

July 2005

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Kitemark success

People In Aid is delighted to announce that Danish NGO Mission East, having received its first kitemark in 2003, has been verified compliant with the Code of good practice. An external audit followed intense stakeholder consultation and dialogue, and an impressive commitment to improve people management by the whole organisation. Mission East is the first agency since the Code was revised to have completed the rigorous process, though others are close to external audit. More details in the next newsletter.

People In Aid gratefully acknowledges financial assistance within the last 12 months from: the UK Department for International Development; ECHO (European Commission Humanitarian Aid Office); CAFOD; Development Cooperation Directorate Ireland; the Fritz Institute; World Vision UK; World Vision International; and member agencies implementing the Code.

The contents of this newsletter do not necessarily reflect the views and policy of People In Aid and its members and donors.

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Cross-cultural capacity

International staff from Western cultures once often worked around the world in splendid isolation. Expatriate “experts” with management styles developed within their own cultures managed Africa’s mission hospitals in Africa, India’s English speaking schools and Nepal’s agricultural projects.

Today, with universal management models abandoned, cross-cultural challenges have multiplied. International NGOs’ roles are changing from managing service delivery to acting in partnership to provide capacity building support to indigenous groups. From HQ to the field, INGO staff composition is increasingly multi-cultural.

If management is “getting things done”, cross-cultural capacity building challenges include:

- How to help local managers work in one culture, when their mentors - staff from partner INGOs or external capacity building practitioners – are from another, or managers try to apply imported models.
- How to support managers of multi-cultural staff to use approaches that

respect the strengths of individual cultures to “get things done” effectively, and address tensions from diverging cultural assumptions.

Some suggest effective decision-making across cultures needs a wider stakeholder base by introducing participatory and empowering management styles. Yet if local NGO employees are included, external facilitators may face a challenge in encouraging participation in strategic decision-making, particularly if local staff do not see their involvement as appropriate or workable.

Western-style leadership and management often involve results and control oriented methodologies, while other cultures may prove more people oriented, with moral values overriding targets. Avoiding conflict will require cultural sensitivity from INGOs, including appreciating how differences in the management style may be more locally appropriate.

Expectations about staff motivation and rewards vary by culture. Linking reward to individual results rarely acknowledges the

Continued on page 2

Jonathan Potter, Executive Director, writes:

“Must have good cross-cultural awareness” ... “Cross-cultural sensitivity and flexibility required” ... variations on this phrasing appear regularly in job adverts, as every NGO wants good ambassadors who will work well in other cultures and avoid alienating national staff, local partners and beneficiaries.

Last year our Members’ Forum decided: “Cross-cultural issues should be highlighted in every theme. This should be applied to the cultural impact on those in-country who host international staff as much as how the international staff themselves make cultural adaptations.” The growing number of backgrounds from which our members come enhances our capacity to achieve this in our output

As part of that, this newsletter gathers thinking and practice, such as ongoing research, for example into the provision of management guidance (see lead article); and practice, from issues around Islamic values to advice from Uganda and a case study from China, all on pages 4-5. And for those who must persuade interviewers of their cultural sensitivity, a few thoughtful points for individuals approaching this critical issue are on page 6.

Finally, well done to Mission East (see above): Being able to tell their key stakeholders that they are ‘compliant with the People In Aid Code’ is a worthy reward for the hard-working team at Mission East that so ably managed the consultation with staff and set out the path for continued improvement in the management and support they provide to their staff and volunteers.

Breaking barriers

Aid sector training is applying new tools for cross-cultural communications.

Umbrella group BOND – British Overseas NGOs for Development – recently held a cross-cultural communication workshop designed by Leadership for Environment and Development.

Emphasis was on tools and idea to overcome barriers to communication, including:

- Self-analysis to understand personal attitudes towards cultural difference.
- Separating different behaviours into universal, cultural and personal.
- Cultural analysis to better understand cultural assumptions.
- Developing intercultural skills.

At RedR-IHE on-demand courses are available on culture, communication and health, but cross-cultural issues are an integral part of all training.

Understanding cultural issues is reliant on an appreciation of the local context and a recognition that cultural issues are dynamic. Training tools include:

- Participatory ranking and mapping used as part of a more general needs assessment to give valuable insight into cultural attitudes.
- An ethno-centrist and ethno-relativist model that highlights to what extent your own attitude to experiencing difference is appropriate.

‘Fundamentally, individuals must recognise that other cultures are just as complex and dynamic as their own’

- A high and low context model that helps participants understand how people may respond to situations in a more context-specific, flexible way, based on community needs, rather than a more prescribed and predetermined way, based on individual needs.

Fundamentally, individuals must recognise that other cultures are just as complex and dynamic as their own.

Contributed by Lee Sentes, BOND, and Marion Birch, RedR-IHE.

Capacity building continued from page 1

value placed by local NGO staff on working with people they trust and having job security. Capacity building practitioners may need to emphasise internal and external relationship building as a motivating factor to stimulate team work and encourage closer community links.

Internal dynamics and external influences continuously recreate organisational culture. Strengthening the analytical and adaptive capacity of managers and staff should help organisations evolve into hybrids, combining various cultural influences to best respond to the local environment.

Reinforcing organisational culture and strategic direction may overcome tensions from cultural differences, while the multiple perspectives of multi-cultural dynamics offer creative opportunities for learning and innovation.

Contributed by Anne Garbutt and Mia Sorgenfrei of INTRAC’s capacity building Praxis Programme. Information: praxis@intrac.org



Reward group

A salary survey and benchmarking are among points being pursued after the latest Reward Affinity Group meeting.

Led by facilitator Michele Dennison (above), the group was able to review two new publications: the “Reward Strategy Guidelines” and “Reward Policy Guidelines” (details, page 8).

Looking forward to an ambitious consolidated pay and benefit benchmarking exercise, the group discussed survey methodologies with potential partners Agenda Consulting and ORC Worldwide. The hope is to identify a steering group from interested agencies to develop a suitable approach.

Although UK-focused so far, a broader perspective is being pursued so the work will ultimately be of interest and relevance to agencies worldwide.

Information, participation or details of the pilot survey: Ben Emmens ben@peopleinaid.org

From instinct to objectivity

As managers of individuals and teams, we constantly ride on instinct. The management of people cannot be reduced to an exact science yet managers are expected to produce positive change and tangible results, so must be systematic.

To complicate matters further, in aid and development work we have to negotiate our way across the geographical and cultural landscape, and through unique political and ethical dimensions. We must strive to be more objective in our evaluation of progress and more consistent in our judgement, and two recent People In Aid workshops tackled this situation head on.

The first, conducted by Chris Lever, looked at how to manage individuals at the personal level. Although “good communication” was identified as crucial to people management, various activities challenged our perception of what this really meant.

We concluded that communication is often misinterpreted as simply being nice to people. In reality, as good communicators, managers should establish a common set of ground rules that are understood, agreed upon and observed by all.

The second workshop, conducted by Sheryl Haw, broadened the scope to include team and distance management. We were presented with a range of practical management tools for ensuring that overseas teams remain focused on strategic plans and comply with procedures.

It was surprising how much common ground was shared by the participants, regardless of the diversity of organisations. Sharing will benefit us all, and it is reassuring to discover like-minded professionals facing similar challenges.

Contributed by Jimi Richardson, Africa Programme Manager, International Service.

Checking culture for staff coaching

“Think of a manager you’ve worked with who’s brought out the best in you... what specifically did they do that made them so good to work with?”

This question was put to more than 100 VSO country directors and managers from at least 20 cultural backgrounds in Asia, Africa, the Caribbean and the Pacific during workshops on coaching.

Many cultures expect management to be authoritarian and hierarchical, yet typical answers, irrespective of the person’s background, included: “They believed in my potential... cared about me as a person... took a risk letting me get on with it... they empowered me.”

In its Focus For Change strategy, VSO is adopting coaching as a key management style, but is aware that it might seem inconsistent in a cultural context comfortable with authority and hierarchy.

The challenge is to anticipate how a manager who listens and empowers, or one who invests in commitment, might be perceived by staff who expect a manager to tell them what to do, or insist on compliance to standards.

The crucial factor in building “effective management” is to take time to understand how others perceive working relationships, while not forgetting that VSO is building capacity and facilitating development, which often involves change.

Research suggests that while coaching is not a culture-free panacea, it is worth the necessary investment of the manager’s time and hard work.

Contributed by Sarah Gatrell, HR Adviser for VSO, sarah.gatrell@vso.org.uk, and Alex Swarbrick, managing director of the dialogue partnership, alex@thedialoguepartnership.co.uk



EPN 7 Steering Committee and organisers, from l to r: Michel Farkas, MSF-Holland; Lucy Markby, MANGO; Andy Buchanan, DfID/CHAD; Jan Janssen, PSO; Jonathan Potter, People In Aid; Laura Byrne, RedR-IHE; Florence Daunis, Action Contre La Faim; Elaine Sullivan, Save the Children UK; Christine Mallinson, People In Aid; Sheryl Haw, Humanitarian Aid Work Training & Consulting, Philip Walker, Bioforce.

How nimble is your HR in an emergency?

“Can managers who work in emergency situations truly achieve all that is expected of them?” was the key question posed at the very successful 7th Emergency Personnel Network seminar in Deurne, Netherlands, in June.

Although there was openness about the sector’s failings, particularly in Darfur, experiences from both Sudan and the Asian tsunami were used by participants to identify factors in successful response.

These ranged from “nimbleness” and having a stand-by force to managers with a “pick-up-and-go” pack. Flexible HR systems when speed is of the essence and senior management buy-in were also seen as critical to get the right person to the right place at the right time.

In total, 57 human resource professionals from more than 42 NGOs and 12 countries took part and heard speakers from organisations ranging from MSF to DFID, OCHA to Action Contre La Faim.

Academic and private sector speakers offered additional challenges, including the need to consider the ROI – return on

investment – when developing managers, and to answer the question “How good is good enough?” in relation to performance.

The head of human resources for global logistics company TNT listed nine ways used to ensure talented staff exist within the company, and summarised the approach as: recruit well, deploy widely, develop internationally and talk with, not about, people.

As well as discussing the main theme of “management development for emergencies”, participants took part in a range of working groups, which covered themes as varied as talent management, succession planning and 360 degree appraisal, coaching, cross cultural management and secondments.

This EPN seminar was chaired and convened by People In Aid, acting for RedR-IHE with funding from DFID.

A summary of points raised at the meeting highlighted 45 tools and resources for management development, which will be included in notes available shortly from: christine@peopleinaid.org and www.redr.org/redr/support/practice/epn/index.htm

Crossing cultures with the ess

International NGO Health Unlimited aims to empower indigenous people and communities living in the remote areas of countries affected by war and political instability and thus improve their health and well-being. A decentralised organisational structure is a key part of its approach.

Having initially set up four regional offices in 1999, further decentralisation is underway, with one regional manager in Nairobi managing country managers in Namibia, Rwanda, Ethiopia and Sierra Leone; country managers in Peru, Guatemala, Nicaragua, Cambodia and Laos; and area programme managers for China and Burma, and for the Horn of Africa. All these managers are based in the field.

After 10 years of managing its China programme from HU's London headquarters, in 2000 a regional manager

started work in China and an area manager is now based in Kunming. With freedom to develop innovative projects within HU's global strategic plan, the China programme has been particularly successful in developing cross border cooperation between China and Burma.

For the China programme, there have been two major people-management challenges. Our regional manager is not an English speaker and we lacked Mandarin language ability in HU's headquarters so we now employ a full time interpreter-translator, allowing communication mostly by email, and select China staff for technical and management skills rather than any English language ability.

The other is Chinese society's different management norms. Historically, Chinese employees have perhaps expected to be

A programme in China, with a non-English speaker in head office. That's cross-cultural, Health is part of an enriching experience. Contrib

instructed what to do more than staff in the UK, for example. In recent years, staff in China have been encouraged to take more responsibility and use their undoubted initiative. They have certainly done this; we now have discussions, not lectures, and ideas are flowing upwards, though lack of easy access to English language literature is a constraint. The plus side of staff expecting lectures is that as soon as they understand what is needed, it happens. The Chinese are very good at hitting deadlines because of an internal management that demands focused work and results.

The Chinese like to develop strong working relationships through hospitality. Some

Take advice from those on the receiving end

What is it like to be on the receiving end of international aid and Northern management? Uganda's Community Development Resource Network (CDRN), which uses organisational strengthening programmes to support civil society efforts against poverty, has learned useful lessons through its work with local NGOs.

Among CDRN's key findings:

- Western management tools and practice can derail programmes when excessive or inappropriately scheduled capacity building drains resources and hinders effective implementation.
- Over complex management tools and practices can actually increase the gap between local NGO and beneficiary communities, marginalising those they are intended to help.
- Management tools can isolate local development organisations if different approaches bring competition, whether between agencies, for donors or for geographical patches.
- Donor pressure, including differing reporting and budgetary requirements, can produce fragmented (or at least parallel), incoherent or sectorially-oriented approaches that lack impact.

- Capacity building can bring poaching of staff. There is a perception that Northern NGOs improve the knowledge of Southern NGO workers to create a labour pool for their "higher skilled" posts.
- Donors often insist their needs analysis be taken into full account, sometimes even insisting their own consultants be appointed, disempowering local capacity building organisations and the agencies being supported.
- Market-based Northern management tools emphasise social efficiency not social transformation, undermining local capacity to pursue radical interventions so indigenous agencies become less partners and more consumers of development.

CDRN advises Northern NGOs to critically review the tools, techniques and conditionalities that they impose on Southern NGOs; learn to listen and empathise with Southern NGOs; and encourage trust and transparency to narrow the gap between rhetoric (partnership, accountability and participation) and reality.

This is an edited extract of a presentation by Rosemary Adong of CDRN. <http://www.cdrn.or.ug>

Veils of d

The issue of the cultural neutrality of Northern NGOs has been achieved a new sense of meaning when Secretary of State, Colin Powell, described them as "force multipliers" for military intervention in the Muslim world.

Recent conflicts have only exposed and perhaps made more apparent an issue that has been apparent for years, that many non-aligned NGOs see themselves as culturally and politically neutral, having adopted a secular conceptual framework.

Working with faith-based local NGOs may be divisive, while using faith-based references in other programming issues is seen as undermining secular principles and requiring relative approaches to Muslim communities. Any scepticism of Muslim agencies by Northern secular NGOs is mirrored by the increasing scepticism among Northern NGOs in the Muslim world.

Local people rarely perceive foreign NGOs as being culturally or ideologically neutral. The "values" of Northern visitors appear alien to the Quranic truths and tribal culture of many Muslim communities, while Northern NGOs do not appreciate the lack of any dividing line between all aspects of Muslim's lives.

Given such a range of issues, many NGOs do not employ Muslims for a host of reasons, yet they should care to avoid pitfalls in this complex area. So

- Employing people of different cultures should be a broader diversity strategy. Employing Muslims does not make an NGO more effective in the Muslim world. Meritocracy irrespective of religion should be the recruitment priority, but re

essentials: humour and patience

King regional manager and no Mandarin skills limited style, where a full-time interpreter led by Jerry Clewett, HU deputy director.

visitors become frustrated and feel they want to “get on with the work”. Perhaps it is the “making time for people” that we miss out on in other parts of the world. Having learned that aspect of relationship building and management from the Chinese, I have tried to apply it elsewhere to a small extent.

It would be a huge mistake to try to impose a management straightjacket on our offices. As long as results are good and within our broad principles, countries can manage in their own way. For example, while each HU staff member must have their performance reviewed annually, how this is done varies by country. We encourage all our managers to use a

supportive not judgemental appraisal approach. The Chinese are good at that, developing into a close knit and mutually supportive team.

Communicating with our China manager by email via the interpreter-translator means there has to be a larger element of trust than perhaps elsewhere but that is not a bad thing. We try to meet face-to-face with the interpreter at least twice a year; these meetings are crucial since, apart from any technical objectives, they help to build trust through in-depth discussion, which is difficult via email, humour and, of course, hospitality. But the time and effort involved in day-to-day communications has positive results. We keep emails brief and, because all written documents must be translated, we plan carefully so not to waste the translator’s time.

Communication and understanding between the China office and HU headquarters is better now than it was before. This is not a criticism of our previous manager, who was bilingual, but he had to filter information in both directions, had little time to translate many documents and had to take many decisions by himself. Now that none of the staff speak good English, more documents are translated, so more staff have access to more information. This has had a very positive impact, encouraging a far more participatory approach to management in China.

Cross-cultural management is very enriching. In the centre, we enjoy engaging with and learning from each of those varied cultures. There are two qualities we all need to make cross-cultural management work: patience and humour.

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understand the religious and cultural dimensions of their environment.

- Avoid typecasting people based on physical appearance and personal perceptions. A long beard in men or a nikab (face covering) in women, for example, does not make them extreme or backward. For example, the vast majority of woman in Yemen will wear the nikab irrespective of whether they are religious or not.
- It is a mistake to assume that Muslims form one homogeneous group in a country and that all Muslim culture reflects Islamic teaching. Diversity within faith groups must be taken into account. Among Muslims in Iraq, for example, there is great diversity in terms of religious, cultural, and social outlook and ethnic identity.
- Special attention needs to be paid to religious needs, such as prayer facilities, religious holidays, fasting and appropriate arrangements for working space for male and female staff. Muslims of either gender will be extremely uncomfortable being alone with a non-relative of the other sex, whether in the office or travelling.

The need for cultural awareness training for expatriates goes beyond the important imperative of personal safety to address the requirement for stakeholder understanding and analysis, effective project design and service delivery, and the need to effectively lead, employ and manage people of different cultures.

Contributed by Atallah FitzGibbon, a director of Reflection Training, which offers professional service providers appropriate training on Islam and Muslim culture. Information: administrator@reflectiontraining.co.uk +44 (0)7817248085.

What HR has to offer

HR practitioners can play a vital role in raising cross-cultural awareness and understanding at every stage in employment, but operational constraints often mean that their potential contribution is ignored or not prioritised.

As advisors and managers, HR specialists are ideally placed to contribute to the initial needs analysis for the role and then the job design and description. When it comes to wording an advert and designing the specifics of the recruitment and selection process, HR advisors and managers can make them culturally adaptable while ensuring that no offence is caused and any discrimination is fair.

Culturally appropriate selection methods can be identified, from the ethnic, gender, age and seniority composition of interview panels to the nature and structure of the interview itself. For induction and briefing, the role of HR takes on additional importance. It is essential that both induction programmes and any briefing sets out the expected level of cross-cultural awareness and contributes to meeting any skills or knowledge gaps that may exist.

Ongoing training can be tailored to suit learning needs, and as the example of Reflection Training shows, focused cross-cultural training can pay real dividends where an agency works in less than mainstream situations or geographic locations. Finally, exit interviews can help mainstream the lessons learned to ensure that the learning process is continuous and mistakes are not repeated.

Contributed by Ben Emmens.

Humility helps find cultural solutions

Western culture is spreading its images, music, icons, food and much more ever further around the world, and it can be all too easy to assume that we all think similarly, too.

The reality is very different, as each child's socialisation ensures that different ways of making sense of the world are "in the bones" of each person. How can we value other cultures and avoid making assumptions about their point of view?

People usually assume that their own culture is "normal", and are rarely consciously aware of the assumptions they make when judging the world. For example, individuality, competitiveness, achievement, rational understanding and expressing independent opinions are not universal.

So the first task is to help staff reflect on their own culture, making explicit the values by which they judge others and their assumptions about how the world "should" be, so they can accept that people from other cultures may see the world differently and be less likely to want to impose their own values on others.

Whenever we go to "help" in another country, it is easy to forget that they know more than we do. The people with whom you are working are the experts on their own life and experiences, not the "higher status", "qualified"

'Creatively adapt your skills, experience and knowledge to the culture of those with whom you are working'

professional. Accepting one's own ignorance is not easy; to listen and learn, rather than rush in, requires humility and patience, and it may be useful to find a mentor or guide.

If you can listen and be seen to listen, you can create a working relationship which naturally assumes local culture and knowledge to be the predominant contribution. You can then present knowledge from your own culture tentatively, with a clear message that its relevance to local culture needs to be carefully negotiated. It is then much more likely that both parties will be able to develop a mutually beneficial relationship based on mutual respect.

Independent clinical psychologist Jane Gilbert suggests tools and techniques to value other cultures and, below, advises how to stay sensitive amid the pressures of a crisis

As an outsider, it is up to you to creatively adapt your skills, experience and knowledge to the culture of those with whom you are working, not to try and change other people to fit your assumptions. Rather than being an instructor, it is possible to facilitate a synthesis of cultures: to validate the

culture in which you are working, while offering the best from your own culture.

Accept the paradox that those who think they are going to "receive" and learn from you, will teach you more than you will teach them. And in that spirit, echo International Service's ethos: "Start with what people know, build with what they have."

Information:

Chambers, R. (2003) *Whose reality counts?* ITDG Publishing: London.
Sachs, J. (2003) *The Dignity of Difference.* Continuum: London.

Stay sensitive to tackle trauma and disorder

How can one stay culturally sensitive in the face of disaster and trauma? These principles complement the WHO guidelines on mental and social health:

- Access to valid information is essential to reduce public anxiety and distress.
- Avoid undermining community structures or creating dependency on external knowledge and personnel for psychological recovery.
- Local language, expression of feelings and concepts of emotional healing must take precedence over Western interventions.
- Appreciate cultural context. How is the disaster interpreted, how does this cultural group express distress, what are appropriate ways of healing and dealing with loss?
- Each community has its peculiar "genius", its ways of thinking, communicating, acting, caring for its citizens. Supporting that is the basis of psychological recovery.
- People themselves are always the experts in their own feelings. Some distress expressions may be untranslatable into Western frameworks.
- Appropriate social interventions reviving routines can have powerful positive effects, from schooling for children to restoring cultural and religious events.

- Re-establish family and kinship ties and social and cultural institutions, as traditions are central to people's sense of order in the universe so life provides meaning.

Extracted from a paper by Jane Gilbert, "Responding to the Psychological Aftermath of the Tsunami", available online at: <http://www.odihpn.org/report.asp?ID=2696>.

Information:

WHO (2003) *Mental Health in Emergencies: Mental and Social Aspects of Health of Populations Exposed to Extreme Stressors.* http://www.who.int/mental_health/media/en/640.pdf

WHO (2005) *Mental and social health during and after acute emergencies: an emerging consensus? Bulletin of the World Health Organisation, 83 (1) 71-76.* <http://www.who.int/bulletin/volumes/83/1/en/71.pdf>

WHO (2005) *Mental health assistance to those affected by the Tsunami in Asia* http://www.who.int/mental_health/re_sources/tsunami/en

Both articles © Jane Gilbert 2005. Contact the author for workshops: janegilbert@janegilbert.entadsl.com +44 (0) 1768 863591.

Member profiles



Traidcraft Exchange

Traidcraft Exchange is a charity dedicated to fighting poverty through trade. Set up in 1985, Traidcraft Exchange supports disadvantaged producers and small enterprises in developing countries to build a secure income for themselves and their families.

Trade is the only sustainable way to address world poverty. Aid can tackle short-term crises but is no long-term solution. Through trade, millions of small-scale producers can build independent, dignified lives for themselves and their families.

Working in East Africa, Southern Africa, South Asia and South East Asia, Traidcraft Exchange focuses on three main areas:

- Trade, helping poor and disadvantaged producers in developing countries access appropriate markets for their agricultural commodities, handcrafted goods and natural products.
 - Support, building the capacity of local organisations to assist small producers in key areas of need, such as practical help with quality control, business planning or how to export.
 - Influence, lobbying policy-makers to tackle trade barriers, building the capacity of local organisations to speak for the poor, and challenging companies to be more accountable.
- Traidcraft Exchange has joined People In Aid because it believes in keeping current with the latest good practice; becoming a member is an opportunity to share learning, network and apply best practice to management of staff, especially those overseas.

Hope and Homes for Children

Hope and Homes for Children aims to find the best local forms of family-based care for children that have been orphaned or abandoned. HHC operates alongside governments and local communities in nine countries in Eastern Europe and five countries in Africa.

The charity was founded in 1994 by

Mark and Caroline Cook following Mark's experiences in Sarajevo with UN Peacekeeping Forces. Ten years on, HHC has transformed children's lives in programmes to close institutions, particularly in Eastern Europe, and supported child-headed and grandparent-headed families to secure the current lives and future livelihoods of thousands of children.

HHC's rapid success and growth means it has a commitment to staff and volunteers worldwide. With its sights on the next 10 years, HHC is committed to embedding good human resource

practice across the organisation. On the recommendation of other charities, HHC has joined People In Aid to learn from others about implementing policies and procedures worldwide.

Alisei

Alisei is an Italian NGO created from the merger of Nuova Frontiera and CIDIS, both active for more than 20 years in development, humanitarian emergency assistance, inter-cultural education and integration of migrants.

Operating in 24 countries in Africa, Asia, the Americas and Eastern Europe, Alisei aims to tackle underdevelopment and conflict, and foster solidarity and human rights.

Alisei's work includes rehabilitation, emergency aid, natural disaster prevention, integrated rural development, microcredit, children and young people, and social housing within Italy.

Alisei has joined People In Aid to work alongside other agencies to acquire knowledge of management methodology and guardianship of employed personnel, to improve its professional care of staff and apply good HR practice.



BOARD PROFILE: Usama A Bastawy

People In Aid board member Usama Bastawy is head of human resources at Islamic Relief, based in Birmingham, England.

Born in Aswan in South Egypt, Bastawy took his first degree in Cairo, worked for CARE Egypt, and then came to the UK to study for an MSc in Swansea.

With experience in Bangladesh, Egypt, El Salvador, Mali, Palestine, the Russian Federation and the UK, Bastawy has worked for Islamic Relief as a country director in Bangladesh, Regional Programme Manager in Birmingham UK, and then became its head of HR.

His interest in HR began when studying personnel as part of his Business Administration degree, and his HR career started when he was appointed as training coordinator for CARE Egypt in Aswan.

Over the past 15 years, his work has brought him into contact with international agencies that could benefit from implementing the People In Aid Code of good practice: "I have seen many abuses of power and authority in agencies, especially at the field level.

"I have known many international agencies that do not support managers, have no HR strategy, have no recruitment policies, do not care about equal opportunities, do not care about staff development or even health and safety."

Bastawy believes that increasing problems with health and safety, security, abuse of employees, managerial failure and high staff turnover make the People In Aid Code of good practice even more valuable and timely.

Resources and events

New guidelines

People In Aid has published a range of new guidelines. Each is free to members, £5.00 non-members.

Contact: christine@peopleinaid.org

Reward Strategy: Traditionally important for recruiting, motivating and retaining staff, reward is increasingly seen as a factor in fulfilling the organisation's mission and objectives, which depends on inspiring and guiding people, as these guidelines discuss.

Reward Policy: With step by step ideas, tips and tools, plus case studies and examples, these guidelines focus on the practical elements of designing and implementing a reward policy.

Learning, Training and Development Policy: These guidelines set out the purpose of a learning, training and development policy, such as to clarify the organisation's values and beliefs in developing staff, and how to design one.

Induction, Briefing and Handover

Policy: How information is passed from one to another is explored in these guidelines, including how different presentation options and a combination of communication skills and techniques ensure recipients grasp the key knowledge needed to carry out their job efficiently and effectively.

Benchmarking survey

People In Aid is collaborating with Agenda Consulting for the People Count 2005 survey, which provides participants with a comprehensive assessment of how their HR compares to similar organisations.

In 2003 the survey involved 120 voluntary organisations, including the British Red Cross, Oxfam, Save the Children and Unicef. This year, the target is at least 200 organisations employing more than 50 staff in the UK. A separate People Count survey is being offered to international development organisations

employing 15-50 staff in the UK at the reduced cost of £200 + VAT.

The data gathered provides an opportunity for the relief and development sector to benchmark itself. Deadline to join is 8th July.

Application form: Roger Parry roger@agendaconsulting.co.uk, Ben Emmens, ben@peopleinaid.org

Stress symposium

Managing People Under Pressure

"Managing people under pressure" is the theme for a joint People In Aid and InterHealth symposium taking place in London on 26th October to highlight current trends and good practice in the international relief and development sector.

Participants will be able to reflect on the latest research and developments in the field of stress, trauma and psychosocial health, and develop practical responses to the challenge of stress in international aid workers.

Information: info@peopleinaid.org

Join People In Aid!

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

- Information: we try to find answers to questions about policy, practice, training, recruitment or anything linked to HR management.
- Data exchange: we help members share information, e.g. policies.
- Website members' area: this holds exclusive and valuable material.
- Discounts: members save on all workshop fees and publications.
- Networking: potential to become involved in working groups and network at 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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