

October 2005

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Save The Date Forum and AGM

16th November 2005

All members welcome

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Back to the HR basics

By Ben Emmens

In the past 15 years HR has tried to change from a paternalistic focus on employee relations to a “business focused” alignment with organisational goals.

Thus a growing number of organisations outsource HR-related activities believed to add no value, from payroll to staff welfare and sometimes even recruitment. Titles are changing: company personnel managers become directors of people or heads of talent.

Some rhetoric has been stripped away. The mantra “people are our greatest asset” may be hackneyed, but plenty of chief executives believe it, and practice it, too. People are key to what business terms “competitive advantage”, research shows. People In Aid talks of people being central to achieving an organisation’s mission.

HR’s metamorphosis is far from complete. The latest book from HR guru Dave Ulrich, who has been credited with shaping much of today’s thinking, such as concepts of HR as employee champion and strategic partner,

proposes an integrated blueprint for HR’s future by creating sustained value through five key roles.

Will Ulrich’s revised thinking influence the relief and development sector, much of which is still debating how its HR should evolve? Disagreement over how to add value remains; some agencies prefer a type of outsourced recruitment in which head office hires staff and deploys them to the programme, while in others, recruiting authority is delegated to the programme line manager so almost all hiring is local.

Relief and development HR professionals have almost reached consensus. Redefining HR may be essential but it must not come before securing basics, such as managing contracts, legal compliance, terms and conditions, employee data and staff security.

There is a greater recognition that a true strategic partnership can only be built once the fundamentals are in place to establish trust. For agencies,

Continued on page 2

Jonathan Potter, Executive Director, writes:

People In Aid’s strategic plan gives us the task, as one of our objectives, to provide resources that the sector can use to improve practice in human resource management.

Happily the quantity and quality of our output is judged to be high, but how do we prioritise our work? We learn a lot from our members’ own priorities and activities, but we also keep in touch with wider trends in HR, in the sector, and beyond.

This newsletter, unusually, does not look at a specific HR theme but takes a look at some of these trends and how they may develop. Collaboration, for example. The sector as a whole is searching for ways to work together and two interagency examples are highlighted on page 4. There are examples of proposed wider collaboration: two conferences discussed on page 5 look at North-South attempts to offer and receive assistance in building capacity and resources.

We also pick up on the trends in talent management and succession planning where we can learn much from the corporate world on page 4, and highlight the increasing pressure on the HR function to prove its value on page 2.

One way for People In Aid to prove its value is the use of the resources it produces, so we are delighted to applaud on page 3 two more agencies – Oxfam Australia and Mission East, from Denmark – reaching key stages in implementing the Code.

Calculating returns for saving lives

A constant search for a “return on investment” characterises many of today’s working environments, with HR leadership challenged to reduce costs while maintaining delivery of competitive services that attract, retain and motivate workforces.

Return on investment in the humanitarian relief and development sector is more than a simple time and money equation. Defining and calculating it are complex matters and consensus has been elusive for those seeking a common understanding or formula.

The future of HR and, to a great extent, the future of the sector, hinge on proving the value of the contribution they make, but many questions remain, such as: how can shareholder value be translated into development terms, should the “return” be lives saved or deaths prevented, is the investment donor money or staff time and expertise?

Organisations generally spend (or invest) quite a lot on their people. Recent research by the National Council for Voluntary Organisations

suggests that on average in the UK, voluntary organisations spend around 43% of their income on staff, and that each new member of staff costs between £2,500 and £6,000. With human capital a key part of the return on investment debate, HR managers have to be a part of the return on investment discussion.

Calculating savings from staff retention, internal recruitment or rapid deployment of emergency staff can fairly straightforwardly provide evidence of HR’s value. Learning and development managers have long been aware that their ability to add value relies on demonstrating, for example, the return on training investment.

Generalist HR practitioners could do worse than talk to their training colleagues about how best to show their return on investment.

For more on evaluating the effectiveness of training and development – see People In Aid’s free information note on training and development available to download at www.peopleinaid.org/pubs/freepubs.php

HR basics continued from page 1

strategic partnership with line managers might mean joint planning of programme activities and resource allocation, reporting on employee performance, and contributing to knowledge management. The onus on HR is to get the basics right first.

In that sense, Ulrich’s latest thinking is merely what good HR practitioners always tried to do: ensure staff are treated properly, develop their potential in line with organisation objectives, and engage with organisational planning and development to achieve the organisation’s mission more effectively.

Ulrich’s five new roles actually centre on just one; that of HR leader, who must value their own function and exhibit the leadership skills they expect in others by accepting accountability for today’s work while adapting for tomorrow’s requirements.

Meanwhile, the employee champion role has evolved with two distinct facets: first, the need to serve employees today, such as through employee advocacy; and second, serving employees tomorrow, through human capital development.

HR practitioners should go beyond administration to improve decisions and deliver results by becoming functional experts, responsible for foundational HR practices (recruitment, reward, training, development) and for emerging HR practices (work process design, organisational development, executive leadership development).

Ulrich’s concept of strategic partner remains, with its multiple dimensions of business expert, change agent, strategic HR planner, knowledge manager and consultant. Coaching and facilitation remain key skills to enable line manager partners achieve their goals.

Closer working relationships with line managers and staff generally are essential for these roles. In reviewing their organisational structure, some large international agencies are making radical changes to ensure HR practitioners and other key staff are as close to the programmes as possible. HR then goes beyond mere service delivery into the realm of Ulrich’s strategic partner, helping deliver the mission more effectively through better staff management.

The HR Value Proposition, Dave Ulrich and Wayne Brockbank, Harvard.

Forum to highlight key issues

People In Aid’s annual members’ forum and general meeting will be held on the morning of 16 November in central London.

It is the key annual event in People In Aid’s year as members gather to discuss HR subjects of critical concern, assess the progress and direction of the organisation and the Code of Good Practice, elect the board of trustees and network with others working in the same field.

The day will include two special events. As well as announcing the results of the People In Aid members’ survey, a new format for the forum will see a guest speaker highlighting HR issues.

Ann-Marie Wilson, an international HR consultant, has just returned to the UK from a gruelling assignment in East Africa with the Swiss-based

humanitarian organisation and People In Aid member Medair.

She will offer stimulating comments on the theme of HR needs and priorities in the South, and her presentation will provide an excellent starting point for subsequent discussions over a buffet lunch.

**Save The Date:
Forum and AGM
16th November 2005**

Attendance at the forum and the short annual general meeting that follows, is one of the benefits of People In Aid membership. If you are a member, please respond to your invitation as soon as possible.

To join People In Aid, please contact info@peopleinaid.org



Code success: members of the team at Mission East which has been “Verified Compliant with the People In Aid Code”

Mission East celebrates its Code kitemark

Mission East was awarded the kitemark “Verified Compliant with the People In Aid Code” on 17 June 2005, the first agency since the Code was revised to have completed the rigorous review process.

The agency says that after months of hard work, the kitemark underlines the importance with which it regards its staff’s care and management. Human resources director Peter Drummond Smith said: “The kitemark reminds both us and others that our staff are our most important resource and that we care actively about how we show that in practice.”

‘People truly are the future of Mission East... Investing in Mission East people is the key to our organisational success’ – Kim Hartzner, managing director

The People In Aid Code of Good Practice in the management and support of aid personnel was launched in 1997 and revised in 2003 to provide a benchmark of good practice human resource provision in seven key areas, under the guiding principle that an agency’s staff are central to the achievement of its mission.

Mission East realised in 2002 that the People In Aid Code of Good Practice was a great tool for ensuring that the human resources management of the agency’s staff received the attention it

deserved. With the full backing of senior management and the board, communication about the Code went out to staff through the in-house magazine, weekly head office bulletins and a personal letter from managing director Kim Hartzner.

Mission East’s first kitemark, “Committed to the People In Aid Code” was secured in autumn 2003 by demonstrating how it was working towards verifying that its human resource provision met Code standards. With staff familiar with Code principles, the agency could then move ahead with the process of verification and implementation:

To be verified compliant with the Code and achieve the second kitemark, Mission East’s project team began a lengthy process of social audit to analyse its human resource provision, check perceptions of this provision with a questionnaire for HQ, expatriate and nationally recruited staff, and highlight any areas of weakness.

Verification was completed by an assurance statement from an externally appointed auditor after extensive examination of Mission East’s HR practices and a review of the project team’s final report.

Although the kitemark recognises Mission East’s efforts to date, it is also a challenge to further improvement. By setting good practice benchmarks, the Code has enabled Mission East to foster a wider discussion of HR issues and

clearly identify priority areas for action.

Operations director Mags Bird said: “We got a realistic view of all sides of our HR management and support, and a realistic plan for making ongoing improvements. It sounds simple, but the simple things can often be the most valuable in the end.”



Ready to commit

Oxfam Australia has secured its first kitemark by making formal its long-term commitment to the People In Aid Code and plans are being made to fully implement it in the months ahead.

Executive Director Andrew Hewitt says the Code “is a unique tool to assist agencies like Oxfam Australia” and will help staff “improve their human resources management, and thereby provide better development aid and disaster relief to communities in need”.

As well as awarding the kitemark, “Committed to the People In Aid Code”, People In Aid welcomed this public commitment and will be supporting the implementation team, led by Lucy Quarterman, Oxfam Australia’s International HR Coordinator, through the process.

Collaboration continuum

effective humanitarian assistance delivery. Launched in March 2005, ECB includes a focus on “real-time” learning to simultaneously develop capacity, obtain practical research and pilot alternative approaches in collaboration with existing inter-agency initiatives.

As well as drawing senior management attention to the need to institutionalise improved practices and providing peer support, informal ECB contacts have already led to better access to emergency funding, upgraded rapid response mechanisms, increased organisational commitment to accountability and standards, such as Sphere; and better developed staff competencies and security management procedures.

ECB is undertaking four initiatives:

- Staff capacity, such as effectiveness in sourcing, developing and retaining quality staff for humanitarian action.
- Accountability to industry standards and impact measurement of humanitarian action.
- Risk-reduction capacity and emergency preparedness among NGO staff, affected communities, and local and national authorities.
- Field set-up, rapid and reliable information and communications technology, and ICT training for humanitarian field staff.

Agencies participating in the staff capacity initiative intend to respond faster in emergencies and provide higher quality responses with better-trained and more rapidly deployed staff. The focus is on building national and regional staff capacity so that emergency leadership positions can be filled at the appropriate skill level and in a timeframe that enables them to function effectively.

There is no shortage of anecdotal evidence about staff capacity shortcomings and human resources management challenges within the humanitarian sector. Yet People In Aid, the Emergency Personnel Network and others have made considerable advances in developing and promoting good practices in staff capacity management for humanitarian organisations.

The aim is to demonstrate systematically the relationships between staff capacity and programme performance, and to equip agencies with tools that will enable them to prioritise HR investment opportunities based on the returns they deliver.

Based on reports contributed by Sara Davidson, Nigel Clarke and Mark Hammersley. Forming Alliances: Working Together to Achieve Mutual Goals, by Linda Hoskins and Emil Angelica, Wilder Publishing Center, 2005

Talent and succession

From the board and senior managers the performance pipeline can bring on those who have the dialogue and individual knowledge that the organisation is looking for – in their future progress. What is its need for talent and how to research into how it could be met. With backing and commitment, the solution applied was “Global Reward” and aimed to address retention difficulties.

In practice, staff and posts, international personnel were identified and it was decided it need three

by within a country. advertised, incorporating . over skill gaps.

qualified and experienced strengthened by developing succession planning to help

train, develop and fast-track up-and-coming managers into positions of leadership, and a talent manager to help ensure staff have performance development plans.

Talent management’s evolution requires a real effort and has not been problem-free. It can appear to favour a few individuals, cutting across equal opportunities and open recruitment. Careful explanations were needed, especially during the first phase, which included asking country programme managers to step aside for more experienced colleagues if an emergency required an urgent scale-up of operations.

In spreading the system by region and through staff levels, there has sometimes been a patchy response, and it has not always been easy to find the time and resources to identify training needs essential to develop staff lacking some skills.

It was hoped that an indirect effect of these new developments would be a recruitment-improving boost to Oxfam’s image as an agency that invested in its staff. Efforts were made to improve management of staff personal development plans across the regions. An information system was also set up to track staff progress.

NGOs seek power shift into South

By Jonathan Potter

When will Northern NGOs pass the operational mantle to their Southern counterparts? On what grounds are Southern NGOs deemed unready to inherit that mantle now? Will better collaboration help ease any shift of power?

Two recent conferences considered the readiness of Southern NGOs, a critical issue for the relief and development sector’s future. In Addis Ababa, Africa Humanitarian Action gathered African humanitarian NGOs, while in London, Islamic Relief drew together NGOs from and working in the Arab and wider Islamic world.

People In Aid’s prime interest at both conferences was to gauge need and offer assistance in human resources capacity. While each event ranged far wider, both recognised the need for such assistance.

Convened to “agree how to build the capacity and resources of African non-governmental organisations”, the Addis conference found support for an African Centre for Humanitarian Action to, among much else, “boost the efficiency and effectiveness of African humanitarian organisations by combining the theory and practice of academic researchers and NGO managers and experts”.

The London conference aims included improving humanitarian action and solidarity by “building partnerships between a well-regulated Muslim humanitarian sector and the international community” and “building the capacity of Muslim NGO sector to operate within the quality standards required by host communities, governments, international institutions and donors”. Discussions suggested a bridge-building agenda would advance these aims.

That both African and Islamic organisations recognised the rewards of continued collaboration with the wider community, from the United Nations to Northern NGOs, was significant, but both events brought a strong sense that the terms of engagement will change; a process requiring all to prepare and, indeed, all to contribute.

HR's role in an emergency at HQ

Are you ready for the next emergency, one much closer to home rather than in an operational country where crises are expected? Could your organisation function if its head office was caught up in an unforeseen emergency?

Like 9/11, the terrorist attacks in London in July and Hurricane Katrina in Louisiana in August have shaken agencies headquartered in what many might consider safe, stable environments.

As well as reminding even disaster specialists of the need for emergency contingency plans, these events underline the crucial role HR should play in their creation.

Peter Thomson, director of the future work forum at Henley Management College in the UK, said: "HR should lead on risk management because you can

get your building running but you can't get a whole new workforce.

"The traditional role of HR – that of maximising the results from the organisation's most valuable assets (its

'All staff should be provided with access to counselling services and support'

staff) takes on an even greater importance at a time of crisis."

For some organisations, London's bombs were a wake up call to create or modernise business continuity plans; for others they provided a real test of existing plans and procedures.

Andrew Forster, director of workforce at the UK's department of health sees three phases in dealing with emergencies:

- Ensure you have the right staff with the right skills to deal with the emergency.
- Second, HR should ease stressful situations with clear communication over, say, whether they should come to work during an emergency.
- Third, all staff should be provided with access to counselling services and support.

The key to successful continuity is demonstrating support for employees before, during and after. Staff need to know their employer has planned for and is able to respond to major events.

This article is adapted from an article that first appeared in the magazine of the UK's Chartered Institute of Personnel and Development (www.peoplemanagement.co.uk).

Donor states set themselves aid standards

The Good Humanitarian Donorship Initiative (GHDI) is a fairly new effort by donor states to maintain standards in what they and the agencies they fund do with the money.

Launched in Stockholm in June 2003, the GHDI sets out commitments by states to key principles of good practice, and an exposition of their roles and responsibilities.

The principle most closely connected to People In Aid's work is number 15, which requests that "implementing humanitarian organisations fully adhere to good practice and are committed to promoting accountability, efficiency and effectiveness in implementing humanitarian action". People In Aid and its members will look forward with interest to the full development of this principle.

A report presented at the October 2004 GHDI conference showed that EU donors' commitment to principle 15 had consisted of certain among them funding and supporting People In Aid, Sphere and other initiatives concerning standards, good practice and accountability.

GHDI: <http://www.reliefweb.int/ghd/>

Code helps to improve local staff management

The People In Aid Code is beginning to help transform the working environment for local staff, and raise the quality of employee relations within various country programmes, according to recent workshops in Africa.

This positive feedback came from recent workshops in Sudan organised by International Aid Services, a Code-implementing European NGO that is working predominantly in east and central Africa.

More and more agencies are

formally implementing the People In Aid Code, while many others continue to use it informally or have incorporated it within their own bespoke management systems.

People In Aid is currently developing more resources and materials for agencies that are using the Code, and an updated social audit manual should be complete by the end of the year.

Additional guidance on stakeholder mapping and engagement, and reporting, is being prepared to assist implementing managers in their role.

Europe studies volunteer options

People In Aid is part of a team commissioned by ECHO (the EC Humanitarian Aid Office) to look into the establishment of a European Voluntary Humanitarian Aid Corps.

Bringing together the views and experiences of international NGOs, multilateral agencies, donors, volunteers and other stakeholders,

the final report will look at how European volunteers could contribute at times of humanitarian crisis.

The study's terms of reference include consideration of standards of recruitment, training and preparation, which is where People In Aid will primarily be offering its experience.

Information: info@peopleinaid.org

Member profiles

Skillshare International

Skillshare International is an international development organisation working to reduce poverty, injustice and inequality, and to further economic and social development.

This is done in partnership with people and communities throughout the world, by sharing and developing skills and ideas, facilitating organisational and social change, and building awareness of development issues.

The organisation works in several ways, three of which are:

- Placing international volunteers, known as development workers, within its partner organisations to share their skills with local counterparts for varying lengths of time.
- Running a leadership development

programme that aims to enhance leadership capacity within the management teams of partner organisations.

- Securing financial resources for partner organisations' projects, programmes and other initiatives.



Skillshare International currently works in six countries in Southern Africa, three countries in East Africa and in India, in addition to its United Kingdom and Ireland programmes. Its partner organisations include local NGOs, community groups and government ministries and departments, and priority

sectors are economic empowerment, education, environment and health, including HIV/AIDS.

Skillshare International joined People In Aid in 2005 to network, share information and ideas around good practice with other organisations, and learn from others.

The organisation recognises that implementing the Code creates a suitable framework for self assessment of its human resource management practices for both staff and development workers, and offers opportunity for improving HR management practices.

Acción contra el Hambre

Acción contra el Hambre, the Spanish arm of the ACF International network, celebrates its 10 anniversary this year.

Since its foundation in Spain in 1995, the organisation has grown from a very small base to a point where today it handles missions in 15 countries with almost 100 expatriates in the field at any given time and 1,000 national staff.

Together with its sister organisations in the ACF International network, it shares a common charter of principles and a common mandate: to eliminate hunger in the world, whatever its causes or however it occurs. The basic approach to fulfil the mandate is common to the ACF network, including intervention in the field, investigation and advocacy.

Acción contra el Hambre intervenes in a wide variety of situations ranging from major emergencies (such as its recent work in Niger) through to programmes of rehabilitation and risk prevention.



Robert Good, HR Director, said: "Our biggest challenge is to attract, motivate and retain the professionals we require to fulfil our mandate and we hope that membership of People In Aid will enable us to learn how better to address these issues and perhaps also allow us to contribute something in return from our own experiences in professional people management.

"We are happy to have joined People In Aid, since we firmly believe that people are central to the achievement of our mission."

BOARD PROFILE: Ted Lankester

Ted Lankester was involved in the work of People In Aid from the beginning and has been a trustee from the time it was registered as a charity.

As a medical doctor, he spent eight years working in community health and development in the mountains of Asia, and today writes and lectures on primary health care in developing countries. With two colleagues, he is setting up a new organisation, the Community Health Global Network.

Since 1989, Lankester's main job has been Director of Health Care at InterHealth, the international health centre in London that acts as travel or occupational health advisor to most UK-based aid agencies.

From talking to literally thousands of aid workers, he concludes: "That the great majority of illness, stress and distress can be either prevented or minimized if organisations care effectively for their staff members. Competent and compassionate management at all levels, when adequately funded, will increase an agency's effectiveness and improve the health and welfare of its staff."

Lankester says People In Aid is



"rightly in the business of behavioural change", which is why the Code is vital: "Organisations must, as a top priority, ensure that their HR practices are relevant, up-to-date and implemented at all levels, with the chief executive and senior management team leading by example."

"We talk a lot about sustainable projects. I am equally keen to see sustainable people, and fewer who resign, retire or drop out because of exhaustion, cynicism or stress. People In Aid's mandate is to make this a reality."

Lankester adds that while we all have a duty of care to the world we live in, "we also have a duty of care to aid workers, and to ensure that they are affirmed, managed and supported in the best way possible".

Resources and events

People under pressure

People In Aid and InterHealth are collaborating on “Managing people under pressure”, a one-day symposium highlighting current trends and good practice in dealing with stress in the international relief and development sector.

This symposium on 26th October in London provides an opportunity to present and consider the latest research and developments in trauma, stress and psychosocial health in the international development sector.

There will be a packed programme of talks, presentations, discussions, facilitated groups and workshops, plus an evening reception with complimentary refreshments as a key networking opportunity.

Those expected to take part include: Antares Foundation, British Red Cross, Counselling in Companies, Commonwealth Foundation, One Click Health, ORC Worldwide, Oxfam, Save the Children UK,

Tearfund, and independent specialists Dr Debbie Lovell-Hawker and Sara Davidson.

The symposium will cost £60 for People In Aid and InterHealth members and £85 for non-members.

Information: info@peopleinaid.org

NGO health priorities

People In Aid and the Institute of Occupational Safety and Health (IOSH) have come together to facilitate a half-day roundtable focusing on the health and safety of staff and is relevant for any manager dealing with these concerns.

“Responding to international health and safety priorities for NGOs” will see a keynote speech by Deb Grubbe, Head of

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Safety at BP Europe, to set the scene and draw out learning and good practice which can be applied in the humanitarian relief and development sector.

Participation in the roundtable is by invitation although the results and any further work or research will be disseminated by People In Aid. As a starting point for debate and learning, the event has several key objectives:

- Consider how health and safety risk management could be developed through partnerships, particularly in developing or disaster-affected countries.
- Provide a networking forum for managers responsible for staff health or safety.
- Share examples of good management practice about staff well-being and safety.
- Identify current or emerging issues on occupational health and staff safety.

The intention is that needs or issues identified as a result of the meeting will be addressed by People In Aid, IOSH and participating agencies. The roundtable will take place on the morning of 2nd December at the headquarters of the British Red Cross in London.

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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