Welcome to HHR Africa 2016

Maxine Clayton, CHS Alliance
Leanne Kennedy, InterHealth
Faye Ekong, ACF USA
Participants Mixer

Who is in the room?
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”.

“.... in the 21st century organisations must strive to achieve it as a strategic goal”.
Agenda

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.
Using **sli.do**

**Go to:** www.slido.com  
**Use code:** #HHRAfrica
Opening Address
What is Organisational Resilience?

Henrietta Blyth – CEO InterHealth Worldwide
Panel Discussion

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
Organisational Resilience
Learning from HHR Europe

Judith Greenwood – CHS Alliance
https://youtu.be/BscKS6sE9VU
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.
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=kVI27T6uOno
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:

mclayton@chsalliance.org
‘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
WRAPS
Wellbeing, Resilience, and Peer Support
A South Sudan Initiative
WRAPS

A Focal Point presents a briefing on Stress and Resilience to his local colleagues.
WRAPS

L: Posters announce local Focal Points.

R: A Focal Point prepares to present on a customized topic.
Why is Peer Support Effective?

The Facts
In crisis, EXTERNAL SUPPORT SYSTEMS decrease. Families are split up, and many do not communicate well as they are wary of being misunderstood.

In our survey, 15% reported rarely or never having someone outside of the office to turn to for personal support.

35% reported sometimes turning to someone outside of the office for personal support.
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
I’m very close with a colleague. So when things get tough, I talk to her.

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

Informal Relationships are a Key to Recovery!

Relational Trust

Access
Why is Peer Support Effective?

- After the Violence: Peer Groups Naturally Formed
- Practical
- Peer Staff Care Council
- Builds Group Cohesion
- Missing Piece
Why is Peer Support Effective?

- Individuals
- Peers / Team
- Leaders

Diagram illustrates the interconnectedness of individuals, peers/team, and leaders.
Organisational Lens: How does Peer Support Work?

Lessons from InterHealth & WRAPS
Organisational Lens: How does Peer Support Work?

What is Needed? Peer Responders

What is Needed? Team

What is Needed? Organisation/Policy
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
Reflection on tools - ‘Take Away’ exercise

Each participant to reflect on the following questions:

• What is the stand-out **learning point** for me from the two sessions?

• Upon my return to the office, **what will I do**, as a matter of priority, to enhance awareness/implementation in my work?

• What action will I suggest that **my organisation** takes as a priority to enhance the awareness and implementation in our work?

    **On a Card indicate 1 of these ‘Take Aways’ from the session**
Reflecting on our learning

Faye Ekong
Thanks and Close

Maxine Clayton
Recap of Day 1 – Welcome to Day Two

Maxine Clayton
Introduction to the Market Place (Carousel)

https://www.gartner.com/doc/351410/principles-organizational-resilience#a-14327807

Leadership

Culture and Diversity

People

Systems and Settings
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
• 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
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.
Participants display competence in appreciating and respecting cultural diversity, while having confidence to sensitively challenge accepted norms when appropriate.
VILLAGE OF 100

IF THE WORLD WERE A VILLAGE OF 100 PEOPLE...
MAKING ASSUMPTIONS
MAKING ASSUMPTIONS
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?
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.

*The stick – what pushes you, what you must do*
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

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

Duty of Care International - your people matter
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”
Want to know more:

duty of care case law

- Donoghue v Stevenson [1932] – snail in ginger beer (UK)
- Dennis v NRC [2012]

Article: odihpn.org/blog/dennis-vs-norwegian-refugee-council-implications-for-duty-of-care
http://kenyalaw.org/caselaw
Duty of Care is the lens we look through when developing and reviewing all our policy and practices.

foreseeable
preventable
proximity
reasonable
fair, just

Duty of Care International - your people matter
Employee cycle & duty of care

- Recruitment
- Contract Policy Systems...
- Induction
- Performance & Development
- Health, Safety &...
- Transition
Starting point – the basic minimum standards

- Clearly defining jobs
- Undertake risk assessments for all roles and their tasks in each programme
- Fair & adequate pay & benefits
- Clear & legal contracts
- Up-to-date legal advice on national law and other H&S legislation with one body overseeing this
- Good insurance cover for all employees
- Preparing the employee for the role and environment
- Regularly mitigate risks and threats with NGO community
- Critical incident measures
- Protection measures
- Continually review HSS policy and practices, risk assessments, employment data, surveys
- Providing adequate training and feedback on performance
- Ensuring staff do not work excessive hours
- Providing for rest & relaxation
- Protecting staff from discrimination, bullying & harassment
- Providing communication channels for employees to raise concerns
- Consulting employees on issues which concern them
- Learning reviews & knowledge management takes place
- Providing adequate training and feedback on performance
- Ensuring staff do not work excessive hours
- Providing for rest & relaxation
- Protecting staff from discrimination, bullying & harassment
- Providing communication channels for employees to raise concerns
- Consulting employees on issues which concern them

Duty of Care International
your people matter
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
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?
Resources

dutyofcareinternational.co.uk/resources
Plenary Reflections on Market Place (Carousel) – Key Tips

Leadership

Culture and Diversity

People

Systems and Settings
Awareness Express
- developing soft and meta skills -

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

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Qualities
• Positive
• Centre
• Awareness
• Connect
• Hold
• Moment
• Collaborative
• Wisdom
• Leadership

Assumptions
• Complexity
• Paradox
• Creativity
• ‘Failure’
• Feedback
• Learning
• Re-adjust direction
• Change

self

re·sil·i·ence

collective
a dedicated dynamic* space of awareness

* Not linear...
Awareness is...

... the ability 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
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)
Exploring and creating

- From vision to action
- Vision – Disruption – Realism
- Experience creativity
- Devise a simple plan

(group work)
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)
Concluding and re-directing

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

(plenary)
Thank you

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Pulling it together – Call to action

Faye Ekong

Christine Williamson – ‘Centre of Excellence’
Reflecting on our learning - Evaluation

Maxine Clayton
Thanks and Close

CHS Alliance
InterHealth Worldwide