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4-day regional workshop

People and Culture for Accountability

> If we already have the policies and systems in place, why are accountable behaviours still inconsistent?

WHEN

4 – 7 December 2026

WHERE

Bangkok, Thailand

Why should you join?

This training is designed for aid and civil society organisations ready to strengthen accountability from the inside out, through People and Culture practice. It asks the questions that policy alone cannot answer; How are people managed? How are decisions made? How is feedback handled? How is power used and checked? Are staff treated in a way that reflects the values the organisation claims to hold?
Because when there is a gap between stated values and everyday behaviour, that's where accountability quietly breaks down.

The workshop will support participants to examine the links between workplace culture, staff wellbeing, leadership practice, fairness, inclusion, safeguarding, performance management and programme quality. Not as abstract concepts, but as connected parts of the same system. Expect practical reflection, honest peer learning, and tools you can adapt directly to your own role and organisation.

What topics will it cover?

TOPIC	FOCUS
People and Culture for Accountability	How the shift from HR administration to a people-and-culture mindset, staff experience, management practice, and everyday organisational culture, shapes ethical behaviour, trust, fairness, and programme quality.
Organisational Culture as Everyday Practice	Unpacks how leadership behaviour, communication, informal norms, power dynamics and daily decisions shape how work really happens.
From Policy to Practice: Safeguarding, Complaints and Staff Voice	Why HR and safeguarding policies don't always translate into fair, consistent, trusted practice and how culture shapes whether staff and communities feel safe to speak up and trust that action will follow.
Change, Workload & Well-being	How funding pressure, restructuring, and workload affect dignity, morale, psychological safety, trust, and an organisation's duty of care to its people
Performance, Feedback and Growth	Performance management, feedback conversations, and learning & development as connected, ongoing practices, building role clarity, recognition, coaching, and fair accountability.
Managing Up and Responsible Challenge	Strengthens participants' ability to clarify expectations, negotiate priorities, communicate constraints and raise concerns constructively with supervisors or senior leaders.

Diversity Equity Inclusion (DEI) in Practice

Examines inclusion beyond representation, focusing on voice, access to opportunity, invisible work, bias, fairness and everyday decision-making.

What will be the workshop approach?

01. Practical
Short inputs linked to real organisational practice

02. Participatory
Activities, role plays, simulations and scenario discussions

03. Peer learning
Exchange across organisations and operating contexts

04. Actionable
Tools and commitments participants can adapt after the workshop

Apply Now
Please register HERE to apply by 10th November, 2026

Who should join?

Participants who influence people systems, culture, management practice, accountability and staff experience.

- HR/ People and Culture staff
- Quality, Accountability and Safeguarding staff/ focal points
- Senior Management/ Managers (Program, operations, and finance)
- MEAL staff

A note to organisations: Send at least two participants. Reflection goes further, and change sticks better, when colleagues can discuss and apply what they have learned together back home.

What will it cost you?

LOCAL / NATIONAL ORG	700 USD/ per participant
INTERNATIONAL ORG / UN	800 USD/ per participant

This fee is subsidised. This cost-effective learning package includes shared accommodation, refreshment and lunch on training days, materials, and expert facilitation.

Disclaimer: Please note that Community World Service Asia (CWSA) will not be responsible for arranging or covering any travel or visa-related expenses. All participants are expected to manage their own travel arrangements and associated costs. Kindly also note that CWSA will not be issuing invitation letters for visa purposes.

Sphere

Sphere Revision Consultation
Mandatory Participation
Day 4 (7th December, 2026)

Accommodation for the consultation is covered.

For more details, please visit.

Regional Humanitarian Partnership Week - Asia & Pacific, 2026

Optional Participation for:

Regional Humanitarian Partnership Week: 8–10 December 2026.

Please note, RHPW is a separate event and requires its own registration. Registration Fees, accommodation and other costs for RHPW are not covered under this learning event.

To know more, please click here: HERE

MEET THE FACILITATOR - UMA NARAYANAN

The workshop will be facilitated by Uma Narayanan, an independent consultant, facilitator, evaluator and adviser with extensive experience in accountability, humanitarian quality standards, organisational development, leadership, people management and workplace culture. She has worked with INGOs, national NGOs, UN agencies, Red Cross and Red Crescent networks, donors and civil society organisations across Asia, Africa and the Pacific. Uma designs and facilitates practical learning processes on leadership, accountability, safeguarding, people and culture, organisational change, strategic planning, capacity strengthening and evaluation. Her facilitation style is participatory, reflective and grounded in real organisational practice.

ABOUT COMMUNITY WORLD SERVICE ASIA

Community World Service Asia (CWSA) is a women led, 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.

For further queries, contact us at: qa.support@communityworldservice.asia

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