

Two Day Workshop on
People and Culture:
Building the Conditions for Performance, Wellbeing and Accountability

Dates: 1 – 3 July, 2026

Venue: Murree, Punjab

Language: English

Effective humanitarian and development work depends on competent, well-supported staff operating in ethical and enabling environments. This is a core accountability commitment under the **Core Humanitarian Standard (Commitment 8)**, directly linked to programme quality and the trust communities place in organisations.

This training recognises that every organisation has a people culture, whether intentionally shaped or informally formed. In complex and high-pressure contexts, strong people and culture practices are essential to ensuring staff are clear about their roles, fairly managed, supported, and held to consistent standards. This becomes especially important amid funding uncertainty, restructuring, compliance pressures, burnout, and safeguarding risks, helping organisations foster ethical, inclusive, and resilient workplaces that strengthen programme delivery.

What will you gain?

By the end of this training, participants will be able to

- Understand the shift from traditional HR to a broader People and Culture approach in aid and civil society organisations.
- Recognise how leadership, systems, communication, and daily practices shape organisational culture.
- Explore the shared responsibility of teams and managers in creating ethical and supportive workplaces.
- Identify practical ways to turn policies into fair and consistent workplace practices.
- Strengthen skills in feedback, coaching, performance conversations, and constructive communication.
- Examine the links between people practices, staff wellbeing, accountability, safeguarding, and programme quality.
- Reflect on how organisational pressures affect staff and how strong people practices build resilience.
- Identify practical actions to strengthen workplace culture, people systems, and accountability.

What topics will it cover?

- From HR Administration to People and Culture
- Understanding Organisational Culture
- From Policy to Practice
- Performance Management as a Culture-Building Tool
- Staff Voice and Staff Engagement
- Building a Feedback Culture
- Everyday Coaching Skills for People Managers
- Working Effectively with Supervisors and Senior Leaders
- Working Across Generations: Expectations, Communication and Collaboration
- DEI in Practice: Inclusion, Fairness and Everyday Behaviour
- People and Culture During Restructuring, Resizing and Uncertainty

Who Should Attend?

This training is suitable for staff and managers who influence how people are managed, supported, protected, motivated, and enabled to deliver quality programmes. Participants may include:

- HR Managers and Officers
- Programme managers and project leads
- Operations and support function leads
- Safeguarding, accountability, MEAL, and partnership staff

How to Apply?

Please register [HERE](#) to apply

Last date to apply: **12 June 2026**

PKR 20,000 per participant for National/Local Organisations | **PKR 25,000** per participant for International Organisations

10% discount on early registration by 25th June 2026 | **15% discount** will be awarded to women participants.

This cost-effective learning package includes accommodation, all time meals during training days, training materials, expert facilitation, and a certificate of participation. Please note that the registration fee does not cover travel expenses.

The training environment will model safeguarding principles, ensuring a safe, inclusive space that upholds confidentiality and respect for all participants.

Meet the facilitator – Uma Narayanan

Uma is an independent consultant and facilitator with extensive experience in human resources, organisational development, accountability, leadership, and quality standards across the humanitarian and development sectors. Having worked with NGOs, UN agencies, INGOs, Red Cross and Red Crescent networks, donors, and civil society organisations across Asia, Europe, Africa, and the Pacific, she brings deep practical expertise in leadership development, organisational change, HR and accountability training, and strategic learning processes. Her facilitation style is practical, participatory, and reflective, creating space for honest dialogue on complex organisational challenges while helping participants identify realistic and constructive ways forward.



About Community World Service Asia

Community World Service Asia (CWSA) is a humanitarian, development, and advocacy organisation, registered in the global South and implementing initiatives across Asia Pacific and Africa. CWSA is a member of the Core Humanitarian Standard (CHS) Alliance and Sphere, is the Regional Partner to Sphere in the Asia Pacific region and the focal point for the Asian Disaster Reduction & Response Network's (ADRRN) Quality & Accountability Hub.

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