

January 2006

Inside this issue

Health, safety and security

Measuring threats to staff.....	2
Agency culture stress.....	2
Members' Forum and AGM.....	3
Full membership list.....	3
Managing people under pressure – full symposium report.....	4
HR's 10 top challenges.....	6
Action on stress.....	6
Health powers performance.....	6
Benchmarking HR and rewards.....	6
Board profile: Rachel Westcott.....	6
New member profiles.....	7
Events and training.....	8
Joining People In Aid.....	8

Verified compliant

People In Aid is delighted to announce that following its independent social audit by Richard Evans of ethics etc..., The Leprosy Mission International has just been verified compliant with the People In Aid Code. More in the next newsletter.

People In Aid gratefully acknowledges financial assistance within the past 12 months from: UK Department for International Development; European Commission Humanitarian Aid Office; Development Cooperation Directorate Ireland; Fritz Institute; World Vision UK; World Vision International; and Code-Implementing member agencies. Newsletter contents do not necessarily reflect the views and policy of People In Aid, its members or donors. Consultant Nick Cater caterpia1@yahoo.co.uk assisted with this newsletter. People In Aid is registered in England and Wales as a company limited by guarantee, no. 3772652, and as a charity, no. 1078768.

Keeping staff secure

The People In Aid Code of Good Practice is far more than an excellent means to improve the quality and effectiveness of an organisation's performance, through better management and support of staff.

It is also a useful tool to help an organisation fulfil its obligations to its staff and volunteers in terms of their well being. Our core work provides data, material and fora for agencies to deepen their understanding of all areas the Code highlights. This newsletter shows the progress being made in health, safety and security.

A recent roundtable hosted by People In Aid and the Institution of Occupational Safety and Health (IOSH) considered the question of who is responsible for the health and safety of employees and volunteers, and suggested there is a business case to be made for prioritising resources in that area. Deborah Grubbe, VP Group Safety for BP International, urged employers to think not just about the impact of work on health but also the impact of health on work.

Both Grubbe and Mike Webb, Tearfund's health and safety manager,

emphasised the importance of creating and executing organisational systems, starting with leadership – every Tearfund board meeting has a health and safety report – and a values-system encouraging everyone to think about safety.

Yet one break-out group informally scored international NGOs three out of 10 for implementation of health and safety, and the ILO guidelines on occupational safety and health management systems were strongly recommended.

Individual responsibilities were emphasised by Ann Bevan of the Inter-Cultural Partnership. For VSO, risk-taking activity was the main reason for repatriation. Aidworkers need to be confident – complacency and fatalism are bad news – with the skills to do their own risk assessments.

IOSH and People In Aid will pursue the roundtable's recommendations, including a standard reporting system for accidents centrally collated for the sector, aid worker "how to" guides, a template business case for health and safety investment, and exchanging good practice.

ILO guidelines: www.ilo.org

Executive director Jonathan Potter writes...

"The security, good health and safety of our staff are a prime responsibility of our organisation." Can your agency confidently quote People In Aid Code Principle 7?

It is a packed principle: occupational health, security, personal health, stress, risk assessments, insurance, briefings, workload, leave, debriefing, counselling, and more. Beyond legally-imposed duty of care and individual rights, such staff support also makes good business sense, given the cost of poor health and safety management in sickness, retention, performance and reputation.

People In Aid spends considerable time on the concerns of the principle most closely related to how the organisation affects individuals trying to fulfil its mission, and this newsletter highlights recent activities. We plan actions on occupational health and safety (see this page's lead story); offer data from a study on aid worker attacks and consider how organisational culture affects those working amid violence (page 2); and report on our symposium "Managing People Under Pressure" (pages 4-5).

Consistent themes emerge. Leadership is one; another is the mix of individual and organisational responsibility about which staff and volunteers need training. Finally, much remains to do. We welcome your good practice contributions.

Measuring the threat to aid staff

Violent injuries and deaths among those on humanitarian missions appear to be more frequent today than in the past as humanitarian assistance is increasingly being provided in conflict situations.

However, the scale of violent deaths to aid workers and the risks associated with relief activities have not been fully

assessed, and until recently there has been no systematic attempt to look at injuries and illness requiring hospitalisation.

These are vital data that can inform efforts to improve health and security for humanitarian workers. Building on earlier work in this area (Deaths Among Humanitarian Workers, British Medical

Journal, July 2000), researchers of The Center for Refugee and Disaster Response at Johns Hopkins Bloomberg School of Public Health are engaged in a major study.

Research began in September 2002 and involves 20 NGOs (eight based in Europe, 11 in North America) and one UN agency. Researchers collect information on the deaths, medical evacuations, and hospitalisations of national and expatriate staff in each of the countries where organisations have relief and/or development programmes.

In addition, information is collected on the total number of staff across all organisations in those countries where any organisation's staff has reported a health or security event. This will allow for the calculation of actual risk rates over time and across geographic areas.

Periodic feedback reports are provided to the participating organisations and it is expected that the final analysis, including risk calculations, will help them measure the impact of insecurity on the well-being of their staff.

Analysis of the data available to date shows a range of initial observations, including:

- Intentional violence caused a quarter of all deaths, medical evacuations, and hospitalisations.
- Intentional violence caused 60% of all deaths reported to date.
- Most intentional violence cases have occurred to national staff (62.5%), as have most intentional violence-related deaths (77%).
- Intentional violence cases have resulted more often in death (56%) than either medical evacuation (22%) or hospitalisation (22%).
- Most (65%) intentional violence cases occurred to staff while en route to or from project sites, rather than offices or residences.
- Most intentional violence cases (71%) have not involved theft.
- Small arms were used in at least 56% of intentional violence cases.

Another year of data collection should produce sufficient information to complete additional analysis. The study is also pointing to other areas useful to investigate, such as security training, from its contents as they relate to actual risk to its assessment by staff who have experienced intentional violence.

Agency culture stress 'worse than violence'

Attacks on aid workers or a threatening environment may be less stressful than the overall organisational "culture", according to research for a new book, *Workplace Violence*.

For the paper "Not off the hook: relationships between aid organisation culture and climate and the experience of workers in volatile environments", Barb Wigley explored existing studies and surveyed staff at two international NGOs.

Her paper highlights a range of issues causing staff stress that together outweigh "critical incidents", from lack of support, unhelpful managers, funding pressures, rapid technological change and intense competition, to donor-related demands to exaggerate needs, simplify issues and not report problems.

Citing the "intransigent nature of organisation culture", Wigley quotes People In Aid's own experience to suggest: "Improved organisational functioning cannot be sufficiently achieved through the use of remedies that address only part of the problem, such as recruitment practices, debriefing, stress management programs or written guidelines, as these focus predominantly upon the individual and fail to address the role of deeper and systemic dynamics."

Wigley urges agency-wide action on morale, organisational functioning and culture: "Organisation culture and climate have a more significant impact upon occupational well-being than critical incidents ... these are the primary areas where interventions should be targeted." She adds: "Not only would this enable aid workers to face external risk and trauma with

greater resilience, but also overall outcomes of aid interventions are likely to be considerably improved."

She states: "It is essential for leaders at every level to take the courage to face the more difficult issues with their teams ... Critical also is the development of a managerial culture that emphasises day-to-day support of staff. The skills required to undertake such interventions need to be facilitated through a range of approaches, including not only training but also ongoing coaching opportunities, peer development and support, and the example and encouragement of senior leaders."

Among interventions possible are senior managers engaging in open discussion of difficult organisational issues; learning, reflection and planning activities; drawing of clear and manageable boundaries around tasks; and recognition of the importance of good people management skills at every level, and the impact that this has on the productivity and outcomes of the organisation as a whole.

Wigley quotes one aid worker saying, "We are really balancing on the edge. It's difficult to solve it because people are so far stretched and there's nothing to lean on and no time and resources to spend or invest in resolving some of these issues." Another adds: "Most of my stress is caused by internal management issues (administration, HR, short-tasking, communication issues, unreasonable workload etc) rather than external environmental issues."

Workplace Violence, Willan Publishing, ISBN 1843921340.

AGM and Forum: HR gets moving

Mobile HR was the highlight of People In Aid's recent Members' Forum and AGM, which attracted 21 agencies to learn, network, contribute and exercise voting rights.

Sharing her mobile HR experiences with Medair in eastern Africa, Ann-Marie Wilson discussed what Northern-based head offices do not learn about their field operations and how tiers of communication inhibit organisational learning. She emphasised how operational priorities frequently overruled human resource considerations and performance management lost out to task management.

Breakout group suggestions for People In Aid's support for HR practitioners included taking on a mentoring role, producing a Code-based presentation for HR departments to show operational colleagues, and reflecting the growing specialisation of the HR function, as line managers take more people management responsibility.

People In Aid was urged to respond to changing learning needs, include solutions and outputs in any training, and expand individual learning beyond the classroom or page with the system "learn, discuss, try out, discuss and amend".

The AGM was told of another successful year, with finances in good order, the organisation's reputation for quality

continuing, and growth responding to need. Chair June Nash talked of People In Aid's commitment on behalf of members to "the three Rs of human resources: recruitment, retention, relationships".

Executive director

Jonathan Potter emphasised key messages from DFID's 2005 evaluation of People In Aid: quality output, tightly focussed and responsive

to need, telling members: "We intend to continue to provide high quality services and outputs for you, on an increasingly global scale, in many cases through strategic partnerships."

In trustee elections, these candidates were successful: Richard DaCosta (independent), Simon Springett (Oxfam GB), Ann-Marie Wilson (Medair), Anne Wozencraft (independent). June Nash (Leprosy Mission International) was re-elected.

Ivan Scott (Oxfam GB), Usama Bastawy (Islamic Relief) and Jennifer Loughlin (independent) stood down and, along with Allan Bell (now MERLIN) and Bobby Anderson (World Exchange), who resigned during the year, were thanked



Loughlin: thanked

for their contribution. The board and, before that, the steering group had benefited from Loughlin's expertise in governance since 1999.

Meanwhile, figures on the People In Aid network (see list below) show it has expanded by almost a quarter worldwide, with 76 full members and 12 associate members, a total of 88 organisations headquartered in 20 countries, and the greatest growth (approx 40%) coming from both Europe and the USA.

And People In Aid's 2005 on-line members' survey suggests it continues to be seen as a responsive and useful organisation, with 96% of respondents rating membership very or quite useful, 72% rated People In Aid's impact on the sector very high or high, and 84% strongly agree or agree that People In Aid listens to their views and needs.

Members praised its effectiveness and relevance as "a lean, focused organisation of great value to the sector", whose "staff are helpful and responsive, the information provided always relevant and useful", while the Code "is a great benchmark for us and all NGOs".

Others declared it "the only organisation I know of that provides the information we need that is specific to HR management in international aid and development", with "very relevant and topical" workshops of "excellent value".

People In Aid Members

Full members

Acción contra el Hambre (Spain)
ACORD (Kenya)
ADRA (USA)
Alisei (Italy)
Amnesty International (UK)
Australian Red Cross (Australia)
British Red Cross (UK)
CAFOD (UK)
CESVI (Italy)
CARE Nederland (Netherlands)
Catholic Relief Services (USA)
Christian Aid (UK)
Christian Children's Fund (USA)
Comitato Collaborazione Medica (Italy)
Concern Universal (UK)
Concern Worldwide (Ireland)
Disaster Mitigation Institute (India)
European Perspective (Greece)
EveryChild (UK)
GOAL (Ireland)
Hands Around the World (UK)
HAP International (Switzerland)

HealthNet (Netherlands)
Health Unlimited (UK)
HelpAge International (UK)
Hope and Homes for Children (UK)
ICS – Italian Consortium for Solidarity (Italy)
Identity, Merge and Action-AIM (Pakistan)
IMC (USA)
IMC UK (UK)
International Aid Services (Sweden)
International Alert (UK)
International Nepal Fellowship (Nepal)
International Rescue Committee (USA)
Islamic Relief Worldwide (UK)
The Kids League (Uganda)
Leprosy Mission International (UK)
Lutheran World Relief (USA)
MAF-Europe (Europe)
MAG – Mines Advisory Group (UK)
Malteser International (Germany)
Medair (Switzerland)
Mercy Corps (USA)

Mercy Corps Scotland (UK)
Mission East (Denmark)
MOPAWI (Honduras)
Motivation Charitable Trust (UK)
ora international (Germany)
Oxfam America (USA)
Oxfam Australia (Australia)
Oxfam GB (UK)
Plan (UK)
Plan International UK (UK)
RETRAK/Tiger's Club Project (UK)
RedR (Australia)
RedR-IHE (UK)
Refugee Trust International (Ireland)
Save the Children (UK)
Save the Children (USA)
Skillshare International (UK)
SPW-Students Partnership Worldwide (UK)
Tearfund (UK)
Traidcraft (UK)
Trócaire (Ireland)
Tropical Health and Education Trust (UK)
United Mission to Nepal (Nepal)
Village Aid (UK)

VSF/DZG Belgium (Belgium)
War Child (UK)
War Child Netherlands (Netherlands)
WaterAid (UK)
World Exchange (UK)
World Vision (UK)
World Vision International (USA)
Youth With A Mission (England) (UK)
ZOA Refugee Care (Netherlands)

Associate members

Antares Foundation (Netherlands)
British Council (UK)
Centre for Humanitarian Psychology (Switzerland)
Centre for PHHA (Sweden)
DEC – Disaster Emergency Committee (UK)
Edinburgh International Health Centre (UK)
Global Development Group (Canada)
Global Witness (UK)
InterHealth (UK)
Malaria Consortium (UK)
MASC (UK)
ORC Worldwide (USA)

Shared role highlighted

The “Managing People Under Pressure” symposium organised by People In Aid and InterHealth attracted participants from many different organisations to discuss the psychological well being of humanitarian workers, from latest research findings to heartfelt personal experience and practical tools.

Together they portrayed humanitarian workers as facing multiple stresses, including unmanaged and unhealthy workloads, poor management, feelings of powerlessness, working in isolation, and the 24/7 society of intrusive emails and mobile phones always on.

Among the key points were how both organisation and individual share responsibilities for psychological well being. Participants were told that organisations should support managers, provide appropriate training and ensure that any “macho” culture does not exacerbate other stresses.

Speakers emphasised the role of organisational culture in providing a supportive framework, such as policies on work-life balance. Individual responsibility includes care of physical health – diet, exercise and limiting alcohol – and mental health.

Individuals need to recognise that dealing with traumatic events can contribute to “vicarious traumatisation”. Preparing people psychologically can help, but all staff should monitor their reactions to stressful situations and take their full entitlement of time off.

Innovative tools were presented, such as the Stress Risk Assessment that can be completed online, gives confidential feedback for individual self-management and anonymised results for the agency.

The “duty of care” towards national staff was considered, highlighting the significant dangers they face and examining appropriate support, including building trust in counselling by sharing ordinary activities and incorporating traditional beliefs.

*Contributed by independent consultant Jane Gilbert.
janegilbert@janegilbert.entadsl.com*

Adapt stress manag

Western methodologies for stress management, counselling and staff well-being need to be adapted to fully meet the needs of national staff, the symposium was told by independent Ugandan consultant Viola Mukasa.

She used Gulu in Uganda to research the issues because of its danger, large concentration of displaced people in camps and limited number of expatriate aid workers, but suggested cultural

approaches towards work, stress and trauma should be incorporated into global standards for aid staff psychosocial care.

Mukasa said counsellors and managers need to be prepared to deal with cultural differences, make use of local capacities, increase the sense of equality for the staff and ensure high risk posts are well monitored.

While the biggest challenge for smaller local organisations is their lack of staff

The power of prayer ...

Prayer and socialising are among ways to reduce stress from unhealthy workloads, immature leadership, organisational conflict, poor communication and feelings of powerlessness, the symposium was told.

Tearfund UK pastoral advisor Sue Mills explained how security scenarios were rarely the highest factor identified among stress sources. Instead, in a survey of its overseas-based staff to evaluate general well-being, 63% cited workload and 44% aspects of their role, such as ambiguity, lack of direction or overlapping responsibilities.

Mills said the agency's support for humanitarian emergency personnel was “an effective, exciting, multi-faceted, stimulating pastoral support strategy that enhances an individuals own skills, abilities and desires for growth and

nurture”. It has a range of initiatives underway, including:

- Introducing “principles of employment practice” for national staff.
- Management protocol tools for appraisal, management meetings, and recording of decisions and time frames.
- Extending contracts to a minimum of 1-2 years.
- New internship and management training channels.
- Regular personnel and administrators forum on HR.

Noting that faith is a uniquely unifying element that can cross all cultural boundaries, Mills suggested that time taken to listen and understand is never wasted, while short cuts are often disastrous in the care of people.

From blame to pride

Workplace stress can be reduced when realistic targets are set, and consistent systems are in place to which management are committed, a session led by Save the Children UK's health and safety advisor Sian Kelly concluded.

Behaviour can be influenced when organisational initiatives are implemented that help people understand the effect their actions have on others.

In helping staff to feel valued and supported, opportunities for training and development allow people to feel more in control and a sense of collective responsibility, changing the perceptions of a workforce that blames the organisation for how they feel into a sense of pride.

Ban bullyin

Action on bullying and harassment is vital “macho management” found in the huma urged Sara Davidson, a consultant on accountability and People In Aid founding c

She said macho culture has been va psychological self-defence by stressed field s lack of personnel management skills, the relie and headquarters managers' denial of the pre

A study of 500 expatriate staff found sympto in which stress sources included not only a vi also having limited people management exper

The gender gap showed up when equal qualified male and female expatriates sta sooner. Fewer women than men felt their pro was valued and women were under-rep management. An “old boys’ network” contr professional frustration.

Staff surveyed reported stress due to bully

Management to your national staff

and policies to address psychosocial needs, other agencies needed to adjust their practices to better understand “where people are coming from”.

For example, national staff may not express their needs if their manager is an expatriate, find direct eye contact intimidating, or feel trapped by counselling in a private room. Counselling can be conducted outside in the open, either under a tree or even while engaged in

other tasks, such as going to the market.

National staff prefer a counsellor of the same gender and cultural background, while an external counsellor needs to take time to establish relationships by sharing tasks or leisure, from shopping or cleaning to dancing or preparing a meal.

Mukasa suggested appropriate ways to reduce stress:

- Incorporating cultural practices and faith in therapy sessions.

- Time off to relax and have fun or take care of tasks at home.
- Team building and training for stress monitoring.
- Compulsory lunch hour off to eat or talk.
- Complimenting and consulting staff.
- Sports teams and matches.

Faith and the family unit was stressed: when in trouble, 99% of Ugandans will pray and share their problems with their immediate and extended family.

Mukasa urged agencies to consider how they can extend comprehensive insurance, security briefings and repatriation or the equivalent for all staff and volunteers, national and international.

... and impact of exercise

Exercise is a priority to preserve health when under stress, the symposium heard, and innovative ways need to be found even in war zones, from skipping ropes to salsa dancing.

In a session entitled “Before stress blows the gasket”, InterHealth director of health care Dr Ted Lankester said the physical effects of stress can include over-eating, smoking, drink or drug abuse, and risk-taking behaviour that could lead to STIs/HIV or vehicle accidents.

As well as anxiety and depression, and increased risks of diabetes, heart attacks, stroke, malaria, migraine and backache, stress could slow recovery from infectious diseases.

Lankester said his clinical work of medicals and life-style reviews have given him a unique insight into the stresses of staff in headquarters or the field, suggesting that most problems were preventable and good management can make all the difference.

While some problems can be self-inflicted, good personnel management should spot unhealthy work patterns in staff members before they become a problem for the individual, their colleagues and the organisation.

In discussion, participants urged a 37-hour culture as the norm unless there is a crisis, with compulsory time off, while time off in lieu should not be used for report writing.

ng at work

to tackle any the humanitarian workplace, management and chief executive.

ously attributed to staff, field managers' sector's gender gap, pressures on field staff. elements of macho culture, hostile environment but

ence. numbers of equally skilled yet women left professional experience represented in senior positions. contributed to feelings of isolation and harassment.

Davidson said agencies should address bullying and harassment because they worsen staff turnover, threaten agency reputation and counter the humanitarian sector's values.

A key step was a bullying policy, which should:

- Apply to all, be advertised internally, with commitment from the top, and negotiated by management and trade unions or works councils.
- Recognise that bullying and harassment are serious and unacceptable disciplinary offences, and give examples of bullying behaviour.
- Be stringently implemented, identifying responsibilities, procedures and timescales, with provision for monitoring and review.
- Guarantee confidentiality and no victimisation for any complainant, with support for victim and perpetrator.

Davidson added that management culture is increasingly important, as global recruitment brings together staff with different expectations and experiences, while partnership working and decentralisation of line management add to the need for clarity about employment policies and management styles.

HR professional heal thyself

Many HR professionals feel stressed because of long hours juggling competing tasks at work and home, according to a survey of 184 HR professionals presented by Deirdre Golden, ORC Worldwide's head of equal opportunities practice for the UK and Europe. Work-life balance policies appear to mitigate stress yet only 45% said they had been introduced.



Workshop facilitator Dr. Ted Lankester and People In Aids Ben Emmens.

Outside help

In fulfilling an agency's duty of care to national staff, external counsellors to listen and identify needs may help staff to talk in confidence without fearing that “complaints” might adversely impact their job, it was agreed in a discussion led by Dr Debbie Lovell-Hawker, clinical psychologist at Oxford University Psychiatry Department.

For symposium report, contact: christine@peopleinaid.org

Health powers performance

Investment in employee well being can bring dramatic improvements in business performance, according to a study reported to a research day organised by the UK-based Chartered Institute of Personnel and Development.

The study by vielife, in conjunction with the Institute for Health and Productivity Management, Harvard Medical School and Unilever found that a 12-month health promotion programme significantly improved health status, and led to an 8.5% better work performance, with a conservatively estimated likely annual investment return of £3.73 for every £1 spent.

People In Aid is exploring if similar research can be undertaken in the aid sector; contact Ben Emmens ben@peopleinaid.org if interested.

Information: click "research" at www.vielife.com

Benchmarking HR ...

International NGOs are slower-than-average recruiters, according to the just-launched People Count 2005 report.

People Count is an HR benchmarking initiative among UK-based voluntary organisations. People In Aid collaborated with organisers Agenda Consulting to offer an international development focus with the participation of 17 UK-based international NGOs. Among the results: on average, INGOs take longer to fill vacancies (50 versus 40 days for other organisations), and career planning does not figure highly in INGOs (6% versus 20%).

Executive summary downloadable from the People In Aid website. To buy the full report, contact info@peopleinaid.org

...and rewards

A salary survey involving around 20 UK-based international NGOs and covering key international posts is being organised by People In Aid with ORC Worldwide as part of wider work to benchmark reward policies and practices.

There is no cost to participate in the pilot salary and allowances survey, which will enable useful comparisons. Results will only be available to participants. Future surveys are expected to involve a much wider range of international NGOs.

To participate, contact Ben Emmens ben@peopleinaid.org

HR's 10 top challenges

NGO HR managers are facing sector-wide challenges, from growing professionalisation to an increasingly insecure operating environment, Bioforce's recent Etikuma conference in Lyon, France, was told.

People In Aid's Ben Emmens used formal and informal research among members to offer a Top 10 of issues confronting HR managers in European NGOs:

- Re-structuring, including regionalisation and decentralisation.
- Management development, including "talent management".
- Recruitment and enlarging the pool of suitable candidates.
- Retention, especially of managers and senior managers.

- Creating surge capacity for emergency response.
- Managing staff health, safety and security.
- Trust, especially cross culturally.
- Reward policies and practice.
- Managing performance.
- Measuring HR's impact.
- HR "identity crisis".

Etikuma was told that many NGOs are improving HR management, and People In Aid believes success will involve effective stakeholder engagement, good practice in HR management, and strategic partnerships, internally and externally.

Information: www.bioforce.asso.fr/manifestations/etikuma.htm

Antares action on stress

Two of Antares Foundation's active working groups met recently in Amsterdam to consider research into staff well being and discuss development of draft guidelines for managing stress in humanitarian and development workers.

People In Aid welcomes the chance to help improve the guidelines as the work amplifies the Code of Good Practice's Principle 7 on health, safety and security. Among efforts to promote the guidelines, workshops with international and local staff have been run in Australia, Bosnia, Georgia and the Netherlands to increase understanding of stress and stress management, cooperation with NGOs and knowledge of the needs and barriers facing NGOs.

Information: www.antaressfoundation.org/Guidelines.htm

BOARD PROFILE: Rachel Westcott

Save the Children UK was one of the founding members of People In Aid and their Head of Global Resourcing, Rachel Westcott (pictured), has been a member of People In Aid's board since 2004.

Having had a lead role in devolving HR management to line managers, Westcott is now responsible for developing sources of global talent and ensuring good practice in resourcing.

"Our organisations succeed on the basis of the skills, expertise and effectiveness of our people. Ensuring good people management practices are in place is key to whether people and teams can deliver their best. People In Aid is helping agencies to



put the support and development of their people at the top of their agenda."

Outside of work, Westcott chairs a church-based scheme that organises cross-cultural mission experiences. She is a member of the Global Connections' short-term mission forum core group, applying a Code of Best Practice for short-term missions.

Member profiles



ora international

ora international is a non-denominational Christian relief and development organisation that serves people in need around the world through development, emergency relief and sponsorship programmes.

Founded in 1981 with its international headquarters in Germany, ora international works in 25 nations and has branch offices in seven countries.

In its development work, ora international aims to promote self-help and achieve the best possible long-term effect for the people it serves. ora international makes use of people's potential for helping themselves by providing vocational training and support for income generating projects. As stakeholders, the beneficiaries, as well as the local staff, are included in the project design to assure ownership and to maximise the outcome of the project.

With emergency relief for the survival of those affected by disasters, ora international helps fight the consequences of war, hunger, sickness and natural catastrophes in a practical, "unbureaucratic" and effective way.

Via its sponsorship programmes, ora international tackles the poverty and oppression of children in around 10 countries, using concepts proven by years of experience. Sponsorship programmes are a crucial part of this strategy, as the most direct, transparent and personal way of providing assistance.

A sponsorship is like a shield of protection around the child. The child's basic needs of food, clothing, health and schooling (including vocational training) are met. All this takes place within a context familiar to the child: its own family, surroundings and culture. The child has positive prospects for the future.

Project sponsorships are also of central importance for the development of ora international's work. Through

donations for specific projects, programmes can be run that serve the well being of a whole community of which these children are a part. In this way, the impact of the support is multiplied.

www.ora-international.org

HelpAge International

HelpAge International is a global network of members and partner organisations present in more than 80 countries.

It is the only network with a mission to work with and for disadvantaged older people worldwide to achieve a lasting improvement in the quality of their lives. In emergency situations and long-term development, HelpAge International links projects, including capacity building, with policy, advocacy and campaigning work nationally and internationally.

The organisation was set up in 1983 by HelpAge India, Help the Aged (Canada), HelpAge Kenya, Pro Vida Colombia and Help the Aged (UK). Today

HelpAge International

Leading global action on ageing

its board is still composed of representatives of affiliates as well as ageing experts from the South and the North. The budget reaches approximately GBP 10 million a year.

Globally, significant progress was made in the recent years on reaching an increased number of beneficiaries and on placing the issues of older people on the international's agenda. HelpAge International's strategic targets cover:

- Reducing older people's poverty.
- Responding to emergencies, such as recently in Darfur and Asia.
- Raising the standards of living.
- Tackling the HIV-AIDS crisis.
- Strengthening civil society.

HelpAge International's work is done through partners and affiliates, as well as by its own 270 staff based in 11 regional centres and country

programmes in Asia, Africa, Eastern Europe, the Caribbean and Latin America. For HelpAge International, being a member of People In Aid is a valuable opportunity to network with like-minded NGOs and keep abreast of best practice in people management.

www.helpage.org



WaterAid

WaterAid is the international NGO dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people.

Clean water and sanitation are human rights, essential to life, and WaterAid's vision is of a world where everyone has access to them close to their homes.

Water, sanitation and hygiene education are crucial for poverty reduction, reducing illness and deaths, and freeing up time spent collecting water or incapacitated through sickness for education and other economic and social development. In its 15 country programmes in Africa and Asia, WaterAid works with local partner organisations to help set up low cost, sustainable projects using appropriate technology that can be managed by the community itself.

Through levered and WaterAid-funded project work, its primary strategic goal is to help 1.5 million people gain access to water and 1.5 million people gain access to sanitation every year by 2010. WaterAid also seeks to influence the policies of other key organisations, such as governments, to secure and protect the right of poor people to safe, affordable water and sanitation services.

With about 350 staff in the 15 country programmes and about 120 in the UK, the need for good human resources policies and practices is essential. That is why WaterAid has joined People In Aid; to work towards adoption of the Code of Good Practice and draw on the experience of other international NGOs.

www.wateraid.org.uk

Upcoming events

Briefing, Debriefing and Trauma London, 1 February

People In Aid practical workshop to develop skills in briefing and debriefing staff or volunteers, with special attention to critical incident debriefing, and routine debriefing recommended at the end of every overseas assignment.

Developing an HR Strategy London, February

One-day People In Aid workshop to develop skills in HR strategic planning, including aligning HR strategy with organisational strategy and strategic mapping. Date to be confirmed.

Tackling Recruitment & Retention Issues London, 22 March

Recruitment and retention are consistently identified as one of the biggest challenges facing international humanitarian and development organisations. One-day People In Aid workshop to consider key issues and

share good practice, practical resources and techniques for success.

International Management Development Programme UK, 3 – 7 April

Aimed at developing the skills of tomorrow's leaders and managers, this five-day intensive residential programme was developed by the Management Centre in conjunction with People In Aid to offer practical tools and techniques for managing internationally.

Coaching: skills for you and your managers London, April / May

Key to strengthening organisational management capacity, effective coaching is an important part of any line manager's role. People In Aid practical workshop to develop and hone coaching skills. Date to be confirmed.

To book People In Aid events,
contact: christine@peopleinaid.org

Improving internal communications – the role of HR London, May

Communication and consultation – Code Principle 4 – are important in all organisational life, and HR people are excellently placed to facilitate internal communications. People In Aid workshop to explore good practice. Date to be confirmed.

Aid & Trade Expo Geneva, 25 – 26 January

A learning zone and various workshops offer an opportunity for networking and hearing about new sector developments.

Information: www.aidandtrade.org

Understanding and coping with traumatic stress

First in a series of **free** online training modules for humanitarian workers, this aims to help staff understand traumatic stress, recognise the signs and learn self-care techniques.

Information: *click on Learning Center, then Online Training, at www.headington-institute.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 \$3,000,000	US \$75
Over \$3,000,000	US \$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

Contact People In Aid at:

Development House
56-64 Leonard Street
London EC2A 4JX
Tel: +44 (0)20 7065 0900
Email: info@peopleinaid.org
Website: www.peopleinaid.org