

Humanitarian Human Resources Africa 2016



Nairobi, Kenya
22 – 23 November 2016
Conference Report

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Conference theme, objectives and speakers

Theme

Organisational Resilience; defined as the ability of an organisation to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper (British Standard, BS65000: 2014).

Objectives

- Understand concepts and principles of organisational resilience.
- Share organisational resilience case studies, current best practices, and learnings from within the humanitarian sector.
- Share organisational risk, threats and impact perspectives.
- Explore key tools and strategies for organisations to build their resilience.
- Network with other HR and humanitarian professionals.
- Shape and share recommendations for practical sectoral change.

Conference Speakers/Facilitators

- Ann Start, [Start Development Services](#)
- Christine Williamson, [Duty of Care International](#)
- Erin Lloyd, [Interhealth East Africa](#)
- Faye Ekong, [ACF USA](#)
- Henrietta Blyth, [Interhealth](#)
- Jacqueline Ingutiah, [A4ID](#)
- Judith Greenwood, [CHS Alliance](#), by video
- Leanne Kennedy, [Interhealth](#)
- Lee-Anne Ragan, [Rock.Paper.Scissors Inc.](#)
- Loisa Kitakaya, Independent Consultant
- Luiz Camargo, [ADRA Somalia](#)
- Mariana Merelo Lobo, [ACF International](#)
- Maxine Clayton, [CHS Alliance](#)
- Sheila Masinde, [Transparency International \(TI\) Kenya](#)

Acknowledgements

The CHS Alliance would like to thank the HHR Africa Steering Group, speakers, facilitators, staff, and participants for their support and contributions which made for a successful HHR Africa 2016 conference.

Day 1 – Welcome to Humanitarian HR Africa 2016

The 2016 Humanitarian Human Resources (HHR) Africa conference brought together over 60 HR and people management professionals from 16 countries to explore and discuss the topic of organisational resilience. Along with Leanne Kennedy, Regional Director at Interhealth Worldwide, and Faye Ekong, Director of ACF USA, Maxine Clayton, the CHS Alliance's East Africa representative and conference facilitator, welcomed all participants to the 9th HHR Africa event. Maxine outlined the two-day conference agenda and asked everyone to think about their personal experiences and challenges, as well as their expectations for the conference.

Opening Address – ‘Setting the Scene: What is Organisational Resilience?’ by Henrietta Blyth, CEO of Interhealth Worldwide

Henrietta Blyth, CEO of Interhealth Worldwide, set the tone for the two-day conference by highlighting that the world in which we live and work requires increasing levels of resilience and shared with us her top tips on how to achieve this. Grouped under the acronym **LIVE**, Henrietta explained that leadership, investment, infrastructure & innovation, vulnerability & values, and developing self-efficacy in our people are key to enabling our organisations and staff live through challenging times.

In brief, the LIVE principles focus on the various aspects required to empower people to make positive changes to overcome challenging situations.

Panel Discussion – Risks to Organisational Resilience

The conference's panel speakers, Henrietta Blyth, Jacqueline Ingutiah, Kenya Project Lead at Advocates 4 International Development (A4ID); Luiz Camargo, Somalia NGO Consortium and Country Director of ADRA Somalia; and Sheila Masinde, Head of Programmes at Transparency International Kenya (CREATE), discussed various risk aspects of organisational resilience.

Jacqueline Ingutiah discussed **legal risks** to organisational resilience. She concluded that organisations should be proactive rather than reactive to mitigate and avoid legal risks and highlighted that A4ID can support organisations in this by offering online legal health checks and pro-bono legal advice on a national or international scale. (Links below)

Luiz Camargo used Somalia NGO Consortium as a case study to indicate how Somalia-based NGOs have become increasingly resilient to **financial risks**, and specifically to the access and insecurity of funds. The ever-changing volatile circumstances in Somalia prompted organisations to adapt and coordinate international aid to better provide to those in need.

Finally, Sheila Masinde introduced us to the humanitarian aid integrity programme called CREATE, on which Transparency International Kenya is working both at a national and global level. The research aims to generate evidence on **corruption and accountability risks** and generate recommendations in complex humanitarian contexts.

Following the discussion, there was a Q&A session using [Slido](#), an interactive tool that allowed participants to post questions, vote in polls, and access conference presentations and materials. (See Annex 1 – Useful Resources for Panel Discussion Questions)

Opportunities and Challenges

Judith Greenwood, CHS Alliance Executive Director, shared the key outcomes from HHR Europe 2016, which also focused on organisational resilience, and drew the links to HHR Africa via a [video presentation](#). She noted that HHR Europe had highlighted that the issue of organisational resilience is nothing new, but that we have seen positive changes in the sector over the past 20 years. An example of this is the shift in perception of duty of care and recognising that looking after your international as well as national staff and supporting them is key to the organisation carrying out effective programming.

Judith highlighted that the **Core Humanitarian Standard (CHS)** supports these developments in that the importance of people runs right through the nine commitments of the CHS and reinforces the strategic role of HR within an organisation. By following the CHS, organisations and people are demonstrating an awareness and application of policies, ensuring staff are being looked after and supported and that they are following best practice.

This was explored in more detail during Maxine Clayton's afternoon [learning session on the Core Humanitarian Standard](#).

A key takeaway from HHR Europe was that a proactive rather than a reactive approach is best. It is necessary for governance and senior management to buy in to this and their responsibility to ensure the awareness is shared with staff of all levels. It cannot be emphasised enough that building resilience and leadership skills in staff and teams is important by building the necessary skills, training and capacity for them to be able to do their jobs effectively. Another key point is that leaders should lead by example and model the behaviours that the organisation aims to see.

Having made the link between the two conferences and highlighting the key points and outcomes from HHR Europe, Judith asked participants to share with the CHS Alliance their key takeaways are from the conference and how they will apply these to make a difference in their work.

The Power of Peer Support in Building Organisational Resilience

Erin Lloyd, Counsellor at Interhealth East Africa, In order to be resilient role models, leaders need to be supported. As demonstrated by Erin Lloyd, Counsellor at Interhealth East Africa, a [peer support approach](#) can be highly effective as it improves wellbeing, which in turn enhances resilience, and ultimately increases overall organisational and staff excellence. The peer support model is a practical and accessible form of support and is proven to build group cohesion and relational trust, while facilitating innovation and recovery in crisis situations. For this approach to work, leadership and management buy-in is required, an enabling and confidential environment must be created, and the availability of a support network should be included in organisational policies and actively communicated.

Day 2

Following a brief recap of the previous day, the second day of HHR Africa started with a dynamic market place session that covered four principles of organisational resilience.

Key Principles or Organisational Resilience

During this session, participants formed groups to focus on four principles of organisational resilience. At the end of the session, each group presented their top tips on each of the topics. Summaries of each are listed below.

Topic	Leadership
Top Tips	<ul style="list-style-type: none"> • Agility – comfortable with change and ambiguity. Adapt to changing situations. • Be strategic – access organisational intelligence (think tanks), from outside and within, formally and informally. • Communication – Be transparent. Enable information to flow freely in both directions. Propose, consult, decide. • Integrity – embody the organisation's values. Practice what you preach, even when no one is watching.

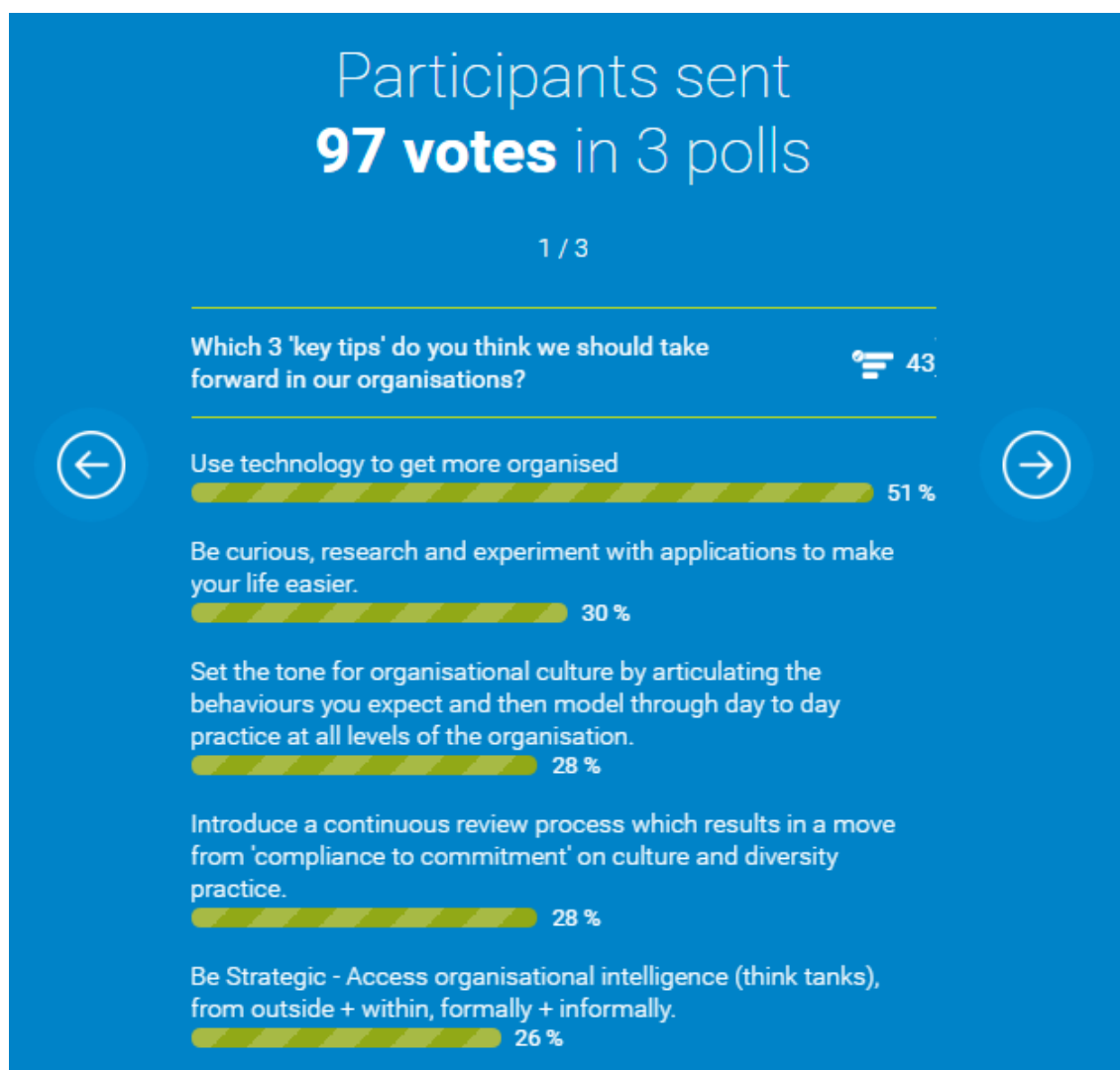
Topic	<u>Culture and Diversity</u>
Top Tips	<ul style="list-style-type: none"> • Set the tone for organisational culture by articulating the behaviours you expect and then model through day to day practice at all levels of the organisation. • Fostering an inclusive culture both internally and with the communities we serve through a range of activities that include team-building. • Introduce a continuous review process which results in a move from compliance to commitment on culture and diversity practice.

Topic	<u>People</u>
Top Tips	<ul style="list-style-type: none"> • Ensure we look through the duty of care lens when looking at all our employee practices, from recruitment to exit. • To use the carrot and stick approach – legal and ethical. We will be measured against contextual and good practice in a court or tribunal. • The transition stage of the cycle is crucial in how someone leaves or transfers in the organisation.

Topic	<u>Systems & Settings</u>
Top Tips	<ul style="list-style-type: none"> • Use technology to get more organised • Be curious, research, and experiment with applications to make your life easier • Due to connectivity issues, also explore offline options for similar ICT tools to meet the same needs

These top tips were subsequently put to a vote using [Slido](#) so that participants could prioritise which takeaways we should bring forward in our organisations. The top five tips and votes were:

1. Use technology to get more organised – 51%
2. Be curious, research, and experiment with applications to make your life easier – 30%
3. Set the tone for organisational culture by articulating the behaviours you expect and then model through day-to-day practice at all levels of the organisation – 28%
4. Introduce a continuous review process which results in a move from compliance to commitment on culture and diversity practice – 28%
5. Be strategic – access organisational intelligence from outside and within, formally and informally – 26%



Awareness Express

The dynamic market place session was followed by a more serene yet engaging skills session on self-awareness led by Mariana Merelo Lobo, Action Against Hunger International. You can read Mariana's presentation on [Developing Soft and Meta Skills here](#).

Conference Evaluation and Close

The conference ended with a brief reflection on what the participants had learned and what they would take back to their respective organisations.

Participants attended HHR Africa for various reasons. Some wanted to learn more about organisational resilience in general and how they could build this within their organisations, while others wanted to learn about more specific elements such as strong leadership in crises or how individual resilience can contribute to overall organisational resilience.

Overall, participants enjoyed the conference and were impressed with the lively and engaging facilitators, participant engagement, the use of Slido, and conference materials. In particular, the peer support approach, LIVE principles, resilient leadership qualities, duty of care throughout the entire employee life-cycle, communication and use of ICT were considered very insightful and were aspects that participants would take back to their organisations and act upon.

Some participant suggested implementing their conference learnings and increasing their organisational resilience by incorporating the LIVE principles into organisational policies, putting duty of care on the agenda, creating 'policy classes' for staff at all levels throughout the organisation to ensure organisation-wide understanding of different policies, setting up a peer support network, and using more technology.

While the conference had barely come to an end, participants were already looking ahead to HHR Africa 2017 and said they would be interested in leadership, staff security in volatile places, employee welfare, recruitment and retention, and emotional intelligence as potential themes for the conference.

Conference Resources

Day 1 speakers' presentations & useful resources

- Slido, [General Conference Presentation](#)
- Henrietta Blyth, Interhealth Worldwide: ['What is Organisational Resilience?'](#)
- Jacqueline Ingutiah, A4ID: ['Development Partners'](#) and ['Becoming a Development Partner'](#)
- Judith Greenwood, CHS Alliance: ['Questions, Challenges and Opportunities: Learnings from HHR Europe'](#)
- Maxine Clayton, CHS Alliance: ['Introduction to the CHS'](#)
- Erin Lloyd, Interhealth East Africa: ['Peer Support: A Practical Way to Build Resilience'](#)

Day 2 speakers' presentations & useful resources

- Ann Start, Start Development: ['Culture and Diversity'](#)
- Christine Williamson, Duty of Care International: ['Enhancing Organisational Resilience and Duty of Care'](#)
- Lee-Anne Ragan, Rock.Paper.Scissors Inc.: ['Systems and Settings in Resilient Organizations'](#)
- Mariana Merelo Lobo, ACF International: ['Awareness Express: Developing Soft and Meta Skills'](#)

Additional Useful Resources and Websites

- [Caring for Staff Matters](#)
- [CHS Alliance People Management](#)
- [CHS Alliance Resource Library](#)
- [Duty of Care International Resources](#)
- [HHR Europe 2016 Conference Report](#)
- [Inclusion and Security of LGBTI Aid Workers](#): a report by RedR UK & EISF
- [On the Road to Istanbul: How can the World Humanitarian Summit make Humanitarian Response more Effective?](#)
- [Protect Aid Workers](#): the campaign is led by ACF and is calling on the United Nations to create a Special Rapporteur for the protection of humanitarian aid;
- [Report the Abuse - breaking the silence against and within the humanitarian and development community](#): the goal is to ensure that all workers in the humanitarian sector are protected from sexual violence and that incidents are handled appropriately when they do occur; the organisation is also working alongside organisations to improve their response strategies, policies and procedures addressing sexual violence against their employees
- [The Aid Worker Security Database](#): the database records major incidents of violence against aid workers, and remains the sole comprehensive global source of these data, providing an evidence base for analysis of the changing security environment for civilian aid operations;
- [The Appalling Mental and Physical Impact of Bullying](#)
- [The Core Humanitarian Standard – English](#)
- [The Transforming Surge Capacity Online Platform](#)

There are a number of LinkedIn Networking Groups that you can join - although these are currently being reviewed and may be consolidated down to one group – they are:

- [CHS Alliance HR Manager Network](#)
- [CHS Alliance Learning and Development Network](#)
- [CHS Alliance Reward Network](#)
- [CHS Alliance Staff Care Network](#)
- [HHR Network](#)

Annexe 1: Useful Resources for Panel Discussion Questions

Following the first day's panel discussion, some [questions](#) posed on Slido remained unanswered. To help you find answers, materials from the following organisations and websites may be useful:

A4ID

A4ID is a global charity that works in partnership with the world's leading law firms, providing access to the best legal advice for those engaged in the fight against global poverty.

A4ID's international pro bono broker service brings their legal partners together with development organisations to provide free legal advice on any issue in any jurisdiction. Lawyers can advise on operational matters and work with you to use the law more effectively in your programs and advocacy. To consider what your legal needs are, you may like to try A4ID's [online legal health check](#).

Becoming an A4ID development partner is free. Find out more at <http://www.a4id.org/legal-pro-bono/#broker> and in [this](#) pack, or by emailing probono@a4id.org.

BOND

Bond has some interesting and useful articles on the future of aid and funding.

Charter 4 Change

An initiative, led by both National and International NGOs, to practically implement changes to the way the Humanitarian System operates to enable more locally-led response.

EISF

The European Interagency Security Forum (EISF) is an independent network of Security Focal Points who represent European-based humanitarian NGOs operating internationally.

Hostage UK

Hostage UK is an independent charity that supports hostages and their families, during and after a kidnap. They were founded by a group of former hostages and their family members who wanted to ensure that anyone going through a kidnap had access to the specialist care and support they need free of charge.

The Somalia NGO Consortium

The Somalia NGO Consortium was established in 1999 and has since grown to become an effective network of non-governmental organisations (NGOs) working together to improve international aid coordination and raise the presence and profile of NGO representation

within the aid coordination structure for Somalia. The NGO Consortium maintains its presence through its offices in Hargeisa, Garowe, Mogadishu and Nairobi.

The reach of services greatly extends beyond the immediate membership. SNC also work closely with INSO Somalia (*formerly NSP and SPAS*) in providing support to International and National NGOs so as to facilitate their safe and secure operations in Somalia / Somaliland.

Transforming Surge Capacity – Online Interactive Human Resource Platform

The Start Network Transforming Surge Capacity Project is a three-year project, bringing together 11 Start Network agencies working towards improving the ability of humanitarian agencies to scale up resources for emergency response.

The CHS Alliance is leading the Human Resources good practice component and will explore and pilot new approaches to surge capacity. This includes the development, launch and management of an interactive surge capacity online platform. The platform is intended to help HR practitioners share good practices and learn from each other when involved in a surge response.

The platform hosts key resources and good practices that support the employee life cycle, useful country-specific information and content on staff training and welfare. It also offers an interactive forum that encourages the sharing of good practice resources, real-time conversations in order to promote greater collaboration the sharing of good practice.

The platform is open to staff from any organisation involved in humanitarian surge responses in any region. It is brought to you by the Start Network and CHS Alliance. If you are interested in joining the platform as a user, simply register on the site [here](#).

World Humanitarian Summit

You may find some of the discussions that took place at the World Humanitarian Summit in 2016 interesting.

HUMANITARIAN HR AFRICA 2016

Conference Theme: Organisational Resilience



Tuesday 22 & Wednesday 23 November 2016

Best Western Premier Hotel

Nairobi, Kenya

Supported by CHS Alliance partners:



Background and theme

It is a pleasure to welcome you to our 30th HHR conference. We are excited that you can join us for what promises to be a rich programme. This briefing pack highlights the conference theme, logistical information, agenda, speaker biographies, and evaluation form.

Conference theme: Organisational resilience

British Standard, BS65000 (2014) defines “**organisational resilience**” as the “ability of an organisation to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper”.

“Resilience is a concept rather than a discipline - But in the 21st century organisations must strive to achieve it as a strategic goal”.

Event outputs

- Understand concepts and principles of organisational resilience
- Share organisational resilience case studies and lessons
- Share organisational risk, threats and impact perspectives
- Learn about key tools and strategies for organisations to inform resilient organisations
- Actions developed in taking organisational resilience forward within the different agencies.

Five principles of organisational resilience

- **Leadership** - Understanding the demands and styles of leadership to enable the below principles. Setting the priorities, commitment and allocating resources.
- **Culture** - A resilient culture is built on principles of empowerment, purpose and trust.
- **People** - Enhancing organisation resilience through the people life cycle (HR).
- **Systems** - Globalisation and systems can enable resilience.
- **Settings** - Resilient virtual organisation, workplace resilience equals workplace agility.

Humanitarian Human Resources (HHR) conferences

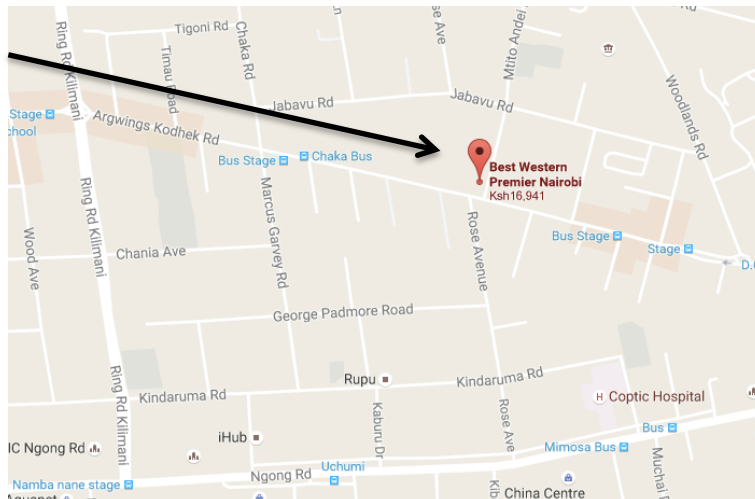
The HHR conferences provide a unique opportunity for HR professionals to network and spend time with their peers, share discussions on issues they face in daily practice as well as issues from the broader humanitarian sector that impact on the HR function and people management generally. The mandate of the HHR conference is to improve the ability of participating organisations, both individually and as a community, to find, select, prepare and retain human resources for emergency operations.

Logistical information

Hotel

HHR Africa 2016 will take place at the [Best Western Premier Hotel](#) located in Hurlington Estate, Nairobi on Argwings Kodhek Rd.

The hotel is around 45 minutes drive from JKI Airport. Please note that the conference fee includes lunch and refreshments on both days but does not include accommodation. Participants wishing to stay there should contact the hotel directly on info@bestwestern.co.ke or +254 20 2927000.



Interact and engage

This event will use www.slido.com as a way to engage the audience and encourage interaction. We therefore encourage you to come with a smartphone or other device allowing you to ask questions online and take part in polls. You can use the hashtag #HHRAfrica to join sli.do on the day. We also be providing updates on Twitter and encourage you to share experiences using the hashtag [#HHRAfrica](#).

Speaker presentations, photos and other conference resources will be hosted on this dedicated CHS Alliance webpage following the event: www.chsalliance.org/hhr-africa-2016.

We will be taking photographs during the event, which may be published on our communications platforms and used for future marketing purposes. If you do not wish to appear in any photos, please let a member of the CHS Alliance team know.

Timekeeping

Please try to attend all sessions, and please do not use your mobile telephones, iPads or laptops during sessions other than for note-taking or using interactive media in connection with the sessions. We have built networking and downtime into the programme which can be used for checking emails, etc.

Help us with our impact measurement

Tell us how you have used the learning from past HHR conferences and also how you plan to use the learning from this year. Many of you who have participated in HHR conferences before have told us what you have taken away and implemented, from changes in policies or procedures to developing new strategies. We would love to hear more of these stories, about the impact that they have had and what you hope to achieve following this conference. So please do take the time to complete the evaluation from at the end of the event, or contact us afterwards on info@chsalliance.org.

HHR AFRICA 2016: Conference Programme

DAY 1: TUESDAY 22 NOVEMBER 2016

TIME	SESSION	CONTRIBUTORS
8.30 – 9.00	Arrivals and registration	
9.00 – 9.20	Welcome to HHR Africa 2016	Maxine Clayton , CHS Alliance Leanne Kennedy , InterHealth Faye Ekong , ACF USA
9.20 – 9.50	Participant mixer <i>Who's in the room?</i>	Faye Ekong , ACF USA
9.50 – 10.10	Agenda <i>Agenda, outputs and linkages to HHR Europe 2016, HHR Asia 2017</i> Introduction to http://www.slido.com <i>#HHRAfrica</i>	Maxine Clayton , CHS Alliance
10.10 – 10.30	Opening address: Setting the scene What is organisational resilience? (Concept and principles in organisational resilience)	Henrietta Blyth CEO, InterHealth Worldwide
10.30 – 10.50	Networking break	
10.50 – 11.50	Panel discussion: Organisational resilience Focus: Changes, Risks or 'shocks' that could affect/have affected organisations – requiring organisational reflections on resilience Q+A (slido)	Henrietta Blyth CEO, InterHealth Worldwide Jacqueline Ingutiah Kenya Project Lead, Advocates 4 International Development (A4ID) Luiz Camargo Chair, Somalia NGO Consortium and Country Director ADRA Somalia Sheila Masinde Head of Programmes, Transparency International Kenya (CREATE) Moderator: Erin Lloyd Counsellor, InterHealth East Africa
11.50 – 12.10	Organisational resilience - Opportunities and challenges Learning from HHR Europe	Judith Greenwood Executive Director, CHS Alliance (via video)

12.10 – 13.10	Lunch	
13.10 – 14.30	Learning session on the Core Humanitarian Standard This session will provide an introduction to the CHS. Participants will reflect on how the CHS can support organisations' resilience.	Maxine Clayton CHS Alliance
14.30 – 15.30	Organisation tool session – 'Peer support' Wellbeing in the workplace matters! Peer supporters work with the organisation to build capacity amongst all staff to improve wellbeing and create a more resilient workforce. This session will delve into understanding peer support, the long term benefits based on best practices from the field, as well as provide time for you to reflect on how your organisation could benefit from this tool.	Erin Lloyd Counsellor, InterHealth East Africa
15.30 – 15.50	Networking break	
15.50 – 16.10	CHS Alliance and InterHealth reflections on tools Key 'take aways' from the sessions	
16.10 – 16.20	Reflecting on our learning on day 1	Faye Ekong, ACF USA
16.20 – 16.30	Thanks and announcements for day 2	Maxine Clayton, CHS Alliance

DAY 2: WEDNESDAY 23 NOVEMBER 2016

TIME	SESSION	CONTRIBUTORS
8.30 – 9.00	Arrivals	
9.00 – 9.15	Recap of day 1 and overview of day 2	Maxine Clayton, CHS Alliance
9.15 – 9.25	<p>Introduction of market place - Principles of organisational resilience</p> <p>Leadership: Setting the priorities, commitment and allocating resources. Understanding the demands and styles of leadership to enable an organisation's resilience. <i>Kitakaya Loisa - Independent consultant</i></p> <p>Culture and diversity: Discuss how principles of understanding culture and diversity in organisational resilience support humanitarian response to improve outcomes for affected communities. <i>Ann Start - Director, Start Development</i></p> <p>People: An interactive session, discussing top tips and good minimum standards for organisational resilience, looking through the duty of care lens. <i>Christine Williamson - Duty of Care International</i></p> <p>Systems and settings: Globalisation and systems enable resilience. This session will review and explore ways that information communication technologies (ICTs), including social media can help:</p> <ul style="list-style-type: none"> • build virtual community • promote cultures of learning • increase ease and efficiency in our workplaces <p><i>Lee-Anne Ragan - President, Rock.Paper.Scissors Inc</i></p>	Maxine Clayton, CHS Alliance

09.25 – 09.55	Market place	
10.00 – 10.30	Market place	
10.35 – 10.50	Networking break	
10.55 – 11.25	Market place	
11.30 – 12.00	Market place	
12.00 – 12.30	Plenary reflections from market place: key tips	
12.30 – 13.30	Lunch	
13.30 – 15.30	Skills session: Awareness express Self-observing and making use of different perspectives Imagineering: from vision to action	Mariana Merele Lobo ACF International International Humanitarian and Development Practitioner Action, Learning and Facilitation through Collaborative Change
15.30 – 15.50	Networking break	
15.50 – 16.10	Pulling it together: Call to action Centre of excellence Resources	Faye Ekong, ACF USA Christine Williamson, Duty of Care International
16.10 – 16.20	Reflecting on our learning: Conference evaluation	Maxine Clayton, CHS Alliance
16.20 – 16.30	Thanks, announcements and conference close	CHS Alliance and Inter-Health
17.00	Cocktail reception hosted by CHS Alliance partners Birches Group and Cigna	

THURSDAY 24 NOVEMBER 2016: DUTY OF CARE LEARNING EVENT

A duty of care workshop will also take place on 24 November at the Best Western Premier Hotel in partnership with [InterHealth](#) and the CHS Alliance. The aim of the workshop is to build the duty of care capacity of NGO employees so they can go above and beyond basic and legal practices within their own organisations. The workshop is intended for those involved with staff care including managers and HR, security and health and safety professionals. The event will be facilitated by Christine Williamson of Duty of Care International. Christine specialises in supporting people and organisations with their duty of care responsibilities towards their employees, consultants, volunteers and partners. The conference fee is USD\$195 and those wishing to attend should contact training-africa@interhealthworldwide.org.

Contributors' biographies

Day one – Panel

Henrietta Blyth has had a varied career in health care, relief and development and has been the Chief Executive at InterHealth since July 2015. Starting out as a journalist and subsequently at VSO for two years in Nepal, she was proud to oversee the translation of 'Where There is No Doctor' into Nepali. She then worked as a consultant for the World Health Organisation in Kenya, Tanzania, Zambia and Zimbabwe on projects producing culturally relevant health learning materials. Returning to the UK in her early 30s, Henrietta worked as a quality assurance manager for Mildmay Mission Hospital - when Interhealth was still based there. She performed the same role at St Christopher's Hospice before completing a fulltime MBA at Lancaster University Management School. After several years as a general manager in Camden, jointly accountable to the NHS and Social Services, overseeing rehabilitation and intermediate care for older people, Henrietta has spent the last 10 years back in relief and development, first at Christian Aid and most recently for Tearfund where she was the People and Organisational Development Director since 2009.

Jacqueline Ingutiah is an advocate of the High Court of Kenya with 10 years' experience in gender and human rights issues. She is currently a Partner of Olel, Onyango, Ingutiah and Company Advocates and is A4ID Project Lead in Kenya. Before joining A4ID, she was a Senior Legal Counsel at Federation of Women Lawyers (FIDA) Kenya, overseeing the running of the Kisumu regional office that covers 20 out of the 47 counties in Kenya. Linked to her extensive work with various legal reform and pro-bono issues, Jacqueline was elected as a Vice-Chairperson of the West Kenya Law Society in August 2015 for a term of two years.

Luiz Camargo is the Country Director for ADRA Somalia. He has been with ADRA for the last 11 years. He has been working in several continents: South America, North America, and Africa. He also worked in different positions within the organisation. This is his third year with ADRA Somalia. He holds a master's in International Development from Andrews University in the USA. Before coming to ADRA Somalia, he was working at ADRA International Emergency Response Team (ERT) based in the USA being deployed to major disasters. Since May 2016, he has been appointed as the Somalia NGO Consortium (SNC) Chairman supporting its Director on different matters.

Sheila Masinde is the Head of Programmes, Transparency International (TI) Kenya. TI-Kenya's Humanitarian Aid Integrity Programme aims to enhance transparency and accountability in implementing humanitarian operations. TI-Kenya is implementing the Collective Resolution to Enhance Accountability and Transparency in Emergencies project funded by ECHO. The project seeks to generate evidence-based knowledge of corruption risks and practical solutions in diverse but complex humanitarian contexts based on country-specific research in Afghanistan, Somalia, Lebanon and Guinea; and share good practices, lessons learned, recommendations and principles to enhance the integrity of humanitarian operations.

Day one – Learning session

Erin Lloyd is a counsellor with a specialisation in trauma and cross-cultural transitions. She received her master's in Clinical Mental Health Counselling from Denver Seminary, a CACREP-accredited institution in Denver, Colorado, USA. She has worked in Africa and Asia as a counsellor, concentrating on immediate crisis response and long-term trauma work. With an extensive background in training adults and a

bachelor's degree in education, Erin loves to combine the fields of psychology and education to provide training for lay-counsellors in areas of low access to psychological support across the world. Erin has certifications in Critical Incident Stress Management, EMDR, Prepare/Enrich, and EFT.

Day two – Market place

Kitakaya Loisa, MA, B.Com. Kitakaya has 17 years working experience in Sub-Saharan Africa focusing on social justice, governance and service delivery in public and private sectors. He is an expert in programme management with a bias in monitoring and evaluation, research and strategy development. He has successfully carried out participatory programme design of results-oriented programmes for government and agencies in the global south. Kitakaya has key skills in strategy development, organisational capacity assessment using integrated organisational model (IOM), participatory organisational diagnosis (PODia) and GIZ's CAPACITY WORKS management model to facilitate organisational restructuring in civil society, public and private sectors for social justice programmes.

Ann Start works as a consultant and a Director of Start Development Services, which offers specialist management consulting, teaching and training and executive coaching services to clients in the private, public and voluntary sectors. Her focus is learning and development within the INGO sector. Ann is British, living in Belgium, having lived outside of the UK for 28 years in Belgium, Saudi Arabia, Austria, Switzerland and France. She has worked in Western Europe, the Middle East, Asia and Africa. She has 30+ years involvement with non-profit sector organisations including Retrak (a street child NGO) and its partner organisations; People In Aid; CHS Alliance; Start Network; CAFOD; OASIS Belgium; Wesley Mission; and the National Childbirth Trust. Ann began working as a nurse, midwife and prenatal educator and has an MSc in Voluntary Sector Management from CASS City of London Business School, Centre for Charity Effectiveness.

Christine Williamson specialises in supporting people and organisations with their duty of care responsibilities towards their employees, consultants, volunteers and partners. She is an international HR specialist and has been immersed in the humanitarian relief and development sector, working in the UK and in overseas humanitarian programmes, for over 16 years. Christine has a business and HR background and has worked with many INGOs on employment policy, reward frameworks, people systems, practical tools and guides for large humanitarian programmes and smaller local NGOs. Christine has a passion for supporting those who work in diverse, complex and high-risk environments and fervently believes in duty of care. Over the past few years, she has dedicated time to this topic to encourage organisations to take duty of care seriously and to help them grasp how necessary it is.

Lee-Anne Ragan, is the President of Rock.Paper.Scissors Inc., which helps organisations laugh, learn & lead through customised trainings which have been delivered to more than 20,000 participants in and from more than 80 countries.

Learning log and evaluation

Please consider what it is that you would like to gain from this conference and what you would like to take back to your role/your organisation. Use this space to record your reflections and learning from each day. Please keep this form with you throughout the conference.

Personal reflections

What are my particular challenges around the conference theme?

What objectives and/or goals do I have for this conference?

What has made an impression or had an impact on me today?

What were the most useful insights? What conversations do I want to have as a result of these insights?

What practical ideas can I apply in my own role?

What are my next steps?



Evaluation – HHR Africa 2016, Nairobi

Please complete this form and return it to a member of the CHS Alliance staff.

My objectives and/or learning goals for this conference were:

My most important insight from this conference was:

The practical idea that I want to implement on my return to work is:

My action plan to implement this is:

To be successful in implementing this idea, I need:



My suggestions to improve on the HHR Africa conference are:

My suggestion for a topic for HHR Africa 2017 is:

Any other comments:

I am happy for the CHS Alliance to contact me in future to ask me about the progress I have made with this: Yes/No (please circle which is applicable)


Contact details (below) are optional

Name:

Organisation:

Email address:

Thank you for your time in completing the evaluation!



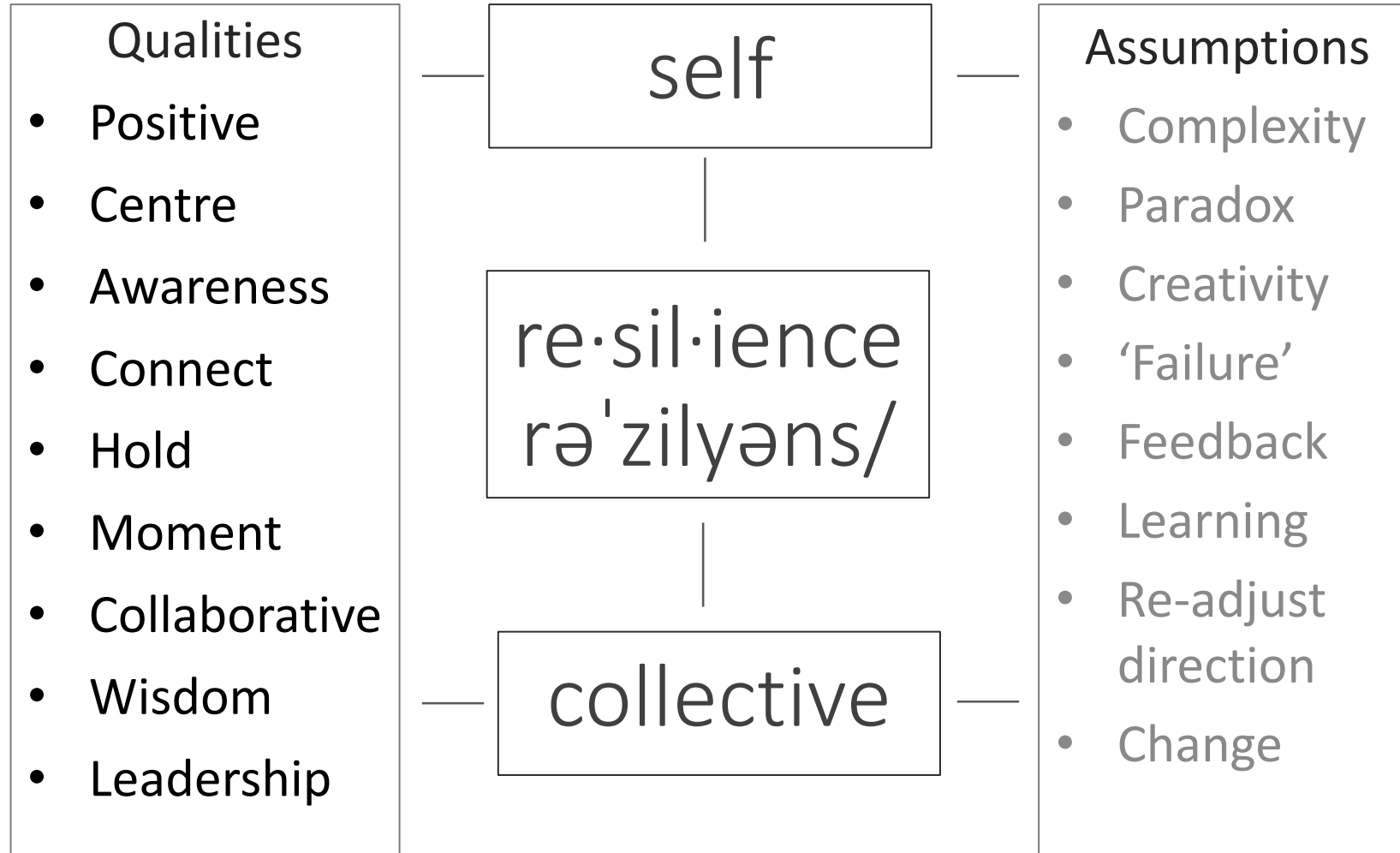
Awareness Express

- developing soft and meta skills -

Mariana Merelo Lobo

International Humanitarian and Development Practitioner |
Action, Learning and Facilitation through Collaborative Change

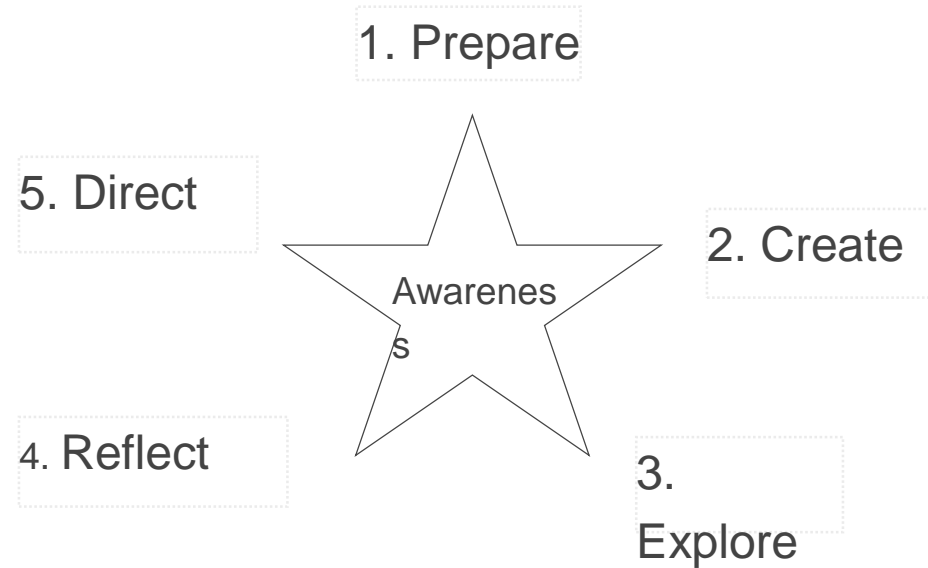
marianamerelo@gmail.com



dynamic awareness field, through action learning like this:



a dedicated dynamic* space of awareness



** Not linear...*

Awareness is...

... the ability to to perceive, feel or to be conscious of events, objects, thoughts, emotions or sensory patterns (...) without necessarily implying understanding. (...) the state or quality of being aware of something.

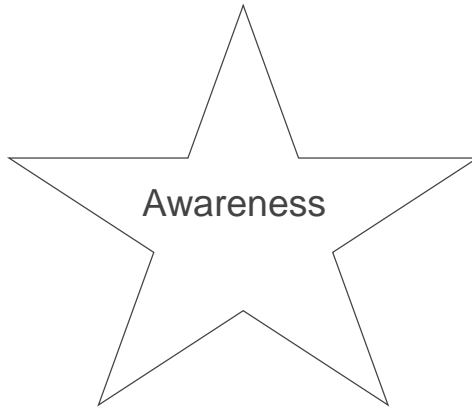
In Wikipedia

Awareness prompts..

- the moment
- ask powerful questions
- connect to values
- collaborate (inner and inter)
- use different perspectives
- self observe and reflect
- re-direct

“Every thought and every breath is a breath and a thought occurring in awareness; and we are that awareness, that thought-less and breath-less awareness.” Mooji

1. Prepare



Identify a resilience issue and an outcome linked to market place session and...

- What are the issues and interests at stake?
- What 'resilience' do you want to create? For whom? For what? When?
- What is important to you about this resilience?

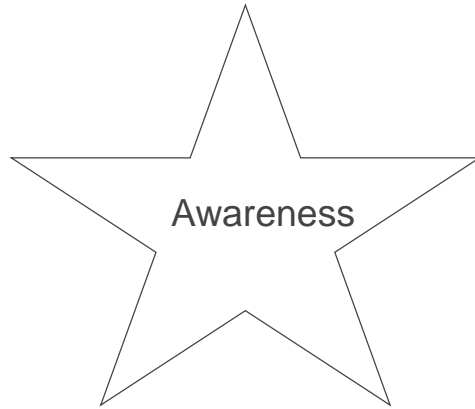
(in pairs)

Create a Resourceful Space...

- Breathing
- Individual silence
- Collective silence

(individual, together in
silence)

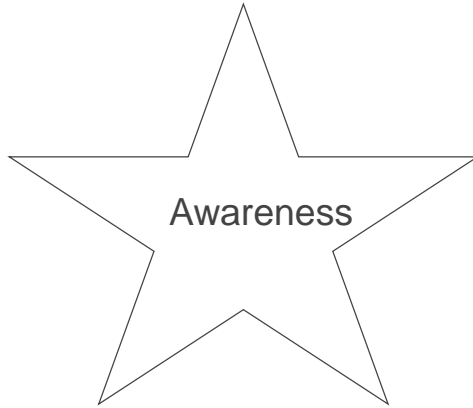




3.
Explore

Exploring and creating

- From vision to action
- Vision – Disruption – Realism
- Experience creativity
- Devise a simple plan
(group work)



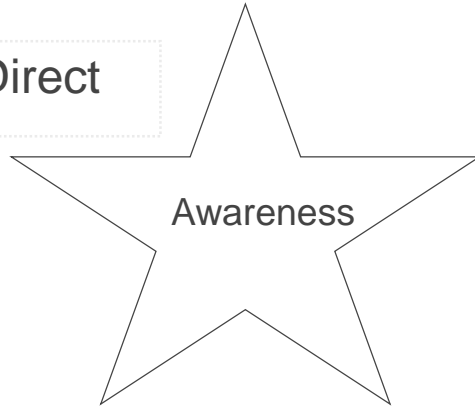
4. Reflect

Self observe and reflect

- Observe thoughts coming and going
- Reconnect to original theme
- Key words coming to mind (spontaneous)
- Reflect on key questions

(individual note taking)

5. Direct



Concluding and re-directing

- Light bulbs
- Share thoughts
- Associate to best expression of awareness

(plenary)



Thank you

Mariana Merelo Lobo

International Humanitarian and Development Practitioner |
Action, Learning and Facilitation through Collaborative Change

marianamerelo@gmail.com

Development Partners' Pack

The purpose of this pack is to provide NGOs, social enterprises and developing country governments with a comprehensive guide to the service A4ID offers to its development partners.



Advocates for International Development
Lawyers Eradicating Poverty



Foreword

A4ID was founded on a clear vision – to see the law and the skills of lawyers used effectively in the fight against global poverty. To this end, A4ID brokers free legal support for organisations that fight to advance human dignity, equality and justice in the most challenging circumstances.

Our development partners include non-governmental organisations, social enterprises, community-based organisations, the UN, the World Bank and developing country governments.

Now, we invite you to join us.

A4ID works to partner organisations that work to further one or more of the UN Sustainable Development Goals with top law firms. We closely match the unique requirements of each of our development partners with the varied skills and expertise of our legal partners, providing the highest quality legal support available – all for free.

As well as linking our development partners with high quality legal support, we also work closely with them to develop ways in which the law can be used to further the fight against poverty, injustice and inequality.

By partnering with us, you gain free access to some of the top legal minds in the world. This allows you to focus your funds and energy on the work that goes directly towards achieving the SDGs and ensuring that *no one is left behind*.



Yasmin Batliwala

Chief Executive

Advocates for International Development



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8	Who can access legal support?	28	Project summary form
10	How to become a development partner	29	A4ID Governing Code
		34	Contact us

What we do



A4ID's vision is to see the law and lawyers playing their full part in the eradication of global poverty.

Unequal access to legal expertise acts as a barrier to economic growth and equality of opportunity. A4ID harnesses the skills and expertise of the legal profession to combat poverty and to drive progress in helping to realise the UN Sustainable Development Goals (SDGs).

We do this by partnering with leading law firms, barristers, in-house lawyers and legal academics who are keen to offer their skills free of charge, to support development organisations and developing country governments in need of legal assistance.

A4ID works with an extensive network of legal partners – more than 50,000 legal experts from every part of the world – whose pro bono work has so far benefitted communities and organisations in 123 countries.

Our development partners include non-governmental organisations, social enterprises, community-based

organisations, developing country governments, and developing country Bar Associations and Law Societies, who are all working towards the eradication of poverty and furthering the UN Sustainable Development Goals.

A4ID's legal partners have helped to influence policy decisions in developing countries, supported the growth of fledgling social enterprises, and worked with development organisations to empower local communities, influence legislation and protect rights in the world's most vulnerable communities.

Legal partners also work to address the fundamental legal issues involved in the day-to-day operation of development organisations, advising on areas such as corporate governance, contracting, intellectual property and business modelling. This allows these organisations to operate more effectively, and therefore increase the impact they can have towards meeting international development targets.

Our mission and Sustainable Development Goals



The Sustainable Development Goals (SDGs) were agreed by 193 countries at the United Nations General Assembly in September 2015. They set 169 targets and further indicators that every UN member state will use in framing their agendas and political policies until 2030.

Operational since January 2016, the 17 SDGs supersede the eight Millennium Development Goals (MDGs), which were agreed in 2000 and expired in 2015. The SDGs are 'a plan of action for people, planet and prosperity'.

They seek to strengthen universal peace in larger freedom. They are integrated and indivisible and seek to balance

the multiple dimensions of sustainable development: the economic, social and environmental. Aiming to achieve the human rights of all, the SDGs relate to poverty, food security, health, education, the economy, the environment, gender, sustainability and more.

Goal 16 (Peace and Justice, Strong Institutions) is particularly relevant to A4ID, given our commitment to providing development organisations with the highest calibre legal advice. Nevertheless, we provide legal support in pursuit of all the SDGs, with the ultimate goal of eradicating poverty and creating a more equitable global society.

Who can access legal support?



A4ID brokers free legal support for all organisations that have been accepted as A4ID 'development partners'.

Each development partner must, in some way, be furthering one or more of the UN Sustainable Development Goals (SDGs). Whether directly or indirectly, they are seeking to eradicate poverty and deal with its related issues.

Current development partners include:

- Charities
- NGOs / non-profit organisations
- Inter-governmental organisations
- Social enterprises
- Bar associations / Law societies
- Developing country governments

A4ID does not work with those who make their assistance contingent on any religious or political affiliation.

All partners must abide by strong and transparent systems of governance and accountability.

A4ID does not generally assist individuals to access legal support; the only possible exception would be if a development partner is supporting a person/people with a legal need that relates to a bigger systemic issue.



How to become a development partner



First of all, it does not cost anything to become a development partner.

A4ID undertakes a process known as ‘due diligence’ on all prospective partners. To enable us to do this, we may ask you to provide the following information:

- Aims and objectives for your organisation/department
- Details of how your work contributes to achieving the SDGs
- Details of your governance structure
- A copy of your latest Annual Report and last audited accounts, if applicable

- A copy of your strategic plan
- Details of how you are funded
- Details of your Trustees / Board members or management, if applicable

After we receive all the documents we need, our due diligence usually takes 2 weeks to complete.

Development partners, once accepted, can send A4ID as many requests for legal assistance as they wish.

To apply to become a development partner, please email probono@a4id.org

A4ID put us in touch with exactly the right legal experts, who patiently led us from our initial ‘common-sense’ text towards a much more accurate formulation that was exactly what was needed, and beneficial to all parties. Excellent support that we would not otherwise have been able to call on.

Peter Dixon, Chief Executive, Concordis International

What we offer our development partners

Access to lawyers via A4ID’s broker service

A4ID offers a broker service, matching requests for pro bono (free) legal advice and assistance from its development partners with the high quality skills and technical expertise of its legal partners. A4ID has access to over 50,000 lawyers from leading law firms, barristers’ chambers, in-house legal teams and academic institutions from around the world. As partners of A4ID, they are committed to supporting the eradication of global poverty.

Help to understand legal needs

A4ID is the world’s leading organisation operating in the field of law and international development. We have extensive experience in helping our development partners to understand how to use the law and lawyers to enhance their work, and are always willing to discuss how your organisation can do this.

High standards

A4ID works with lawyers who have a wide range of different skills and expertise. All of the work done by our lawyers is of the same high standard as their paid work, but is done on a pro bono (free) basis. All lawyers who receive requests for assistance through A4ID sign confidentiality agreements so that development partners can be confident that any disclosed information remains secure and confidential.

Access to training

A4ID often runs training on legal topics designed to provide development partners with an introduction to a range of legal issues affecting their work. We are also developing a number of online training modules and tools to help development organisations use the law more effectively in their work.

Please note: development partnership does not include access to funding from A4ID, or its legal partners.

Legal Health Check

The A4ID Legal Health Check gives development organisations a comprehensive free report on their legal needs.

A4ID staff lawyers work with every development partner to examine and scope their legal needs. The A4ID Legal Health Check is an extension of this process, providing a more in-depth assessment for those organisations choosing to participate.

A team of lawyers from A4ID legal partners undertakes each Legal Health Check on a pro bono basis. They use a questionnaire developed by A4ID to understand the condition of the organisation.

Through analysing the information received in response, and through discussion, the lawyers identify which legal issues need to be addressed. Their assessment is defined in a written report, which the development organisation can then work through over time.

The Legal Health Check is free for A4ID development partners. However, it does require a significant investment of time to engage fully with the lawyers and respond to their questions. Organisations should make sure they are prepared to commit this time using appropriate staff. A4ID can help you decide whether your organisation is at the right stage to undertake the Legal Health Check and whether you have the capacity to participate.

For those who do, your input should ultimately pay dividends by preventing issues becoming costly, time-intensive problems. Furthermore, it will result in a structured document setting out the ongoing legal needs of your organisation which can be used as a benchmark for the future. In summary, getting things right at the outset will help to ensure your organisation is sustainable, both in the immediate and longer term.

In-house lawyers' knowledge sharing

A4ID's in-house lawyers' knowledge sharing scheme brings together in-house lawyers at international non-profit organisations (INGO lawyers) and in-house lawyers at large companies. The objective is for them to share practical ideas about how to respond to the myriad, complex issues facing INGO lawyers.

The mentoring process provides support for INGO lawyers but does not involve the provision of legal advice itself.

The relationship between participants is one of peers. Usually, the pairing will be between one INGO lawyer and one in-house corporate lawyer, although it sometimes makes sense to involve larger numbers.

In-house corporate lawyers do not have the capacity to advise. Accordingly, A4ID accepts no responsibility for any loss which may arise from reliance on information, guidance or documentation provided by one party to the other as part of the mentoring process.

Partnership expectations



We ask that everyone seeking legal help through A4ID reads this document prior to submitting a project request.

We expect development partners to work with us in accordance with the information set out here, unless otherwise discussed and agreed.

- Development partners must comply with A4ID's Governing Code, which can be found on page 29.
- Once you ask for assistance, it is important that you communicate promptly with A4ID, and the lawyers we introduce you to, including responding to requests for information, and telling us if circumstances change or if problems arise.
- We expect development partners to treat the legal support they receive through A4ID in the same way that they would other in-kind support, including providing

feedback to us in the timeframe and manner requested (usually one phone call every six months until the work is completed). We are required to demonstrate our impact, and report to our donors (including institutional partners and law firms). Feedback from our development partners is therefore crucial if we are to carry on delivering our services effectively.

- Please ensure that you inform us of any significant changes to your organisation's goals, activities and structure. This helps us to provide relevant and useful support for your work.
- Please update us as soon as possible if the A4ID contact person at your organisation changes.

Legal services available pro bono

Legal programmes and tools

Making lawyers and the law integral to part of your work

Past projects:

- Developing an online platform containing legal information about the reproductive rights of young people across the world
- Training government officials on how to negotiate extractive sector contracts more effectively
- Protecting witnesses in the Rwandan Gacaca courts
- Distributing plain language guides to relevant legislation to community groups
- Providing information to nomadic people groups on land rights so they can respond to incursions
- Enabling round-the-clock advice to NGOs and least developed countries during the climate change negotiations

Campaigns

- Using the law in your campaigns and advocacy; supporting your beneficiaries to uphold their rights
- Preparing proposed legislative changes so they are written in the correct terminology and with awareness of the existing legal context
- Undertaking research on the laws of different countries, so that you or your partners can advocate for change
- Understanding the current legal position & recent cases to plan your campaigns
- Finding out the law on proposed protests, copyright infringement (when using company logos) and defamation (when campaigning against an organisation)

Previous project:

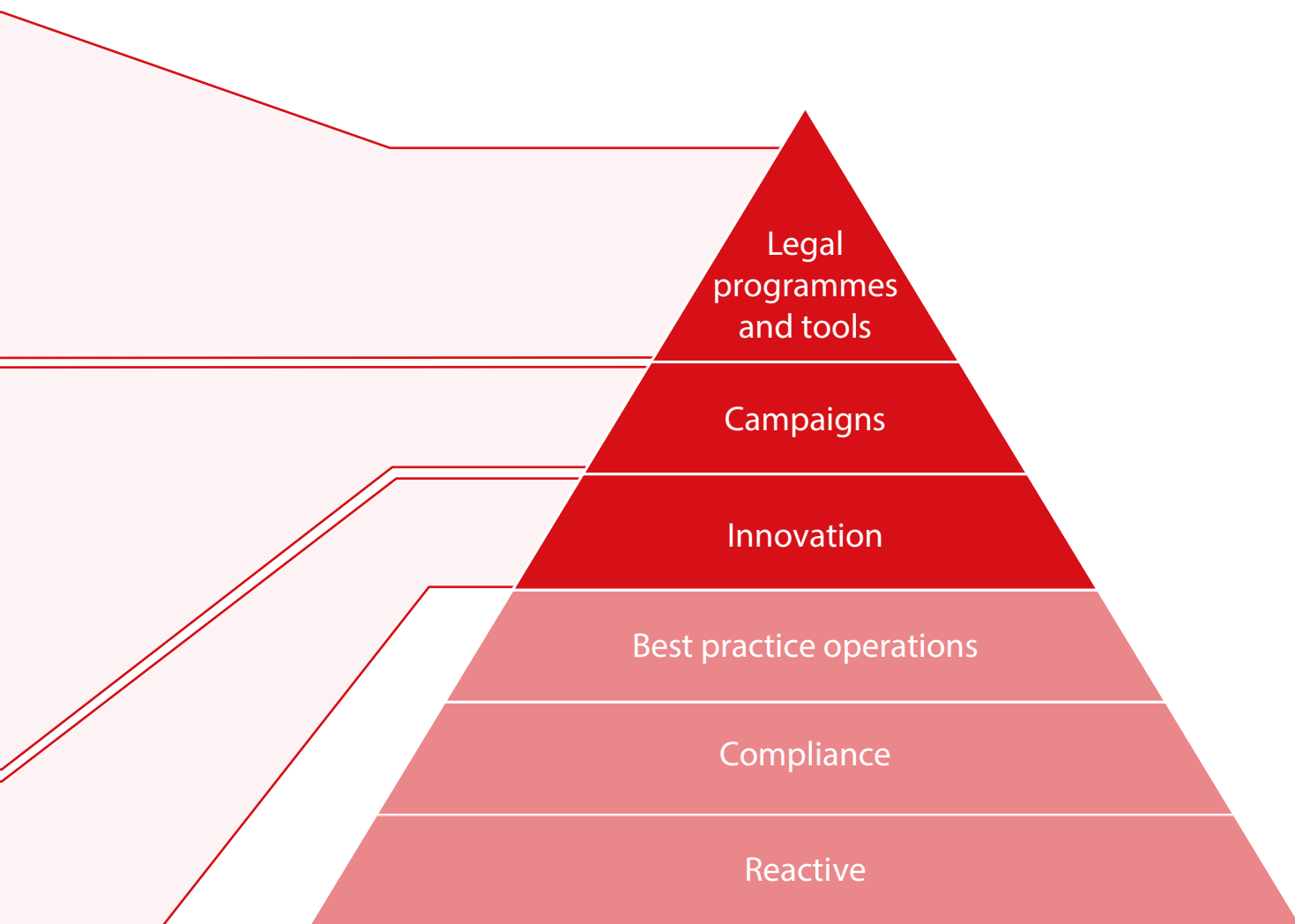
Research assistance to a Danish human rights NGO working for corporate accountability in central Africa with regards to their campaign for greater transparency and accountability for companies listed on the Swedish Stock Exchange.

Innovation

- Thinking differently about challenges; getting savvy advice to solve problems
- Creating new financial models for your organisation and those it works with (e.g. micro-entrepreneurs, SMEs & social enterprises in developing countries)
- Developing model legislation for countries to adopt
- Introducing new ethical product standards
- Setting up effective commercial dealings and partnerships with corporations

Previous project:

Advice and assistance regarding debt finance agreements, in order to alleviate the financial constraints on an international charity committed to the remedy and prevention of malnutrition in communities worldwide.



A4ID encourages its partners to take full advantage of the wide range of legal services that are available through our pro bono service. Although many of our partners first seek legal support through A4ID for reactive advice in response to a crisis, we work with our partners to help them avoid and mitigate future legal risks and go even further: to fully integrate the law into their work.

Legal services available pro bono

Best practice in operations

- Developing good processes before they are needed
- Understanding contracts, loans and leases before signing
- Considering intellectual property protection
- Preparing partnership agreements before working with new organisations
- Reviewing employment manuals regularly

- Getting advice about the laws where you operate, not just about your HQ country

Previous project:

Advice on steps to take in order to protect the logo and intellectual property of the brand of a non-profit organisation registered in South Africa.

Compliance

- Meeting legal and regulatory requirements
- Getting legal advice on the basics, rather than trying to create your own documents
- Ensuring privacy and data protection rules are followed
- Mitigating risks to safety of staff and volunteers

- Understanding the meaning of funding contracts

Previous project:

Advice to a UK registered charity on options for registering a non-profit entity in China, including issues relating to tax, governance and restrictions on sending funds in and out of the country.

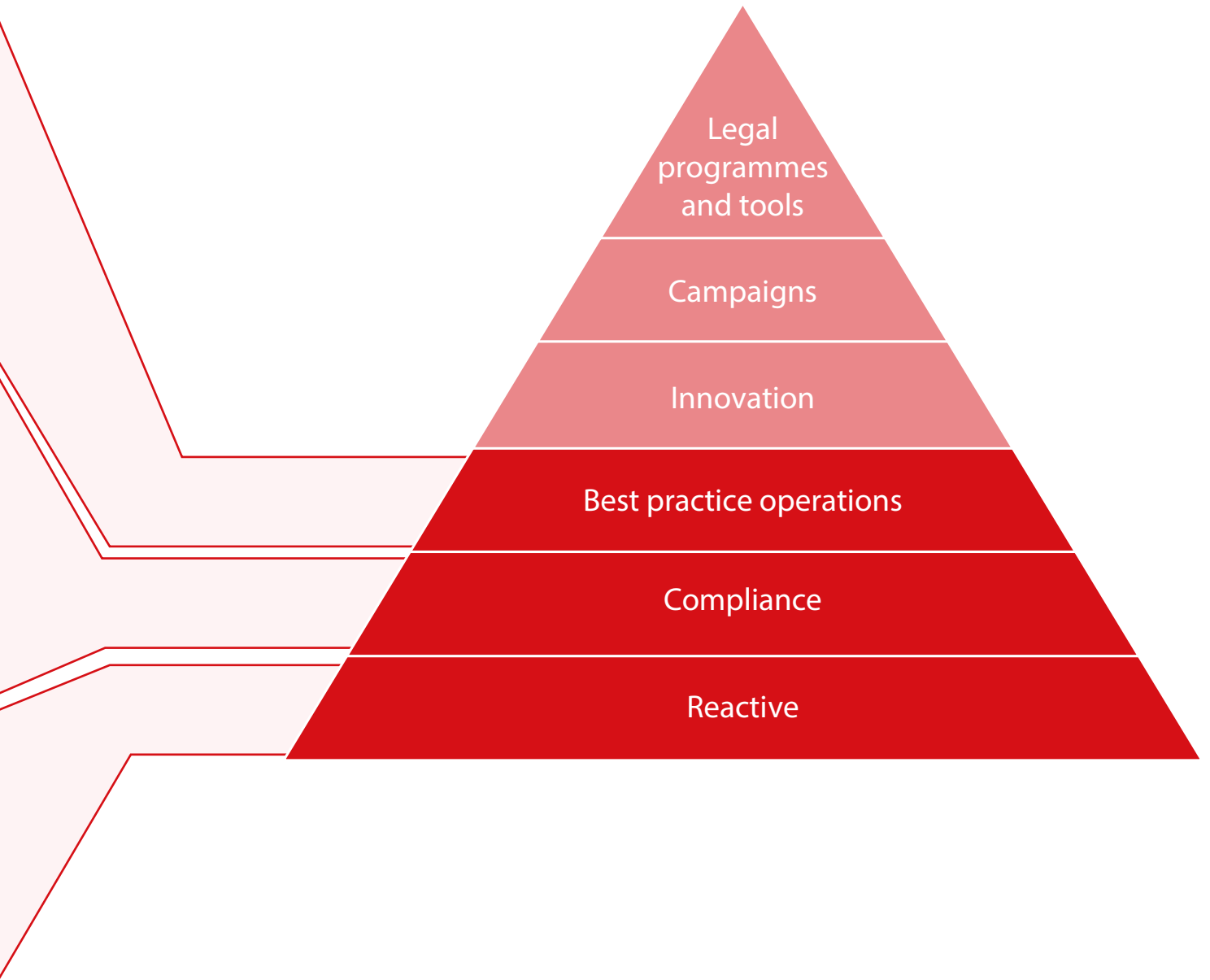
Reactive legal assistance

- Responding to emergencies and crises
- Settling a dispute with a contractor or supplier
- Responding to a query from the tax authorities
- Dealing with a claim by an injured volunteer

- Getting payment from a recalcitrant funder!

Previous project:

Advice to a non-profit on a dispute with its photocopying supplier over non-payment of an agreed rebate.



Working with A4ID

Before requesting legal assistance



To encourage positive and effective working relationships between our development partners and legal partners, we have outlined details of A4ID's project allocation system and tips for making the best use of your lawyer.

Before you submit a request to A4ID, please bear in mind that we operate a broker service for those organisations pursuing the Sustainable Development Goals. If you are unsure about whether your need falls within this remit, please contact us.

After submitting a request to A4ID, please do not look for lawyers in other ways until at least two weeks after the request is circulated to A4ID's legal partners, or as otherwise agreed with A4ID.

As soon as a request for assistance is made by a development partner, A4ID will start preparing the request for circulation to our network of lawyers. Once this is done, lawyers will then decide whether they are able to take on the piece of work and will begin putting an appropriate legal team together.

Planning and resources

Engaging with lawyers will require commitment on the part of development partners. Lawyers will need to spend time with you throughout your relationship to learn about your request and your specific needs so that they can ensure that they are able to advise you correctly. Before approaching A4ID, please make sure that you have set aside the necessary resources to engage with your lawyers and respond to their requests.

We encourage you to work closely with A4ID to plan your request for assistance and ensure that upon allocation of your request, someone from your organisation/department will be available to work with the lawyer.

If you are unsure about how much time and resources to allocate, please contact A4ID to discuss this.

Working with A4ID

Before requesting legal assistance

Possible costs

Although A4ID's legal partners will not charge you for the provision of legal advice, you may, on occasion, be asked to pay for disbursements. For example, you may need to pay a fee to register a document with a government department, or to start court proceedings.

Please discuss the issue of possible disbursements with your lawyer at your initial meeting. Your lawyers will be able to explain what the likely disbursements may be, and agree a plan with you how best to deal with them.

Finding a lawyer

A4ID sources lawyers to provide free legal advice and assistance to its development partners. While we make every effort to find an appropriate lawyer, there are times when we are unable to allocate a project. This can arise for various reasons - for example, there is no lawyer available to deal with the request at that time, or they have a conflict of interest that prevents them from acting. If a project is not placed in

the first week, we will automatically circulate the request again the following week. After this time, if we are not able to source a lawyer from our network to assist pro bono, we will let you know and will withdraw the request from our circulation list. At this stage we can, with your consent, seek to refer your request to other lawyers who may charge for their services, either on a full or reduced fee basis.

Description of Work

For each request for assistance, we ask that you complete a Project Summary Form, which is used to decide whether they can take on your work. (The form can be found on page 28). This summary should be no longer than one page and must contain the key information relating to your request.

In advance of submitting a bid to assist, A4ID's legal partners need to be able to assess, as accurately as possible, the type and number of lawyers that will be required to advise you, as

well as how long your work will take. For this reason, when you complete the Project Summary Form, it is very important that you ensure that your request is clear and specific. This will allow the matter to proceed as smoothly as possible.

For requests from governments, we ask that the Project Summary Form be accompanied by a memorandum of up to one page in length setting out the ways in which you believe the work to which the lawyers would be contributing is helping to further the UN Sustainable Development Goals.

Working with A4ID

Preparing a request for legal assistance

Time estimate

A4ID aims to scope, circulate and allocate requests for legal assistance as quickly as possible. To ensure a smooth and efficient process for all involved, we ask that you keep the following timetable in mind when referring requests:

Monday	Tuesday	Wednesday	Thursday	Friday
	Draft Project Summary Form to A4ID by DP	A4ID finalises Project Summary form with DP		
Project request circulated	Legal partners (LP) may bid for project			
LP selected; DP notified.	Formal letter sent to DP & LP by A4ID			
If a project receives no bids, A4ID will re-circulate the project once. The DP will be notified on the following Monday if no bid has been received.				
DP = A4ID Development Partner			LP = A4ID Legal Partner	

Prior to circulation, the days in the above table are the last days on which the event should occur to ensure that the project will be circulated according to the timing in the table.

Working with A4ID

Preparing a request for legal assistance



For straightforward requests, we aim to complete the scoping, circulation and allocation within three weeks. For more complex work, it may be necessary for A4ID to invest significantly more time before a matter can be circulated and allocated.

It is important to be realistic and flexible with your deadlines because lawyers have to take this work on in addition to their paid work. While it will be given equal priority once taken on, a short deadline may deter a legal partner from agreeing to accept your request in the first place. The more time that A4ID's legal partners have to deal with your request, the more chance we will have of successfully placing it.

All those who receive A4ID's requests for assistance have signed a Confidentiality Form. Lawyers are bound by professional conduct rules that include an obligation not to disclose

information about a client's legal matter. If your request is particularly confidential, we can discuss with you whether it is appropriate to make it anonymous prior to circulation.

Allocation

Once your project has been allocated to a legal partner/s, A4ID will send an email to introduce you to the lawyers who will be acting for you.

We will also send you a letter to confirm the referral. Please sign and return the letter to A4ID, as it requests, so that we have a clear record of your instructions about promotion of the assistance provided to you.

Once introductions have been made, you will have a direct lawyer/client relationship. We encourage you to contact your lawyers at this point so that the work can commence.

Working with A4ID

Preparing a request for legal assistance

After a matter is allocated

What lawyers may request

Lawyers are regulated by authorities that govern their professional conduct and require them to comply with various obligations. They may need to obtain copies of the following documents before they are able to provide you with any advice:

Governments

- Full name and address of contact person
- Nature and status of entity
- Names of directors or managers

Development organisations

- Certified copy of passport of one or more directors/trustees, or those responsible for overseeing the request (an original may be requested in some circumstances)
- Certified copy of a utility bill of one or more directors/trustees
- Certified copy of company documents (memorandum and articles of association)

- Certified copy of evidence of legal and beneficial ownership (certificate of incorporation and registration with Charity Commission, if a UK charity)

These are needed by the lawyers to make sure that they comply with their professional obligations to “know their clients”, and meet the standards set out in anti-money laundering and anti-financing of terrorism legislation. Lawyers may also, on occasion, carry out a comprehensive risk analysis in accordance with their professional obligations.

We ask that you prepare the above documents in advance of circulation of your request to ensure that, upon allocation, the lawyers can start to advise you as soon as is reasonably possible.

Lawyers may request permission to include details about your matter in their marketing and related material. This helps them to demonstrate to their clients and staff the impact they are seeking to have in their community. You do not have to agree to this if it is not appropriate.

If anything goes wrong

If you are not happy with the service the lawyers are providing, you should first try to resolve the matter with the lawyers involved, including the partner responsible for the matter.

Their contact details will be in the letter sent to you by A4ID and your letter of engagement, if you are advised by a law firm. The lawyers may also tell you who to contact if there is a problem.

If none of these routes work, or if you would feel more comfortable having us involved, please contact A4ID to discuss your concern and we will do our best to assist.

Working with A4ID

Preparing a request for legal assistance

Communication

Lawyers must be able to contact you for the duration of the project. Therefore, please ensure that there is someone who can take decisions about the work if you are absent at any point during the project.

If you leave your position, you will need to tell A4ID, and the lawyers who will be responsible for the matter when you are leaving, and who will continue to be responsible for managing the work going forward.

After the matter is finished

A4ID would like its work to benefit as many organisations as possible involved in international development. For this reason, we ask you to consider if you are prepared to share the advice you have received with A4ID's other development partners, or to make the impact of the advice publicly known.

Before doing this, we strongly recommend that you discuss this decision with your lawyers. Although ownership of the final advice rests with you, your lawyers can help you to think through any implications of disclosing that advice. There may also be good reasons why the law firm would like you not to disclose to the public that it has acted for you, so please also ask your lawyers whether or not they want to be acknowledged on the advice.

If you decide you no longer need the advice requested, please let A4ID and the allocated legal team know about this immediately. Time for pro bono work is limited: if you no longer require the advice, the lawyers' time can be freed up to assist others.

Finally, be open and realistic about the time that tasks will take and manage your lawyers' expectations about when you will be able to respond to their requests.

It is very helpful for A4ID and the lawyers involved to learn about the impact of their advice on our development partners and their programmes. Feedback can be a very powerful tool to engage more lawyers in pro bono work.

We will be in contact during (depending on the length of the project), and after, the completion of your project so you can provide feedback on the lawyers' work and its impact.

We ask you to treat the pro bono legal advice you receive as you would any other in-kind support, and to provide the feedback in the format and timeframe requested by A4ID.

Examples of A4ID's projects

Enabling Social Investment

A group of enterprise creation organisations working in developing countries was working to raise \$1.5m in debt financing to establish a fund in an African country which would help farmers and micro-entrepreneurs start their businesses. An investor approached the group willing to invest in the project, and the group required assistance to prepare a suitable loan agreement quickly and to ensure its interests were protected. A4ID lawyers with experience preparing debt financing agreements were able to produce a template document and ensure the contract was suitable for the relationship between the investor and the group.

Protecting indigenous communities

An organisation that supports indigenous people of the world's rainforests requested legal advice on a new forest code that had been brought into force in the Central African Republic, in order to assess the extent to which it provided for and protected the rights of forest communities and enabled them to become involved in forest management. French lawyers advised on the code and provided assistance in training civil society organisations on its content.

Advice to ACP countries on trade

A4ID worked with the Africa, Caribbean & Pacific (ACP) countries, and with leading development organisations, to provide legal support and training to senior government officials.

Through A4ID, international trade lawyers from Brussels delivered training to developing country trade negotiators involved in the Economic Partnership Agreement (EPA) discussions on investment trends and capital flows, financial transactions and instruments, foreign direct investment and Trade Defence Mechanisms such as anti-dumping, anti-subsidy and safeguards. This enabled those present to better understand the intricacies of EPA negotiations and to secure a better deal for their countries.

Negotiation and drafting of partnership agreement

A charity supporting small-scale entrepreneurs in the developing world requested legal assistance regarding a partnership agreement with a bank that was interested in gaining access to the microfinance market. A4ID lawyers acted for the charity to enable it to bring entrepreneurs and banks together to help them collaborate in order to achieve recognised development objectives.

Examples of A4ID's projects

Understanding duty of care obligations on humanitarian agencies

An organisation that develops strategic policy tools to address complicated security challenges for the benefit of humanitarian organisations requested a legal review of the duty of care obligations on humanitarian agencies. Lawyers from the UK, the US, Sweden, Switzerland, France, Germany and Italy set out, in relation to their jurisdiction, the extent of the duty of agencies towards their expatriate and local employees, contractors and volunteers working in dangerous overseas environments. This enabled the organisation to inform others of their legal obligations and to share best practice on risk management across the sector.

Reforming women's treatment in the criminal justice system

A prison reform NGO wished to examine the experience of female victims of domestic violence when sentenced for crimes against their abusers. Through A4ID, a law firm analysed the law and court practice in 9 countries across 5 continents, and reported on the need for changes in sentencing practices and best practices which could be adopted. The lawyers also assisted in presenting the study with the NGO to the UN Crime Commission in Vienna.

Reporting on domestic and international anti-discrimination laws

An organisation working towards sustainable development in South America, Asia and Africa requested a summary of the law in the US, a Caribbean country, Europe, Mexico and a Latin American country on the rights of external migrants and the obligations of governments to protect those migrants from discrimination. Lawyers from Germany, Brazil and the UK provided a comprehensive report of these matters, covering labour rights, health and citizenship/nationality and detailing the extent of ratification of the international conventions relating to discrimination.

What are my organisation's legal needs?

Sometimes, it can be hard to know what legal needs your organisation has. These are some questions to help you consider how lawyers might assist you through A4ID.

- Have you been advised by a lawyer on the contracts and loan agreements you enter into?
- Are you discussing the involvement of companies in your work? e.g. are you planning a joint venture?
- Have you had advice on your risk management processes?
- Are you sure that your policies comply with the law? Do you need help to write policies on employment conditions, health & safety, anti-corruption measures, or anything else?
- Would it help your work to know what the laws are in other countries?
- Would it help to know how international legal principles apply to your work, or to the people you work with?
- Are your country's laws known to those who need to know them? Would it be helpful to have a simplified guide to those laws written?
- Would it be helpful to have summaries of legal cases?
- Do you need help on governance?
- Do you know what your responsibilities are for your employers, contractors and volunteers?
- Do you need a document checked to make sure it does not defame anyone?
- Are you confused about your tax obligations?
- Are you buying or leasing new premises?
- Do you need research done on an area of social, economic or cultural rights?
- Are your publications up-to-date with current law?
- Are you considering new financial structures for funding your work?
- Do you need to understand international or national environmental laws?
- Do your staff or others you work with need training on an area of law (or anything related to the other questions above)?

Placing Projects

Types of projects that are usually easier to place include:

- Projects for banking, corporate, tax and finance lawyers (e.g. creating new financial models or setting up financial relationships including debt, equity or social investment structures).
- Any projects relating to microfinance work.
- Advice on resolving disputes.
- Research projects that have long time frames and are easy to divide into chunks, and other large-scale, desk-based work.
- Work relating to climate change, energy-saving and environment-related laws.
- Summaries of court cases in a certain area of law, if working towards a bigger strategic objective.
- Work that relates to the operations of big business, but that is not confrontational or activist in nature.
- Setting up agreements with corporate entities (e.g. a joint venture between an NGO and a corporate to provide goods or services).
- Any type of project that has a clear connection to the Sustainable Development Goals (in itself, not just because of the organisation requesting it).
- Advice on what the law is for a particular issue (e.g. complying with data protection law) across many countries.

Requests that are usually harder to place pro bono include:

- Projects with the likelihood of unlimited representation in court (but if it can be limited, then it is possible).
- Projects with large corporate entities on the other side, or generally affected by the work.
- Advice about charity law (e.g. reviewing constitutional documents, governance), immigration law or child protection law.
- Help in establishing or registering a non-profit entity.
- Work for a social enterprise where it is possible that those involved will eventually make considerable money from it.
- Work that requires a lawyer from a least-developed (particularly recent post-conflict) country.

Project summary form

This is the form used as a template for the Projects circulated by A4ID each week.

Project Title e.g Advice to [Development Partner] re [subject matter]	
Overview	<p>Description of NGO/IGO requesting assistance and details of its work: include the type of legal entity that will be the client</p> <p>Background: why legal input is required - historical background, subject matter, abuse of rights, lack of access to lawyers, geographical location etc.</p> <p>Sustainable Development Goals: How will the request help to further any of the 17 UN Sustainable Development Goals? (see: https://sustainabledevelopment.un.org/sdgs)</p>
Description of work	<p>What type of advice/assistance is required – e.g. Legal research, review of contracts, support in negotiations, training, legal opinion etc.</p>
Use and Likely Impact of Assistance	<p>How will the advice be used? e.g. As a lobbying tool, for internal know-how purposes, as part of litigation etc.</p> <p>What impact do you hope the advice will have for your organisation and for those you seek to help? e.g. enable sanitation project to proceed, change the law and prevent violence against women, increase professionalism of operations, save money for core activities</p>
Parties involved	<p>It is necessary to include names of any companies and governments involved so that lawyers can check for conflicts. Lawyers give independent advice and cannot act if there is a conflict with an existing client. Names of NGOs or coalitions of NGOs should also be added where possible.</p>
Timescale	<p>Please provide details of your deadline. Please give as much notice as possible (ideally one month or more) as this will increase the likelihood of a lawyer being able to assist. If your deadline is less than one month, please give a reason for the urgency.</p>
Team	<p>Legal skills required. A4ID can assist you with this section.</p>

A4ID Governing Code

A4ID's broker service



This Governing Code sets out how A4ID and its legal and development partners participate in A4ID's pro bono broker service.

Through its broker service, A4ID refers requests for legal advice and assistance to its legal partners. These requests are known as 'projects'. A4ID facilitates the provision of legal advice and assistance by legal partners to development partners.

Legal partners include law firms, barristers' chambers, corporations and government departments with in-house lawyers, legal academics and individual members of the Bar.

Development partners include but are not limited to developing country governments, development NGOs, inter-governmental organisations, developing country bar associations, community groups, social entrepreneurs and social enterprises.

Unless otherwise clearly and explicitly agreed in advance with A4ID, all legal advice and assistance carried out through A4ID is conducted on a pro bono basis.

The client/lawyer relationship will be between the legal partner involved and development partner on whose behalf work is referred. A4ID does not carry out any legal work.

A4ID's legal partners acknowledge and agree that in the event of any claim being made in respect of a project on which they work, they will not seek to claim against or join A4ID, its directors, trustees or officers or their employers in any action.

A4ID's development partners acknowledge and agree that the legal partners to which they are referred are solely responsible for all legal work on projects.

A4ID Governing Code

Quality standards



Those legal partners that take on project work with A4ID agree to do so on the same basis as they take on fee earning work except no charge will be made for the legal services. No distinction will be made by them between fee earning and pro bono work as regards the professional standards to be applied. All work will be properly resourced, with the right mix of skills and gearing to effectively manage the work within the time frame and to the project requirements of the development partner.

A4ID Governing Code

Project letters

For each project, A4ID will produce a project letter to the legal partner and to the development partner:

- Confirming which legal partner will do the work and providing contact details for those involved;
- Outlining the development partner's general requirements;
- Indicating who the development partner contact is for the particular matter; and
- Noting the A4ID project contact who will be responsible for assisting both partners with any relationship issues.

For each project, any law firm carrying out the work will produce and send to the development partner (who will be their client) their own letter of engagement outlining in detail all the terms on which work will be done. This will include:

A description of the work to be done;

- Details of those lawyers who will be involved in acting on the development partner's behalf including details of who will have overall responsibility for the advice or assistance provided;
- The circumstances in which the relationship can be terminated;
- Confirmation that work will be pro bono and whether there will be any charge for expenses and, if so, which expenses;

- Confirmation of whether and, if so, to what extent, the firm's liability to the client is excluded and/or capped; and
- If relevant, the role of any in-house lawyers working on the project.

The letter and all communications to the development partner should demonstrate that the work will be done by lawyers who are adequately trained, have appropriate skills and experience and are properly supervised, and that the work will be done to the same professional standards as apply to paid work.

For each project where counsel is involved in accepting the instruction, counsel acknowledges and will confirm to the development partner:

- The circumstances in which the relationship can be terminated;
- Confirmation that work will be pro bono and whether there will be any charge for expenses and, if so, which expenses; and
- Confirmation of whether and, if so, to what extent, counsel's liability to the client is excluded and/or capped.
- All communications to the development partner should demonstrate that the work will be done by counsel who are adequately trained, have appropriate skills and experience and are properly supervised, and that the work will be done to the same professional standards as apply to paid work.

A4ID Governing Code

Accreditation and sharing information



A4ID recognises the importance of proper accreditation and use of work in line with the interests of the development partner, the legal partner and A4ID. All project information is treated as confidential by A4ID and its legal partners unless the development partner agrees otherwise. If relevant permission is given, A4ID agrees to mention the role of each partner in a project when referring to it publicly.

Although A4ID encourages its development partners to allow publicity about a project where appropriate, A4ID's legal partners agree not to mention a project publicly without the consent of the development partner, nor to make publicity a condition of acting pro bono unless that is agreed prior to being allocated the project by A4ID. If a legal partner does mention a project publicly, it agrees to refer to the role of A4ID in the project.

A4ID's development partners also agree not to make known the role of a legal partner in a project to any other person

or organisation unless the legal partner has agreed. If a development partner does mention a project publicly, it agrees to refer to the role of A4ID in the project.

A4ID's development partners agree that legal partners working on their projects may discuss the conduct of the project(s) with A4ID. A4ID agrees to keep confidential any information learned from any such disclosures.

Taking into account the paragraphs above, those who take on project work through A4ID acknowledge the benefits of A4ID maintaining and developing know-how from the transactions that it brokers. Those working with A4ID agree that where appropriate they will assist A4ID by providing it with project related know-how, for example, for use on its online resource centre, subject at all times to client confidentiality being maintained. A4ID recognises that it will usually not be appropriate to share advice specific to the circumstances of one development partner, especially where it might be mistakenly interpreted by others to apply to them.

A4ID Governing Code

Monitoring and evaluation



A4ID seeks to ensure it properly monitors and evaluates the services it provides, assessing the value and impact it is delivering as a charity, providing feedback to its funders and constantly improving its performance. To do this, it requires the support of its partners.

A4ID's development partners agree to treat the in-kind support provided through A4ID and by its legal partners with the same respect as they would treat financial support. Accordingly, development partners agree to provide comprehensive feedback to A4ID on each project for which lawyers are found, in a timely manner when requested. This will usually involve a phone call with A4ID for up to one hour every six months until the project is completed. A4ID will share this feedback with the legal partner(s) concerned so that they can appreciate the impact of their work and learn from any issues arising.

Should there be any problems or delays with the project, A4ID's development partners also agree to communicate promptly with the contacts provided by the legal partner (usually a Partner and/or CSR Manager.)

Should this not resolve the matter satisfactorily, development partners agree to contact A4ID immediately.

A4ID's legal partners agree to provide to A4ID the number of hours spent by their lawyers on A4ID projects on an annual basis when requested.

From time to time, A4ID conducts in-depth evaluations of its services. A4ID's development partners and legal partners agree to cooperate with A4ID in providing information about its services provided when reasonably requested.

Contact us



To become a development partner or to discuss how we might assist you, please contact us at probono@a4id.org or on +44 (0) 20 7250 8360

Advocates for International Development
49-51 East Road
London N1 6AH
United Kingdom



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Organisational Resilience

Choose life – we want to help our staff LIVE.

L is for LEADERSHIP

I IS for INVESTment, INFRASTRUCTURE AND INNOVATION

- INVEST in your staff at all levels.
- What sort of INFRASTRUCTURE are we setting up to achieve this investment and support? Do we have the right policies and procedures and are people aware of them?
- INNOVATION - necessity is the mother of invention. Resilient organisations are able to innovate in adversity.

V is for VULNERABILITY AND VALUES

- Risk is the product of vulnerability and hazard . How vulnerable are your staff? Are you increasing or reducing their VULNERABILITY by the way you treat them and set your terms and conditions?
- VALUES – what are your organisational values and are you really living them out? The DNA of your organisation – your values – should run the whole way through from how you treat the people you are serving to how you treat your staff.

E is for Self EFFICACY

Self Efficacy

Self efficacy may be thought of as the belief in ones agency and the ability to be a catalyst for change. (Harvard Business Review 2011/6)

Albert Bandura : Self efficacy shapes key human behaviours such as:

- The courses of action people choose to pursue,
- How much effort they put forth in given endeavours,
- How long they will persevere in the face of obstacles and failures,
- Their resilience to adversity,
- Whether their thought patterns are self-hindering or self-aiding,
- How much stress and depression they experience in coping with taxing environmental demands,
- The level of accomplishments they realize.

How do people learn self efficacy?

- Enable people to observe other successful teams and give them good role models.
- Put them in an environment in which they will succeed - particularly early in their career.
- Provide encouragement, support and mentoring.
- Provide basic training in how to manage personal stress.

Systems & settings in resilient organizations: Wrestling ICTs to serve community, learning & ease

In this world café session we will review & explore ways that ICTs (information communication technologies), including social media can help us:

- build virtual community
- promote cultures of learning
- increase ease & efficiency in our workplaces

Overview: In our fast paced technology laden world, ICTs (information communication technology), including social media, can often inundate & overwhelm us. In this session we'll look at wrestling back control & how we can put ICTs & social media into service to build more resilient organizations. Participants can opt to receive an electronic resource after the world café that summarizes the tools & techniques we discuss.

Facilitator: Lee-Anne Ragan, President of Rock.Paper.Scissors Inc., helps organizations laugh, learn & lead through customized trainings, which have been delivered to more than 20,000 participants in & from more than 80 countries.

On a personal note I believe:

- that creativity is inherent.
- being human means being socially responsible.
- for most of us, suffering is optional.
- for all of us, humour is our golden ticket.
- in differences that make a difference and similarities that are significant.
- that to see myself and others fully I have to get out of my own frame.

I think:

- the world could use more whimsy
- cookie dough should be a food group unto itself.

I know being Canadian rocks.

I'm passionate about making a living doing what I love; creating engaging workshops that help people laugh, learn and lead.

Suggested Process:

- Welcome & introductions
- Overview
- Dialogue & sharing
- Conclusion
- Optional: Post-conference follow-up

Some of the issues

- Overwhelm
- Fear
- Out of control
- Technical glitches
- It's for kids
- It's about cat videos
- Too complicated
- Takes too much time
- Where do I start?

Example tools

<http://ow.ly/T9jc306gw62>

1. Tools to build community- to research & listen

- [Google alerts](#)
- [Polleverywhere](#) (link to the tool itself) & [link to an example poll](#)
- [Google map](#) & link to an [example Google map with pins](#)
- [Needs & assets map](#)
- Other

2. Tools to promote a culture of learning

- [Word clouds \(Alternative\)](#)
- [Crossword puzzle](#)
- Alternative presentation program to PowerPoint: [Prezi](#)
 - [Example of a prez](#)
 - [Another example of a prez](#)
 - [Pole- prez is not longer free - so here are some alternatives](#)
- Other

3. Tools to increase ease & efficiency in our organizations

- [Compfight](#)
- [Google docs](#)
- Infographic options:
 - [Fiverr](#) & [Fiverr infographic company](#) (\$5)
 - [Piktochart](#) (free)
- [Timeline program – Tiki Toki](#)

Additional Resources

- **Books:** Extensive listing of the books we use in our trainings, divided by topic: creativity / innovation, training trainers, business development, humour, diversity and other; <http://www.rpsinc.ca/resources/astore.html>
- **E-newsletters:** Links to Rock.Paper.Scissors' e-newsletters with reviews of books, interviews & related resources, including ones focused on training; <http://rpsinc.ca/resources/rps-newsletter/> Sign up at <http://rpsinc.ca>
- **Blog:** training focused blog: <http://blog.rpsinc.ca>
- **Web Resources:** we use delicious, an online bookmarking site, to help keep track of online resources, including videos and websites. It is a dynamic link, that is, as new resources are added, you'll have access to them. The following link will give you access to thousands of free resources related to training, diversity, conflict related and other tags: <http://delicious.com/RPSInc/>



‘Peer Support’

Erin Lloyd
Counsellor, InterHealth

Peer Support:

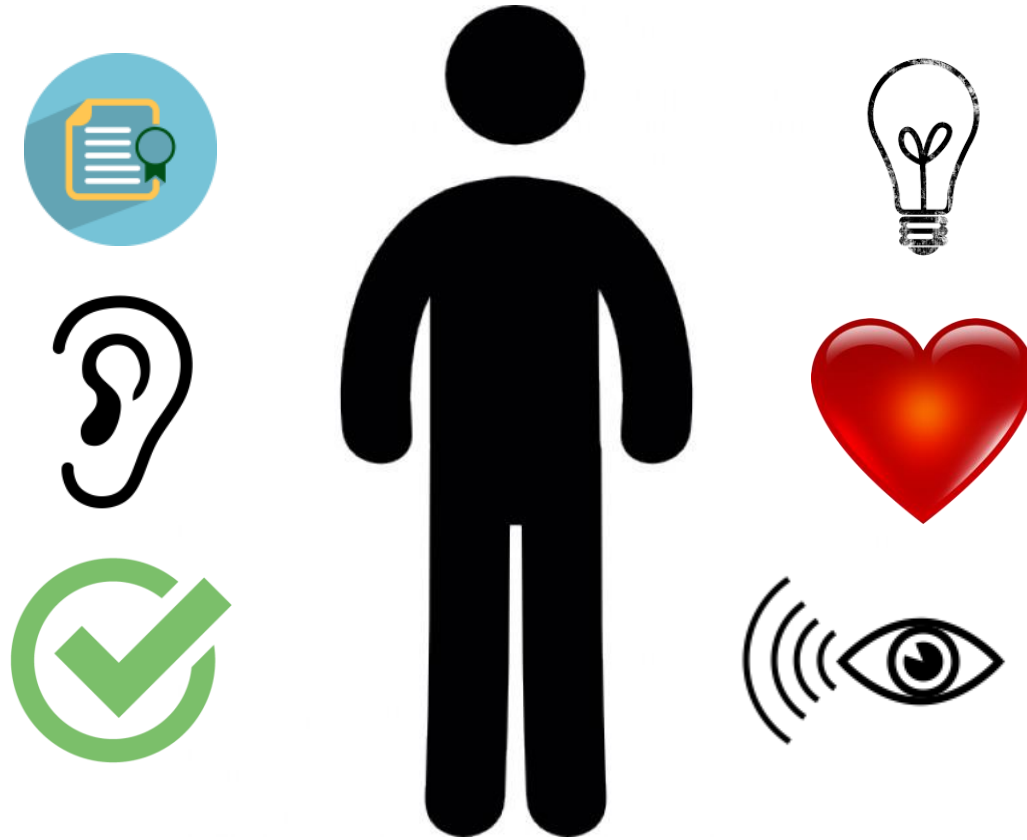
A Practical Way to Build Resilience

Presented by InterHealth East Africa

What is Peer Support?

Demonstration

What is Peer Support?



Peer Support Responder



Save the Children

InterHealth
Worldwide



WRAPS

Wellbeing, Resilience, and
Peer Support

A South Sudan Initiative





Save the Children

InterHealth
Worldwide



WRAPS

*A Focal Point presentation
on Stress and Resiliency for
local colleagues.*





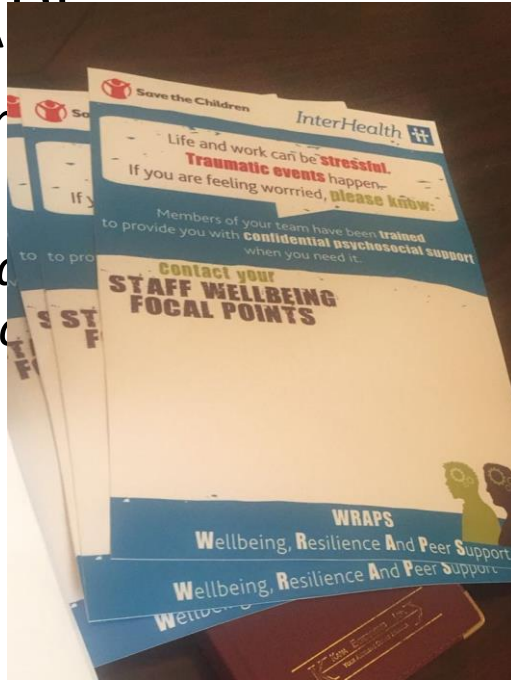
Save the Children

InterHealth 
Worldwide

WRAPS

*L: Poster
Points.*

*R: A Foc
present*

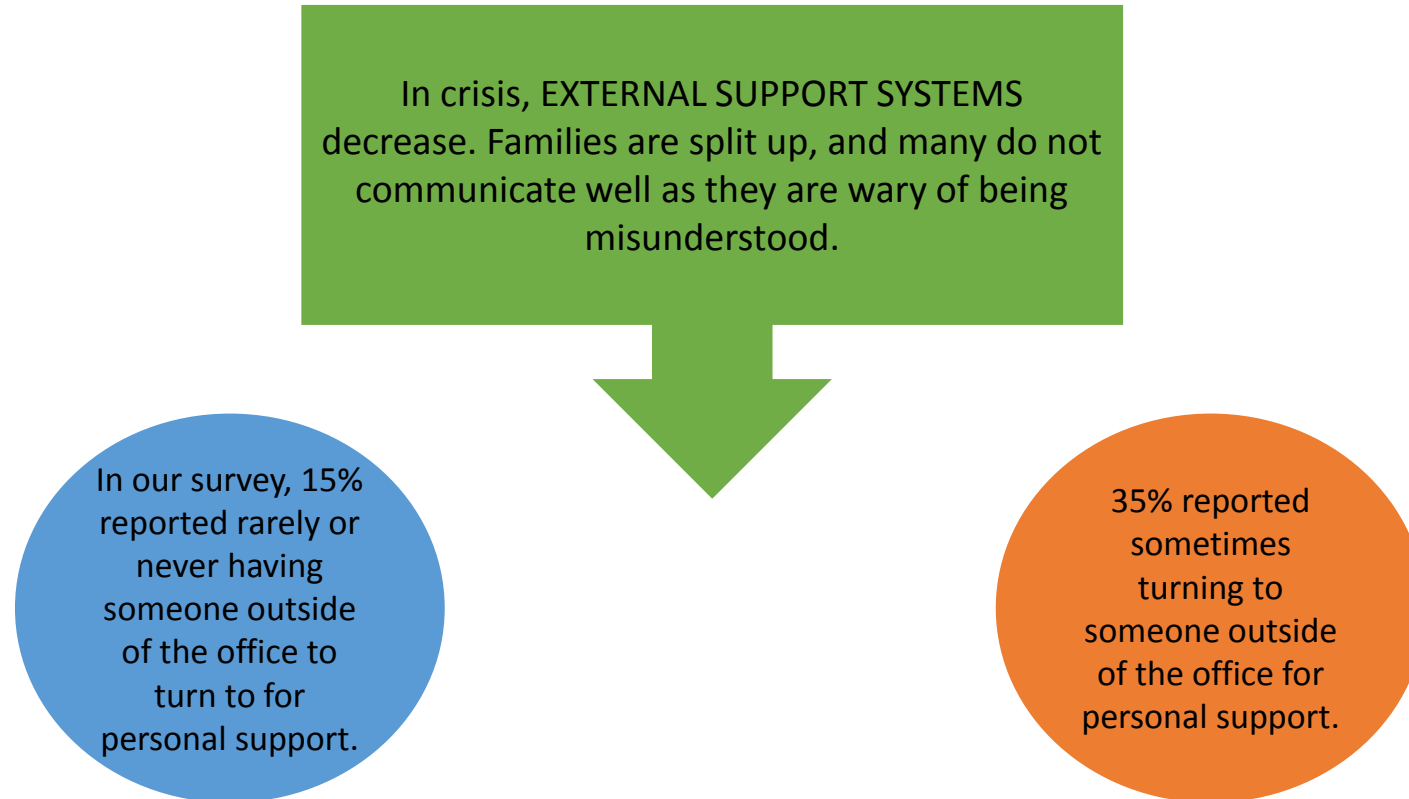


Why is Peer Support Effective?

The Facts

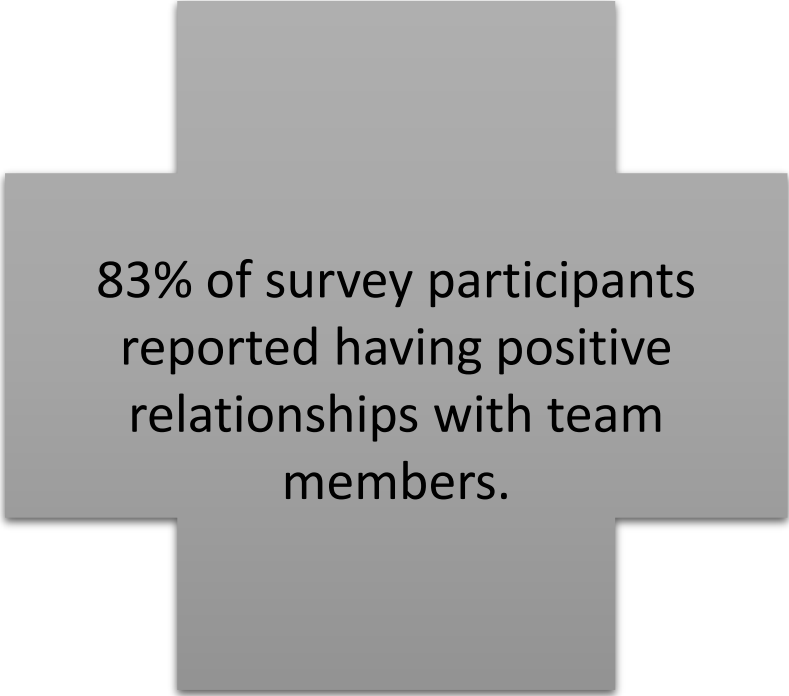
Why is Peer Support Effective?

The Problem.



Why is Peer Support Effective?

The Upside!



83% of survey participants
reported having positive
relationships with team
members.

Why is Peer Support Effective?

Builds Group
Cohesion

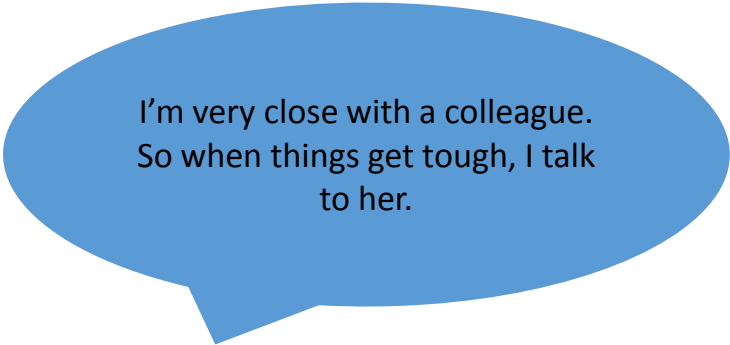
Relational
Trust

Access

Practical

Missing
Piece

Why is Peer Support Effective?

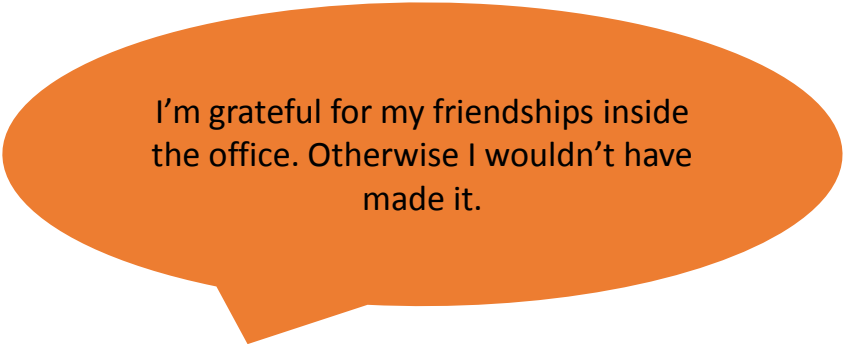


I'm very close with a colleague.
So when things get tough, I talk
to her.



Relational
Trust

Informal Relationships are a Key to Recovery!



I'm grateful for my friendships inside
the office. Otherwise I wouldn't have
made it.



Access

Why is Peer Support Effective?

After the Violence: Peer
Groups Naturally Formed

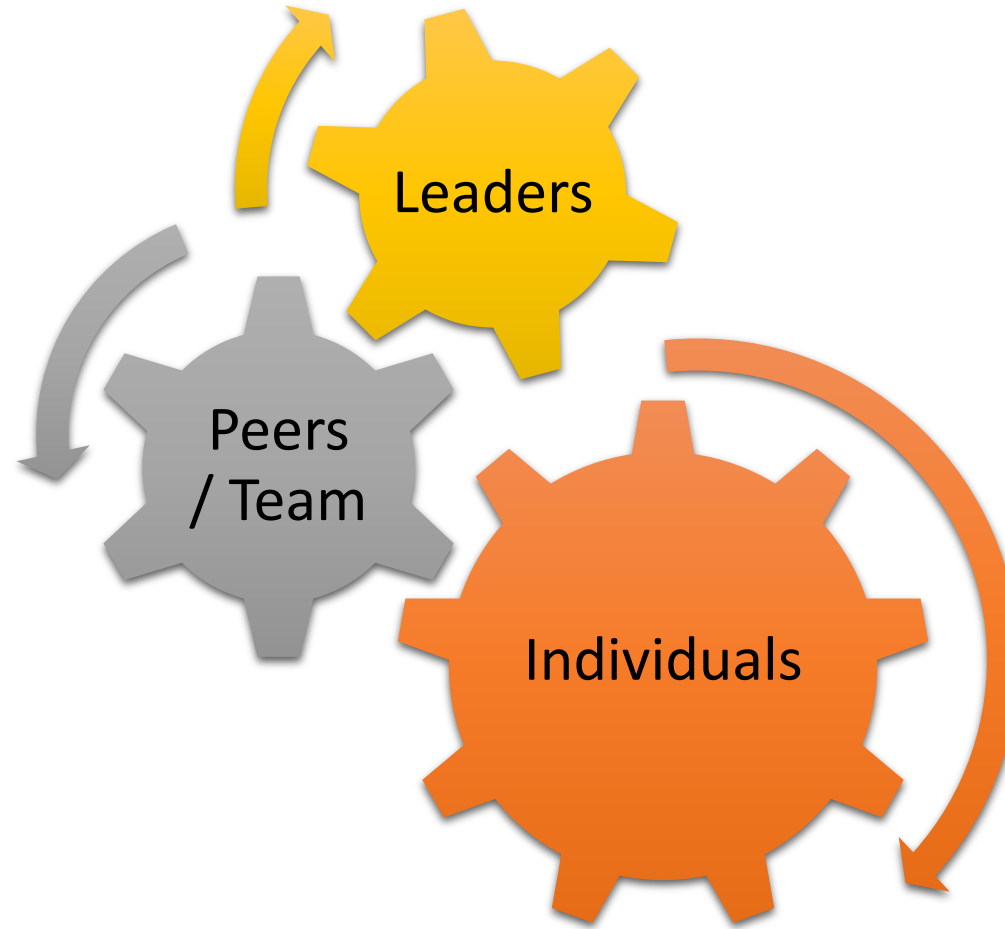
Peer Staff Care Council

Practical

Builds Group
Cohesion

Missing Piece

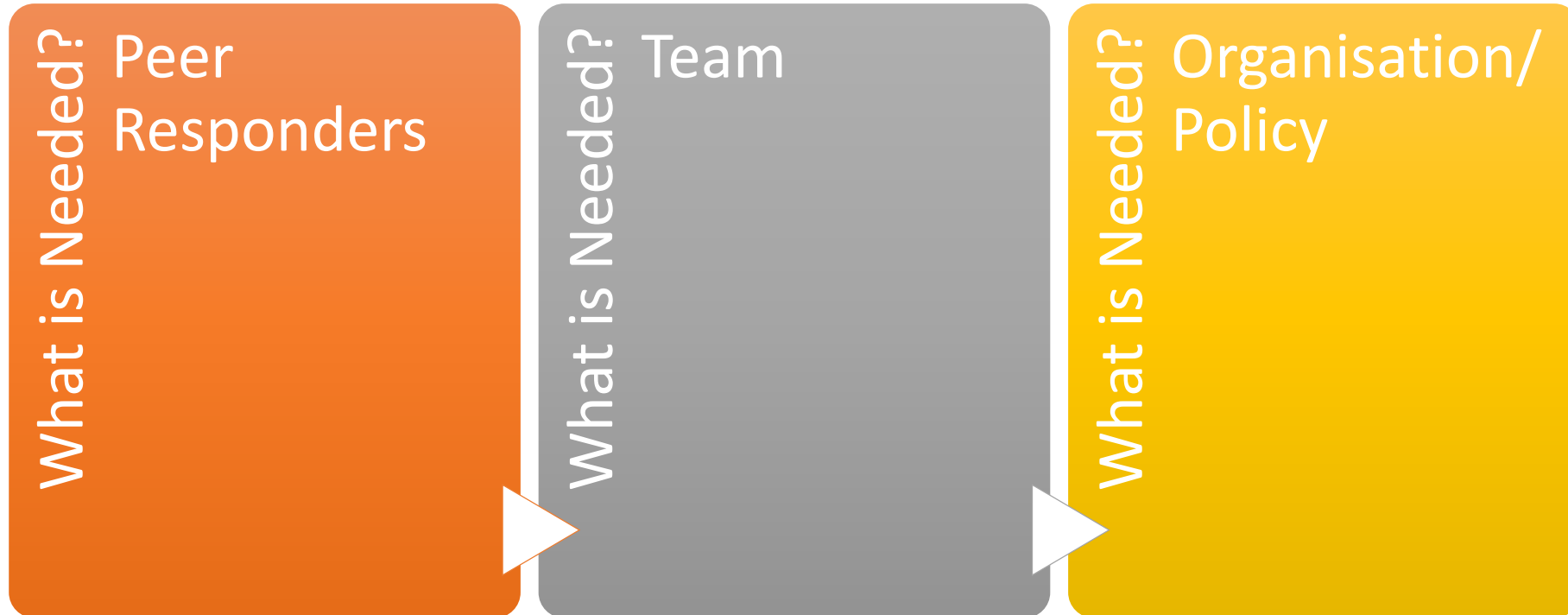
Why is Peer Support Effective?



Organisational Lens: How does Peer Support Work?

Lessons from InterHealth & WRAPS

Organisational Lens: How does Peer Support Work?



Organisational Lens: How does Peer Support Work?

Communicated

Confidential

Easily Accessed

Destigmatized

Structured

Sign Posted

What next?



Get in touch with questions about
staff care and peer support

Ask@interhealthworldwide.org



MARKETPLACE SESSION: CULTURE AND DIVERSITY

MARKETPLACE SESSION: CULTURE AND DIVERSITY

British Standard definition* of organisational resilience is

“The ability of an organisation to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper.”

*BS65000(2014)

SESSION OBJECTIVE

Discuss how principles of understanding culture and diversity in organisational resilience support humanitarian response to improve outcomes for affected communities

EXPECTED SESSION OUTCOME

- Identify four key tips for how organisational resilience might be strengthened by improving the ways culture and diversity issues are addressed
- A series of measures of how those improvements might impact the affected communities we serve

AN ILLUSTRATION

- START Network* initiative, funded as part of the UK DFID Disaster and Emergencies and Preparedness Programme (DEPP), has resulted in the development of a new Transforming Surge Capacity training.
- One of the modules is culture and diversity and a second is a classroom simulation exercise based on a previous HHR case study- Restless Development's response to the Ebola crisis in West Africa.

* <http://www.startnetwork.org/start-engage/transforming-surge-capacity>

MODULE OBJECTIVES: 1

Participants recognise and overcome differences between their personal cultural norms and those of others and work to overcome those barriers to effective aid.

MODULE OBJECTIVES: 2

Participants understand that power dynamics, both local and their own position of power as a member of a humanitarian NGO, affect approaches to cultural diversity.

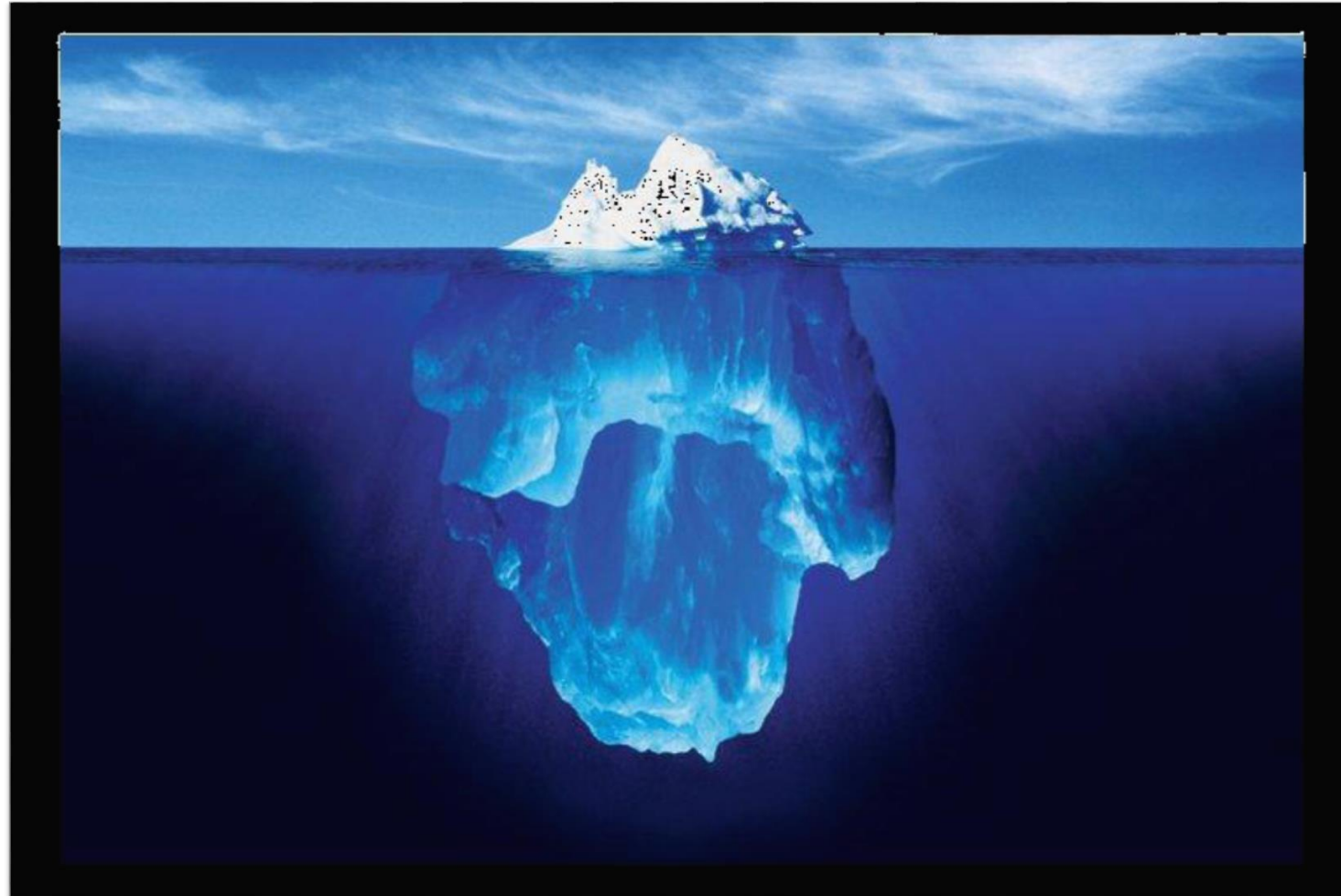
MODULE OBJECTIVES: 3

Participants display competence in appreciating and respecting cultural diversity, while having confidence to sensitively challenge accepted norms when appropriate.

VILLAGE OF 100



MAKING ASSUMPTIONS



QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

MAKING ASSUMPTIONS



THE QUESTIONS

- What tips would you give for how organisational resilience might be strengthened by awareness of, and response to, the ways culture and diversity issues are addressed?
- What measures might you use by which those improvements could impact the affected communities we serve?



Ann Start

ann@start-development.com



CHSAlliance

QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

MARKETPLACE SESSION: People

People: enhancing organisation resilience & duty of care:
the duty of care lens



By Christine
Williamson,
Duty of Care
International

Interactive session

- Introduction to duty of care – the carrot and stick approach
- Exploring good practice and minimum standards for duty of care using the people cycle
- The importance of duty of care for people and organisational resilience



The carrot

- Our people are our most valuable resource
- Valued and trusted employees are more likely to be engaged, committed and productive.
- The benefits of happy, secure and motivated employees far outweigh the cost of taking those reasonable and necessary steps to ensure their health, safety and wellbeing.
- Prevention is better than cure!
- We practice what we preach – we improve the lives of others whilst ensuring the wellbeing of our staff
- What further incentive does an employer need?



The carrot – what drives & motivates you

The stick (legal)

- Employers have a legal duty of care towards their employees to ensure the health, safety and wellbeing of their employees
- Demonstrating concern for the physical and mental health of your workers shouldn't just be seen as a legal duty - there's a moral duty and a clear business case, too.



Kenyan tort law: negligence



- Tort: derived from the French word meaning “mischief, injury, wrong, or calamity” from the Latin tortus meaning “twisted”
- In the law of tort, rights and duties are owed to everyone and by everyone
- A way to claim for compensation through the Kenyan doctrine of a Duty of Care - when one party is liable to another in negligence:
 - The defendant owes a duty of care to the plaintiff
 - The defendant made a breach of that duty
 - The plaintiff suffered damage as a consequence

Duty of Care International - your people matter

kenyalawsonline.blogspot.co.uk/2013/06/kenya-tort-law-negligence.html

Kenyan tort law: negligence



Three-part test for duty of care:

- Harm must be a "reasonably foreseeable" result of the defendant's conduct
- A relationship of "proximity" must exist between the defendant and the plaintiff
- It must be "fair, just and reasonable" to impose liability

Lord Atkin – “Love your neighbour enshrined in law”

Duty of Care International - your people matter

Want to
know
more:

duty of
care
case law

- Donoghue v Stevenson [1932] – snail in ginger beer (UK)
- Ruth Nthenya Kilonzo v Standards Chartered Bank Kenya [1997]
- Dennis v NRC [2012]

[Article: odihpn.org/blog/dennis-vs-norwegian-refugee-council-implications-for-duty-of-care](http://odihpn.org/blog/dennis-vs-norwegian-refugee-council-implications-for-duty-of-care)

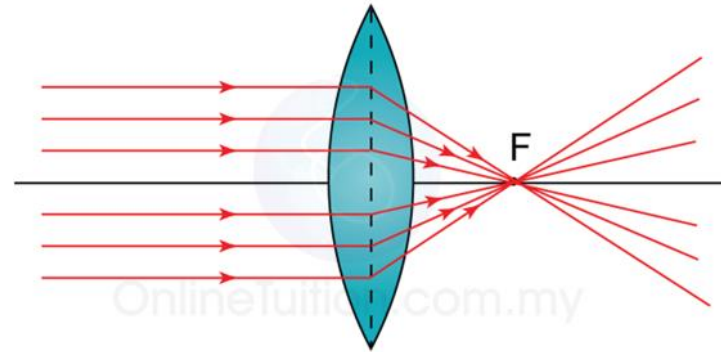
<http://kenyalaw.org/caselaw>





foreseeable
preventable
proximity
reasonable
fair, just

Duty of Care is the lens we look through when developing and reviewing all our policy and practices



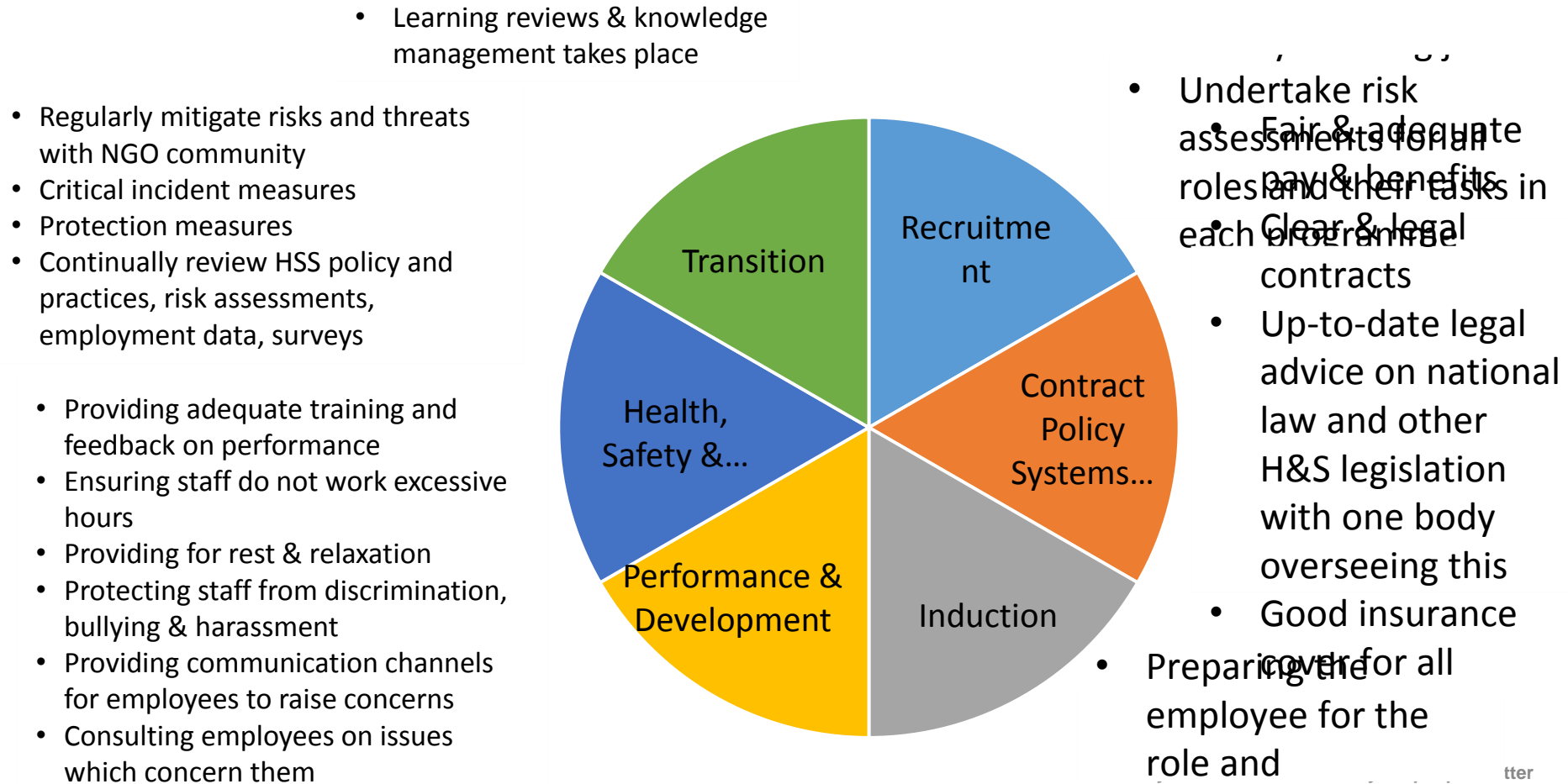
Duty of Care International - your people matter

Employee cycle & duty of care



Duty of Care International - your people matter

Starting point – the basic minimum standards



Minimum standards

foreseeable

preventable

proximity

reasonable

fair, just

A carousel of cheeses...

What is the minimum you want in place to improve your situation?

Move around to each cheese and add your minimum standard on a sticky note?

Duty of care – legal & moral

- Employers have a moral, legal, financial duty of care towards their people
- The duty of care responsibility: foreseeable preventable proximity, reasonable fair, just
- Employers must take all reasonable steps to ensure the health, safety and wellbeing of their people
- Demonstrating concern for the physical and mental health of your people shouldn't just be seen as a legal duty - there's also a clear business case
- Duty of care touches upon all aspects of an employee's experience with an organisation – from recruitment to exit; it is multi-dimensional and multi-layered
- Duty of care practices must be adaptable and in tune with a changing organisation; they must be continuously reviewed

Duty of Care International - your people matter

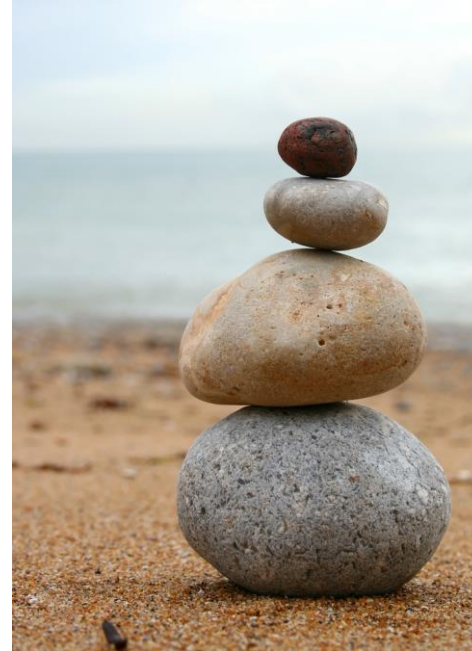


Organisational resilience

By using the duty of care lens, we
strengthen our organisational
resilience...

better for employees
better for the organisation
better for those you serve

Questions?



Duty of Care International - your people matter

Resources

dutyofcareinternational.co.uk/resources





CHS Alliance

QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT

Introductory Session on the Core Humanitarian Standard

Maxine Clayton – CHS Alliance, Regional Representative

Introduction to the Core Humanitarian Standard

<https://www.youtube.com/watch?v=3X2Tn6jZnEE>

What is the Core Humanitarian Standard (CHS)?

- Written collaboratively by HAP, People in Aid, the Sphere Project and Groupe URD;
- Broad consultations over 12 months with communities and people affected by crisis, NGOs and networks, governments, UN agencies, academics, and donors, overseen by a Technical Advisory Group;

What is the CHS? (continued)

- Published in December 2014;
- Replaces the 2010 HAP Standard, the People in Aid Code of Good Practice. Will also replace the Sphere Standard core standard section at the next revision, and will be incorporated in Groupe URD's Quality COMPAS.
- Can be used as a basis for verification of performance, using a specific framework and associated indicators.

The Nine Commitments of the CHS

1. Appropriateness and relevance;
2. Effectiveness and timeliness;
3. Strengthening local capacities and avoiding negative effects;
4. Based on communication, participation and feedback;

The Nine Commitments (continued)

- 5. Complaints welcomed and addressed;
- 6. Coordination and complementarity;
- 7. Continuous learning and improvement;
- 8. Staff supported to do their job effectively, and treated fairly and equitably;
- 9 Resources managed and used responsibly for their intended purpose.

Structure of the Core Humanitarian Standard

- The **Nine Commitments**;
- Supporting **Quality Criteria**;
- **Key Actions** to be undertaken in order to fulfil the Commitments; and
- **Organisational Responsibilities** to support the consistent and systematic implementation of the Key Actions throughout the organisation.

Definitions

Quality: The totality of features and characteristics of assistance that support its ability to, in time, satisfy stated or implied needs and expectations, and respect the dignity of the people it aims to assist;

Accountability: The process of using power responsibly, taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of such power.

CHS Guidance Notes & Indicators

A supplement to the Core Humanitarian Standard

Aimed at actors and organisations involved in planning, managing and/or implementing a humanitarian response

Provide guidance on how to meet each CHS commitment, explaining why each is important, and giving examples

Include performance indicators and questions for monitoring and assessing implementation of each commitment.



Pastoralists under pressure

Group Exercise

Pastoralists under Pressure

Objective

By the end of this session, participants will be able to:

- ☐ explain key aspects of the practical application of the nine CHS Commitments ;
- ☐ describe how the Commitments can help an organisation to overcome key challenges and risks.

Core Humanitarian Standard: Case study

Exercise questions

20 minutes (3 groups) and 10 minutes (max) feedback :

Focusing on 3 specific CHS Commitment(s):

Identify one key pieces of advice that you will give the Country Representative , to ensure each Commitment is met and a quality response is designed.

What challenges and risks may be faced, and how might the Commitments help to overcome them (enabling a resilient organisation)?

NB: Handout on Resilience Indicators

Learning about
the Core Humanitarian Standard verification options

<https://www.youtube.com/watch?v=Esn3Dh7MZjQ>

CHS Verification

Allows organisations to measure the extent to which they have successfully applied the CHS requirements, through:

- Self-assessment
- Peer Review
- Independent Verification
- Certification

Audits for independent verification and certification are undertaken by an independent organisation, the **Humanitarian Quality Assurance Initiative**.

Resources!

BSI - Organizational Resilience – How it enables organizations to pass the test of time

<https://www.youtube.com/watch?v=kVl27T6uOno>

<http://www.bsigroup.com>

Resilient Organisations - Discover Key Elements That Strengthen Organisational Resilience

<https://www.youtube.com/watch?v=nre7P3BQ9Zk>



Thank you for your participation!

Please do not hesitate to be in touch if you have any questions or would like additional information:

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