

Diversity and culture

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Quality Mark success

People In Aid has offered its congratulations to three member agencies for their Quality Mark achievements – details page 3.

People In Aid gratefully acknowledges financial assistance within the past 12 months from: UK Department for International Development; Irish Aid; ECB (Emergency Capacity-Building Project); Mercy Corps USA; Oxfam GB; 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.

Making a difference by using difference

Diversity may have a simplistic definition – "any difference that makes a difference" – but it needs hard work for an international agency to develop a global diversity strategy to fulfil its mission.

The first principle must be to create a diversity strategy in partnership with key stakeholders within and beyond the organisation to:

- Analyse organisational effectiveness locally through a diversity lens, from abilities to obstacles, and the potential impact of diversity issues
- Identify the issues that are important to people in that local area that might impact on how people work together, for example religion or caste
- Understand local values and assess how those might help or hinder the

organisation's global values

- Learn about each country's political, economic, social and legal environment
- Articulate the motivations and concerns for stakeholders at each level in the organisation.

Beyond legal requirements of equality or compliance, diversity is an inclusive concept of who and what is valuable to enhance organisational performance, from race, gender, nationality, religion, age, class, physical disability or sexual orientation to differences of experience, education, geography and language.

An immediate challenge can be developing a common understanding of diversity, this can be done through research and dialogue with employees,

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Executive director Jonathan Potter writes ...

The response to the Myanmar/Burma crisis has been difficult, raising issues about access, management, the links between development and relief, and more.

The UK journal People Management, which highlighted the situation for People In Aid's members, concluded: "It's hard for those on the front line. It's tough for HR, too."

A range of human resources issues are being faced. First, that except around its borders, Myanmar has been a country primarily of development activity. With limited or no expatriate access, several solutions are being tried: development workers turned into, hopefully trained into, relief workers; Burmese employees transferred from elsewhere; Burmese with other expertise being taught relief. Remote techniques are being put into place for management, and training centres for local people feature in plans for the longer-than-expected relief effort and future development activities.

Second, there is trust. There are volunteers willing and able to enter the country but can their motivations be understood or are they undercover journalists, and to what extent can managers trust their teams while stuck in Yangon?

Third, staff care and trauma issues are already being discussed on EPN Online. One of our members told me: "We have dedicated people working here [in Bangkok]. Anyone working this hard for so long needs affirmation." Lack of access denies that affirmation.

Finally, People In Aid welcomes its first federation to our membership: CARE. We are delighted at this commitment, and at being able to highlight some of CARE's work in this newsletter.

clients and partner agencies, and then creating a corporate statement about respect, difference, and the organisation's shared goals and values.

An initial hurdle is often how to explain the concept in ways that translate internationally. Some may perceive diversity as irrelevant to them as they believe it refers only to the rights of minority groups to which they do not belong.

In one US study, a participant made the point that its first global meeting of diversity champions and supporters from different countries initially had the reaction that diversity was something only for America, but "the minute we started talking about inclusion, the conversation changed ... it enabled them to focus".

Only with a common understanding can the organisation's approach to diversity be established, communicated and hard-wired into all its levels and operations.

It is vital to articulate the "business case" for diversity, setting out how a diversity-friendly culture will contribute to attaining individual and corporate goals worldwide, and to make that case for each department, location and constituency within the organisation.

The next step is to create a global diversity structure to empower local offices, staff and partner groups, while also providing centralised support and monitoring, with:

- A central review system to focus attention on global diversity, such as progress reports to senior leaders by each country office.
- Channels for coordination and sharing lessons, from feedback and meetings to formal reporting mechanisms.
- Responsibility and ownership delegated to the local level within corporate-wide initiatives.
- The involvement of senior leadership.

With strategy and structure, communications and understanding, goals can be agreed to meet global and local needs that also fit into the organisation's defined framework of values.

Adapted from Global Diversity: Managing and Leveraging Diversity in a Global Workforce by Liz MacGillivray and Deirdre Golden of ORC Worldwide and published in SHRM International HR Guide. Similar articles can be found on www.orcworldwide.com/readroom/index.php Deirdre Golden can be contacted at deirdre.golden@orcww.com.

Young values sought for agency strategy

Children have played an important role in developing a set of values and behaviours expected of those who work for the international development charity EveryChild.

The young people, aged from four to 17, came from four of the 13 countries in which EveryChild works to protect some of the world's most vulnerable children.

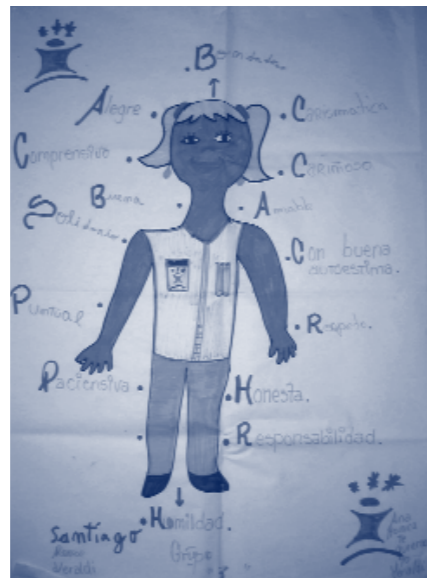
The agency believes that all children have the right to grow up in a safe and loving family environment, with a secure future and so it works with children who are, or risk being, separated from their families.

The engagement with the children was part of significant changes undergone by EveryChild over the past couple of years to consolidate the strategic focus and define where the organisation wants to become a leading player.

If the EveryChild vision, mission and strategy are about what the agency does, then values and behaviours are about how the organisation and its staff do it.

'Child participation was an important initiative as they are most directly affected by what we do and how we do it'

In developing the values and behaviours, it was important that a diverse range of people participated. As well as the children, the work involved



In their words: children declare how aid staff should behave



Bamgbose: 'Important initiative'

staff in all offices and two partner organisations.

One element was to ask the children how they wanted EveryChild staff to behave. A group of children in Peru came up with a long and detailed list: kind, generous, charismatic, affectionate, friendly, nice, show good self-esteem, respectful, honest, responsible, humble, patient, punctual, show solidarity, good, understanding and happy.

EveryChild Organisational Development Manager Angie Bamgbose said: "It is important to celebrate the involvement of children in this project as child participation is usually limited to the realm of programmes rather than HR. It is fairly unique in HR to involve children but here, child participation was an important initiative as they are most directly affected by what we do and how we do it."

She added: "There was lots of commonality between all the participating teams and children, which gave an encouraging message that we all want the same ways of working and behaving."

The final values and behaviours reflect the views of all the diverse participants and, despite being time-consuming to develop, are important parts of the EveryChild identity, according to Bamgbose.

EveryChild has challenged itself to implement the values and behaviours, and has a consultant working to support their integration into the agency's work and turn written statements into real practice.

Volunteer partnership seeks global champions among young people

Young people from the UK are being offered a unique international volunteering experience through a partnership between three agencies that aims to develop global citizen champions.

In a pioneering move, humanitarian groups Christian Aid and Islamic Relief have joined forces with overseas work agency BUNAC to offer opportunities for less advantaged 18-25-year-olds, including those from black and minority ethnic groups, who would otherwise be unable to afford the experience.

The idea is that the overseas placements in community-led development

projects will enable the young people to influence the way their peers think and encourage them to gain from a similar experience.

The £10-million Platform2 programme for 2,500 volunteers, initiated and funded by the UK Department for International Development (DFID), will be run for the next three years by the consortium after a competitive tender.

Almost a decade ago, DFID set out its commitment that the "British people should have accurate, unbiased, accessible information about the causes of poverty and inequality in developing countries, and about what the international community can do".

While its volunteers make meaningful contributions to an overseas development project in Ghana, South Africa and Peru, with India starting shortly, Platform2 is also designed to increase awareness in the UK of global development issues among young adults and their communities.

As well as telling their stories to individuals and groups within and beyond their communities, the programme encourages the young people to have a multiplier effect in raising development awareness through

campaigning and fundraising.

Christian Aid has suggested that there are huge synergies with its approach to raising development awareness among young people, since its vision includes helping the poorest, exposing the scandal of poverty and eradicating the structures which give rise to it through example and campaigning.

Mark Vyner, head of programme - Platform2 at Christian Aid, said the programme was providing hands on experience of life in a poorer country for people from an audience not normally exposed to development awareness issues.

'Working together with Islamic Relief has been hugely rewarding and has ensured a cultural diversity and sensitivity to the planned placements'

Mark added: "Working together with Islamic Relief has been hugely rewarding and has ensured a cultural diversity and sensitivity to the planned placements. This also ties in to the government's social cohesion agenda."

BUNAC has lead the way in developing structures alongside their own in-country partners to ensure the highest standards of support and care for the young people, and also to ensure that genuine community-led projects are used which have the capacity and experience to host groups of volunteers.

Volunteers will be in groups of 10-15 and projects have been chosen which can use groups over the period of three years. One unexpected effect has been that in-country host partners are indicating a steady stream of groups of volunteers over three years is likely to attract local volunteers too.

The developmental awareness impact will be measured over the project's life but all the agencies concerned are hugely confident that the experience on offer will be helping create a group of "global champions" for the cause of international development.

Contributed by Mark Vyner, head of programme - Platform2, Christian Aid, www.myplatform2.com

Quality success praise for three

Three members have achieved success in retaining the Quality Mark or receiving it for the first time, and won congratulations from People In Aid.

Italian NGO, CESVI, and Kenya's Agency for Cooperation and Research in Development (ACORD) have both retained their first Quality Mark of commitment to the People In Aid Code.

The Catholic Agency For Overseas Development (CAFOD) for England and Wales has been awarded its first Quality Mark of Code commitment.

People In Aid has welcomed the hard work and vision of all three agencies.

Of the Quality Mark, CESVI policy, partnership and security advisor Stefano Piziali said: "CESVI feels morally committed to improve and update its HR management methods regularly and continually, as proposed by People In Aid.

"The main reason to adhere to the People In Aid first Quality Mark is because this is not only a stimulation to improve the quality of the work of a single NGO, but it is a benchmark for improving the work of the non-governmental system of a whole country."

The People In Aid Code is used as a benchmark for improving human resources policies and practices, according to Ousainou Ngum, Executive Director of ACORD, whose global human resources management manual integrates the People In Aid guiding principles.

He added: "The People In Aid Code of Good Practice has therefore played, and will continue to play, a very central role in internal processes aimed at improving human resources management policies and practices across the organisation."

At CAFOD, Chief Executive Chris Bain said that rapid growth in recent years had made it clear that excellent staff and good management were crucial to its success.

"Expressing our commitment to the People In Aid Code means that we are prepared to examine our people management practices, get feedback from staff, make improvements where we need to and hold all this up for the scrutiny of a People In Aid appointed auditor", said Bain.

Developing leadership beyond management with 'meaningful noise'

Leadership and management are not the same, CARE International's learning and organisational development unit director Mario Lima, told EPN Istanbul

The "leading with impact" programme at CARE is an effort to develop self-awareness and commitment to change so those in leadership can challenge and "push the envelope".

Developed from US concepts of "leadership on the line", Lima suggested leading with impact has enabled consistent leadership development by agreeing what is appropriate behaviour.

He outlined how CARE developed a theory of change that focuses on power imbalances, women and girls, and long-term programmes to achieve maximum sustained impact in its poverty elimination work in 70 countries.

Warning against using "leadership" interchangeably with the notion of managers, Lima said: "Management refers to the activities and people involved in the general functions such as planning, setting objectives, assigning resources, deploying the human and financial assets needed, and is a position in the hierarchical pyramid."

In CARE, leadership is seen as the capacity to mobilise people to tackle tough adaptive challenges - "problems people would rather avoid" - so it becomes an action people decide to exercise or not, at different times. Leadership is not restricted to power, influence or hierarchical position; indeed, authority can be a resource or a constraint when exercising leadership.

Just as leadership is not management, adaptive challenges are not technical problems:

- An adaptive challenge identifies a gap between aspirations and reality and



Lima: 'Learning involves loss'



Beyond comfort: Leadership needs productive levels of distress

demands adaptive work and difficult learning to narrow that gap.

- In exercising leadership, one must distinguish the essential from the expendable, and that it involves loss.
- Adaptive work is value-laden, and requires a longer time frame than technical work.
- The people with the problem are both the problem and the solution.
- Adaptive challenges generate disequilibrium and avoidance.

To be successful, "The exercise of leadership must cause some noise in the system, but one has to ensure not to be 'killed' in the process", according to Mario. Leaders working in culturally diverse environments must understand that different cultures have different thresholds of stress tolerance. As learning only begins at the level of "productive distress", cultural-awareness is critical to identify and work at that level.

But Lima maintains that the key practices of a successful leader are applicable in any cultural context, from communicating effectively the challenge to come, thinking politically about how people will react, "giving the work back" to ensure individuals take responsibility, and holding steady to the objectives and intent.

Lima's presentation will be in the EPN Istanbul report, available from early August at www.epn.peopleinaid.org/files/istanbul/default.aspx; CARE-developed diversity resources can be found at www.careacademy.org/learningresources/orgdiv.asp.

EPN Istanbul looks at diversity balance

May's EPN conference in Istanbul examined cultural diversity, exploring the depth of its impact throughout the organisation. The full report will be out in August; meanwhile a summary of the three days of presentations and debate follows

A clear message heard at this years conference, was multi-cultural teams are inevitable, but Istanbul noted how "diversity is context-specific: like a diet, too much or too little is unhealthy".

Multi-cultural teams have advantages (no dominance, less group-think, more creative discussions) and disadvantages (mistrust, cliques, misunderstandings), but for those working with and for local communities it is ideal, even essential, to model that community.

Diversity should be prioritised not for its own sake but to better fulfil mission since "cultural diversity, if recognised, can build cohesion and productivity", so field team recruiters were advised to consider team dynamics as well as technical competence.

Relationships and task need balancing so, for example, after a disaster everyone wants to save lives, but this will be less and less successfully achieved if no effort has been put into relationship-building in response teams.

To help this, the Emergency Capacity Building Project has developed a Trust Index for Diverse Teams and various tools, such as a board game (see next story and page 8).

The conference left participants with some thought-provoking issues to consider

in their agency. Among them:

- Does a job description discriminate simply by what it asks for in experience or qualifications?
- Is one cultural group dominating teams or meetings? Are meetings run to be productive for all: participatory, authoritative or mixed?
- Do donor requirements dictate staff: European-appropriate accounts, English-language reports?
- What weighting should recruitment give to behaviours and cultural fit over technical or management skills?
- How much are employees asked to change their culture while being asked to respect that of a manager or of a dominant-culture organisation?
- Does an e-mail's recipient perceive a "cc" in the same way as the sender: is it information, exclusion, or exerting pressure?

Have managers sufficient self- and interpersonal awareness for inter-cultural work or to recognise inter-cultural conflicts? At least some answers lie in one speaker's assessment of the four elements of successful multi-cultural organisations: unity of purpose and shared vision; multi-cultural leadership and cross-cultural talent-sharing; inclusive HR practices and communications, including staff surveys; and cultural training.

Beyond committed leadership, diversity training and trust building is the understanding that, said one EPN participant, "diversity has become a richer word for us after this conference ... also moving it from an HR issue to an organisational one".

Discussions on topics raised at the conference continue on web-based forum EPN Online: join now at www.epn.peopleinaid.org/messages.aspx

The presentation, given at EPN Istanbul, can be found from early August at www.epn.peopleinaid.org/files/istanbul/default.aspx.

For additional tools and resources see: www.peopleinaid.org/resources/publications.aspx.

New tools and tests for building trust

Emergency response is all about team work, and one of the strengths of the teams that come together for a major disaster is the diversity of backgrounds, experiences and cultures they can draw on.

Engineers and psychiatrists, staff and volunteers, experience from five continents and those from the affected community; all bring different and valuable skills and perspectives to the task.

Yet this diversity also poses a challenge to team leaders, just at the time when other challenges - establishing supply chains, basic communications, access to communities - are most pressing.

A survey of 100 experienced aid workers by the Emergency Capacity Building (ECB) Project, a collaboration of seven of the largest NGOs working in emergency response, found that

establishing trust, especially between international and national team members, was one of the most important factors in successful crisis response.

When people are stressed, traumatised, tired or feeling out of their depth, ingrained attitudes and biases can surface, allowing differences to become a point of separation rather than a strength.

To address this issue, the ECB team distilled the extensive experience of the development community and private sector in managing diversity to made it relevant and accessible to those facing the particular demands of emergencies.

Building Trust in Diverse Teams: The Toolkit for Emergency Response identifies 10 essential criteria for trust, and equips emergency managers with a quick diagnostic - the trust index - to assess

their team's status.

It offers 10 simple but effective tools, designed and tested by experienced emergency managers, to help teams rapidly establish trust, improve effectiveness and, ultimately, save more lives.

A session at Istanbul on building team trust discussed the toolkit, with findings from Sri Lanka and Malawi, where the tools were developed and piloted.

Contributed by Emergency Capacity Building Project interim project director Matt Bannerman. Details of all EPN sessions will be available in the Istanbul report from early August at www.epn.peopleinaid.org/files/istanbul/default.aspx; the toolkit is available at www.ecbproject.org under publications, then staff capacity. Global Diversity Board Game, page 8.



Narayanan: 'Write yourself in'

Positive force but a struggle to win change with advocacy

Aid agency human resources teams should use diversity as a positive force, according to CARE USA's senior gender equity and diversity advisor Madhuri Narayanan.

Interviewed at EPN Istanbul, Delhi-based Narayanan said that HR has a critical role to play in increasing diversity by working with line managers to retain and support staff and to integrate its values into all organisational processes.

'You start by looking within yourself'

She said her role is seen as an organisation priority, and CARE's progress came from a combination of committed leaders, the external environment and asking the right questions, such as why the agency was not having the impact it sought.

Leadership was vital as only with "champions" could CARE move with legitimacy on the issue and put people in post to press it forward, but diversity remains a continual struggle, requiring perseverance and internal advocacy, which must be repeated as every new manager arrives.

'Personal change is important'

And it needs commitment: "Personal change is important and you need to write yourself into the story. You start by looking within yourself, your own biases and your own prejudices, before you can encourage others to change."

VIEW FROM: Seeta Gurung

Name, job, agency, role: Seeta Gurung, Executive Officer, International Nepal Fellowship, managing human resources and helping people to realise their potential. I'm keen on developing people to the extent that I do not mind making myself redundant.

How your agency views HR: Very important. Without HR, no work will be possible.

How your organisation uses the Code: We are putting resources towards development of staff, having staff policies in place, etc. I can say that INF has been following the Code of Good Practice very well.

Your agency's biggest challenges: Coming up with so-called fair salaries and benefits, which is getting more and more challenging as global food shortages and high petroleum price are beginning to affect local market. And to change staff attitudes towards fulfilling any responsibility they are given.

Greatest HR frustration: Not to find high quality workers who are strong enough to stand against the ills of society.

To "work effectively in diversity", HR must focus on: In terms of North-South



Gurung: 'Put the needs of others first'

partnerships, be sensitive and respect the local culture and practises. And in general, put the needs of others first.

To succeed in HR: Be flexible and accommodative without compromising your values.

Seeta Gurung – the CV: In various roles with INF for 15 years, including eight as executive officer, preceded by work with a French INGO in Nepal, and study for an HRD from the University of Manchester.

BOARD PROFILE: Simon Thompson



Thompson: 'Highly motivated'

Board member Simon Thompson joined lastminute.com group, Europe's largest online travel and leisure business, in April 2007 and is currently the European managing director & chief marketing officer, having previously worked with Motorola.

A computer scientist by training, but with a passion for cars, he spent some years in computing before joining motor parts firm Unipart International and then Honda, at which he was involved in sales, product development, franchising, strategy and marketing.

He moved to Motorola Inc in 2006 as the senior director of marketing for Europe. During his tenure the brand achieved its greatest-ever level of sales as it changed focus from "pretty phones" to "emotional experiences".

He said: "To ensure that the people that deliver the aid are capable and highly motivated is surely the most essential need of any aid organisation.

"People In Aid's mission is uniquely focused on achieving this goal.

"To ensure that the brand promise and marketing message engages the correct audience is a very important step in the chain."

Measuring your staff capacity

Access a database designed to track and report on key metrics and benchmark with other organisations.

Find out how:
www.metrics@peopleinaid.org
or ask us at: metrics@peopleinaid.org

Member profiles

CARE

CARE is one of the world's leading private, non-sectarian, humanitarian and development organisations dedicated to fighting world poverty and defending human dignity.

It was created as a cooperative of 22 American organisations to buy surplus military rations to provide food to millions of displaced Europeans immediately following World War II. The name was an acronym for Cooperative for American Remittances to Europe, and the first shipment of 20,000 CARE packages arrived in Le Havre, France on 11 May 1946.

Today, CARE is a confederation of 12 national organisations that make up CARE International, coordinated by a secretariat based in Geneva, Switzerland. Member countries are: the USA, Australia, Austria, Canada, Denmark, France, Germany, Japan, the Netherlands, Norway, Thailand and the UK.

Nearly 15,000 CARE staff members work on more than 850 projects in more than 65 countries. Around 90% of the



staff come from the countries where CARE works. CARE's focus is on eradicating the underlying causes of poverty, and providing developing populations with the tools and means to build and strengthen their societies. A special emphasis is placed on helping and protecting those most at risk, especially women, children, the infirm and elderly.

In addition to development work, CARE takes a leading role in emergency humanitarian response, such as after the Rwandan genocide, the Indian Ocean tsunami, Pakistan's earthquake, last summer's floods in Nepal, India, Pakistan and Bangladesh, and after Cyclone Sidr in Bangladesh.

CARE operates important programmes in Somalia, Darfur, Chad, Sri Lanka, Indonesia, Bolivia and many other places that need help, and it is providing relief in Myanmar, where CARE has worked for more than 14 years and has 500 national staff providing assistance.

A CARE spokesperson said it joined People In Aid after identifying the network's value in both reaching out to

other humanitarian professionals and in stimulating debate on critical relief and development issues.

Information: www.care-international.org.

CORD

CORD's vision is to see people affected by violent conflict in developing countries, living in peace, and its staff are motivated by their Christian faith.

CORD works across the conflict spectrum, building trust and cohesion through livelihoods and education programmes that help people enhance their economic and social development. Within each of these sectors, CORD operates cross-cutting projects relating to HIV, gender equality and the environment.

The agency's three strategic aims are to transform lives and conflict, be an agent of peace, and be a recognised conflict and development NGO.

CORD's approach is two-fold: its preferred way of working is in partnership with local organisations. If this is not possible, CORD implements programmes, as in its present relief work on the Darfur-Chad border, and in its Burundi rehabilitation programme.

Central to CORD's approach is developing the capacity of local organisations. CORD strengthens civil society through capacity development at



various levels: organisationally, programmatically, in policy and advocacy work, and in supporting and facilitating networking. CORD also seeks to develop the capacity of its staff through training and learning and of its supporters with development education.

In 2007, when CORD marked its 40th anniversary, it spent £2 million on this work. CORD's UK office employs just 17 people, but worldwide it employ more than 700 staff, most of them local nationals. CORD spends no more than 8% of its total expenditure in the UK.

A CORD spokesperson said it recognised the value of working with others to achieve good practice: "Having looked at People In Aid, we knew we had to join. We are planning to work steadily towards achieving the Code for the benefit of all employees."

Information: www.cord.org.uk.

International HIV/AIDS Alliance

The International HIV/AIDS Alliance (the Alliance) is a global partnership, established in 1993, of nationally-based organisations working to support community action on AIDS in developing countries.

These national partners help local community groups and other NGOs to take action on AIDS, and are supported by technical expertise, policy work and fundraising carried out across the Alliance.

In addition, the Alliance has extensive regional programmes, representative offices in the USA and Brussels, and



works on a range of international activities, such as support for South-South cooperation, operations research, training and good practice development, as well as policy analysis and advocacy.

To make a real difference, the Alliance focuses on integrated responses to the HIV epidemic that combine HIV prevention with improved access to treatment, care and support, and lessening the impact of AIDS.

The Alliance works with those who are hardest, but vital, to reach: people from marginalised groups who are most vulnerable to and affected by HIV, and groups who are key to the way the epidemic can spread, including sex workers, injecting drug users and men who have sex with men.

The Alliance's mission is to support communities to reduce the spread of HIV and meet the challenges of AIDS. To date, it has provided support to organisations from at least 40 developing countries for over 3,000 projects.

John Rotherham, the Alliance's head of international human resources development, said: "The Alliance has joined People In Aid to share knowledge and build networks in good people management practice."

Information: www.aidsalliance.org.

DEAR HR: Sandra Renew

Name, job, agency: Sandra Renew, country director, War Child Netherlands, Sudan.

Biggest agency challenges: Changes in the political and military context in Sudan will make programming uncertain at different times, and keeping staff will be a big challenge.

HR's role in responding to these challenges: Setting expectations, thorough recruitment screening for suitability to the context. Supporting the country director in management decisions relating to staff well-being.

To "work effectively in diversity", HR must focus on: Try to understand the perspective of staff from different cultural points of view – what is motivating people to do certain things – and be open and interested in these things.



Renew: 'Be pragmatic and realistic'

To succeed as an INGO manager: Be pragmatic and realistic, and very honest with people who you are managing about the requirements and expectations. They need to understand that they need to adapt to the country rather than the country adapting to them.

How HR has supported your work: Our HQ HR team has taken great trouble to ensure that the recruitment processes are finding us appropriate people who are a good fit for the context. They have a critical incident response plan in place so that in a crisis we know that they will do their best to provide support.

Sandra Renew – the CV: Sudan country director, War Child Netherlands, since January 2007, after being Save the Children UK's Afghanistan country director for two and a half years.

Resources and events

Managing People Effectively at a Distance, 22 October, London, UK

After a very successful workshop in December 2007, People In Aid is offering an opportunity to take part in the second workshop on distance management.

Its learning will include how to develop and maintain relationships, the challenges and opportunities of geographically dispersed teams, the role of the manager, and using technology more effectively.

Members £55; non-members £110.

Three Kenya workshops

People In Aid, in association with the IAWG, is offering three workshops in Nairobi, Kenya in October: Planning and Developing an HR Strategy, Monday 6 October; Building the Capacity of Human Resources Staff, 7 October; People Management for Line Managers, 9 and 10 October.

Events worldwide

Other upcoming events later this year and in 2009 include the International Management Programme, 19-24 October, Bangkok,

Thailand; International conference on staff care, 6-7 November, Washington DC, USA; the International HR Conference, 6 February 2009, London, UK; Briefing, Debriefing and Supporting Staff two-day workshop, 17-18 February 2009, London, UK.

Publications

A range of People In Aid publications can be found at www.peopleinaid.org/resources/publications.aspx.

Just out is a new report, Trends in Executive Compensation in the UK Voluntary Sector. It is free to download from our website www.peopleinaid.org or you can request a copy by emailing info@peopleinaid.org.

Other recent publications include: Resource Sheets – Staffing Issues in Myanmar, Working in Diverse Cultures; Information Notes – Staff Care Manual for East Africa, The Role and Impact of

Governance on HR; and the People In Aid International HR Conference Report.

Play up and play the game

The Global Diversity Board Game is a highly interactive training tool that uses a multiple choice quiz format to explore facts about global diversity, from demographics, jobs and society to managing effectively in a multi-cultural workplace.

It is a thought-provoking game, adapted especially for the international development sector as part of the Emergency Capacity Building Project.

The game highlights the importance of understanding differences and acts as a stepping stone towards building trust as a key part of developing diverse teams.

The game can be downloaded free from the Emergency Capacity Building Project site at www.ecbproject.org/publications_1.htm or People In Aid has three games available for loan; please contact info@peopleinaid.org.

For more on Building Trust in Diverse Teams: The Toolkit for Emergency Response, see pages 4-5.

Information, booking:
info@peopleinaid.org
www.peopleinaid.org

Join People In Aid!

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

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

• Multilateral/International Organisations	£ (GBP)
• Associates	2,000
Income under 5,000,000	250
Income over 5,000,000	300

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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