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Professionalism special

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Audit your HR systems

People In Aid is developing a self-service audit tool to help organisations evaluate the effectiveness of their HR systems, policies and practices.
Information: ben@peopleinaid.org

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How HR supports professionalism

The humanitarian sector's need for professionalism has been highlighted in a range of recent reports, including those from the tsunami evaluation coalition and the UN-NGO Impact Initiative.

People In Aid and the Code contribute to professionalism by recognising that the human resources department plays a pivotal role in organisation-wide efforts to ensure more effective performance. For example, recent research on the development of surge capacity (page 4) concluded that agencies need a holistic approach, involving all the functions of the organisation and not just its emergency teams or HR.

This requires greater investment in HR as a strategic function and not just an administrative one, an issue highlighted by Robert Good of Acción contra el Hambre at this year's EPN conference in Rome (page 4). Collaboration between operations and HR for professionalism

was also illustrated by People In Aid's recent competencies research (page 5), which indicated that to run a successful programme, operation managers expect more proactive support mechanisms from their organisations.

People In Aid is adding to the tools for promoting professionalism, by responding to the rising number of agencies using the Code to measure or improve HR policies and practices, even if they are not yet ready to undergo an independent audit. People In Aid has expanded the criteria for which an agency may be awarded the first quality mark "Committed to the People In Aid Code" (page 2).

Get People In Aid in your net
At www.peopleinaid.org, the People In Aid web site is a vital tool, comprehensive yet easy to use – try it now.

Executive director Jonathan Potter writes...

We are often asked how to get organisational "buy-in" so HR can contribute to a more effective organisation.

In raising the profile of HR and people-orientated policies and practices, you have allies everywhere with an interest in senior managers buying into good practice. First, your agency's line managers and staff. Our recent work on retention has made some agencies take a good look at why staff leave. Second, your HR peers. At EPN Nairobi, 60 HR practitioners agreed that staff care needed a far higher priority.

Third, many external allies. People In Aid and its network is one. Others include organisations and individuals who know and say that people make organisations effective. We can offer you quotable quotes, so put them on your intranet, use them in reports, get the message across. Here's just one, from Margarete Wahlstrom, UN-OCHA's acting emergency relief coordinator: "In the increasingly complex environment in which we work, the single most decisive element is the quality of the people."

Finally, the senior managers themselves. For those not already buying into the idea of staff as contributors to success or failure, there are many external influences which will promote this to them. Evaluations, audits, benchmarks, and those growing calls for professionalism. Here's one more reason they should listen: they are staff, too.

Criteria expanded for quality mark as Code use grows

If you're seeking recognition for the commitment or progress you've made in terms of people management, then you may be eligible for a People In Aid quality mark because, as of May 2007, the criteria have expanded.

People In Aid recognises that not every agency will choose to undergo an independent external social audit related to the Code. At the same time, we are also aware that an increasing number of organisations are using the Code as a management tool or benchmark for measuring or improving their HR policies and practices.

In view of this, along with calls in the sector for signs of professionalisation which will influence agencies' need and desire for certification, we have decided to expand the criteria for which an agency may be awarded the first quality mark "Committed to the People In Aid Code".

In addition to evidence of a written and public commitment to the People In Aid Code of Good Practice made by the chief executive or chair, agencies seeking to be awarded the first quality mark must be able to satisfy at least two of the following five criteria. The criteria require that the organisation can provide evidence that it has, within the past three years:

- Given responsibility and appropriate authority for implementing the People

In Aid Code to a named project manager and team.

- Informed staff that it is committed to implementing the People In Aid Code.
- Explicitly integrated the People In Aid Code of Good Practice within its current internal management systems or human resources policies and practices.
- Undertaken and acted on the findings of a self-assessment of HR performance against the People In Aid Code, which has been reviewed by senior management.
- Undertaken and acted on the findings of a comprehensive employee engagement exercise.

A People In Aid quality mark review committee comprising the executive director, director of HR services, a board member and an independent expert will meet in order to review evidence submitted and decide upon the award of the quality mark.

In order for an agency to retain the first quality mark, evidence fulfilling at least two of the five criteria above will be reviewed annually and must be "current", i.e. not more than three years old at the point of the annual review. *If you'd like to discuss how to receive a People In Aid quality mark, please contact Ben Emmens: ben@peopleinaid.org.*

Meeting high standards with support for staff

In the April newsletter, we were delighted to be able to announce that Islamic Relief Worldwide had formally committed itself to implementing the People In Aid Code.

What was driving this decision, and what do they hope to achieve?

Usama Bastawy, Head of HR at Islamic Relief explains: "Three years after we established an HR Department at the HQ, we feel that we have achieved some standards and were very keen to measure these standards according to the Code.

"We are sure that the questionnaire will reveal many areas that require improvement, which is what we really need to know and to consider when drawing our future plans. What we expect to get out of the Code is to achieve efficient HR practices within Islamic Relief Worldwide."

Islamic Relief's decision to implement the Code sends a very clear message to staff and volunteers.

Islamic Relief CEO Haroun Atallah said that implementing the Code will help the organisation "meet the high standards of service and levels of professionalism we set", as well as "providing support and development opportunities to employees around the world".

People In Aid builds partnerships in Africa

To help HR professionals supporting programmes in Africa, People In Aid has launched two new partnerships.

A link with employment portal FindaJobinAfrica.com and its Nigerian newspaper supplement gives People In Aid members a year's unlimited free advertising.

With 2.1 million hits a month from across Africa and worldwide, online NGO vacancies attract 100-plus CVs from work-seeking Africans. Mention

People In Aid when contacting www.FindaJobinAfrica.com about the free offer. Agencies with existing FindaJobinAfrica agreements should first contact: funto@findajobin africa.com

An existing user, Oxfam recruitment manager Dave Benson said: "Using FindaJobinAfrica ensures that we reach a much wider population of job seekers than some of our traditional recruitment advertising channels. We've seen a significant number of applications for

roles that can be attributed directly to the advertisements we have placed online."

In Nairobi in June, People In Aid and Africa Recruit hosted a conference, which united companies, NGOs and indigenous organisations to use corporate sector skills to manage emergencies.

A report on the conference will be available, to obtain a copy contact info@peopleinaid.org.

Nairobi shares problems and solutions

The benefit of sharing experiences was proved again at EPN's Nairobi conference in March, which attracted 60 participants from 25 organisations based in eight countries in East Africa.

The event covered six areas of concern to HR professionals in the region: policies and standards, recruitment, staff development and training, staff care, staff security and retention.

Expert facilitators Florencio Marerua of WorldVision and independent consultant Steve Penny ensured that some consensus was reached on how to take forward the issues raised.

"I can advocate with more confidence in my organisation because I feel

there's a collective view," said one participant, while another said: "It's been so consoling for me to learn that all my problems are going through the other agencies."

The conference emphasised:

- Appropriate induction, into the organisation as well as the security situation.
- Being aware of family and personal issues when recruiting and posting.
- Ensuring line management staff have people management skills.
- The need for HR to advocate internally on such areas as staff care and involvement in strategic as well as operational planning for emergencies.

The conference saw a strong commitment to continuing the unique engagement, networking and exchanges which the EPN space provides, so People In Aid and the Nairobi-based Inter-Agency Working Group (IAWG) are talking about taking plans forward.

The conference was supported by the ECB Project and organised in collaboration with IAWG, whose members supplied the local steering group comprising UN Habitat as chair, with WorldVision International, Oxfam GB, GOAL, World Concern, IFRC, Medair, Kenya NGO Council and UN-OCHA.

The full EPN Nairobi report can be read at www.epn.peopleinaid.org.

References review

People In Aid members and EPN participants have been working together to improve employment references.

Last year's EPN conference highlighted concerns about candidate information, data protection and the need to protect beneficiaries and staff.

A survey this year by independent consultant Anne King offered a picture of current practice, and asked about standardising reference giving and receiving to improve the quality of data.

The responses formed the basis for Policy Guidelines on Employment References and proforma with advice on legal issues and how to improve efficiency.

The reference proforma from a past employer includes questions on the candidate's conduct and behaviour towards children and vulnerable people, any disciplinary actions, training needs, and reasons for leaving.

The project's next stage involves trials of the guidelines and proforma by members as part of their existing recruitment process, with the hope of spreading good practice within the sector.

Suitable for recruitment of all personnel, the Employment Reference Guidelines can be found under "documents" at www.peopleinaid.org/resources/publications.aspx.

Information: maduri@peopleinaid.org

Professional focus for EPN in Rome

This year's EPN Rome conference provided a unique opportunity to grapple with the notion of professionalism.

One key speaker was Robert Good of Spain's Acción contra el Hambre (see page 4), who argued that "professionalisation at Acción contra el Hambre has not been simply a choice, it has been a necessity".

As the Rome conference finished this newsletter was just going to press but participants offered some immediate reactions, including HelpAge International (HAI) HR manager Martha Newman, who said: "Once again, the EPN proved to be an excellent opportunity to network and share ideas and initiatives with other organisations.

"Examining the role of HR in professionalism raised many questions, particularly how it has different meanings within diverse cultures and organisations. The main learning for me was that HR has a role, not only in setting standards but also in challenging and influencing the organisation (HAI) at the highest level. In the areas of capacity building, national staff and competency frameworks, I will be exploring ways in which I can adapt the

learning and ideas from EPN to my own organisation."

Medair HR manager Barbara Leuenberger attended the EPN conference with the main aim of meeting other HR professionals in order to network and share experiences. She said: "The topic 'Spotlight on professionalism - the role of HR' was definitely very relevant and confirmed that Medair is heading the right way. Yet there is room for further development and I feel very strongly about some of the items discussed."

Among the aspects Leuenberger would like to take forward are for "HR to continue to be involved in the overall strategy in order to meet the future humanitarian challenges; to budget 3% of staff salaries for training; and to continue to invest in the development of our managers and leaders".

Meanwhile EPN Bangkok took place in June, with a steering group from Plan International, CARE International, Save the Children UK and IFRC preparing a field-focussed agenda around "managing people, responding to emergencies". Summary reports from both Rome and Bangkok will be in the October newsletter.

Strategic dimension of surge capacity agency advance on all fronts

In the humanitarian context, surge capacity relates to the ability of an agency to scale-up quickly and effectively to meet increased demand to stabilise or alleviate suffering in any given population.

However, it refers to a much broader perspective than just “to deploy people quickly”, which is traditionally how it has been understood. Surge capacity is as much an attitude of mind as of procedure and involves a changed way of thinking and culture across organisations. Development of surge capacity is best led from the top through the development of an overall strategic vision, as well as consensus on the objectives of rapid response.

Recent research into surge capacity for People In Aid draws a number of conclusions. The first conclusion is that surge capacity represents an entire system of policies and procedures; it is as much about an organisation’s philosophical approach as it is about any single instrument, such as a roster or register. It is therefore about much more than to deploy rapidly.

The second conclusion is that developing this capacity is about bringing various component capacities “to scale”, simultaneously, within agencies. Based on the research, it is possible to define

critical lessons, or enabling factors, required to develop surge capacity.

The critical enablers are:

- Agencies need to adopt a whole-organisation approach to developing surge capacity. If this does not happen, their capacity to respond will be compromised.
- Within the context of a wider strategic vision, capacity needs to be matched to mandate and structure. This has significant implications for the quality of an agency’s programming as well as its ability to be accountable to affected populations.
- Pre-positioning of funds is critical. Emergency units need to find ways to leverage greater amounts of unrestricted and other funds so that they can scale-up when required, respond to less visible emergencies, as well as build, and maintain, capacity between emergencies.
- There needs to be investment in HR as a strategic function and not just an administrative one. This is necessary not only at HQ but also at regional and/or country level.
- Well-trained and experienced staff are critical. In particular, strong and competent leadership is a decisive

factor in the success of any response. There needs to be long-term investment in staff development, including in career development. Focusing on behavioural as well as technical competencies is important.

- If emergency response is to be sustainable beyond the initial surge, recruitment for second-wave and longer term deployments needs to start at the beginning of an emergency. Counterparting between international and national staff at this stage in a response is difficult but vital to the longer-term success of any response.
- It is equally important to develop surge capacity at country and regional level as at HQ. Strategic integration of aspects of emergency and development programming will help, as will the mainstreaming of disaster risk reduction across relief, recovery and development programmes.
- Rosters and registers need better investment if they are going to remain the preferred model for rapid deployment. Agencies that use this capacity to augment their sizeable standing capacity also face challenges. If agencies opt to develop these tools, it is imperative they invest in adequate

Humanitarian professionalisation: necessity

Professionalisation at Acción contra el Hambre has not been simply a choice; it has been a necessity.

Professionalisation has been promoted across the organisation and the HR function has not only had to professionalise itself but also take a proactive role in developing professionalism via improving people management at all levels.

Acción contra el Hambre, like many organisations in the sector, is young and has enjoyed extraordinary growth over the 11 years since its founding. With 60 HQ staff, 120 expatriates and 1,000 national staff, the agency is today too large an organisation to simply improvise its HR practices. Professional staff demands professional management, however great

the humanitarian commitment may be.

Moreover, with accountability to almost three million beneficiaries in 100 contracts on behalf of more than 35 donors, the organisation is bound to develop and improve the efficiency of its people management. High performing and motivated professionals are critical to programme delivery.

So how have we gone about meeting these objectives? Firstly, by building capacity and awareness and increase in HR support both in HQ and in the field, with specific training of non-HR managers in people management, in line with the vision that we are all HR managers. At the same time, we ensured that HR personnel are fully aware of the programme demands. It’s good to have

people at the heart of the “business” and able to align their responses to the specialist nature of people management in the humanitarian sector.

Secondly, by providing the organisation with tools. Written for all people management activities and shared with all stakeholders, our Policy Paper for HR and Training is based on the People In Aid Code of Good Practice. Gradually we are developing individual user-friendly processes to support each of these activities within the context of quality initiatives that the organisation has set itself in 2007 so policy may be turned into practice.

Our desired results are very clear:

- All managers feel “stakeholders” in the management of people, so self-awareness and confidence grow.

ity requires **Consolidate practice for competencies**

HR capacity in order to make these tools effective.

- Agencies need to develop standard operating procedures that govern all aspects of an immediate response. This is especially important as being able to rapidly deploy will inevitably compromise ordinary agency policies and procedures.
- Agencies need to adopt more systematised learning practices, or they are doomed to make the same mistakes year on year. This is not only bad practice but unethical, given agencies' quality and accountability commitments. Becoming better learning organisations is especially important in the current era, where agencies need to shift from being reactive to proactive in order to keep up with changes in their external policy and operating environment.

Given that these critical enablers are all about "more of", there is a third conclusion: that developing surge capacity is not just about bringing to scale, but it is also about leverage within organisations and, as a form of leverage, collaboration between organisations.

For a full copy of the research, please visit the People In Aid website or email info@peopleinaid.org.

ty not choice

- All managers in the organisation feel comfortable about helping themselves to the HR tools they need.
- The managers know that the collection of HR processes is regularly reviewed and updated.
- The HR community does not have to "police" managers and spends more time on alignment of HR with the "business".

People are the key asset of any humanitarian aid organisation, and key assets demand the best attention. The challenge ahead is mobilising and sustaining those people assets and ensuring that HR keeps aligned with the organisation's own growth

Contributed by Robert Good, HR Director, Acción contra el Hambre, Madrid.

People In Aid's recent research on competencies, led by independent consultant Sara Swords, suggests seven ways in which humanitarian organisations can consolidate good practice for competency frameworks within their organisations.

One: Identify core areas. The People In Aid research has shown that although competencies are tending to group around the same priority themes, the behaviours or indicators vary by agency and cultural context. This makes developing a single generic competency framework extremely difficult.

However, it is possible to identify "core areas" that can be highlighted to help agencies develop their frameworks. The core competency areas cover: operational decision making; building and maintaining relations in changing teams; pressure tolerance; drive to achieve results/initiating action; self awareness; organisational awareness; managing performance for success; and communicating with impact.

Humanitarian agencies can review this list against their own identified priority areas and decide whether attention to these would help to inform better recruitment and development processes.

Two: Recognise the importance of trust. The research has highlighted the importance of the development of trust, emotional intelligence and overall resilience needed by humanitarian workers. Competency frameworks can clarify what these look like in terms of behaviours expected by staff. Organisations are encouraged to build up these elements within their frameworks so that staff can give and receive feedback on these.

Three: Provide additional learning and development opportunities. There was general agreement that there need to be additional learning and development opportunities to build up the technical and personal competencies of existing and potential programme managers. In the US the Project Management Institute is taking this up; there is a need to determine possibilities within the UK and Europe.

Four: Accredit learning. Accreditation of organisational learning programmes has begun to reap benefits for organisations that have gone down this route and it is certainly

something that the sector as a whole could look at more seriously. In addition to accrediting internal programmes, the sector could agree a core set of competencies and then seek to influence qualification programmes already in existence.

Five: Develop competency approaches for short-term staff. Several organisations would welcome simple and easy to use competency approaches for recruiting short-term staff. The People In Aid research helps to develop a shortlist by looking at three priority personal competencies. Specific tools to develop these further would be an appropriate next step, along with greater sharing of other processes in use for contract staff.

Six: Provide more support to humanitarian managers. Humanitarian programme managers now expect more proactive support mechanisms from their organisations. There is now gathering evidence to suggest that use of mentors and coaches to support such roles has worked and there is scope for this to grow. Coaches can help individuals achieve learning objectives set by their line managers and reflect on their personal and technical competencies. Some organisations have used internal coaches; others have gone down the route of external coaches because of lack of internal resource. Donors may be prepared to support such learning initiatives during a humanitarian programme and this needs to be researched further.

Seven: Adopt competency profiles. Competency profiling is in use by a number of organisations and has helped to make competency use simpler and easier to apply. Once a competency profile has been developed for a particular job role, an assessment of the current level of competencies within that grouping can be carried out. This baseline can then be used to determine appropriate learning and development priorities. The research findings suggest that it would be worthwhile to develop a couple of case studies on the impact of competency profiling and see how it impacts on staff development and overall individual and team performance.

For a full copy of the research, please visit the People In Aid website or email info@peopleinaid.org.

THE VIEW FROM: Bill Leedom, CCF

Name, job title, agency: “I am currently the director, human resources, with Christian Children’s Fund, and have been with them for a little over six years. My job is to lead the domestic and international HR programmes for CCF.”

How HR is viewed in CCF: “HR is and will be taking on a larger global role in the organisation. Coordination and delivery of services involving organisational development, global compensation and benefits, training, succession planning, synchronised



Leedom: Don’t be an HR cop

policies and procedures, and the need for personnel with HR abilities and responsibilities in the field, makes a better coordinated global HR effort essential. HR services need to be delivered closer to the customer. Knowledge of local labour laws, practices and customs is critical to making good decisions and developing global delivery systems. Recruitment and retention of outstanding, focus-driven individuals for all positions, locally and internationally, is a key element to achieve future HR strategy.”

CCF’s biggest challenges: “Raising sufficient funds to support a growing delivery system is always the challenge. As a child development agency with a

mission to eradicate poverty, the needs are great and funds are limited.”

Most frustrating thing about working in HR: “Probably the most frustrating part is also the most rewarding. Balancing the needs, desires and challenges of the people within the organisation with the assets and needs of that organisation can be frustrating. However, the reward is that there is always a challenge and a variety of work that needs to be done. Satisfaction comes from working with a team of professionals who are trying to achieve the same goals.”

Advice to those wanting to succeed in INGO HR: “Get a good foundation in HR practices as many of the same issues are similar no matter where you are in the world.

“Understand the mission and values of your organisation extremely well. Keep in mind that those in the field are delivering the services, not you. You are supporting them.

“Don’t be an HR cop! I can’t emphasise enough that flexibility and common sense and a break from the old adage that rules are rules is the only way to operate. Not many things are black or white. Learn to think and analyse in the context of the situation.

“Remember that those affected by your decisions are friends, neighbours and fellow workers. They are people not statistics. Learn about the diversity of cultures and customs. Yours are not always right. Learn your business. Go work in the field. Understand what the numbers mean. Understand that everyone in the organisation is your customer.

“Always remember the ‘Golden Rule’; have compassion, flexibility and feelings for the person you are dealing with. Let people keep their dignity regardless of what you have to do. When in doubt, use common sense, even though common sense is not very common”.

Bill Leedom – the CV:

Christian Children’s Fund, human resources director; senior HR roles with US financial and retail companies.



Doucouré: Rewarding board role

BOARD PROFILE: Idrissa Doucouré

People In Aid board member Idrissa Doucouré is head of WaterAid’s West Africa region and has worked in 11 African countries for 16 years, mainly in senior management positions.

In that time Doucouré has gained extensive experience in international development, including programme management, business planning, performance monitoring and policy setting.

He has also worked with multilateral and bilateral organisations as well as NGOs, which has given him both a strong southern perspective on poverty and development issues, and a broad idea of the different perspectives of key sector players, such as the Japanese International Cooperation Agency and Unicef.

It has also enabled Doucouré to build on his knowledge of both the technical and management elements of the development sector.

Doucouré says he believes strongly that good human resource management is vital for international development organisations to fulfil their mission and enhance productivity. Thus being a People In Aid trustee is an opportunity to push for development work to adopt good human resource management.

Calling the board role challenging, extremely exciting and rewarding, Doucouré says his motivation as a board member of People In Aid mainly lies in the opportunity it provides him to share his experience and champion human resource management initiatives in Southern organisations.

Member profiles

American Refugee Committee

Across the world, 33 million people have been forced to flee their homes for their own safety.



Every year, the American Refugee Committee (ARC International) serves two million of these people, each of whom will have a better chance of taking back control of their life and achieving self-sufficiency as a result of their partnership with ARC.

Since 1978, ARC has been working to help refugees recover from trauma and rebuild. From the very beginning, ARC's guiding principles of constituent participation, self-sufficiency and social entrepreneurship have ensured effective and quality assistance for people in need.

ARC programs provide health care, skills training, clean water, shelter, legal aid, trauma counselling, community development services and more to victims of war, conflict and disaster in more than nine countries around the world. To create meaningful and lasting change for survivors and their communities, ARC bases its partnership with uprooted peoples on mutual respect and a compassionate exchange of knowledge and values.

As a People In Aid member, ARC will have access to support and resources to help its HR department realise its vision to be a model of best practice and innovation. Of particular interest is the implementation of the People In Aid Code of Good Practice.

Information: www.arcrelief.org

cinfo

The Center for Information, Advice and Training for Professions relating to International Cooperation or "cinfo" is the executive office of a foundation based in Bienne, Switzerland.

cinfo offers information and advice to people who are interested in employment opportunities in international cooperation.

Part of the public service is the cinfo website with its large self-service offering and an overview of all cinfo products and services – mainly in French and German. In addition to a current news page, it has an extensive FAQ section and a comprehensive links collection. An important part of the website is the job database cinfoPoste.

In addition, cinfo assists individuals prior to going overseas and upon their return with advice and training. The cinfo seminars provide a platform on the issue of living and working in a multicultural environment and career orientation.

At the request of various development organisations and institutions, cinfo runs short-term courses on preparing to go overseas and returning home, as well as introductory and advanced courses in intercultural communication. cinfo provides support to organisations in the field of international cooperation with the deployment of personnel both at home and abroad.

On behalf of Swiss governmental authorities, as a cooperation partner of the Swiss Agency for Development and Cooperation (SDC), cinfo supports selected international organisations in recruitment and selection processes.

Within the scope of short-term mandates for other organisations active in international cooperation, cinfo regularly performs additional recruiting support services.

On behalf of the SDC, cinfo assesses applications for financing from a specific group of Swiss non-governmental organisations. cinfo decides on the co-financing of deployments, manages the aforementioned funds and advises the organisations.

To carry out its mandates, cinfo collaborates closely with various organisations and institutions, from Switzerland and abroad.

cinfo is pleased to join People In Aid as this offers opportunities in exchanging information and experiences with other organisations. cinfo expects the membership to be of benefit in supporting Swiss organisations dealing with human resources and people management for staff at home and in the field.

Information: www.cinfo.ch

VETAID

VETAID is a not-for-profit, international development organisation working for reduction in poverty and an increase in food security of people dependent on livestock.

The purpose of VETAID's work is to strengthen livelihood strategies of resource-poor farmers by increasing the contribution made by their livestock, by promoting the rights of farmers and herders, and by partnering and building the capacity of local organisations.

Pastoralists and small-scale farmers in many parts of the world face food shortages and a cycle of poverty. This is frequently because of circumstances beyond their control such as civil war, changes in government policies and international trade affecting their countries.

Climatic factors and increasing cultivation of rangelands by crop growers have also disrupted traditional livestock farming strategies. These changes can lead to increased animal disease, inadequate nutrition and poor husbandry.

VETAID's remit is to improve livelihoods of small-scale farmers and pastoralists by providing better access to livestock health and husbandry resources, building on traditional livestock practices where possible, and by increasing the capacity of communities to contribute to decisions that affect their lives.

VETAID is also aware that the choices made by people in the UK can make an impact globally. To address this the agency provides school workshops and public presentations raising awareness of livestock and development issues.

There are eight people employed in the agency's UK based headquarters and some 70 staff employed overseas. VETAID says it joined People In Aid as a move towards providing best practice management and care for their employees and volunteers.

Information: www.vetaid.org



Resources and events

International Management Programme, Nairobi Kenya, 22-26 October

Do you need to increase the effectiveness of your relief, development, or human rights programmes? The International Management Programme is designed specifically for INGOs to develop their “rising stars” and international managers who have further leadership potential.

Developed by the Management Centre in association with People In Aid, this intensive programme aims to help create higher performing teams, improve internal communication, enhance cross-cultural understanding and reduce conflict within teams.

Cost, including accommodation, meals and documentation: £1,500. Information and booking: www.managementcentre.co.uk/imdp.

Information, booking:
www.peopleinaid.org

People Management and Support, Baltimore USA, 14 November

A collaboration between the US-based Headington Institute and People In Aid, this one-day conference aimed at senior managers in HR and operational roles will cover topics such as managing in crisis situations, relevant emerging technology and providing effective staff care and support.

Briefing, Debriefing and Supporting Staff: Good Practice From Beginning to End, London UK, 23-24 January 2008

People In Aid is offering a comprehensive workshop that repeats the successful two-day debriefing and trauma support workshop facilitated in 2007 by Dr Debbie Lovell-Hawker, complete with new thinking and resources and plenty of time to cover the issues thoroughly.

Aimed at HR professionals and line managers, the workshop includes topics such as: psychological screening; supporting staff working in stressful

situations locally and from a distance; warning signs to recognise trauma symptoms. Members £110, non-members £220.

New field-focused diary

Described as “the ideal tool for field based humanitarian workers”, the All In Diary combines an A5 personal organiser, accompanying CD and supporting website, www.allindiary.org

It includes texts and tools, from a diary for planning and recording to information on good practice and a briefing on the local context and international standards of aid. The All In Diary can act as a handover mechanism and an evaluation tool for monitoring progress.

The All In Diary is a collaborative project devised by InTuition Consultancy and Inter-face Development whose progress has been supported by People In Aid, RedR-IHE, Filofax and a range of agencies and individuals.

Cost: £10.00 plus postage. Contact: Gill Price on gill.price@mail.dk or +45 63351040, or Linda Richardson on +44 7980614769.

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 special interests 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.
- **Multilateral/International** organisations keen to contribute to the sector.

Quality marks: Two quality marks are now awarded by People In Aid in response to increasing calls for certification.

The first requires members to show evidence of their commitment to good practice: the criteria are explained on www.peopleinaid.org/code/implementation.aspx.

Members implementing the People In Aid Code, using the externally-assured social audit process, will be awarded a further quality mark to show stakeholders (staff, donors, beneficiaries and more) their commitment to improving the way in which they manage their people. Implementing agencies are asked to pay a contribution in addition to the membership fee.

Annual membership fees from 1st April 2007:

• Full Members	
High income countries* 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

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	2,000
• Associates	250

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

BENEFITS	Full/multilateral	Associate
Code implementation	Support provided	n/a
Quality marks	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

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