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We have moved

People In Aid has moved to:
The Resource Centre, 356 Holloway
Road, London N7 6PA, UK
Tel: +44 (0) 20 3095 3950
Fax: +44 (0) 20 7697 9580

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Learning 'gap' closes

Human resources departments have long sought to get field staff more directly involved in day-to-day learning activities.

But distance and limited resources have prevented field staff, especially national staff, fully participating in the discussions, training, strategy sessions and brainstorming taken for granted by those sharing the same space.

Today, the growing use of technology is fast closing the learning gap between field and HQ.

More than 2,500 courses in leadership, management, safety, IT and project management were completed online in recent months by field-based workers in members of the LINGOs (Learning for International NGOs) consortium for technology-assisted learning and collaboration. These courses were not available to the field four years ago.

HQ-based "brown bag seminars" of the Ipas US-based women's reproductive health agency are today attended by Africa and Latin America staff via virtual meeting technology.

Field staff, no longer excluded by

location, can have short, professional development experiences through webinars – online seminars – using any computer with an internet connection, including dial-up.

Without leaving their offices, project managers from 14 countries shared an 18-hour course over three weeks last year to learn with their peers in real time the challenges and benefits of project management for development (see page 5).

Learning management system administrators from more than 30 agencies have shared experiences and technical knowledge in a practice community supported by a web site accessible worldwide 24 hours a day.

There have been obstacles to change, including connectivity, language challenges, technophobia and organisational resistance. But technology – from virtual meetings, collaboration portals and online courseware to web phones – is fast creating shared learning space for field and HQ.

Contributed by Eric Berg, LINGOs
<http://ngolearning.org/default.aspx>.

Executive director Jonathan Potter writes ...

What do we learn from the past? An ICRC staffer recently said that interventions today "bear little resemblance to the desperate attempts of yesteryear's aid workers, as recently as the 1980s, who were often white, well-intentioned and somewhat naive as they attempted the impossible".

Leaving aside how local staff and their communities can and do "intervene" more rapidly than "whites", this comment skips over the intentionality of the transfer of responsibility and action from expat to local.

The trend is clear: a 1996 survey showed 70% of humanitarian work posts were local; rough counting for EPN Barcelona in 2004 gave us 96%, confirmed by the 2004 IWG's Emergency Capacity report. Work we did in 2002 on national staff emphasised the need to gather both personnel data and skills information, and to offer longer-term contracts for locally-hired staff.

The trend will, and must, continue. One member CEO asked her board on appointment how many locally-hired staff they had: the gap between their answer and the actual, when she made her induction trip, was over 10%.

Looking to the future, I spotted a UN job advert: "Saving lives in uncharted territory, confronting every challenge." And sometimes paying the ultimate price. We support the idea of a World Humanitarian Day promoted by the Sergio de Mello Foundation to commemorate fallen aid workers as a concrete effort to ensure the future never forgets the past.

Agencies add micro-blogs to the toolkit for disasters

Recent disasters have highlighted the valuable role that micro-blogging services, such as Twitter, can play.

Micro-blogging is being used to alert and inform humanitarian professionals on the front line, staff working in human resources management, staff care or communications, and even supporters or donors.

Twitter works by sending messages of 140 characters or less from a mobile phone or computer to signed-up contacts' phones or computers and a user web page.

In the recent China earthquake, both Americares (twitter.com/americares) and Canada's Salvation Army (twitter.com/salvationarmy) used Twitter updates to keep staff, beneficiaries and supporters in the picture.

Because of the speed of micro-blogging and its accessibility through mobile phones, some people heard about the earthquake before global media channels reported it.

In Myanmar, micro-blogging has been one of the few media resources to consistently trickle updates out of the country, as bloggers used Twitter to give updates and reports about the cyclone situation.

A quick check shows that a number of humanitarian response agencies, including World Vision and MSF Australia, are using Twitter to connect with stakeholders.

Twitter co-founder Biz Stone told US journal PRWeek that "although the company didn't intend it to be a first-responder's tool, it certainly didn't rule it out either".

The success of Twitter – users now number in the millions – has both created some problems, with occasional delays and service interruptions, and prompted rival services to start, such as Pownce and Google-owned Jaiku.

People In Aid is following the developments with interest.

Information: www.twitter.com.

Online forum for managers offers global HR support and new people solutions

EPN Online is a new interactive forum for managers responsible for human resources in humanitarian organisations.

The forum includes HR professionals in country offices, regional offices and agency HQs, as well as line managers, who are all looking for new solutions for people challenges or peer support with implementing established good practices.

EPN Online aims to extend the network which has built up over 12 years of conferences on four continents, enabling participants to exchange ideas and

'The online network has grown to over 500 participants from over 100 organisations in 50 countries'

experiences, ask for assistance and share information – from news on events to useful documents – to improve the people management practices in their organisations.

One user summed it up: "In the past NGO HR managers were very much on their own, with no one to turn to for guidance ... however, with this on-line network, we all know that we are not alone. If one has a difficult situation, there is no doubt that someone in our network has dealt with it before."

Another said: "The correspondence is really interactive, educative and interesting."

Since its launch in March 2008, the online network has grown to over 500 participants from over 100 organisations in 50 countries, including national and international NGOs, Red Cross societies and UN agencies.

With participation split between Africa (28%), Asia (31%), Europe (28%) and 13% from Americas, one participant commented: "Recently I have used it as an example of how a rather diverse, non-

homogenous and geographically dispersed group of people can quickly connect and find commonalities."

The themes raised at EPN Online have included:

- Administering health benefits and psychological support for staff
- Sourcing international staff with particular language skills
- Workplace HIV/AIDS policies and practice
- Online management training resources
- Managing staff disciplinary issues
- Intercultural competencies
- Security training

Some topics have been geographically specific, such as opening up in Myanmar, labour law in Sri Lanka and police checks for UK citizens.

The sharing of information and mutual support has highlighted the need for EPN Online, the diversity of knowledge it contains, and its global reach.

Information posted on counselling was used by an agency suffering staff deaths in Pakistan, while when an HR manager in East Timor asked about payroll systems, examples were offered from Mali and Mozambique.

A Dutch e-assessment process has been recommended to people in Kenya and USA. Cultural pressure points

'If one has a difficult situation, there is no doubt that someone in our network has dealt with it before'

identified by an EPN conference in Istanbul were used with success by an agency in Iraq.

EPN Online is managed by People In Aid and guided by a steering group drawn from its diverse members. Participation is open to human resources managers and others with responsibility for people management in humanitarian organisations, at HQ level and in field offices, who can join the network at www.epn.peopleinaid.org.

Anyone else wishing to join the network should write first to epn@peopleinaid.org and describe their particular reasons. For information and to join up, visit www.epn.peopleinaid.org.

**AGM/Members' Forum
19th November,
Central London**

Partnership is launched for HR vacancies with the online jobs service Changeboard

People In Aid is delighted to announce that it is launching a new partnership with the leading online specialist service for human resources jobs, "Changeboard".

This service offers a wide range of options for recruiters and job seekers alike, as well as an online forum for debate, learning and career development. Changeboard is used by well over 35,000 people every month.

Speaking of the collaboration, the founder and chief executive of

'HR professionals from both the public and private sectors have expressed interest in channelling their energies in the not-for-profit sector'

Changeboard, Jim Birtwell, said: "Changeboard is proud to partner with an organisation as worthwhile and relevant as People In Aid.

"As a very established specialist HR job site our focus is upon growing our international HR users over the next 12 months.

"Many talented HR professionals from both the public and private sectors have expressed interest in channelling their energies in the not-for-profit sector.

"We are pleased that this can directly be of benefit to People In Aid and its members when they have need to advertise their HR jobs."

Thanks to the collaboration between People In Aid and Changeboard,



Web work: Aimed at both job seekers and recruiters, online service Changeboard also offers a forum for debate, learning and career development, and is used by 35,000 people a month

humanitarian and development member agencies are able to post their HR job

'Changeboard is proud to partner with an organisation as worthwhile and relevant as People In Aid'

advertisements free of charge.

People In Aid members then have the option of paying for additional advertising as their budget dictates.

The number of jobs on Changeboard from the public, voluntary and not-for-profit sector jobs is steadily increasing.

A quick glance typically shows human resources jobs at agencies such as Oxfam, World Vision and HelpAge International featuring alongside opportunities with Deloitte, KPMG, Barclays, and Centrica.

People In Aid members who would like to find out more information, should visit www.peopleinaid.org/hrjobs or email ben@peopleinaid.org.

Trustees begin revising the strategy for the future development of People In Aid's global network

The governing board of trustees for People In Aid has begun the task of revising the strategy for the future work and development of the organisation and its network of members over the next four years.

The 15 board members represent all the members of People In Aid around the world, and recently came together

at an awayday to begin establishing the organisation's priorities and objectives over the next few years. They also considered what reports and other key measures they will need to track People In Aid's direction and progress.

Few radical changes for the future were proposed at the awayday, and the coherent vision led the chair of the

trustees, Roger Smith, to comment on "the synergy and shared direction of us all".

People In Aid will ensure it keeps members updated on this process of planning.

Board profile: Jim Emerson, *Plan International*, page 7.

Vital element for virtual teams is good communication not just costly technology

Some organisations spend a lot of money on high-tech systems and kit in an effort to make their virtual teams work effectively while never asking the fundamental question: how essential is technology to success and high performance in distance management.

Or to consider the issue another way: if a virtual team is not working effectively, should its distant manager simply accept they cannot be as high performing as traditional teams, or are there ways of making virtual teams as successful as their face-to-face counterparts?

High performing virtual teams have the same needs and follow the same rules as face-to-face teams. Case studies show that successful distance managers spend a lot

of time communicating with their team and are more explicit and deliberate in applying good management practice in order to build trust and relationships at a distance, i.e. to actually plan activities and conversations to establish mutual expectations, explore each other's background and life outside work.

Distance managers should think of all the things colleagues discover about each other "by osmosis" in an office situation and ensure they create opportunities to achieve this virtually. It will need some creativity from the manager and the rest of the team to find the right communication method or technology to suit the purpose and the individuals within that team. The whole team should agree how, when, for what reason and in which situation they want to use



Decher: Think relationships

which communication method. Sometimes more traditional communication methods might be more suitable.

For example, team members might decide that they want to use e-mail to update on project progress, but teleconference to discuss issues, differences and problems,

while posting personal profiles on a team website to get to know each other better, and write conventional letters or postcards to say thank you and praise other team members.

Technology is a supportive and useful tool, but not the whole answer. It needs to be used in different, more innovative and creative ways, so it becomes a tool to build human relationships. As author and management consultant Charles Handy wrote: "If we are to enjoy the efficiencies and other benefits of the virtual organisation, we will have to rediscover how to run organisations based more on trust than on control. Virtuality requires trust to make it work: technology on its own is not enough."

What else can a distant manager do? In those rare times when virtual team

members do meet face-to-face at conferences or training courses, effective teams use any face-to-face time that is available to them for relationship building and issue resolution rather than progress reporting, which can be achieved just as effectively through other methods. The team should plan specific spaces in the agenda (not just the breaks) for networking, even structuring it to ensure maximum use is made of the limited time.

And since technology, or the power it needs, cannot always be reliable – especially in the developing world – or consistently available to every team member, the team needs other methods available to avoid unsuccessful communication, poor relationships and ineffectiveness.

Finally, technology is rapidly advancing and innovative collaboration tools appear constantly on the market, offering fresh and potentially more effective ways for virtual teams and their distant managers to operate, providing the agency's IT department can cope with such new developments.

People In Aid's workshop Managing People Effectively at a Distance takes place on 22nd October 2008 in London, UK. The accompanying manual can be bought separately.

Contributed by Cornelia Decher of Decher Learning & Development.

*Website: www.decherlearning.com
E-mail: cornelia@decherlearning.com*

Skype proves its worth amid the chaos of cyclone-hit Myanmar

Internet-based telecommunications became a key tool of the International Rescue Committee (IRC) after Cyclone Nargis struck Myanmar earlier this year.

The Skype system, allowing calls over the internet at little or no cost, electronic chat rooms and the sharing of documents and images, proved critical in supporting information management and inter-office communications, and thus played a crucial role in IRC's lifesaving programmes for the cyclone's survivors.

Within two days of Cyclone Nargis sweeping through the Irrawaddy Delta and the country's capital, Yangon, the IRC opened a new office in-country and started emergency work. The agency's emergency response team deployed to Bangkok and was supported by colleagues from both the regional office and headquarters as they assisted the team already in Myanmar remotely, until visas could be obtained.

Given the scale and speed of the Nargis crisis and the early constraints on staff movement, distance telecommunications became essential, although the cyclone's impact on Myanmar's telecommunication infrastructure added to existing problems of poor internet connectivity.

During the Nargis response, Myanmar government policies prohibited relief organisations using satellite phones, geographical information systems and broadband global area networks, while



McGuire: Key medium

firewalls prevented international text messaging in and out of the country. IRC staff adapted quickly to these constraints, focusing on email, electronic chat room services, such as Skype, and cell phones to manage the situation on the ground. To improve communications, IRC's Yangon office was networked with the Bangkok support team via email and telephone but Skype also proved to be critical, as it allowed both the Yangon and Bangkok-based teams to hold conference calls via chat rooms, share key documents and images and remain in constant contact via its "call forwarding" option.

Staff could be in meetings, transit or away from their computer, but "call forwarding" ensured that Yangon-based staff could always contact key members of the Bangkok support team for urgent messages and queries.

Due to the extremely high costs and unreliable phone lines for calling internationally to and from Yangon, Skype was crucial for interviewing the "second string" of emergency staff that are continuing the recovery efforts in Myanmar.

While a key technological medium for IRC's success in responding to the crisis, Skype did require staff to be flexible with their working styles and patient with communications from the field.

Maintaining staff morale, defining work priorities and addressing urgent issues during an emergency is always difficult, but such issues were even more complex while having to work via this virtual office. For while productive, remote communication is often a poor substitute for face-to-face management during emergency response, which led to some challenges during the crisis.

Skype's "call forwarding" defined all staff as "on call" 24 hours a day, seven days a week, which assisted with bridging time zone issues when communicating with the headquarters offices in Europe and the US for the first few weeks, after which it was halted as management understood this could create burnout over the long-term.

Contributed by IRC Emergency Operations/HR Coordinator Shannon McGuire.

Global counselling directory launched

A free international directory of counsellors interested in providing services for humanitarian relief and development workers has been launched and will shortly be available as a searchable online database.

The CARD directory - Counsellors Assisting Relief and Development - has been collated by the Headington Institute, which provides psychological and spiritual support for humanitarian relief and development personnel through counselling, training, education resources, and consulting around the world.

When counsellors register, the Headington Institute uses an online survey to collect profile information, including their location, training and education, areas of expertise, languages spoken, qualifications and licenses held, and professional liability insurance.

The CARD directory has 182 counsellors from 41 countries, who are able to provide services in 47 languages.

In its original version, the CARD directory was available for free download from the Headington Institute website as a Microsoft

Excel spreadsheet. Interested parties could then use the search function to find a counsellor in their region who suited their needs.

The CARD directory is being upgraded to be a completely dynamic and searchable online database, making the directory more user-friendly and easier to navigate, and should be available very shortly. It remains free to register and to use the directory.

To help promote CARD, the Headington Institute has held a series of online interactive seminars, known as webinars, discussing and introducing CARD and helping to connect counsellors within the network with peers in their region.

In 2007, the Headington Institute and People In Aid joined forces to host a one-day international symposium in Baltimore "The heart of humanitarian relief: Managing people effectively in a complex global environment". The next such collaboration is a staff care conference and simulation in Washington DC on 6-7 November.

*CARD directory: www.headington-institute.org
Wellbeing Symposium: info@peopleinaid.org*

Key learning heads online to cut costs

What does technology-assisted learning and collaboration look like?

It looks like project managers Jessan Catre of CRS-Philippines and Malka Older of Mercy Corps-Indonesia.

Both felt that a stronger grounding in project management could help them improve their programme's performance, but knew that traditional project management training did not meet the development sector's unique requirements.

Unfortunately, the cost of transport, lodging, trainers and materials made such professional development impossible.

Using technology and content from PM4NGOs and LINGOs, Malka and Jessan received the learning they needed, including:

- An 18 hour online learning course with peers in 13 countries to share the challenges and learn from each other.

- An NGO-created face-to-face course with peers from nine agencies and eight countries.
- Twice-monthly webinars on project management led by field practitioners.
- Courses in MP3 format downloaded for listening on cell phones.
- Free elearning modules from leading training providers.
- Taking the Project Management Institute's globally-recognised CAPM certification exam.

As a result of collaboration by Oxfam, World Vision, Plan International, Mercy Corps, CRS and Care, and the LINGOs technology platforms, thousands of agency project managers now have access to similar learning and collaboration.

Contributed by Eric Berg, LINGOs <http://ngolearning.org/default.aspx>

VIEW FROM: Eugene Bushayija, MSF

Name, job, agency, role: Eugene Bushayija, head of human resource, MSF-Sweden. Designing and implementing an overall HR strategy to ensure that a significant and consistent number of Swedish professionals apply to do humanitarian fieldwork with MSF, with a retention level that allows a consistent pool of coordinators.

How your agency views HR: As a contributor to the success of the organisation. But there is always a challenge to adapt the HR management best practice in an organisation that has volunteerism as one of its core principles while the benchmarks of HR management best practice are mainly found in business.

How your organisation uses the Code: It is embodied in our principles and policies.

For Swedish field workers and office staff the Code is implemented.

Your agency's biggest challenges: In term of fieldworkers, the biggest challenge is the retention of fieldworkers.

Greatest HR frustration: When HR professionals are not considered as strategic partners and their role is limited to implementing decisions.

How technology improves HR: We have introduced an HR database and online job applications in order to make the applications much more effective and easily manageable, as well as being environmentally friendly by considerably reducing the paperwork.

To succeed in HR: The success of humanitarian and development work



Bushayija: 'Retention challenge'

requires the effective development of human resources in the countries that are being assisted. I think if you want to succeed, you need to reflect on how you will work to support that aspect of development. Adapt what is done in the business sector in HR best practice to the conditions that are particular to humanitarian and development environments.

locations, at low cost. The use of Skype has allowed us to reduce costs while increasing coordination with the field. LWR has introduced web-based timesheets to track staff's time for payroll and accounting purposes. This has facilitated accounting procedures and reduced manual errors. One drawback has been that only some field-based staff can easily access the web-based system, and thus many field offices still need to use manual systems.

To succeed as an INGO manager: Take the time necessary to identify the best and brightest, and invest in their professional development. I would also recommend periodic team-building exercises or staff retreats to build and maintain morale.

DEAR HR: Michael Watt, LWR

Name, job, agency: Michael Watt, regional director for Latin America, Lutheran World Relief.

Biggest agency challenges: The ability to attract and retain motivated and qualified staff, with the technical skills to build on for future programming, and procedures to ensure staff safety and security.

How HR helps: In helping fill key positions; reviewing and renewing staff contracts and ensuring compliance with relevant labour law and internal policies regarding benefits; providing selected trainings on topics from time management to recruitment to anti-harassment training; and revising HR



Watt: 'Invest in the best'

policies to expand benefits for national and expatriate staff.

How technology improves people management: Communications technology, such as voice-over internet protocol (e.g. Skype), allows for more fluid communications and more frequent consultations with staff in different

BOARD PROFILE: Jim Emerson

Jim Emerson brings to the board of People In Aid almost 30 years' experience in development and humanitarian work.

As Chief Operating Officer of Plan International, Emerson is responsible for operations in Asia, Latin America, and Africa and for disaster response, child protection and advocacy.

He has had significant experience of board working as the chair of the Hope for African Children Initiative, a director of Plan Ltd and past trustee of Charities Evaluation Services.

Jim says that work with INGOs,

southern agencies and other voluntary and informal institutions has taught him that the development business is about people; its main purpose, resource and asset is "people".

He said: "People, therefore, are both the means and the end of development. The quality of that 'end' is often very dependent on the people working in and for development organisations.

"Finding, rewarding, managing, motivating, training, and leading people are critical to any development organisation and the most important tasks of all development managers; I



Emerson: All about people

would like to contribute to support this ongoing and evolving challenge."

He added: "I am keen to work with an organisation that has an international perspective and a focus on people."

Member profiles

Australian Volunteers International

Australian Volunteers International (AVI) is an independent not-for-profit organisation that has been at the forefront of international volunteering for more than 50 years.

It has enabled over 6,000 Australians to find their place in the world through an opportunity to work in developing communities.

AVI has a vision of a peaceful, just and sustainable world; a world of respectful global relationships in which all people have access to the resources they need and the opportunity to achieve their potential, as well as the right to make decisions about the kind of development they want and to participate in the future of their communities.

Focused on people-centred development, the agency connects people and organisations internationally to learn from each other and achieve shared goals, and works with individuals, organisations and communities in response to locally-identified priorities.



Guided by principles of equity and social justice, integrity, diversity, partnership and respect for human rights, AVI recruits skilled volunteers at the request of partner organisations overseas and within remote Australia, preparing the volunteers for their assignments and supporting them in their work.

The volunteers share skills and establish relationships with people of other cultures while building the capacity of local organisations and communities by using innovative programmes, including south-south models, reverse volunteering, youth volunteering and indigenous exchanges.

Within the past couple of years, AVI has established small international offices in Indonesia, Vietnam, Cambodia, Solomon Islands, East Timor, Fiji and Papua New Guinea.

An AVI spokesperson said: "We have joined the People In Aid network to learn from other organisations, especially in relation to supporting workers internationally."

Information:

www.australianvolunteers.com.

Cordaid

Cordaid combines more than 90 years' experience and expertise in emergency aid and structural poverty eradication.

It is one of the biggest international development organisations, with a network of almost 1,000 partner organisations in 36 countries in Africa, Asia, Central and Eastern Europe and Latin America.

Cordaid has around 330 staff at its Dutch headquarters, about 60 expatriates in the field and some 500 local staff at 12 (more or less temporary) offices around the world.



The agency chiefly works directly from its headquarters in The Hague with counterpart organisations, which focus on various themes, including health care, quality of urban life, access to markets and peace and conflict.

Cordaid's values for itself and its staff include:

- We believe in human dignity and respect for diversity. We recognise the power of people to bring about positive changes in their own lives.
- We understand development essentially as a process in which, driven by social justice, balances of power change.
- We co-operate with civil society organisations as passionate instruments of change that share our beliefs. We co-operate with these organisations in order to contribute towards strong and just societies.
- We offer a coherent support package that consists of strategic development funding, including emergency aid and reconstruction; coupled to that we promote consciousness raising and public support in the Dutch community.

Each year Cordaid spends around €170 million in the South, with more than €30 million of that being available

for emergency aid. A small part is spent in the Netherlands on lobbying, public support and consciousness-raising.

Cordaid said it had joined People In Aid because it was "leading the development of HR tools" in the sector, offers an important global network and provides "a serious partner on HR issues".

Information: www.cordaid.nl.

Pump Aid

Pump Aid empowers local communities in impoverished rural areas to independently manage and benefit from impactful, innovative, and sustainable technologies.

Pump Aid's Elephant Pump and Elephant Toilet provide communities with safe and convenient access to clean water and safe sanitation, vital assets which provide local communities with improved health and hygiene, more time for education and economic activity, increased safety and dignity, and water for nutrition gardens.

With donor grants, Pump Aid works in partnership with other NGOs, such as CARE, Oxfam, Cafod, DFID and Plan International. Pump Aid leverages its technological impact through commercial arrangements with corporate partners, such as Thirsty Planet and AquAid.

Pump Aid's technology is one of the cheapest and most available around, while continuing to be sustainable, with



locally sourced materials, and using maintenance skills that local communities already possess.

The effectiveness of the technology is enhanced by driven, passionate and efficient teams working in the UK, Zimbabwe and Malawi, who together maximise the massive social impact of the organisation.

A spokesperson for Pump Aid said that it believed in the importance of collaboration to increase effectiveness. Calling People In Aid "an excellent initiative", the spokesperson added that joining the network would offer benefits for Pump Aid, from resources and networking facilities to general support that would assist its work in southern Africa.

Information: www.pumpaid.org.

Resources and events

People In Aid has a wide range of upcoming events that are expected to fill up quickly so early booking is advised. People In Aid members get a 50% discount.

Staff care conference and simulation, 6-7 November, 2008, Washington DC, USA

Run by People In Aid and the Headington Institute for managers and leaders, this conference on staff care and psychosocial wellbeing will pair a thought-provoking keynote address from a high profile multinational firm with an interactive simulation to explore issues relating to managing and support staff effectively during crises situations and beyond.

Building HR Capacity Workshop, 12 November 2008, London, UK

Facilitated by Maggie Pankhurst, this focuses on building HR capacity and is aimed at human resources staff working at a senior and middle management level. There will be the opportunity to discuss case studies presented by other organisations and to learn from and share with other participants.

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

International HR Conference, 6 February 2009, London, UK

Building on the successful learning and networking of its 2008 International HR Conference, People In Aid is bringing together leaders from international NGOs, directors in the field and other sectors, for its third conference next year.

Briefing, debriefing and supporting staff, 17-18 February 2009, London, UK

Facilitated by Dr Debbie Lovell-Hawker, this gives participants an opportunity to enhance their own skills and increase their confidence in their ability to provide effective briefing, debriefing and support through trauma or stressful situations.

Online resources

Around 20 new international policies have been uploaded to the Policy Bank at www.peopleinaid.org/resources/policybank.aspx.

A new publication - trends in executive compensation in the UK voluntary sector can be found at www.peopleinaid.org/pool/files/publications/trends-in-compensation.pdf.

2008 Members' Forum / AGM

19th November 2008

Central London

Including:

Keynote speaker
 Roffey Park Associate **Ed Griffin**
 discussing the role of the
HR Business Partner.

Members' forum

Networking; lunch and afternoon tea

Roundtable discussion:

'Turbulent times – exploring agency responses to the changing political and economic landscape'

Some sessions open to non-members
 contact: info@peopleinaid.org

Contributed by Tearfund, the Consultants Briefing Pack contains information relating to employing consultants. www.peopleinaid.org/pool/files/publications/tearfund-consultants-briefing-pack-v2.doc.

How to manage your emails:
www.peopleinaid.org/pool/files/publications/email-management-guide.pdf.

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)
	2,000
• Associates	
Income under 5,000,000	250
Income over 5,000,000	300

* as defined by the World Bank. Source: www.worldbank.org/data/country/class/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

Contact People In Aid at:

The Resource Centre
 356 Holloway Road
 London N7 6PA, UK
 Tel: +44 (0)20 3095 3950
 Fax: +44 (0)20 7697 9580
 Email: info@peopleinaid.org
 Website: www.peopleinaid.org