Achmea in 2004, aiming to increase the availability of health services worldwide. HealthNet has joined People In Aid to share experiences and keep up to date with issues affecting staff and the quality of its human resources management.

Motivation Charitable Trust

Motivation is a dynamic and creative development charity working in low-income countries with local partners to find cost effective and sustainable ways to improve the quality of life of people with mobility disabilities.

Its workforce reflects diversity and integration, with expatriates from countries such as India and Romania, while 14% of UK staff are wheelchair users. That mix of cultures and personalities can sometimes be a challenge, said UK manager Faith Champion, but a broad outlook enriches the organisation.

She added: "Creating a truly diverse organisation is much more than being able to put a tick in the right boxes; the real test of diversity and integration happens at the front line of operations."

Since effective action needs to be instigated and delivered by those who will benefit from it, Motivation's programmes are driven by disabled people for disabled people.

In Sri Lanka, Motivation's wheelchair-using local project coordinator is running a PR campaign to ensure that post-tsunami building meets the needs of people with disabilities. In Zimbabwe, disabled women are forming self-help groups to campaign for access to their legal rights.

In this way, people with disabilities can access their rights to what so many take for granted; the opportunity to work, physical access to buildings and transport systems, and the right to contribute to society.

United Mission to Nepal

As a Christian international NGO, the United Mission to Nepal has worked for 50 years in Nepal with the vision that individuals and communities will be able to secure their basic needs in a sustainable manner through participation in effective and self-reliant Nepali organisations.

Teams of Nepalis and expatriates from

more than 20 countries together focus on: women and children; education; HIV/Aids; food security; peace and advocacy; enterprise support; and relief.

UMN has many people management challenges, operating in a country of conflict and working with partner organisations to build their capacity rather than implement directly. Its teams celebrate their diversity but encounter the misunderstandings common in cross-cultural settings.

Membership of People In Aid is a reflection of UMN's commitment to strive for excellent people management practices, to learn from others, to share experiences, and to ensure that it is able to attract, develop and retain those people best suited to fulfil its vision for Nepal.

War Child Netherlands

War Child Netherlands helps 15,000 children a week in 11 countries from Kosovo to Sudan and Chechnya, striving for the healthy mental development of children who have lived through war, so that they can contribute to a peaceful future.

With psychosocial assistance through musical, creative and sports activities, children can express their emotions, start to deal with their experiences and gain respect for one another.

War Child programmes are empowerment oriented to strengthen and revitalise communities so that they can build or rebuild their own capacity to find sustainable solutions for their children.

Programmes are developed with community members whose perceptions of children's priority needs and understanding of cultural context contribute to project design and implementation.

Since ideas and practices about child rearing, development and psychosocial problems vary between cultures, War Child's work is adapted to local values and creative means.

By joining People In Aid, War Child hopes to find inspiration and advice to professionalise its human resource management.

Workshops and resources

Performance management

12th April 2005

This workshop will identify the key components of a performance management system and how it relates to individual staff members, such as objective setting, review, training and development activities, links to rewards, and managing the performance of consultants, volunteers and other non-employees.

Aimed at line managers and those responsible for creating policy in this area, the workshop responds to the universal challenges of how to manage people more effectively, and how to help stakeholders share the organisation's vision and mission, and accept accountability for their part in delivering it.

Performance management is a key aspect of the People In Aid Code, and this workshop will explore simple but effective methods of monitoring and reviewing individual staff performance, as well as cross-cultural issues and appraisal skills,

since People In Aid members have highlighted these as priority areas.

Team management

19th May 2005

Following up on the performance management event, the team management workshop will deal with managing team performance, and distance and cross cultural management. Techniques and practical tools for maximising performance will be shared.

The target audience will be those responsible for managing and supporting teams, i.e. line managers with multiple reports or HR practitioners supporting large teams.

To book places on these workshops, contact christine@peopleinaid.org

Trauma

The handbook "Working Through Trauma – Supporting Staff Responding to Emergencies" was written by Dr

Debbie Lovell-Hawker to accompany a very successful workshop held in March. As well as topics on how to cope with aid sector trauma, it includes specific reference to the Asian tsunami and a range of practical tools.

£7.50 members, £10 non-members.

Policy guidelines

New policy guidelines and templates are nearing completion on:

- Learning, training and development.
- Induction, briefing and handovers.
- Reward.

Free from info@peopleinaid.org

Child protection

Following recent work in Sri Lanka, Paul Nolan of Save the Children UK is updating the handbook "Child Protection - The Role of HR" to include new reference material and learning from child protection related events in the tsunami emergency.

£7.50 members, £10 non-members.

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 affinity 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.
- **Multilaterals/Internationals** organisations keen to contribute to the sector.

Kitemarks: Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, donors, beneficiaries and more) their commitment to improving their human resources management. The first

kitemark is awarded at the beginning of the process, the second after an external social audit. Implementing agencies are asked for a contribution in addition to the membership fee.

Annual membership fees from 1 April 2005:

• Full Members

Agencies based in the UK with annual income:
 Under £500,000£150
 £500,000 – £1,000,000£300
 £1,000,000 – £5,000,000£450
 £5,000,000 – £25,000,000£650
 Over £25,000,000£700

High income countries* with annual income:
 Under £500,000£125
 £500,000 – £1,000,000£200
 £1,000,000 – £5,000,000£250
 £5,000,000 – £25,000,000£300
 Over £25,000,000£350

All other countries, with annual income \$ (USD):
 Under \$3,000,000US \$75
 Over \$3,000,000US \$100

• Multilateral/International

Organisations£1,500

• **Associates**£200

* as defined by the World Bank. Source: www.worldbank.org/data/countryclass/classgroups.htm

| BENEFITS | Full/Multinational | Associate |
|---------------------------------------|-----------------------------|----------------------|
| Code implementation | Support provided | n/a |
| Kitemarks | 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 |
| Resource centre | Unlimited access | Unlimited access |

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