

Humanitarian HR Conference Asia 2017

BUILDING RESILIENT ORGANISATIONS IN A CHANGING HUMANITARIAN SECTOR

27 - 29 November 2017 | Bangkok, Thailand

Conference Report

Supported by



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Conference aim, theme and speakers

Aim of conference

The aim and mandate of the Humanitarian HR Conferences is to improve the ability of participating organisations, both individually and as part of the community, to find, select, prepare and retain human resources for emergency operations in the humanitarian sector.

Theme of conference

Asia is among the most disaster-prone regions in the world. Disasters continue to test the resilience of many humanitarian organisations. In cases of major crises, organisations whose mandate is primarily development-focused must quickly shift gear from normal operations mode to respond rapidly and efficiently to a disaster. Organisations with limited or no prior experience in humanitarian response often have to confront an abrupt change in the way their operations are run.

While there are significant efforts to effectively respond to a crisis through surged capacities and other means, organisations continue to explore their own ability to respond, cope and move forward. Emergency humanitarian response is not only about continuing work and recovering from a disaster, but it is also about the ability to effectively manage change and thrive during the change process and beyond. Amidst all these strategic and operational challenges, lack of funding remains a constant issue for most humanitarian organisations. Inevitably, most organisations will downscale or reprioritise during or in the aftermath of a crisis. The HR function must ensure that it remains appropriate and relevant in a time of crisis.

Given these on-going HR challenges, the Humanitarian HR Asia (HHR Asia) Conference 2017 focused on the theme of building resilient organisations in a changing humanitarian sector, with an emphasis on two topic streams that are interlinked, namely resilience and sustainability. These topics were explored at both organisational and individual levels.

Conference speakers

The following were the conference speakers and facilitators at the HHR Asia Conference 2017:

- Joy Alvarez, **World Vision**
- Varun Anand, **IPPF**
- Claire Condillac, **Bongo HR**
- Adelia Fairbanks, **EISF**
- Daniel Gilman, **OCHA**
- Judith Greenwood, **CHS Alliance via video**
- Michael Jenkins, **Roffey Park**
- Michael Jenkins, **Roffey Park**
- Lisa Joerke, **PLAN**
- Aoishwariya Khisa, **BRAC**
- Leonie Lonton, **Deakin University**
- Amandine Schuermans, **CIGNA**
- Alex Swarbick, **Roffey Park**
- Angie Zogopoulos, **CARE**

CHS Alliance Team:

- Samantha Wakefield, **People Management Lead**
- Lauren McWilliams, **Project Manager**
- Ann Vaessen, **Communications Manager**

Convener:

- Uma Narayanan

Day 1 - 27 November 2017: Setting the context

Welcome and introduction

The HHR Asia 2017 conference brought together almost 50 HR and related people management professionals from Asia and beyond to explore the subject of organisation resilience and sustainability. In her welcome video, Judith Greenwood, Executive Director of CHS Alliance welcomed all participants to the event. She talked about the importance of the Core Humanitarian Standard and its links to good people management practices in the humanitarian sector.

Samantha Wakefield, outlined the aim of the conference and thanked all the supporters of HHR Asia – this included CIGNA for their sponsorship, CWS Asia for their assistance with logistics, Roffey Park for their support and participation and to all of the speakers and facilitators who spent time preparing their sessions. Subsequently, the conference convener, Uma Narayanan shared the specific objectives and the agenda for the conference. This was followed by a session of introductions for all participants. Participants then shared their expectations of the conference and hoped for:

- Opportunities to network
- Learning on how to create a resilient organisation
- Learning on how to assess and improve organisational resilience
- Being able to contextualize, both organisational and individual leadership into a framework
- Understanding on what HR can do to build a resilient organisation
- Learning and sharing best practices
- Understanding the concept of resilience to ensure an effective localisation process
- Sharing and debating the role of HR in security risk management and the links to resilience

Setting the scene

Michael Jenkins and Varun Anand set the scene for the rest of the day, by unpacking the terms and concepts of organizational resilience and sustainability. This was followed by group reflection and then a question and answer session with the participants.

Organizational resilience and the impact on organizations

Michael, defined organizational resilience as the **capacity to prevent and respond effectively to crisis**, and in so doing **bouncing back and bouncing forward**. Resilience may be viewed from individual and organizational perspectives; it is dynamic and it is contextual. He also discussed the four habits of a resilient culture: shared leadership, purpose and values, relationships and learning organizations and introduced us to the **Wheel of Trust**.

Resources:

1. Presentation: **What is Organizational Resilience? What Impacts On It?**

- 1a. **Graphic: Wheel of Trust**
- 1b. **Research: Executive Summary, building resilience: five key capabilities**, Dan Lucy, Meysam Poorkavoos and Arun Thompson, Roffey Park
- 1c. **Research: Living in a matrix**, Julia Wellbelove, Roffey Park

- 1d. [Research: An Employee Perspective On Organisational Trust During Change](#), Executive Summary, Sharon Varney and Julia Wellbelove, Roffey Park
- 1e. [Research: Transformative Coaching](#), Julia Wellbelove, Roffey Park
- 1f. [Research: Is The Nine Box Grid All About, Being In The Top Right?](#), Executive Summary, Jane Yarnall And Dan Lucy, Roffey Park

Strengthening systems and communities in South Asia

Using IPPF as a case study, Varun provided insights into the reasons for building strong and resilient organizations and how it can in turn support in building the resilience of local systems and communities. He explained this from the perspective of sustainability and disaster risk reduction. The **IPPF resilience framework** implemented across IPPF highlighted the different elements of a resilient organisation. Similar to the culture and habits of resilient organisations, Varun also shared a few indicators used to check the resilience temperature in IPPF.

Resource:

2. Presentation: [Strengthening systems and communities in South Asia](#)

World café

This session hosted group dialogues on the different roles in an organization that can strengthen individual and organizational resilience. Each team leader hosted 4 rounds of sessions with a range of 6-10 participants each time.

Role of leadership in strengthening organizational and individual resilience, by Michael Jenkins, Roffey Park

Drawing from his earlier presentation, in this session Michael focused on shared leadership. Michael invited participants to reflect on the **role leaders** play in strengthening organizational resilience so that participants can have a better sense of where the focus needs to be and what they need to concentrate on when they are back at work. He also shared some practical leadership actions such as **assessing resilience** in the organization (individual/organization); **aligning resilience** with other initiatives; **building leadership capability** at all levels; **encouraging diversity**; encouraging **cross-functional work** assignments; and being proactive around **partnerships**.

Resource:

3. Presentation: [Role of leadership in strengthening organizational and individual resilience](#)

Role of HR in strengthening organizational and individual resilience, by Angie Zogopolous, CARE Australia

Angie explored the question of whether the **HR systems and practices** that organizations currently have in place are resilient, flexible and robust enough to withstand an emergency and to support emerging changes. The session enabled a sharing of ideas and examples of what organisations can do to be **proactive**, prior to “shifting” from a development to an emergency programme or maintaining both. The **role of HR** in terms of staff well-being and stress management was also touched upon.

Resources:**4. Presentation: Role of HR in strengthening organizational and individual resilience**

- Sample questions to ask an employee assistance provider (EAP)
- Journaling – Questions for Humanitarian Workers, Headington Institute
- A well-being self-assessment tool
- Stress – self-assessment test
- Operational security management in violent environments
- Health and Wellness: Stress in the Field

Role of coaching in strengthening organizational and individual resilience, by Leonie Lonton, Deakin University

Resilient organisations are made up of resilient people and so a source of organisational resilience is at individual level. Therefore, to increase its resilience, an organisation must **develop people's capacity for responsiveness and adaptability**. At the individual level, this begins with **strong self-awareness** and Leonie explored how **coaching** can be an effective way of supporting this process by:

- Helping the individual understand how stress impacts resilience, responsiveness and adaptability
- Helping the individual to develop increased emotional agility
- Choosing how to behave/respond based on rational thought
- Helping individuals move from autopilot to conscious action
- Helping individuals cultivate a growth vs fixed mindset
- Helping individuals implement deliberative reflective practices

Resources:**5. Presentation: Role of coaching in strengthening organizational and individual resilience**

Links:

- <http://centreforhumanitarianleadership.org>
- <https://kayaconnect.org/course/info.php?id=661> -Summary of Introduction to Coaching and Mentoring, Humanitarian Leadership Academy

Risk management and organizational and individual resilience, by Adelia Fairbanks, EISF

In this session, Adelia invited participants to explore the **link between people management and risk management**. Participants were able to clearly identify possible **security risks** at different employment cycle stages eg security risks during recruitment and selection, induction, office closure and termination and stress management. One of the key questions she raised in her presentation was do HR managers or managers carefully consider **profiles of the staff they hire** based on gender, heritage, age, background, education, ethnicity, income level, religion, marital status, sexual orientation?

Resources:

6. Presentation: **Risk Management and Organisational and Individual Resilience**

Links:

- to learn more about security risk management, including guides on security risk management as well as information on security coordination forums at regional and local level, see EISF's themes page: <https://www.eisf.eu/themes/>

Role of external support in strengthening organizational and individual resilience, by Amandine Schuermans, CIGNA

As a global health service company, CIGNA has over the years worked with numerous organizations in the humanitarian sector. Amandine shared CIGNA's definition of resilience and the trends related to resilience as they see it in the humanitarian sector. Among others, Amandine shared the statistics of health concerns amongst staff and the impact of health concerns on individual and organizations. She invited participants to reflect on the importance of **'prevention rather than cure'**.

Learning groups and summary

Samantha Wakefield provided the summary of Day 1 and concluded with some key learning points. This was followed by a networking, sponsored by CIGNA.

Day 2 - 28 November 2017 – Workshop day

Uma conducted the recap session for Day 1 and shared the agenda for Day 2. Day 2 started with a session on Grand Bargain followed by workshops that were run in parallel sessions on two streams – organizational resilience and sustainability. These workshops were designed to share experience and practise of how organizational resilience and sustainability are applied within organizations.

The Grand Bargain on efficiency, by David Gilman, OCHA

The underlying logic behind the Grand Bargain is that if donors and agencies each make changes, aid **delivery would become more efficient, freeing up human and financial resources for the direct benefit of affected populations**. The Grand Bargain complements and updates initiatives like the Humanitarian Reform and the Transformative Agenda, and brings in new elements, such as cash, while being more focused on operational and administrative issues around financing and transparency. David shared the latest updates on the Grand Bargain initiative. Among others, he shared some successes and on-going debates around the Grand Bargain initiative.

Resources:

1. Presentation: **the Grand Bargain on Efficiency**

- 1a. **Implementing the Grand Bargain in Asia and the Pacific: Outcomes** of the Regional Dialogue on the Grand Bargain, Bangkok, Thailand – 28 February 2017

Links:

- <https://www.icvanetwork.org/topic-six-grand-bargain-and-its-impact-ngos>

Workshops: Organizational resilience stream

Supporting your Implementing Partners to be Resilient in Humanitarian response, by Alex Swarbrick, Roffey Park

Alex used the appreciative inquiry method to glean participants' insights on partnership. One of the key messages following any emergency response is what and how much has to be in place internally, and in the **relationship with partner NGOs before a disaster**. Participants had the opportunity to share examples of how INGOs pay attention to building and sustaining relationships with partners, so that when an emergency happens, the relationship is already strong and healthy.

Resource:

2. Research: **People in Partnership**, HR in NGO relationships, Alex Swarbrick, People In Aid, 2007

Localisation - Transforming Surge Capacity, by Lisa Joerke, Plan International

The workshop covered the role of **localised and collaborative rosters** that can support organisational resilience and the role of capacity building in individual resilience and in particular local surge practitioners. Lisa also discussed how HR can support organisational resilience through surge. She shared the main activities of the Start Network's Transforming Surge Capacity Project.

Resources:**3. Presentation: Localisation – Transforming Surge Capacity****Links:**

- Transforming Surge Capacity project: <https://www.youtube.com/watch?v=keD1j2SSOOs>
- Start Network – Time to Move On: National Perspective on Transforming Surge Capacity - <https://startnetwork.org/resource/time-move-national-perspectives-transforming-surge-capacity>
- Start Network: Time for HR to Step Up - <https://cafod.org.uk/content/download/41149/466719/version/4/file/Time%20for%20HR%20to%20Step%20Up.pdf>
- Start Network: Transforming Surge Capacity: Surge Capacity Research and Tracking Reports and HR Good Practice Guidelines - <https://www.chsalliance.org/what-we-do/people-management/start-network/surge>
- Final Learning Report: <https://start-network.box.com/s/whi-lan4f6ss9qgnodp4q4cni2mx9ntds>
- 2007 People In Aid report: <https://www.chsalliance.org/files/files/Resources/Articles-and-Research/surge-capacity-in-the-humanitarian-and-development-sector.pdf>
- Go Team Asia brochure: <https://start-network.box.com/s/cf61p6n00n64u2c2rgrs85foppmj361>
- Go Team Asia video: <https://www.youtube.com/watch?v=-d9PzjsHYKw>
- Regional case study on inter-agency deployment: <https://start-network.box.com/s/6k8w41s9nnrjtw8vimnp2vsb9saaw8m2>
- Regional case study on capacity building: <https://start-network.box.com/s/0u0o4jfuk3sqkpnjcjmknzv7hresusxff>
- Future of Aid: INGOs in 2030 report: <https://odihpn.org/events/future-aid-ingos-2030/>

Maintaining the balance between wellbeing and high performance, by Joy Alvarez, World Vision

Joy shared her experience of World Vision's journey in maintaining and promoting staff and organizational wellbeing. Examples of forwarding thinking practices included a Staff Care Minimum Standard with indicators; an expectation that all World Vision managers are expected to create a staff and organizational wellbeing plan and an establishment of a peer support system.

Resources:

4. Presentation: **Maintaining the Balance Between Wellbeing and High Levels of Performance in a Changing Humanitarian Sector**

Workshops: Sustainability stream**Developing capacity for organizational resilience and sustainability through strategic HRM, by Michael Jenkins, Roffey Park**

This session dived deeper into the role of leadership in strengthening organizational and individual resilience. The **four habits of a resilient organization** were further unpacked in this session.

- Purpose and Values: an organization with a clearly defined purpose that employees can get behind and where values are well articulated and widely shared
- Building Relationship: an organization that is proactive in developing relationships internally and externally.
- Learning Organization: an organization that is outward-looking and future-focused, that is open to experimenting and trying new approaches. There is openness to learning and feedback.
- Shared Leadership: an organisation where employees are empowered and leadership is distributed throughout. Leadership is not solely confined to positions of authority

Resource:

5. Presentation: **Developing Capacity for Organisational Resilience and Individual Resilience through Strategic HR Management**

How to ensure sustainability amidst decreasing funds, by Aoiswariya Khisa, BRAC

The session presented a case study of BRAC, Bangladesh on how to ensure sustainability amidst decreasing funds. Aoiswariya shared insights into how BRAC is **changing its business model** to stay relevant in the current context in Bangladesh. The session outlined the **important role HR plays** in managing change within BRAC. One example of effective HR management at BRAC is introduction and implementation of a **talent management model** within BRAC.

Resources:

6. Presentation: **Organisational resilience amidst decreasing funds at BRAC**

How can HR add value to an effective humanitarian response, by Claire Condillac, BONGO HR

Any HR professional working in the international development and humanitarian sector who has worked in disaster response themselves will understand the significant pressure on HR to deliver results in this context, and the consequences if this does not happen. However, proving this in a visible way in practice can sometimes be challenging. Claire's interactive session helped participants think about and address the issue of **demonstrating how HR initiatives add value** in disaster response.

The session allowed participants to capture some key metrics for establishing the performance of the HR function at different stages of a disaster response. Participants also considered how the metrics can be implemented in practice.

Resources:

7. Presentation: **How can HR add value to an Effective Humanitarian Response**

Link:

- Start Network: Transforming Surge Capacity Project – **Monitoring and Measuring the Impact of HR Support in Surge Responses** - <https://www.chsalliance.org/files/files/Monitoring%20and%20Measuring%20the%20Impact%20of%20HR%20Support%20in%20Surge%20Responses.pdf>

Market Place

The market place was a lively and interactive forum where several organisations presented, promoted and displayed experiences, results and views of selected initiatives. The following organizations participated in the market place:

- Birches - <https://www.birchesgroup.com/>
- Bongo HR - <http://www.bongohr.org/>
- CHS Alliance - <https://www.chsalliance.org/>
- CIGNA - <https://www.cigna.co.uk/>
- EISF - <https://www.eisf.eu/>
- Roffey Park - <http://www.roffeypark.com/>

[illegible]



Closing and Evaluation

Participants attended the conference with different expectations. Some wanted to network, whereas some may have wanted to explore new tools and good practices on organizational resilience. Overall, informal feedback and comments in the conference evaluation suggest that participants found the conference useful and relevant. The next steps suggested by the participants included:

- Develop an independent online tool to assess the risk when people are sent on missions (linked to gender identity, LGBT, religion etc)
- Develop a tool to assess organisational resilience
- Start debate about organisational resilience at leadership / board level
- Adapt Roffey Park's model on resilience and the factors of leadership
- Use / integrate the CHCF in HR practices
- Assess the organisational performance against CHCF
- Pay attention to the balance between well-being and performance
- Reflect on the key learning from the risk management session, the concept of bouncing forward and building partner resilience
- Use resilience frameworks to feed into current work on pre-deployment package for UN staff in high-risk environments
- Ensure clarity of purpose and operationalise organisation's values
- Raise more awareness about personal and organisational resilience

Samantha Wakefield closed the conference with thanks to the participants, presenters, facilitators, CIGNA our sponsor and Uma Narayanan for her excellent facilitation skills.

Humanitarian HR Asia 2017

Building resilient organisations in a changing humanitarian sector

27 to 29 November 2017

Bangkok, Thailand

Day 1: 27 November 2017

TIME	SESSION	CONTRIBUTORS
08.30	Arrivals, Registration and Networking	
09.00	Welcome to HHR Asia 2017 Introduction to the CHS Alliance	Samantha Wakefield, People Management Lead, CHS Alliance
09.20	Participant Mixer: Who is in the Room? HHR Asia Agenda and Expectations	Uma Narayanan, facilitator
10.00	Refreshment break	
10.30	Presentation and discussion: What is organizational resilience, what can impact on organization resilience and what are the risks that can affect organizational resilience?	Michael Jenkins, Chief Executive, Roffey Park Varun Anand, IPPF Regional Director
12.30	Networking lunch	
13.30	World Cafe: A session that hosts group dialogues on the different roles in the organization that can strengthen individual and organization resilience. <ul style="list-style-type: none"> • Role of leadership and line managers in strengthening organizational resilience and individual resilience • Role of HR in strengthening organizational resilience and individual resilience • Role of external support in strengthening organizational resilience and individual resilience • Role of coaching to strengthen organizational resilience and individual resilience • Risk management and organizational resilience and individual resilience 	Leadership/line managers: Michael Jenkins, Roffey Park HR: Angie Zogopoulos, Care Australia External support: Amandine Schuermans, CIGNA Coaching: Leonie Lonton – Deakin University Risk management: Adelia Fairbanks – EISF
15.30	Refreshment break	
16.00	Learning Groups and Plenary Feedback	Uma Narayanan, facilitator
16.45	Summary and Evaluation of Day 1	Uma Narayanan, facilitator
17.00	Meeting led by Birches – optional	
18.00	Networking reception	

Day 2: 28 November 2017

TIME	SESSION			CONTRIBUTORS	
09.00	Recap of Day 1 and Agenda for Day 2			Uma Narayanan	
09.30	Grand Bargain: implications for the sector and the role of HR			Daniel Gilman, UNOCHA Regional Office, Asia Pacific	
10.15	Refreshment break				
	ORGANIZATIONAL RESILIENCE STREAM: exploring resilience at different levels		SUSTAINABILITY STREAM: role of HR in financial, programmatic, institutional sustainability		
10.45	Localisation – Transforming Surge Capacity – resourcing and rosters	Lisa Joerke, Plan International and Start Network - regional platform lead	Developing capacity for organizational resilience and sustainability through strategic HRM	Michael Jenkins, Roffey Park	
12.15	Networking lunch				
13.15	Maintaining the balance between wellbeing/duty of care and high levels of performance in a changing humanitarian sector	Joy Alvarez, Worldvision, Philippines	How to ensure sustainability amidst decreasing funds – changing the business model to stay relevant	Aoishwariya Khisa, BRAC	
14.45	Refreshment break				
15.00	Supporting your implementing partners to be resilient in humanitarian response	Alex Swarbrick, Roffey Park	How can HR prove it really adds value to an effective humanitarian response?	Clare Condillac, consultant from Bongo HR	
16.30	Learning Groups Discussion and Plenary				
17.30	Market Place: <i>The market place is a lively and interactive forum where several organizations will present, promote and display experiences, results and views of selected initiatives</i>		Birches Bongo HR CHS Alliance CIGNA EISF Roffey Park Start Network		
18.00	Optional dinner boat cruise – at additional cost				

Day 3: 29 November 2017

TIME	SESSION	CONTRIBUTORS
09.00	Recap of Day 2 and Agenda for Day 3	Michael Jenkins, Roffey Park & Uma Narayanan
09.30	<i>Building organizational resilience and sustainability through competencies and competency based approaches</i>	Uma Narayanan & Samantha Wakefield
10.30	Refreshment break and conference photo	
11.00	What does HR need to do tomorrow? <i>Influencing different stakeholders on the changes required for a resilient organisation</i>	Uma Narayanan
11.45	Way Forward and Action Planning Closing and evaluation	Uma Narayanan Samantha Wakefield
12.30	Networking lunch	

Acknowledgements

We want to thank the HHR Asia Steering Committee, speakers, contributors and sponsor for all their commitment, contributions and support and making this conference a success.

Sayed Tahya Hossain, BRAC
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Yuko Shibata, Japan Platform
Uma Narayanan, Facilitator
Samantha Wakefield, CHS Alliance
Lauren McWilliams, CHS Alliance
Michael Jenkins, Roffey Park Institute
Varun Anand, International Planned Parenthood Federation European Network
Daniel Gilman, UNOCHA ROAP
Amandine Schuermans, CIGNA
Adelicia Fairbanks, EISF
Lisa Joerke, Plan International
Joy Alvarez, Worldvision
Aoishwariya Khisa, BRAC
Alex Swarbrick, Roffey Park
Clare Condillac, consultant from Bongo HR
Leonie Lonton – Deakin University

Community World Service Asia

Our sincere thanks go to Community World Service Asia who have supported us by providing logistics advice for the event.

A humanitarian and development organization, registered in Pakistan, head-quartered in Karachi and implementing initiatives throughout Asia.



Cigna

Thanks also to CIGNA who provide sponsorship towards the event.

Cigna NGO Health Benefits (www.ngohealthbenefits.com) has over 55 years of experience in providing group health care and employee benefit solutions for both globally mobile employees & local nationals of small, medium and large NGOs worldwide.



HHR ASIA 2017

Building Resilient Organisations in a Changing Humanitarian Sector

Welcome!

It is a pleasure to welcome you to this year's HHR Asia conference taking place in Bangkok from 27 until 29 November. We are excited that you can join us for what promises to be a rich programme. This briefing pack provides the logistical information, country information, conference theme, briefing paper, agenda, speaker biographies, and evaluation form.

Please note that the first session will start at 9am on 27 November and that the conference will end with a networking lunch at 1pm on 29 November. Please make sure to arrive on time and to let us know if you will be delayed.

Supported by



Conference Logistics

Conference hotel and accommodation

HHR Asia 2017 will take place at the [Windsor Suites Hotel](#) located on 10/1 Sukhumvit Soi 20, Sukhumvit Road, Bangkok, Bangkok.

The hotel contact details are:

Email: info@windsorsuiteshotel.com

Telephone number: +66 2 262 1234

Due to high numbers some participants will be staying at a different hotel nearby – you will be notified separately if this applies to you.

Travelling to and from the hotel from Suvarnabhumi Airport

Taxi: The Suvarnabhumi Airport public taxi service stand is located at ground level:

- Contact the taxi counter on level 1 near entrances 3,4,7 and 8
- The pick-up area is located on level 1. Ensure the taxi uses a meter. Toll on the expressway has to be covered by the passenger in addition to the fare.

Train: The Windsor Suites Hotel is situated within a 10 minute walk from MRT station Phetchaburi which can be accessed by train from the airport.

Full details can be found at <http://www.bangkok.com/airport-rail-link.htm#>

Accommodation and meals

Three nights' accommodation (on the 26th, 27th and 28th November), breakfast and lunch are provided for in the conference package. In order to keep costs down we have not organised any evening events and dinner is at your own expense. We will have suggestions for how we can spend our evenings from our colleagues based in Bangkok.

Interact and engage

We will also be providing updates on Twitter and encourage you to share your experiences using the hashtag **#HHRAsia**. Speaker presentations, photos, and other conference resources will be hosted on a dedicated CHS Alliance webpage following the event.

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 phones, 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.

Country/ City Information

1. Political Situation

- Continued risk of terrorism in South Asia
- Criminal and political violence in Southern Thailand
- Military presence throughout the country
- Increased security presence in some tourist areas
- Sporadic conflict at border with Myanmar and Cambodia over border disputes
- Thailand is unpredictable and sometimes volatile.
- Political demonstrations could occur throughout Thailand.

Advisory:

- Be alert and watchful. Trust your instinct. If you feel unsafe, go away.
- Avoid crowded places, public gatherings, travelling in rush hours, political and religious demonstrations.

2. Respect the Royal Family

- Do not joke or make unfavourable remarks about the King and royal family.
- Never deface an image of the King.
- Do not step on Thai currency as the King's image is on all notes and coins.

3. Religion

- Buddhism

Advisory:

- Wear appropriate clothes to temples.

- Remove shoes before entering a shrine.
- Never climb on Buddha's image to take a photograph. It indicates a lack of respect.
- Buddhist monks are forbidden to touch or be touched by a woman.

4. Public Transport

- Traffic in Thailand is very congested.
- Frequent traffic jams are to be expected.
- Transport options range from taxis, motor bike taxis, tuk-tuk, sky train and public buses.

Advisory:

- The best way to reach the hotel from the Bangkok Airport (Level 1 – follow signs) and vice versa is by Public Taxi.
- Sky trains also run from the airport to a specific station in Bangkok (no direct connection to hotel).
- Nearest Sky train station is Asok (5 minute walk from the hotel)
- Nearest MRT subway station is Phetchaburi (5 minute walk from the hotel)
- Negotiate usage of meter before sitting in a taxi to prevent over charge.
- Normally toll tax on roads has to be paid by passenger.

Advisory:

- Sky trains are the fastest and cheapest mode of travel within Bangkok.
- Motor bike taxis are common and fast but unsafe.

5. Money

- Foreign currencies can be exchanged at the airport, with banks and authorized money changers.
- US dollar is the most readily acceptable currency.
- US dollar notes with marks or tears are not accepted.
- Credit and visa cards are widely accepted.

Advisory:

- Do not "flash your cash" in public areas.
- Carry a small amount of instant access cash in your wallet.

5. Shopping

The hotel is situated within a 5-10 minute walk to Terminal21 shopping mall, the Emquartier District and the Gateway Ekamai.

6. Health

- Risk of Zika Virus (ZIKV) transmission
- Dengue is known or has the potential to occur in Thailand

Advisory:

- Visit your health professional few weeks before your trip to check whether you need any vaccinations or other preventive measures.
- Use mosquito repellent particularly between dawn and dusk to avoid mosquito bites.
- Travel/health insurance is advised.

7. Hospitals

- Sukhumvit Hospital (located at 1411 Sukhumvit Road next to Ekkamai BTS station) Tel: +66 2 391 0011
- Samitivej Sukhumvit Hospital (located at Sukhumvit Soi 49) Tel: +66 2 022 2222
- Bumrungrad International Hospital (located at Sukhumvit Soi 3) Tel: +66 2 667 1000

8. Security

Common risks include:

- Pick pocketing and bag snatching
- Mugging in taxis
- Scam or con artists
- Keep a hotel business card with you.
- Always keep emergency phone numbers with you.
- Plan outdoor activities like shopping, dine out etc. with someone or in a group.
- Carry ID or coloured passport photocopies with you at all times.

Advisory:

- Keep your bag clutched tightly when walking or riding.
- Keep your wallet or purse in your front pocket or under clothing. Only carry the cash you need and divide it.
- If travelling alone within Bangkok, Skytrain is a safer option.
- Be cautious of anyone who approaches you “out of the blue”.
- Avoid walking alone on quiet streets or deserted areas.

9. Weather

- Thailand has a warm climate; average 30-35 degree Celsius.
- Indoors such as hotels, shopping malls, sky trains, taxis tend to be quite cold due to air-conditioning.
- Rainy season from May – November.

Advisory:

- Summer clothing is suitable.
- Bring a light sweater or shawl for wearing indoors.
- Carry an umbrella.

Conference Information

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.

Humanitarian HR Asia 2017
Building Resilient Organisations in a Changing Humanitarian Sector
27 to 29 November 2017
Bangkok, Thailand

Day 1: 27 November 2017

TIME	SESSION	CONTRIBUTORS
08.30	Arrivals, Registration and Networking	
09.00	Welcome to HHR Asia 2017 Introduction to the CHS Alliance	Samantha Wakefield, People Management Lead, CHS Alliance
09.20	Participant Mixer: Who is in the Room? HHR Asia Agenda and Expectations	Uma Narayanan, facilitator
10.00	Refreshment break	
10.30	Presentation and discussion: <i>What is organizational resilience, what can impact on organization resilience and what are the risks that can affect organizational resilience?</i>	Michael Jenkins, Chief Executive, Roffey Park Varun Anand, IPPF Regional Director
12.30	Networking lunch	
13.30	World Cafe: <i>A session that hosts group dialogues on the different roles in the organization that can strengthen individual and organization resilience.</i> <ul style="list-style-type: none"> • <i>Role of leadership and line managers in strengthening organizational resilience and individual resilience</i> • <i>Role of HR in strengthening organizational resilience and individual resilience</i> • <i>Role of external support in strengthening organizational resilience and individual resilience</i> • <i>Role of coaching to strengthen organizational resilience and individual resilience</i> • <i>Risk management and organizational resilience and individual resilience</i> 	Leadership/line managers: Michael Jenkins, Roffey Park HR: Angie Zogopoulos, Care Australia External support: Amandine Schuermans, CIGNA Coaching: Leonie Lonton – Deakin University Risk management: Adelia Fairbanks – EISF
15.30	Refreshment break	
16.00	Learning Groups and Plenary Feedback	Uma Narayanan, facilitator
16.45	Summary and Evaluation of Day 1	Uma Narayanan, facilitator
17.00	Meeting led by Birches – optional	
18.00	Networking reception	

Day 2: 28 November 2017

TIME	SESSION		CONTRIBUTORS	
09.00	Recap of Day 1 and Agenda for Day 2		Uma Narayanan	
09.30	Grand Bargain: implications for the sector and the role of HR			
10.15	Refreshment break			
	ORGANIZATIONAL RESILIENCE STREAM: exploring resilience at different levels		SUSTAINABILITY STREAM: role of HR in financial, programmatic, institutional sustainability	
10.45	Localisation – Transforming Surge Capacity – resourcing and rosters	Lisa Joerke, Plan International and Start Network - regional platform lead	Developing capacity for organizational resilience and sustainability through strategic HRM	Michael Jenkins, Roffey Park
12.15	Networking lunch			
13.15	Maintaining the balance between wellbeing/duty of care and high levels of performance in a changing humanitarian sector	Joy Alvarez, Worldvision, Philippines	How to ensure sustainability amidst decreasing funds – changing the business model to stay relevant	Aoishwariya Khisa, BRAC
14.45	Refreshment break			
15.00	Supporting your implementing partners to be resilient in humanitarian response	Alex Swarbrick, Roffey Park	How can HR prove it really adds value to an effective humanitarian response?	Clare Condillac, consultant from Bongo HR
16.30	Learning Groups Discussion and Plenary			
17.30	Market Place: The market place is a lively and interactive forum where several organizations will present, promote and display experiences, results and views of selected initiatives		Birches Bongo HR CHS Alliance CIGNA EISF Roffey Park Start Network	
18.00	Optional dinner boat cruise – at additional cost			

Day 3: 29 November 2017

TIME	SESSION	CONTRIBUTORS
09.00	Recap of Day 2 and Agenda for Day 3	Michael Jenkins, Roffey Park & Uma Narayanan
09.30	<i>Building organizational resilience and sustainability through competencies and competency based approaches</i>	Uma Narayanan & Samantha Wakefield
10.30	Refreshment break and conference photo	
11.00	What does HR need to do tomorrow? <i>Influencing different stakeholders on the changes required for a resilient organisation</i>	Uma Narayanan
11.45	Way Forward and Action Planning Closing and evaluation	Uma Narayanan Samantha Wakefield
12.30	Networking lunch	

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Joy Alvarez, Worldvision

Aoishwariya Khisa, BRAC

Alex Swarbrick, Roffey Park

Clare Condillac, consultant from Bongo HR

Leonie Lonton – Deakin University

Community World Service Asia

Our sincere thanks go to Community World Service Asia who have supported us by providing logistics advice for the event.

A humanitarian and development organization, registered in Pakistan, headquartered in Karachi and implementing initiatives throughout Asia.



Cigna

Cigna NGO Health Benefits (www.ngohealthbenefits.com) has over 55 years of experience in providing group health care and employee benefit solutions for both globally mobile employees & local nationals of small, medium and large NGOs worldwide.



With a dedicated business line, uniquely focused on the sector, our reach and approach is aligned to the special needs of our clients. Emergency situations and hostile / remote environments are often an integral part of an NGO's day-to-day challenge. To help counteract such challenges **Cigna's** infrastructure and hospital network is built around our clients locations in both developed and remote regions.

To support the sector in a robust manner, **Cigna** have strategically positioned the clinical & medical teams in remote regions, in close proximity to our clients, resulting in immediate knowledgeable support, allowing for timely evacuations, transportation of medicine, case management, family liaison etc. **Cigna** NGO Health Benefits is very happy to be in a position to sponsor this key event as we feel it adds a new dimension in allowing an open conversation surrounding the needs of the sector and encouraging dialogue among HR leaders.