

October 2003

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Code of Good Practice Special

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Global launch for revised Code

Producing a new and better People In Aid Code takes years and the efforts of scores if not hundreds of people involved in all aspects of development, relief and advocacy, as well as the fields of human resources, the law, security, training and communications.

Such an effort obviously offers the temptation to regard the publication of the Code of Good Practice in the management and support of aid personnel as the culmination of a process, and a good excuse to take it easy once all the copies have been posted.

Impossible, of course, not least with news of shootings in Afghanistan, bombings in Iraq, continued troubles in West Africa, and a world of worries in development and advocacy with the failure of Cancun and new pressures on the poor and oppressed.

And anyway, this updated Code is just the start of a new effort by People In Aid and its members to work harder together so thousands of agency staff and volunteers around the world have the support and security they need to do the best job possible for those in need.

Achieving that is a tough challenge, from hiring the right person, providing good training, offering leadership and positive management, maintaining communications and ensuring – in sometimes very dangerous environments – their health and safety.

The People In Aid Code is a tool that cannot work if kept on the shelf, so it needs now to be tested hard by being used in the real circumstances of development programmes and relief operations. Is it useful, does it work, what more can it offer? Let us know.

Jonathan Potter, Executive Director, writes...

We launched the Code of Good Practice not long after the Baghdad bomb tragedy, which brought the unanimous adoption of UN Resolution 1502, urging nations to “prosecute perpetrators of attacks on humanitarian workers”.

The People In Aid Code has been instrumental in adding security to the list of priorities that agencies must address, and the revised version is very timely. It adds to the UN Resolution by equipping all agencies, in development and advocacy as much as conflict, with the organisational risk management tools to protect and support their staff.

While aimed at agencies, the Code is also recognised for bridging that gap between the organisational and the individual. Too often conferences or workshops on human resources issues almost seem to consider people as objects: the discussions are all about what the organisation needs, what the organisation does and how it manages its human resources.

The People In Aid Code was first established because people's needs were recognised and considered important. People In Aid helps employers to become more effective in the way they respond to and manage their people, thus benefiting both the organisation and the individual. That alignment is continued in our new Guiding Principle: “People are central to the achievement of our mission.” Recognising that principle and acting on it takes an agency a long way towards achieving its mission effectively.

The revised Code has been very well received, in both its content and its presentation. The consensus is that it is clear, gives context and excellent examples. We are already working both to provide full and detailed support to the increasing number of agencies implementing the Code, and to ensure that good practice from around the world continues to be captured and shared to improve practice in agencies of any size, origin or make-up.

Inside the revision team

The Code Revision and Improvement Working Group (CRIMP) took on the forensic task of considering each Principle and every indicator in the Code of Best Practice.

Had the agencies which had implemented the Code found any difficulties with an indicator? Was it still good practice? Was it unambiguous? More difficult, what was left out that needed to be there?

The individuals in the CRIMP represented the major stakeholder groups of People In Aid's members, and brought together the perspectives essential to ensure the Code was workable and suitable for all.

Their experience included HR practice, disaster and development management, organisational governance, HR theory, national staff management and Code implementation.

There were big ideas, such as including a guiding principle. There was detailed work on specific wording of the principles and indicators, such as whether to put "policies will" or "policies aim to".

Developments in human resource management were reflected, for example by replacing the phrase "equal opportunities" with "diversity and inclusion" to reflect the changing priorities of international agencies.

It was also felt that new areas should be included or emphasised more strongly so leadership was included and greater prominence given to recruitment and selection.

And while all this was being debated, a watch was being kept on how the Code would look and be understood, thus ensuring that the final version was relevant, practical and accessible to every type of agency in the sector.

People In Aid owes a deep debt of gratitude to those from outside the organisation who contributed their time and expertise to the Code revision and improvement process: Jonathan Goodhand (SOAS), Brendan Gormley (DEC), Alex Swarbrick (Trustee, International Nepal Fellowship), Leanne Taylor (British Red Cross), Christine Williamson (Tearfund).

Contributed by Jennifer Loughlin, People In Aid board member and member of the Code Revision and Improvement Working Group.

Personal perspective

By Ian Wallace, chair of People In Aid

Arriving in Sudan 20 years ago, I spent evenings listening to friends recount stories of rescuing people who got into trouble because they had no idea of the world they were entering. Our "mobile mechanic" had a particularly rich vein of stories. One involved two cyclists suffering extreme dehydration after attempting a long ride between two cities with one bottle of water!

Soon I had stories of my own, from evacuating an expatriate who fell seriously ill without any medical backup to negotiating with the security services to free from prison an expatriate who inadvertently broke the rules on public meetings during the state of emergency.

These stories were really no laughing matter. Thankfully, health, safety and security issues were taken seriously by both the agency that sent me to Sudan and the one to which I was seconded. The latter learned the hard way when a pilot died during a disturbance, having left his house to secure the plane for which he was responsible.

NGO culture then did not foster cross-organisational learning, so I was not surprised when I landed in Goma 11 years later to hear similar stories of recklessness and stupidity. This time there was a note of offended professionalism and "letting the side down" when stories were told.

There was also a growing sense of scandal that nothing had been done to improve aid personnel management, and a realisation that NGOs needed to become more accountable for how they operated. Rebecca McNair's report, "Room for Improvement", highlighted the wastefulness and irresponsibility of poor personnel management practice.

Tearfund, the agency for which I now work, saw the report's significance and joined a dedicated small working group that hammered out the first Code of Best Practice in the management and support of aid personnel.

Wanting to look after people well but blind to its weaknesses, Tearfund risked unintended complacency. The Code was immensely helpful for Tearfund's personnel management, providing a benchmark to gauge strengths and weaknesses, and helping improve practice.

All key stakeholders took part in a

self-managed audit process, our first time for such an extensive survey of opinion among both internationally- and locally-recruited staff. It showed we could be proud of some areas of management – an important affirmation – but highlighted deficiencies of which we were less conscious. This raised awareness of our management limitations, shaping our policies and subsequent practice for the better.

The time and effort of the audit process reaped its reward, and the value gained from using the People In Aid Code as a guide is well recognised within Tearfund. There has been no hesitation about undertaking a further review, which will be made easier by the improvements that are within the revised Code of Good Practice.

One of Tearfund's organisational values is a commitment to excellence, something easier said than done. The Code helps us give practical expression to that value. We would be much poorer without the hard work of early members of People In Aid creating such an excellent tool.

A social auditor's view

Richard Evans has a vital perspective on the Code, having conducted social audits for People In Aid members after working in development with Intermediate Technology and later Traidcraft for 18 years.

He says his development career involved extensive travelling in Africa, Asia and Latin America, where he worked alongside many gifted and extraordinarily dedicated people working for local and overseas agencies as volunteers or full time staff.

Evans added: "For some, surprisingly, my visit was the best contact they had with what was happening at home and in similar programmes in other countries. I was often made aware of the thinly stretched lines of communication between these workers and the agency managers back home and how vulnerable they were when relationships or conditions where they were working went wrong."

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Going forward from Code compliance

With the benefits of being “verified compliant with the People In Aid Code” recognised within the British Red Cross, the organisation is moving towards re-implementing the Code. A stakeholder consultation will review how far the Code has been embedded within the organisation since the initial pilot phase that began in 1997.

The British Red Cross recruits, briefs, trains and provides support to staff (“delegates” in Red Cross terminology) who go on to work overseas. BRCS is

also responsible for delegates’ salaries, insurance and health. Actual management of delegates in the field is by staff of the International Federation of the Red Cross and Red Crescent Societies (IFRC) or International Committee of the Red Cross (ICRC).

Despite not having ultimate control over the working conditions, training or management in the field, the British Red Cross takes its responsibilities very seriously and is able to influence personnel policy and practice across the

IFRC and ICRC.

The Code’s seven principles provide a simple yet comprehensive framework for human resources management, and management can check performance against the indicators to be satisfied that a positive, constructive and productive working environment is being created for field delegates, UK staff and volunteers.

The British Red Cross is recognised for providing some of the best support and working conditions available to relief and development workers. This has been reinforced by the adoption of the Code. When the Code was first implemented, representatives from programmes, the field and from human resources were brought together as a cross-functional, cross-departmental implementing team.

Staff feedback during the initial pilot phase confirmed strong performance in a number of very key areas:

- Commitment to the Code
- Valuing individuals for their contribution
- Keeping staff informed of policy changes
- Management support
- Security updates
- Health, welfare and insurance
- Briefing and induction
- Salaries and benefits.

HR policies relating to health, safety and well-being were also considered to be meeting best practice.

Areas in which performance was weak also came to light, but criticisms were dealt with constructively, resulting in overall improvements to the human resource management framework.

For example, although communication was handled well, there was a feeling that consultation on matters of policy development was lacking, something addressed by staff in the human resources team. Some criticism over inconsistencies in training and development resulted in a focused and immediate response.

Feedback brought wider benefits. Implicit criticism of a lack of transparency in recruitment processes encouraged the British Red Cross to concentrate on this area, and highlighted the fact that this subject required strengthening in the revised People In Aid Code.

Contributed by Joan Coyle, Deputy Director of Human Resources, British Red Cross Society.

Our first Kitemark

Mission East is an international relief and development organisation working in Eastern Europe and Asia, and aiming to deliver emergency aid, create and support far-sighted development projects, and train local partners to carry on the work independently.

In recent years, Mission East has experienced breathtaking growth, one measure of which has been the number of international and national staff. Since long-term success is directly linked to staff dedication, commitment and competence, the agency decided to implement the People In Aid Code.

To meet many of its aims and objectives, Mission East believes it needs to invest in the way it manages people. That will bring a more effective fulfilment of the agency’s mission and strategy, particularly one of its key strategic objectives, to provide “a unique opportunity for personal development in a challenging yet supportive environment”.

The People In Aid Code provides a roadmap of best practice to follow and is becoming an “aid industry” benchmark. The kitemarks associated with implementing the Code are therefore of tremendous importance.

The first kitemark, which reads “Committed to the People In Aid Code”, not only sets a target to work towards,

but Mission East says it also gives a clear signal to all its stakeholders of the steps the agency is willing to take for the benefit of staff. Compliance with the Code and receiving the second kitemark is not something that can be achieved quickly or easily; having it will demonstrate Mission East’s dedication to excellence in human resource management.

Mission East sees many benefits for its staff from this process, and it reports tangible results already in the early stages. The raised awareness of people management issues is driving several areas forward. Policies and processes are becoming standardised, staff involvement and empowerment has been underlined in several areas, and strategy has emerged on several other people management issues.

Mission East believes that implementation of the People In Aid Code will continue to enhance the feeling of “family” within the organisation as all staff gain better mutual appreciation of one another. Mission East will use the new Code as a driving force to continue improving its approach to its entire staff.

Contributed by Peter Drummond-Smith, Financial Director, Mission East

On 19 September 2003 Mission East was awarded the first kitemark: “Committed to the People In Aid Code”. The evidence they provided showed People In Aid that Mission East’s chief executive had made a public commitment, that a team had been formed and resourced and that staff had been made aware of the Code. Between now and the end of this year, People In Aid expects at least five more agencies to have achieved this first kitemark.

A dozen good reasons to check

As the revised Code of Good Practice's foreword states, all agencies operating in relief, development or advocacy have learned the hard way that proper support and management of staff is a critical success factor in delivering their mission.

Any initiative that enables employers to better understand their responsibilities and accountabilities will help them become better managers of people and thus better providers of quality assistance. The People In Aid Code is such an initiative, a quality tool that should be adopted widely by the global relief and development community.

While some of the Code remains the same or similar to the earlier version, much is new, and it is worth highlighting

a dozen of the most important statements:

- "People In Aid was created by the sector with a single remit: to encourage improvements in the way that staff are managed and supported. We were also created as a network of members, so that NGOs committed to improving their human resource management could do so together and had a central resource to assist them."
- "A major factor behind the revision is a recognition that good practice has moved on since 1997."
- "This revised Code will benefit every agency involved in humanitarian relief, development assistance or advocacy."
- "We are engaged on in-depth and continuous 'indicator-deepening' work to ensure that any assistance an agency requires with any indicator has been researched and documented in advance."
- "We have increased the number of case studies which illustrate the indicators. We found that the readers of the Code liked to learn about the activities of their peers so we have included examples of good practice from a wide variety of agencies."
- "The Code offers your agency a framework which will help it assess, and if necessary improve, its performance in human resource management."

Those revised principles in full

Guiding Principle

People are central to the achievement of our mission

Principle 1 – Human Resources Strategy

Human resources are an integral part of our strategic and operational plans

Principle 2 – Staff Policies and Practices

Our human resources policies aim to be effective, fair and transparent

Principle 3 – Managing People

Good support, management and leadership of our staff is key to our effectiveness

Principle 4 – Consultation and Communication

Dialogue with staff on matters likely to affect their employment enhances the quality and effectiveness of our policies and practices

Principle 5 – Recruitment and Selection

Our policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfil our requirements

Principle 6 – Learning, Training and Development

Learning, training and staff development are promoted throughout the organisation

Principle 7 – Health, Safety and Security

The security, good health and safety of our staff are a prime responsibility of our organisation

Studies offer examples of excellence

As part of our drive to ensure the Code is rooted in reality, the revised version features four times as many case studies as the original. This responds to members' requests for more examples and helps demonstrate that the principles of the Code are accessible and that compliance with the Code of Good Practice is achievable.

More than 30 agencies provided People In Aid with case studies of good practice that could be included in the final version of the Code of Good Practice, and we are extremely grateful for their contributions. Agencies from around the world have participated, and we are pleased to highlight such a diverse range of good practice from many different organisations, from the World Bank and UN agencies through to relief and development organisations of all shapes and sizes.

The full list of contributors is: ACORD, Amnesty International, The British Council, British Red Cross Society, CARE, Caritas Europa, Centre for Humanitarian Psychology, Concern Worldwide, The Disasters Emergency Committee, ethics etc, Global Development Group, Health Unlimited, International Committee of the Red Cross, International Health Exchange, InterHealth, International Nepal Fellowship, Islamic Relief, ITDG, The Leprosy Mission International, Malteser Hilfsdienst, Minority Rights Group International, Mission East, Norwegian Refugee Council, Oxfam GB, Oxfam Australia, RedR, Save the Children UK, Tearfund, Terre des Hommes, TransAid, UNHCR, VSO, The World Bank and World Vision.

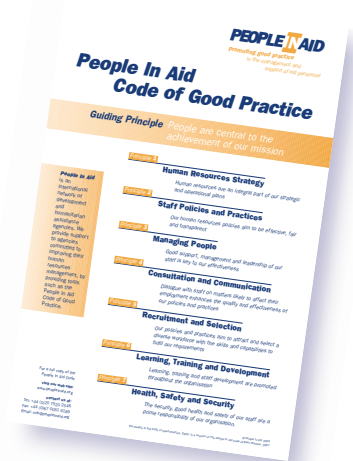
We are always pleased to hear of examples of good practice so if you have a case study you would like to share, then please send it to Ben Emmens at People In Aid (ben@peopleinaid.org).

out the Code of Good Practice

- “The Code affirms an overall standard of Good Practice, without setting specific standards which NGOs might be unable to fulfil.”
- “The Indicators are not standards that an agency is expected to reach for each area of human resource management; it is for your agency to identify the standards to which it can aspire.”
- “The [People In Aid] kitemarks recognise your agency’s achievements and are awarded at the beginning and end of the implementation process. Kitemarked agencies are listed on People In Aid’s website for everyone in the sector to see, and the kitemarks can be used in your internal and external communications.”
- “From the Guiding principle: We recognise that the people who work for us merit respect and proper management, and that the effectiveness and success of our operations depend on the contributions of all salaried and contract staff, and volunteers.”
- “Implementing the Code is a highly productive process. Because the process encourages an agency to fulfil its own aspirations rather than reach established standards, the pressure to improve human resource management is dictated solely by the commitment to effective delivery of the mission and by the commitment of the people who work to help the agency achieve it.”

- “We hope that the Guiding Principle will influence or enter all organisational strategies or values statements.”

For more guidance on the Code’s revisions, see the comparison of changes on the People In Aid web site at www.peopleinaid.org/code



In manuals, on CDs, as global protocols and a union charter ... the many lives of some very useful guidance

Versatile, adaptable and easily understood, the Code has proved useful for many organisations in a wide variety of ways.

Some agencies have used the Principles to structure their staff manuals as the Code provides a sound framework for an holistic approach to human resource management.

One agency put the Code onto CD-Rom as a training tool for staff, while several use the Code to evaluate their performance in human resource management, with the indicators acting as success criteria by which agencies judge how well specific elements of their HR service is run.

People In Aid has heard that the UK’s National Health Service adapted the Code for international protocols.

Psychiatrists working in aid worker mental health have recognised that dealing with post-traumatic stress disorder requires a systematic look at each of the Code’s principles. They have suggested that problems of stress are best addressed at a strategic level, reflecting principle one.

Recently, the British trade union AMICUS issued a Charter for Employees and Volunteers in the Non Profit Sector. Apart from adding on aspects of unionisation, they copied the Code’s seven principles almost word for word as a recommended procedure for any UK voluntary organisation. One city council, according to an AMICUS press release, has announced that it “will not award funding to any organisation which does not agree to its terms”.

It’s a tool for accountability

How and where the Code fits in the landscape of quality tools and initiatives is an important question, especially when demands for quality and accountability are increasing, yet the time that managers and staff have for such matters is challenged continually.

The People In Aid Code of Good Practice is an accountability tool for people management in the relief, development and advocacy sector. It grew out of the original People In Aid inter-agency project and was drawn up by the sector, for the sector.

It encompasses the range of activities associated with personnel or human resource management, and has its own accountability mechanism through the social audit and accounting process.

There are mainstream quality tools, such as the ISO 9000 series of quality management standards, the Investors In

People framework, which originated in the UK, and the EFQM excellence model. Such initiatives may be appropriate for some organisations, although none has been designed to deal with the unique character of the humanitarian sector.

A potential disadvantage of quality tools with specific standards or processes, such as ISO 9000, is that they can sometimes lead to an excessive focus on achieving a certain target, perhaps without due regard for the appropriateness of the process or even the standard.

That is why the People In Aid Code does not set specific quantitative standards or prescribe specific processes. It leaves managing an organisation up to the organisation itself, and instead offers a framework by which activities can be scoped and performance against the principles and indicators measured through dialogue with the key stakeholder group of staff themselves.

Is your agency struggling to recruit minorities?

Promoting inclusiveness and diversity is a key indicator of principle one in the revised Code.

Yet People In Aid member Minority Rights Group International (MRG) has found that many aid agencies are still struggling to broaden traditional recruitment channels by increased use of minority languages and outreach into ethnic minority communities.

MRG Deputy Director Claire Thomas said: "Development organisations, particularly international NGOs, need to try to achieve a reasonable balance of staff who represent the full range of ethnic, linguistic and religious diversity of the area they are serving.

"Where a balance does not exist amongst staff, concerted efforts need to be made to reach out to members of communities who are under-represented, often those who experience discrimination in the wider community, to encourage them to apply for vacancies – this can include minority language advertisements, and use of minority newspapers or radio programmes.

"If a real imbalance remains, the necessity for an organisation to have staff who can communicate directly with beneficiaries in minority languages and who have a good understanding of minority cultures may be considered essential skills for particular posts."

Auditor's View

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He believes the People In Aid Code of Good Practice can change all that by making managers and workers aware of good practice guidelines and standards for people working in aid and development.

"It seems to me that this has to be a dynamic process engaging all the stakeholders involved. But the key is that the agencies and their boards and operational managers are willing to be accountable for implementing People In Aid standards", he adds.

"I have been most impressed by their willingness to learn, recognise weaknesses and failings and to put things right, and particularly by their obvious concern for the welfare of their staff, evident in so much of the work presented to me", says Evans.

Plans that prioritise learning

Principle Six of the revised Code underlines the importance of relevant training and development. Catholic Relief Services (CRS) works with its managers and employees to get the best out of training opportunities and this is a key element of its performance management system.

Annual Employee Development Plans identify learning needs that can improve job performance and employee satisfaction. Guidelines exist to show managers how to identify learning needs and how learning can be applied for improved performance.

During pre-training assessment, manager and employee will look at existing levels of knowledge, skill and at attitude: what

is or is not happening that indicates a need for training?

After the training the employee identifies the learning acquired, assesses whether the training answered the needs, and agrees with the manager ways in which the learning shall be applied in day-to-day work.

Apart from the Guidelines, a standard application form for training, including objectives, is used. The completed form goes to a locally established committee to ensure that benefits of training are considered in advance, and to make the preparations necessary to ensure that the investment provides the desired result for the employee.

Forthcoming People In Aid Workshops

23/10/03 Distance Management

This workshop will consider the issues around management of staff in remote locations and address the ways in which remote staff might be disadvantaged.

16/10/03 Work Life Balance

For HR-professionals, this workshop aims to expand understanding of various issues concerning staff work-life balance, with a specific focus on the international dimension.

March 2004 Mentoring

This workshop explores how mentoring can benefit both organisation and individual in development/relief agencies. Participants, from both human resources and line management, will consider how a scheme could be established or strengthened, run successfully and evaluated.

**These training events will take place in London
Booking forms are available from info@peopleinaid.org
or 020 7520 2548**

TransAid tackles training

Facilitating individual development is a feature of Principle Six in the revised Code, and People In Aid member TransAid has recognised that its staff are key to achieving its mission.

One way the agency is meeting its strategic objective of "attracting, developing and retaining quality staff and volunteers" is by making individual training budgets available to every staff member, irrespective of status, for agreed and appropriate training.

In the three years since they were introduced, the training budgets have proved popular with staff, who have used them in a range of ways, from formal Open University courses to specific interventions and attendance at professional conferences.

TransAid's commitment to learning and training extends to allocating a training budget to each member of the board of trustees, while the training needs of TransAid's volunteers are reviewed and met through reciprocal arrangements with their employers.

To ensure that all staff can and do allocate time for training, the planning and scheduling will be systematically incorporated within activity plans and form part of a future appraisal system.

In this way TransAid will ensure everyone benefits, and that the organisational mission and objectives are fully met.

Answering all the right questions

As a central resource, People In Aid is asked many and varied questions by members and non-members alike. Sometimes these queries shape our agenda, such as a rush of questions on HIV/AIDS in the workplace before the Southern Africa crisis last year. Sometimes they help a smaller agency benefit from the rest of the sector's collected experience.

Recent requests for materials have ranged from policy guidance on child protection, security and whistleblowing to information on setting up an employee assistance programme. Organisations based in Europe have had queries

relating to recent Euro-legislation, and in response to our newsletter mention of the risks of poor briefing, a caller asked about the circumstances around the execution of telecommunications engineers in Chechnya several years ago.

Other queries have covered subject areas as diverse as change management, charity law reform, competencies, consultant benchmarking and fees, contracts, data protection, deals for charities, research on expatriation and relocation, HIV policies, recruitment, responsibilities to staff, risk assessment, salary levels, stress management, taxation and training.

People In Aid uses a wide range of sources to respond and can usually answer questions directly. Since we aim to facilitate the exchange of experiences and solutions between our members and others in the sector, we are often able to direct a member agency to another organisation that may have solved a particular problem or be working on it.

Members are encouraged to direct their queries to People In Aid and also to share information that may be of benefit to other members. The People In Aid resource centre also has extensive information on a wide range of topics and can be accessed via the website at www.peopleinaid.org

International agency insurance reassessed in Under Cover 2

People In Aid has published the results of a new survey about the insurance cover of international aid agencies.

Under Cover 2 is an updated and expanded version of Under Cover?, which was published in 1998.

The new report:

- explores the current insurance situation
- considers emerging issues
- reviews common insurance problems
- reports on the range of premiums paid
- offers practical information about how agencies can obtain adequate, cost-effective cover

Under Cover 2 also includes useful tools, such as guidelines on developing good working relations with brokers and insurers, and a list of brokers servicing the aid sector. Cost: members £35, non-members £45.

Members Update

HAP International

In January 2003, 15 humanitarian agencies, including several People In Aid members, initiated Humanitarian Accountability Partnership International (HAP International) to uphold the highest principles of accountability through collective self-regulation.

HAP International's launch was based on the findings of its two-year pilot phase: the humanitarian accountability project set up to identify, test and recommend accountability mechanisms.

Around 70 staff and consultants conducted field operations in Sierra Leone, Afghanistan, and Cambodia, undertook five research projects, engaged in advocacy activities on accountability and made a series of recommendations now being acted on by its members.

HAP International's vision is a humanitarian sector with a trusted and widely accepted accountability framework that is transparent and

accessible to all relevant parties.

To achieve that vision, HAP International developed the model of a membership-based, self-regulatory body that prioritises: self, external and peer monitoring, complaints handling, compliance procedures, and a "staircase" approach to improving performance.

Staircase means that member agencies are not expected to implement accountability principles in the same way or at the same pace. Each member develops and reports on its own Accountability Work-Plan, which also serves as the basis for external monitoring and performance assessment.

HAP International is committed to collaborate with other accountability-related initiatives and organisations. By joining People In Aid, HAP International is also seeking to enhance its own internal accountability.

Plan UK

With over 60 years of operation, Plan UK is an affiliate of Plan International, a child-centred community development organisation that works with children and their communities in more than 40 of the world's poorest countries to make lasting improvements to their lives.

Plan UK's community projects are funded through the support of official funding sources, charitable trusts and companies, but mainly from over 100,000 supporters who sponsor a child.

Plan UK's HR department aims to develop its strategic priorities, have better people management and increase support for staff. The agency joined People In Aid to interact actively with other NGO members, and make use of its resource centre, training course and workshops.

Recent New Members:

Other new members welcomed by People In Aid are: Youth With a Mission (England) and Christian Aid.

Forthcoming Training events

When?	Course	Where?	Who?
Oct 23rd 2003	Distance Management	UK	People In Aid
Nov 4th 2003	Introduction to Knowledge Management	UK	BOND
Dec 1-19th 2003	Human Resource Management	UK	Crown Agents
Dec 11-12th 2003	Theories and Trends in Development	UK	BOND
Jan 21st 2004	Work Life Balance	UK	People In Aid
Feb 2-6th 2004	Managing Participatory Monitoring & Evaluation	UK	INTRAC
Mar 2004	Mentoring	UK	People In Aid
Mar 11-14th 2004	Personal Security in Emergencies	UK	RedR
E-learning	HR for Charity Trustees	Web-based	Charity Skills

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Join People In Aid!

Join a global network of relief and development agencies committed to good practice in the support and management of their staff. Join People In Aid, which offers you:

- Opportunities to share experiences with your peers.
- Opportunities to stay abreast of current issues affecting staff, and the quality of your programmes.
- Practical training in areas seen as important by you.
- Information to benchmark your agency in the sector.
- Support in the implementation of the Code of Good Practice.
- Access to resources and policies specific to your sector.

These are some of the reasons for joining People In Aid – and improving the

effectiveness of your programmes. Donors are also taking an increasing interest in matters of quality and accountability but above all we are certain that your staff, current and future, will be pleased to know that you are joining People In Aid.

You will benefit from your membership whatever your organisation's size, structure or country of origin. We welcome agencies, which operate internationally and those which don't. There are three categories of membership:

- **Full** — operational agencies, primarily charities actively involved in international relief and development work.
- **Supporter** — organisations which support the aims of People In Aid and wish to share in our output.
- **Individual** — for individuals who wish to stay in touch with our activities.

There are many benefits for each category of membership, which are summarised in the table. In return we ask all our members to help to promote the Code to agencies, donors, potential supporters and individuals. Also we hope members will pass the Code to agencies which are visibly involved in bad practice.

Kitemarks: Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, applicants, donors, peers, beneficiaries and more) of their commitment to improving their hr management. The first is available at the beginning of the process, the second one after an external social audit. Implementing agencies are asked for a contribution over and above the membership fee.

Annual membership fees as of April 1st 2003:

• Full Members

For agencies based in the UK membership is based on annual income as follows:

Less than £100,000	£100
£100,000 — £500,000	£125
£500,000 — £1,000,000	£275
£1,000,000 — £5,000,000	£400
Over £5,000,000	£600

For agencies based:

In Ireland Euro equivalent of above rates
Elsewhere in the EUEuros €150
In the South or EastUS \$50
ElsewhereUS \$150

- **Supporter**£150
- **Individual**£20

BENEFITS	Full	Supporter	Individual
Code implementation process	Support provided	n/a	n/a
Kitemarks	Eligible	n/a	n/a
Copies of Code of Good Practice	Multiple free copies – any language	Up to 15 free copies – any language	One copy free
Members' area on website	Access	Access	n/a
Workshops	Concessionary rates	Concessionary rates	At full rate
Research publications	Free or discounted	Free or discounted	At full rate
Quarterly newsletter	Free	Free	Free
People In Aid deals	Concessionary rates	Concessionary rates if available	Concessionary rates if available
Members' Forum	Invitation	n/a	n/a
Annual General Meeting	Access and voting rights	n/a	n/a
Representation on People In Aid Board	Allowed by our Constitution	n/a	n/a
Updates on issues, resources etc.	Regularly by e-mail	Regularly by e-mail where appropriate	Regularly by e-mail where appropriate
Resource centre	Unlimited access	Unlimited access	Unlimited access

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