

# The Global Task Force for Humanitarian Work Psychology

(<http://www.Humworkpsy.org>)



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# Global Task Force for HWP

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## ▶ OUTLINE

- ▶ 30 min. talk
- ▶ 20 min. Q & A
- ▶ History & Purpose (Stu)
- ▶ Projects Under Consideration (Mary)
- ▶ Current Projects (Mary/Stu)
- ▶ Some Defining Constructs
- ▶ Dominance, Justice, Identity (Stu)
- ▶ References



# Origins: Demand

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- ▶ **If the world was 100 people:**
  - ▶ 50 live on <\$2.50 per day
  - ▶ 20 people have 3/4 of the income
  - ▶ For 80 people, income gaps keep widening
  - ▶ 40 people lack access to basic sanitation
  - ▶ 34 people are children, 17 live in poverty
  - ▶ 50 live in cities, 15 of these in urban slums
- ▶ **Of the world's 100 wealthiest bodies:**
  - ▶ 50 are organizations
  - ▶ Millions of organizations, worldwide, have not-profit work as core mission

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Source: Anup Shah (2009/10; <http://www.globalissues.org>).



# Origins: Policy Framework

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- ▶ **The Millennium Development Goals (Global)**
  - ▶ “Poverty Reduction Strategy Papers” (Local)
    - ▶ End poverty, universal education, gender equality, child health, combat HIV/AIDS, environmental sustainability, global partnership
    - ▶ SMART goals (J. Sachs)
    - ▶ GOAL SETTING THEORY/Processes
- ▶ **Paris Declaration: Harmonization; Alignment**
- ▶ **Missing Link: (1) Organizations; (2) Psychology**
  - ▶ E.g., “Alignment” can be Person-Job “Fit”



# Origins: Capabilities (A. Sen)

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- ▶ We might call them Competencies
- ▶ Many of them are inherent
- ▶ Fostered by enabling environments
- ▶ Reciprocal determinism
- ▶ Environment enables expression
- ▶ Expression builds the environment
- ▶ Example: “Decent Work” (ILO Agenda)



# Origins: Global Task Force for HWP

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- ▶ TIP article (2007)
- ▶ Quo Vadis (2007-)
- ▶ SIOP San Francisco (2008)
- ▶ Initial Meeting at University College London (2009)
- ▶ Minutes available online (J. Godbout et al.)



# PURPOSE (Carr & MacLachlan; Reichman et al., SIOP, 2008)

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## DECLARATION OF CALL FOR A

### GLOBAL TASKFORCE ON HUMANITARIAN WORK PSYCHOLOGY

Poverty reduction and international development cooperation present enormous challenges and opportunities to those who seek to improve people's lives through work psychology. A major international response is required to address these challenges. The international community of work/industrial/organizational psychologists wish to work in partnership with others who have similar interests to develop a global initiative which can be a powerful mechanism to identify how, where and when psychology can contribute to poverty alleviation, particularly as it affects the lives of those in low income countries.

We call for the establishment of a global initiative to bring the potential benefits work/industrial/organizational psychology to bear on the reduction of human poverty. These areas of psychology should play a key role in the consultation, design, delivery and evaluation of international aid; in the partnerships on which capacity development depends; and in the provision of essential human services to health, education and industry. While some important work has already been done in these areas the potential contribution of work/industrial/organizational psychology is greatly underdeveloped. A Global Taskforce is needed to identify how to step up the scale, impact and funding of such activities, and to do so in an integrated fashion. The Global Taskforce should have broad representation from low, middle and high-income countries, and ensure that efforts to address poverty do not reproduce the injustices that often give rise to it. The Task Force should be non-aligned to interests arising from national or professional society affiliations, and should use the human rights values espoused by the UN as its touchstone.

Millions of people the world over are working in organizations that have a positive influence on poverty reduction. We call for a Global Taskforce that will help to align work psychology initiatives for poverty reduction and to harmonize them with efforts towards realizing the Millennium Development Goals.

**We ask the UN to mandate a**

### GLOBAL TASKFORCE ON HUMANITARIAN WORK PSYCHOLOGY

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# Projects Under Consideration

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- ▶ Suggested projects include:
  - ▶ NGO Change Management
    - ▶ Does organization harmonization build capacity?
  - ▶ Defining Role/Function of GTF
    - ▶ What is its focus/Who is involved?
  - ▶ Advocacy and Outreach
    - ▶ Publicity/Identify key players
  - ▶ Capacity Program
    - ▶ Justice and leadership development practices
  - ▶ Beyond Attributes of Poverty
    - ▶ Influence of corruption, indifference, and cynicism



# Exemplar: The Lesotho Project

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- ▶ **About Lesotho:**
  - ▶ Formerly part of South Africa
  - ▶ Landlocked country about the size of Maryland
  - ▶ Few resources/High poverty level
  - ▶ 23% incidence of HIV/AIDS country-wide (higher in pockets)
- ▶ **Constitutional monarchy with relatively stable governance**
- ▶ **Recipient of much overseas aid – over 300 NGOs active, many dealing with the AIDS issue**



# The Lesotho Project

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- ▶ US Doctors for Africa held 2009 Summit of First Ladies of Africa; First Lady of Lesotho presented her project:
  - ▶ Psycho-Social Camp run for 5 years, twice a year; 30 children each time; 8-15 years old
  - ▶ Several NGOs assisted with the conduct of the Camp in the past (Lesotho Planned Parenthood Association, Lesotho Girl Guides Association, Salvation Army, others)
- ▶ Desired re-design of curriculum, including evaluation component (lacking in most Camp programs)
- ▶ First Lady of Lesotho invited Dr. Judy Kuriansky and Dr. Mary O'Neill Berry, representatives to the United Nations from the International Association of Applied Psychology (IAAP), to assist with the planning and evaluation of the next Camp (April 2010)



# The Lesotho Project: Our Approach

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- ▶ **Application of I/O Principles:**
  - ▶ Review of similar work already done
    - ▶ Not re-invent the wheel – build a better wheel
  - ▶ Involvement of key stakeholders in re-design
    - ▶ Partnerships in human capital and funding
  - ▶ Integration of changes with already-existing programs
    - ▶ Building on past successes, both content and delivery
  - ▶ Evaluation component to assure efficacy
    - ▶ Both the Camp itself, and what happens in the future
  - ▶ Longer-term strategy built in to process
    - ▶ Attendees become peer educators, ongoing training provided in communities after Camp is over



# The Lesotho Project: Our Approach

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- ▶ Met with Lesotho Mission Staff in New York and with Office of the First Lady Staff in Maseru
  
- ▶ Also met with numerous NGO and government representatives in Maseru and Johannesburg –  
Threefold purpose:
  - ▶ To publicize the work of the Office of the First Lady
  - ▶ To extend partnerships between the Office and the NGOs and other parts of Lesotho's Government; and
  - ▶ To identify and pursue fundraising opportunities so that the Office can expand the Camp (more locations, more children, more times a year)



# The Lesotho Project: Our Approach

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- ▶ Met with Representatives of NGOs/Others, including:
  - ▶ Centers for Disease Control (CDC); Clinton Foundation; Millennium Challenge Corporation; PEPFAR; UNICEF
  - ▶ Global Camps for Africa/HIVSA; Lesotho Durham Link
  - ▶ International Center for AIDS Care & Treatment Programs (ICAP) – affiliated with Columbia University (New York City)
  - ▶ Irish Aid
  - ▶ Lesotho Ministry of Gender, Youth, Sports & Recreation
  - ▶ Open Society Institute for South Africa (OSISA)
  - ▶ Ambassador of the United States and US Embassy Staff
  
- ▶ Ambassador of Ireland
  - ▶ **Donated financial support from his discretionary funds**



# The Lesotho Project: Our Approach

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- ▶ Meetings highly productive; agreement that Camp programs like this are important
  - ▶ Particularly if involving peer education
  - ▶ Particularly if evaluated properly
- ▶ Most did not know of the efforts of the Office of the First Lady
- ▶ Curriculum ideas evolved from the various discussions as well as from in-person interviews with a sample of the girls who will attend the next Camp
  - ▶ What do THEY want to get out of the experience?



# The Lesotho Project: Our Approach

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- ▶ Evolution from “Psycho-Social Camp” to **“Girls’ Empowerment Programme”**
- ▶ Rather than a central focus on Life Skills (as before), curriculum is now a blend of:
  - ▶ Practical education on HIV/AIDS prevention (Risk Reduction and Avoidance) – based on UNICEF work
  - ▶ Income-Generating Activities (IGA)/Entrepreneurship Training/Micro-financing – Program already run by Ministry of Gender/Youth but not previously integrated into Camp curriculum
    - **This will be continued after the girls return to their villages by Trainers from the Ministry of Gender/Youth**



# The Lesotho Project: Our Approach

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- ▶ Evaluation Instruments designed and will be administered at the start of the Camp/Programme and again at the end
- ▶ Longer-term periodic evaluation is also planned
- ▶ Combination of evaluation plus the ongoing IGA work enhances the probability that the Camp/Programme will have lasting impact on the girls, their peers, and the village communities where they live
  - ▶ Girls are expected to develop into community leaders



# The Lesotho Project: In Conclusion

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- ▶ Crucial to involve the Staff in the Camp/Programme changes, as well as obtaining input from related NGOs and from the prospective Camp/Programme attendees
- ▶ The Evaluations will ensure that future Camps/Programmes meet the desired needs as well as measuring progress over time
- ▶ Ministry participation marks a new partnership at Camp/Programme level between these parts of Government
- ▶ Expansion to include additional NGOs increases pool of available skills
  - ▶ **And future funding opportunities**
- ▶ The Lesotho Project could be a model for other Camps not only in Lesotho but in other countries also



# The Lesotho Project

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- ▶ **What is emerging is a sort of “Public-Public Partnership” – the combination of multiple Government entities and NGOs, working together to achieve objectives of mutual interest and relevance**
- ▶ **MDG 8: DEVELOPMENT COOPERATION**
- ▶ **“New Diplomacies” (Saner, TIP, April 2010)**



# Some Defining Constructs: (1) Dominance

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- ▶ Social Dominance theory (Sidanius & Pratto)
- ▶ Groups, institutions and individuals
- ▶ Will often implicitly 'lord it' over each other
- ▶ We need to be careful in HWP (non-elitist): No “expat-ocracy”
- ▶ Plus: We can promote more awareness about implicit processes generally
- ▶ E.g., in selecting skilled migrants/consultants; & harmonisation between NGOs
- ▶ Source: MacLachlan et al. (2010, in press)



## (2) Justice

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- ▶ *“I was a medical attendant, and...I went to School, studied and finished in 2008, then started working, but, up to this moment, I haven't been promoted, I mean my cadre hasn't been changed, I am still called medical Attendant, and I am receiving medical attendant salary... I am a nurse and I am working as a nurse, the salary I am receiving is attendants' salary... the working morale started to decline (crying)” T503 I, NM*
  - ▶ Source: McAuliffe et al. (in *The Aid Triangle*, in press)
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## (3) Identity

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- ▶ “We want health, housing, and education. But not at the expense of losing our own soul, our own identity, a say in our lives: We refuse to sacrifice the essence of what makes us Aboriginal people.” (Pat Dodson, Aboriginal Leader)
- ▶ Cited in MacLachlan et al. (2010, in press)



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# Triangulation!: “Dual Salaries”

- ▶ Project ADDUP: Funding ESRC & DFID
- ▶ Concrete Ceiling: Dominance
  - ▶ Distributive, Procedural Injustices
  - ▶ Challenges to Identity (caste-like system)
- ▶ Six countries, multi-sector, inter-disciplinary
- ▶ Overall international: local ratio = 4:1
- ▶ Unfair  de-motivating, predicts turnover cognitions
- ▶ Multi-level moderation by ORGS
- ▶ Next: ADDUP to What? (best org. Practices: in-country wkshops)



# Possible Future Initiatives

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- ▶ **Example: UK-funded Evidence-based Reviews/Practice**
- ▶ **Some questions: What is the...**
  - ▶ Evidence about increasing civil service salaries on improving work performance?
  - ▶ What works to improve teacher attendance?
  - ▶ What kinds of Civil Society Organizations raise voice and agency of disadvantaged groups?
  - ▶ Dominance, justice and identity may be issues



# Future Initiatives

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- ▶ Over to Discussion...



# Recent References

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- ▶ **Berry, M. O'Neill, Reichman, W., MacLachlan, M., Klobas, J., Hui, H. C., & Carr, S. C. (2009). Humanitarian Work Psychology: The Contributions of Organizational Psychology to Poverty Reduction. *Journal of Economic Psychology*, 5 November 2009.**
- ▶ **Carr, S. C., MacLachlan, M., Reichman, W., Klobas, J., Berry, M. O'Neill, & Furnham, A. (2008). Organizational psychology and poverty reduction: Where supply meets demand. *Journal of Organizational Behavior*, 29, 843-51.**
- ▶ **MacLachlan, M., Carr, S. C., & McAuliffe, E. (in press for 2010). *The aid triangle: Recognizing the Human dynamics of Dominance, Justice, and Identity*. London: Zed Books**

