

January 2007

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Code commitments

People In Aid has welcomed the commitment of three more agencies to implement the Code, while another member has been successfully re-audited against the Code and retains the right to use the "verified compliant" kitemark. *Details, see page 3.*

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 policies 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 a charity, no. 1078768.

What is wellbeing?

Issues relating to employee wellbeing and stress are more acute than ever, so People In Aid continues to prioritise development of resources in this area.

But what does People In Aid mean by "wellbeing" and how does it ensure it offers relevant and useful resources?

Using Anthony Stanton's "Hierarchy of employee needs to generate motivation", based on Sirota et al (2005), People In Aid interprets wellbeing three ways:

- Physiological wellbeing (from stress and security to employee health).
- Psychological wellbeing (psychosocial care, mental health, role clarity).
- Economic wellbeing (fair pay, reasonable job security).

People In Aid has long advocated that wellbeing must be a priority for HR practitioners, and made staff health, safety and security of paramount concern.

People In Aid research directly linked wellbeing to productivity so many current activities, from health and safety to salary benchmarking, were identified with that in mind.

Effective agencies need motivated, engaged and productive staff, and new research about to be published by People In Aid links motivation to morale, working conditions and the climate of employee relations within an organisation.

With overwork, difficult conditions and stress long associated with the humanitarian and development sector, People In Aid urges agencies to consider investing in wellbeing.

Our wellbeing symposium (see page 4), new research and work with sectoral initiatives, such as those in Australia (page 2), and the Emergency Capacity Building project (page 3), are among many efforts to support agencies in their commitment to improve people management.

Going to Geneva 2007?

Assessing strategic human resources management in a global context: the International HR Conference. *Details, see page 8.*

Executive director Jonathan Potter writes...

People In Aid often talks to organisations about national staff: "Treat them with equity; remember they are your largest resource."

Studies of stressors for national and international aid workers find that national staff list many more, and a recent Humanitarian Policy Group study – "Providing aid in insecure environments: trends in policy and operations" – states that "aid work is becoming increasingly dangerous for national staff, and safer for international staff".

As over 90% of sector staff are nationals, are international NGO HR practitioners sufficiently close to the issue or supporting line managers to meet national staff needs in security, wellbeing and other areas?

People In Aid is focussing more attention on line managers. Staff and volunteers have a right to ask: how good is my manager, and how do I judge? Of course, its about the support they provide, the environment they create, the vision they have.

But it is also about the behaviour they model, positive or negative. What hours are they working, explicitly or implicitly encouraging you to do the same? Do they cut procedural corners "to get the job done", and are you unaware of the procedures, or at risk?

Staff have the right to be in an environment where managers discharge their responsibilities properly: are the rules and routines in place, and the training, to ensure they are doing so?

Preparing priorities for future activities

A checklist of issues faced by the agencies within the People In Aid network was highlighted at the recent members' forum.

Together with key points gleaned from meetings with members in Australia, this has offered guidance for People In Aid's work priorities for 2007/08

Forum issues raised included: management development, accountability and impact measurement, recruitment and retention, compensation and benefits, performance management, wellbeing, and "getting the basics right", especially in terms of field staff.

Activities in these areas have begun or will be underway shortly, such as:

- People In Aid, with ORC, will be conducting the second reward survey in 2007, with a clearer focus on key roles identified by the November roundtable.
- Research into what motivates and demotivates staff in Southern NGOs should provide recruitment and retention ideas and tools.
- People In Aid work on referencing in the sector will support recruitment.

- As well as the recent People In Aid symposium on wellbeing, it will continue to run special interest groups on health and safety.

- A new area on the People In Aid website will offer a Policy Bank; place to share and learn for organisations reviewing, changing or designing basics policies.

Alongside the members' forum, the People In Aid annual meeting heard reviews of the year from the director, chair and treasurer, approved the accounts and the appointment of new auditors Sayer Vincent.

Three new trustees – Neil Casey, RedR/IHE; Duncan Milroy, independent; Brian Martin, Christian Aid – were elected and a previously circulated special resolution to establish a more robust and transparent system of election to the board was passed without opposition.

The board meeting following the annual meeting elected Roger Smith (British Red Cross) chair, June Nash (Leprosy Mission) vice-chair, and Duncan Milroy (independent) treasurer. *Board profile: Roger Smith, page 6.*

Antares collaboration explored in Australia

Collaborative opportunities with the newly-established Antares Foundation in Australia were explored by People In Aid's Ben Emmens on a recent mission there.

In 2007, Antares Australia will offer a wide range of psychosocial training and support consulting services to the NGO community throughout Australia and the Asia Pacific region.

Antares Australia operational director Amanda Allan participated in two People In Aid workshops, hosted by Oxfam in Melbourne and the Australian Council for International

Development in Canberra.

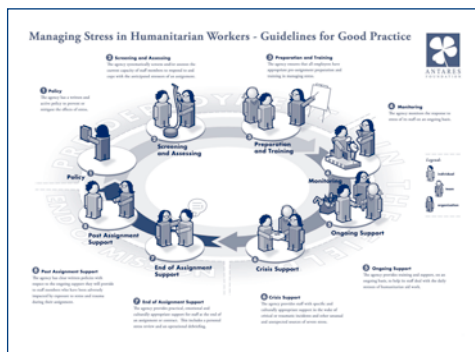
Workshop participants spent time considering key HR challenges, and experimenting with a range of practical tools aimed at engaging

employees, including the People In Aid Code.

They were also able to hear about the specific services proposed by Antares, which is already well known for their guidelines on

managing stress in humanitarian workers, downloadable from its web site.

Information: www.ataresfoundation.org or atares@ataresfoundation.org.au



Bird flu readiness checks needed

Without a vaccine, bird flu is likely to remain a long term health threat to animals and possibly humans, according to the UN coordinator for avian influenza, thus agencies need to prepare their staff.

Aid workers travelling internationally or working in infected areas need travel insurance that covers medical evacuation for any illness.

Employees working internationally must keep their recommended travel immunisations up-to-date.

Inductions for staff travelling to infected areas could include awareness training on symptoms, potential hazards, and what to do if they or their team are infected.

Staff should not travel while ill, unless locally for medical care, and limit their contact with others.

A simple plan of action should be communicated to all agency staff in-country.

Useful bird flu sources include:

- Control Risks, Pandemic Management Preparation www.crg.com/default.aspx?page=503
- Interaction, Avian Flu, and Not Flu as Usual www.interaction.org/disaster/avian www.interaction.org/files.cgi/4640_NotFluAsUsual.pdf
- InterHealth, Avian Influenza www.interhealth.org.uk/avianflu.htm
- ORC Worldwide, Survey of Emergency Evacuations and Company Responses to the Threat of an Avian Influenza Outbreak www.orcworldwide.com/surveys/avianflu.html
- UK Health and Safety Executive, Pandemic Flu www.hse.gov.uk/biosafety/diseases/pandemic.pdf
- US Centers for Disease Control and Prevention, Travellers' Health www.cdc.gov/travel/other/avian_influenza_se_asia_2005.htm
- VUFO NGO network, Vietnam, Avian Influenza Information Network www.ngocentre.org.vn/default.asp?page=avian_influenza/ai_resources
- WHO www.who.int/csr/disease/avian_influenza/en/

Committed or compliant Code success

Several international NGOs have recently formalised their commitment to implement the People In Aid Code, while another member has been successfully re-audited against the Code and retains its “verified compliant” kitemark.

Islamic Relief Deutschland and WOMANKIND have been awarded the first kitemark “Committed to implementing the



People In Aid Code”. In addition Africa Humanitarian Action is in the process of doing so and we look forward

to announcing their achievement shortly.

All three have recently joined the People In Aid network with the specific intention of using the Code to help improve their human resources management.

Each has recognised the potential of the Code to help transform their workplaces and increase the effectiveness of their organisations.

Key to their success will be engaging with key stakeholders, and the implementation teams will be working over the coming months towards an independent, external social audit.

Of their commitment, People In Aid executive director Jonathan Potter said: “We are delighted that commitment to the Code is growing internationally and we’re looking forward to working with our new members to ensure the implementation process is a great success.”

Meanwhile, People In Aid is pleased to announce that the British Red Cross, a founding member, has been successfully re-audited against the Code and retains the right to use the “verified compliant” kitemark until 2010.

A comprehensive social audit by independent assurance provider ethics.etc was concluded in November 2006 and auditor Richard Evans announced his satisfaction with the steps the Red Cross has taken to ensure compliance.

And the achievement should be seen in the context of demanding responses to various humanitarian disasters.

Highlighting this, Evans expressed his “admiration for the staff who managed to complete the work that always was ‘in progress’ alongside their other commitments”.

HR gets communicating to promote agency values

Everyone in HR knows how hard it is to hire the right people.

We spend time and money designing recruitment web sites, devising job profiles, assessing required competencies, advertising, shortlisting, interviewing and testing.

So why when it comes to communicating with these valuable people are we happy to leave it to the marketing department or unsupported line-managers?

Should not HR take a stronger role in “selling” the organisation and promoting its values and culture?

That was one question explored in a recent workshop by Lynn Rutter, an HR practitioner with over 30 years experience.

People In Aid principle four describes the importance of consultation and communication with staff to enhance the effectiveness of practices and policies.

This is even more critical and also difficult when the organisations are

communicating with employees and partners globally.

As Mo Teicht from the Leprosy Mission emphasised: “As most of our staff are based in field locations, means of communication is of paramount importance.”

The workshop drew attention to the need to think beyond the obvious to what the higher level objectives are in putting out a message.

Peter Kenworthy of WaterAid said: “It certainly made me aware that I and my team need to think before sending out the next HR communication – not just ‘the new policy is on the shared drive, go and find it’.”

Lynn, who offered workshop participants a 10-point internal communications checklist, explained: “We need to understand the importance of internal

communications, and how to communicate well and honestly.”

For future workshop information: www.peopleinaid.org/events

Ten commandments of communications

1. What is this communication’s objective?
2. What facts do you need to communicate?
3. How do you want the recipient to feel about this communication?
4. What actions do you want the recipients to take as a result of this communication?
5. What do I know about my audience (influences, expectations, knowledge, culture)?
6. What method of communication available to me is best?
7. What follow-up is needed?
8. How can I get feedback on the communication’s effectiveness from recipients?
9. Did I fulfil the objective?
10. What have I learned to improve next time?

Positive member responses show survey satisfaction

Extremely positive responses have been recorded in a survey of the attitudes and experiences of a selection of People In Aid members.

Over 75% of respondents gave a “strongly agree” or “agree” response to almost every one of a series of assertions about People In Aid.

These ranged from “I would recommend People In Aid to another agency” and “People In Aid listens to my views and needs” to “People in Aid is relevant to our HR needs” and “I feel well treated by People In Aid as a customer”.

All the respondents felt that the

amount of contact with People In Aid was “about right” or wanted more contact.

And there was endorsement of the statements “The Code is a valuable resource for our organisation”, “Information and training resources provided by People In Aid are relevant to my needs”, “People in Aid provides a range of high quality resources”, and “People In Aid helps to provide synergy and consistency in HR practice within the sector”.

The survey is still open during January for any members who haven’t yet had time to participate.

Wellbeing symposium brings t

The practical and the spiritual came together at People In Aid's symposium on wellbeing as speakers examined how best to promote the physical and psycho-social health of staff in the humanitarian and development sector.

"What keeps aid workers healthy?" was the question asked by Ros Thomas, Head of the Psychology, Sociology and Counselling Programmes at Geneva's Webster University, who researches resilience and how aid workers do, or don't, keep healthy. Thomas urged a concentration on health not disease. Support should be reframed as "capitalising on strengths" and "enhancing life" to take out talk of blame or weakness. She found that aid workers are

still not allowed to be vulnerable and, if that is how they are perceived, organisations will push them out to the fringes.

Psychologist and management consultant Ernie Antoine flew in from Australia to describe the positive benefits to Oxfam's local staff from psychosocial support while dealing with the tsunami's effects in Aceh and Sri Lanka. Examining the religious and cultural challenges in supporting local staff, Antoine found that in Aceh the help of senior community members enabled individuals to "make sense of stress". He concluded that culture-specific programmes have a high likelihood of success and their provision is an ethical and legal responsibility.

Faith can aid resilience, asserted Lisa McKay, the Headington Institute's Director of Training and Education Services, who emphasised spirituality's dynamism; like mental health it is an evolving concept that varies across cultures. Suggesting individuals should promote and practice spiritual self-care, she said: "When it comes to coping with stress and trauma, an active, dynamic, and flexible worldview or spirituality increases an individual's resilience."

Despite having a crisis track record from Afghanistan to Burundi, psychiatrist Leslie Snider had to go through the life changing experience of what Hurricane Katrina did to her home city of New Orleans to fully

Assessing employee stress and resilience factors

National staff deal with similar work-related and traumatic stress to their overseas colleagues but lack expatriates' pay, security or chance to leave, according to clinical psychologist Debbie Lovell-Hawker of InterHealth.

And the "top stressors" of national and international staff are very different, with the former concerned about job security, stressed expatriates and practical concerns, such as health, while the latter's biggest worries are finance, overwork and language.

Lovell-Hawker told the People In Aid Wellbeing Symposium that local staff benefit from training on coping with stress, but it should be culturally appropriate: "In Nepal, be aware of issues related to hierarchy caste – a 'peon' may not feel able to speak in front of a programme manager."

Support could include ensuring that staff feel appreciated, training in problem-solving, team-building, and discussions about how stress affects them and what helps them cope.

Meanwhile, a study of aid worker resilience being published shortly on People In Aid's website at www.peopleinaid.org

suggests that agencies and individuals share responsibility for staff wellbeing.

With resilience defined as an individual's capacity to positively overcome stressful situations, the study by Pascale Blanchetière explored how promoting

Aid stress factors

International staff stressors include:

- 1 Financial pressures.
- 2 Overwork.
- 3 Language.

National staff stressors include:

- 1 Job insecurity.
- 2 Stressed expatriates making nationals' life hard.
- 3 Practical concerns: security, health, food and water.
- 4 Suffering among their people.
- 5 Difficult decisions – who to help.
- 6 Keeping things confidential from family.
- 7 Separation from family.
- 8 Overwork.
- 9 Donor pressure: time, reports, accounts etc.
- 10 International visitors – hosting them etc.

enhanced resilience among aid workers could help to mitigate the adverse effects of stress and trauma with a consequent positive impact on their professional and personal lives.

The research uses interviews conducted with NGO workers and the author's experience working for four years in emergency and post-emergency contexts in the Democratic Republic of Congo, Ethiopia, Ivory Coast and Sri Lanka as a logistician and project manager with Merlin and Save the Children UK.

Previous research indicates that several factors influence resilience: experiences in the formative years; internal factors, such as the capacity to give meaning to an action, having a life goal, non-destructive behaviour, sense of humour; and external factors, such as team members, manager or the organisation, that offer sources of support and meaning for the aid worker.

Living ever workers m

On Sunday 6 August 2006, Action Contre la Faim confirmed the deaths of 15 of its aid workers in the Sri Lankan town of Muttur, a tragedy described by ACF Director-General Benoît Miribel as the worst in the agency's 27 year history.

ACF HR director Florence Daunis told People In Aid's annual meeting about "living the nightmare" and supporting those involved. ACF had previously faced kidnappings and other incidents and put a crisis management plan - based on police procedures – in place in 1998, including 24-hour on-call duty for key senior staff, including the HR director.

Pakistan eart from disaster

Pakistan's earthquake was a triple challenge for aid staff in managing the disaster's aftermath, existing harsh conditions and the pressure of being among hundreds of agencies trying to do good work.

More than 200 agencies responded to the emergency, transforming the job market with high salaries for short

Together spiritual and physical

appreciate “what it was really like to lose everything”, which reinforced her empathy for disaster survivors. The evacuation was shocking and bewildering with lines down, but she was able to appreciate individuals’ resilience, scepticism and humour. In testimony both powerful and emotional, she described working as a field psychosocial advisor, which affected both her personal and professional life.

Consultant and author John Fawcett came from Phnom Penh to consider how we make theory real by going, as he put it, “beyond policy, from belief to practice, wellbeing to effectiveness”. He urged HR staff “to look at humanitarian work

through a different lens and to develop a different perspective on this activity of staff support and wellness”, suggesting that aid agencies are “humanitarian communities” with their “holy books” that need interpreting correctly and implementing consistently.

Billed as a forum for debate, sharing of knowledge, good practice and mutual support, the symposium covered a broad range of perspectives. Sian Kelly of the British Red Cross demonstrated practical tools for managing wellbeing; Mark van Ommerman – highlighting IASC guidance on mental health and psychosocial support in emergencies – noted that “we’re talking about best practice but, in fact, there is

little data: it’s ‘pre-scientific’,” and InterHealth occupational health consultant Robert Willcox emphasised that taking risks is central to the work of aid agencies but risk assessments must be appropriate: “Don’t be frightened by lawyers; keep the process simple.”

People In Aid’s Ben Emmens said that the main aims of the day were to get participants up to speed with new initiatives and research, and to share practical examples which might be replicated to effect real change. He said the day offered messages of simplification, consolidation and progression: “The sector needs to continue sharing and learning. We are making a difference.”

My agency’s nightmare of aid murdered on duty

Until this year, no ACF staff had died on duty but the crisis plan enabled swift action, with the 24-hour team meeting in Paris soon after loss of contact. Daunis immediately left for Sri Lanka to ensure the bodies were recovered and returned to the families for burial, and to support relatives and staff.

While there was a need to find what may have gone wrong in the field operation management process for both the official inquiry and the internal review, Daunis said her role was “preventing conflict and team divisions”, and “to keep the team as one; it was not the time to look for culpability or guilt, but a time for sorrow and compassion”.

Given the tension and security concerns

of other NGOs, ACF worked to share its learning: “We want to make this a humanitarian issue of protection and security of humanitarian workers, as this happened despite our staff living in our premises – clearly labeled with our Flag etc – wearing ACF badges and clothes.”

And Daunis said one wider lesson was “to take a press officer with you, as in this sort of situation media pressure is high. Instead of dealing with the crisis and the families, the HR director will spend much time with the press.”

The tragedy was felt throughout ACF, from other field operations avoiding risk and being more security conscious to

shock at the Paris headquarters, where directors had to consider ACF’s future in Sri Lanka and chilling questions, such as whether ACF was a target.

ACF did not have a policy to leave a territory due to a death and felt that abandoning Sri Lanka “would be like forgetting why the organisation was there in the first place and why the national staff had been risking their lives”. Operations closed for a month for mourning and a further two months to plan for the future, with staff and victims’ families supported physically and psychologically. Work elsewhere has resumed but offices in the region where the staff died remain closed.

Earthquake crisis challenges for staff range from emotions to job offers

contracts offered to attract and motivate staff, who faced confusion in dealing with the cultures of arriving agencies and their new roles.

Despite agency efforts, staff wellbeing was affected by post-disaster conditions, from damaged infrastructure and the lack of comfortable accommodation to the cold weather, mountainous terrain and long

journeys, sometimes on foot for hours, to reach communities in need.

As well as heavy staff workloads and lack of rest, the disaster itself was a pressure. As one worker said: “*It is difficult to manage our emotional state when we see so much destruction and pain all around.*”

Some agencies adopted strategies to promote staff wellbeing, such as weekly

compulsory leave to maintain physical health, and improving conditions with heaters, beds and security.

As well as guidance and feedback from senior management and HR staff, many agencies provided psychological counselling, and career planning to give confidence in job security.

Contributed by Rehana Shaikh.

THE VIEW FROM: Catherine Louis, VSF-Belgium

Name, job title, agency: Catherine Louis, human resources manager, VSF-Belgium, since July 2002.

Main duties: “Best practice human resources management that enables VSF excellence. Key areas of responsibilities are to develop an HR strategy in line with VSF-B’s mission and strategy, see that the HR strategy is implemented in the whole organisation and ensure that human resources are run in a professional, efficient, effective and legal manner within the organisation.”

How HR is viewed within VSF-Belgium: “HR is viewed as a strategic component of what VSF does. Our HR mission states that people are central to the achievement of the mission of VSF and we wish to engage in best practice human resources management that enables VSF excellence.”

VSF-Belgium’s biggest HR challenges: “Ensuring staff continuously develop their knowledge so that VSF can achieve its mission and strategic objectives and retain our highly professional staff for long periods.”

Most frustrating thing about working in HR: “Sometimes to have restricted funds for specific HR programmes.”

How the Code is used: “Currently, the People In Aid Code is part of our HR mission and vision. So, we have undertaken steps to use it. A more formal adherence to the Code and a



Louis: ‘Get to know your staff’

social audit is something we plan to do in a few years.”

Number one HR priority in 2007: “Learning and development: aligning everyone within the organisation around the learning objectives of VSF and ensuring staff have the skills to coach each other and develop themselves.”

Advice to those wanting to succeed in INGO HR: “To be close to the staff you are HR managing, getting to know them, what is important to them and to be able to respond to their needs.”

Catherine Louis – the CV

Assistant in international public law, University of Leuven; attorney-at-law (commercial law) then HR manager, international law firm; HR manager, VSF-Belgium.

ECB offers good practice examples

Case studies of good practice will be one output of People In Aid’s collaboration with the Emergency Capacity Building (ECB) project.

It is hoped the examples of innovative fellowship schemes, fast track induction programmes, and successful gender equity and diversity projects will encourage agencies to share their experiences more widely and celebrate their success.

People In Aid is also working

with ECB to facilitate regional HR networking and learning events in Africa and Asia in early 2007, and will be progressing work on competences and their application within the humanitarian sector.

The ECB project was established by the Inter-Agency Working Group of Care International, World Vision International, Mercy Corps, Save the Children US, Catholic Relief Services, International Rescue Committee and Oxfam GB.

BOARD PROFILE: Roger Smith

Roger Smith was appointed chair of the People In Aid board of trustees at the November annual general meeting.

He has been on the board for nearly two years and closely involved for many years as the HR director of one of the aid agencies that helped create People In Aid, the British Red Cross Society (BRCS).

Smith said that the BRCS is fully committed to People In Aid as a realistic, reliable and manageable framework for use in supporting staff: “It’s a fantastic charity to be part of. It makes a contribution to the sector which far outweighs what one might expect from a small organisation.



Smith: ‘Code respected worldwide’

“It’s becoming far better known worldwide and far better respected by aid agencies aid ‘workers’ and donors alike. I’m looking forward to a long and enjoyable relationship with all involved.”

A former head teacher, Smith joined the BRCS in September 1993 as Head of Training, a post he held until 1997. After a year as Head of HR, Smith was appointed Director of Support Services, with responsibility for HR, purchasing and supply, health and safety, property, internal communications and facilities management.

Having played a central role in significant change management initiatives over the years, Smith’s current responsibilities as Director of HR and Education Services include human resources, health and safety, commercial training, diversity and humanitarian action programme.

Member profiles

Irish Red Cross

Established in 1939 by an Act of the Oireachtas (Parliament), the Irish Red Cross is headquartered in Dublin with over 100 branches throughout Ireland.

Irish Red Cross
Crois Dhearg na hÉireann



It is one of the foremost volunteer organisations in the country, specialising in first aid training, services for the elderly, youth camps, and in times of crisis coming to the assistance of the most vulnerable as an auxiliary to the state's efforts.

The Irish Red Cross also provides a tracing and messaging service to assist refugees in Ireland in restoring contact with their families. This unique service in Ireland provides a vital channel of communication for many people. In 2007, the Irish Red Cross hopes to develop an International Humanitarian Law dissemination programme in Ireland. This is another core element of the Red Cross mandate which is unique among the NGO community in Ireland.

Internationally the Irish Red Cross is a small but growing presence, funded mainly by the generosity of the Irish public and the government's Irish Aid.

The Irish Red Cross manages bilateral projects in Niger, Malawi, Sri Lanka and Indonesia, and in addition sends delegates to the International Red Cross Movement.

Irish Red Cross delegates can be found worldwide undertaking a variety of missions such as logistics, health and construction.

The Irish Red Cross also provides financial support in response to emergencies and for long-term development projects operated by other Red Cross societies globally. Overall, the Irish Red Cross has current involvement in Africa, Asia, Latin America and Europe.

The list of countries includes: Afghanistan; Bangladesh; Chad; Colombia; Democratic Republic of Congo; East Timor; El Salvador; Ethiopia; Ghana; India; Iraq; Iran; Kenya; Kosovo; Lebanon; Liberia; Maldives; Malaysia; Mauritius; Mozambique; Myanmar; North Korea; Palestine; Philippines; Russia; Somalia; Sudan and Uganda.

That international presence belies the small size and relatively recent establishment of its international department.

The Irish Red Cross has joined People In Aid in order to share experiences and ideas regarding human resources and people management for staff at home and in the field.

www.redcross.ie

Africa Humanitarian Action

Founded in 1994, Africa Humanitarian Action (AHA) is headquartered in Addis Ababa, Ethiopia, providing timely and effective relief to reduce the impacts of natural and man-made disasters.

African in spirit, concept and composition, AHA focuses on medical services, health education, emergency support, HIV/AIDS support, capacity building, and resettlement/reintegration, including water and sanitation services.

Currently implementing programmes in 13 African countries – Angola, Burundi, Chad, Congo (DR), Ethiopia, Guinea (Rep), Kenya, Liberia, Namibia, Rwanda, Sudan, Uganda and Zambia – AHA is one of the very few indigenous pan-African organisations.

By building on existing local capacities and involving beneficiaries in project implementation, AHA encourages grassroots development by adding learned techniques to existing practices, thus maximising

sustainability and enhancing local coping mechanisms.

Effectively balanced among local and international levels, the organisation advocates issues and views vital to the dynamics of humanitarian reform in Africa.

AHA is pleased to join People In Aid, recognising the need to develop the capacities of their support and management staff at every level of the organisation.



By enhancing the quality of its human resources management, AHA hopes to increase the effectiveness of its activities in the field and their overall impact.
www.africahumanitarian.org

Interchurch Organisation for Development Co-operation

The Interchurch Organisation for Development Co-operation, known as ICCO, was founded in 1964, developing its own programme for development co-operation in the 1970s and 1980s.

In addition ICCO was closely involved with developing a co-financing programme. After sustained growth, ICCO now has a board and 250 employees.

ICCO's mission is to work towards a world where poverty and injustice are no longer present.

It gives financial support and advice to local organisations and networks across the globe that are committed to providing access to basic social services, bringing about sustainable equitable economic development and promoting peace and democracy.

Moreover, ICCO brings enterprising people in the Netherlands and in developing countries into contact with each other.

It works in close cooperation with a range of organisations involved in development, education and the business community. ICCO helps people in Latin America, Asia, Africa and Eastern Europe achieve a dignified existence and economic independence.

ICCO joined People In Aid because it offers opportunities in exchanging information and experiences with other organisations. ICCO expects the membership to be of benefit in the development of HR policy for employees overseas.

www.icco.nl

Booked your place at Geneva 2007?

The International HR Conference – assessing strategic human resources management in a global context – see page 8 for full details.

Resources and events

Briefing, debriefing and supporting staff, London, 23-24 January 2007

People In Aid's one-day workshop is expanded to a two-day course, aimed at providing a comprehensive foundation for those with responsibility for briefing, debriefing and supporting staff through critical incidents, and traumatic or difficult work situations.

International HR Conference – Strategic human resources management in a global context, Geneva, 7 February 2007

Aimed at senior managers with responsibility for people management, this international event will cover issues such as resourcing, management, and learning, in terms of both the humanitarian-emergency perspective and development-focused operations.

The conference aims to:

- Facilitate networking, and the sharing of knowledge, experience and practice among INGOs.
- Encourage debate and discussion on the key human resources management issues facing the sector.
- Enable learning through relevant case studies and examples of good practice.

Developing an HR strategy, London, 28 February 2007

Aimed at developing participants' skills in HR strategic planning, this workshop includes issues such as aligning HR strategy with the overall organisational strategy, and participants will have an opportunity to hone their skills in strategic mapping and in identifying and linking strategic activities.

Coaching – skills for you and your managers, London, 18 April 2007

Effective coaching is an important part of any line manager's role, and is key to strengthening organisational management capacity. This practical one-day workshop will provide an opportunity for participants to develop and hone their coaching skills, and explore ways in which coaching skills can be enhanced throughout the organisation.

Multimedia Training course in Stress Management in Insecure Environments Centre for Humanitarian Psychology (CHP)

The Centre for Humanitarian Psychology has designed a multimedia course to prepare field personnel to face up to their difficult tasks, work efficiently and safely, and maintain their health and wellbeing when facing extreme levels of stress.

Event information, costs, online booking: www.peopleinaid.org

Information: www.humanitarian-psy.org or info@humanitarian-psy.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 1st April 2006:

• Full Members	
Agencies based in the UK/Ireland with income:	
	£ (GBP)
Under 500,000	150
Between 500,000 – 1,000,000	300
Between 1,000,000 – 5,000,000	450
Between 5,000,000 – 25,000,000	650
Greater than 25,000,000	700
High income countries* with income:	
	£ (GBP)
Under 500,000	125
Between 500,000 – 1,000,000	250
Between 1,000,000 – 5,000,000	300
Between 5,000,000 – 25,000,000	425
Greater than 25,000,000	500
All other countries with income:	
	\$ (USD)
Under 3,000,000	100
Over 3,000,000	150
Discount if paid by INGO partner 25% less	
	£ (GBP)

- **Multilateral/International Organisations** 1,500
- **Associates**250

* 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