



CHURCH WORLD SERVICE
Pakistan / Afghanistan



The Value of Human Resources in Church World Service Pakistan/Afghanistan

Organisation and Description

Church World Service-Pakistan/Afghanistan (CWS-P/A) is an International Non-Governmental Organization (INGO) which implements humanitarian and development activities across Pakistan and Afghanistan. As part of its commitment towards continuous improvement, CWS-P/A regularly reviews HR policy and procedures.

Context and Background to the Problem

One of the critical areas for CWS-P/A is 'staff care and rewards'. In South Asian culture, people are often raised in a culture of extreme hard work and self sacrifice. The ability to take on more and more work is not usually recognised as a skill and therefore people do not necessarily think about compensating the efforts that their staff put into their work. This is often replicated within the private sector and staff are often not fairly compensated.

Analysis of the problem

CWS-P/A takes this trend very seriously in its overall staff care policy. In an effort to ensure transparency and to ensure motivation levels stay high amongst staff, CWS-P/A have made strides in ensuring staff are fairly and equally compensated through both monetary and non-monetary rewards and incentives.

Considering that Pakistan/Afghanistan is a developing region with high inflation rates and risks, CWS-P/A believes that it needs to constantly strive to align organisational needs with staff needs. This is most applicable within its emergency response and rehabilitation programs, owing to the extreme resilience that humanitarian work demands in humanitarian settings.

Solution to the problem

Recently, the Reward & Retention Policy underwent a review using international standards and tools. During this process, CWS-P/A referred to resources and articles posted on People in Aid's website, including a Case Study on trends of staff turnover in 2007 in developing countries. In addition to this, the organisation also closely referred to the research paper titled ['Understanding and Addressing the Staff Turnover in Humanitarian Agencies'](#).

“The materials helped a lot in making a comparison amongst developing countries like Pakistan/ Afghanistan and relating it to our society; it also helped us to conduct a context analysis of the issue from international perspectives.”

- Zainab Raza, the Deputy Director of Organisational Development at CWS-P/A

Reflections and Lessons Learned

In line with one of the outcomes of this review, CWS-P/A is planning under the review process to train their managers on how to incorporate such measures and strategies within their programme framework.

“We feel that this will make a significant contribution in retaining staff and their commitment on a long-term basis. Recognition of human potential and achievements is one of the key areas for the managers to focus on and to achieve the organisational goals in order to accomplish its mission. We believe that our teams are the most valuable assets of the organisation and they need to be constantly encouraged, appreciated, valued, and rewarded.”

- Zainab Raza, the Deputy Director of Organisational Development at CWS-P/A