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# HUMANITARIAN STANDARDS FORUM GENEVA 2013 DAY ONE REPORT



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### Disclaimer

The content of this report aims to capture the main proceedings of Day One of the Humanitarian Standards Forum held on 27th June 2013 in Geneva, Switzerland. The report is not a comprehensive record of the event, but a reflection of the main themes.

# INTRODUCTION TO THE HUMANITARIAN STANDARDS FORUM REPORT

The Humanitarian Standards Forum was an important moment to gather together nearly two hundred leaders and practitioners<sup>1</sup> from across the humanitarian community to actively participate in the evolution of standards, as a contribution to the improved quality, effectiveness and accountability of humanitarian action for people affected by disasters.

Day One of the Forum focused on the outcomes of the Joint Standards Initiative (JSI), a collaborative process between three leading standards initiatives (HAP International, People In Aid and the Sphere Project) to seek greater coherence for users of standards.

The Humanitarian Standards Forum marked the conclusion to the JSI process. The findings, recommendations and decisions on improving humanitarian standards were presented, which included the development of a verifiable common core standard by the end of 2013, joint awareness raising and support activities around the standard, and developing a new standards architecture in collaboration with the wider humanitarian community.

## THE OVERALL AIMS OF THE DAY WERE:

- To present an overview of the JSI enquiry, findings and recommendations.
- To offer a framework for action emerging from the three Boards that make up the JSI.
- To engage participants in the implementation of the road map over the next 18 months.

A significant change for the sector is being proposed by the three initiatives. With guidance from HAP, People In Aid and Sphere, the sector will develop new approaches to and support for standards, and the three initiatives will be integrated into a system (an architecture) which will fully serve aidworkers and organisations wherever they are based, as well as donors, host governments and others who wish to engage.

## OVERALL FEEDBACK FROM FORUM PARTICIPANTS

The South will be a major voice in this change and the initiatives will be asking the many thousands of NGOs and individuals who are their direct stakeholders to ensure their voice is heard.

The strong message from the Forum was that there was broad commitment to the overall road map and that initiatives should quickly decide on the Core Standard and then review, over a period, how well it responds to need so that changes can be made. In the light of this feedback, the initiatives are revising their proposal. This will respond to feedback from the Forum and will revise the time frames and the dependencies between the workstreams.

We are grateful to the Swiss and Danish Governments for sponsoring the Forum as part of their shared commitment to improve the quality of humanitarian action, as well as Dr Peter Walker for skilfully moderating the first day of the Forum.

We trust that the Forum Report provides a useful reference tool for the humanitarian community on the Joint Standards Initiative process.



**Robert Schofield JSI Coordinator**

<sup>1</sup> 152 people attended day one of the Forum, with an additional 51 accessing French webstreaming and 34 accessing English webstreaming.

# OPENING SPEECH FROM THE HOST



Ambassador Manuel Bessler, Delegate for humanitarian aid and head of the Swiss Humanitarian Aid Unit (SHA).

## KEY MESSAGES

- Standards are common in most other sectors but they do not appear to be as prominent in the humanitarian sector.
- Professionalism and quality are increasingly key concerns in the humanitarian sector. Quality is about meeting needs and expectations of customers.
- The question we face is how do we recognise which agencies are doing good humanitarian work? To what extent and against which scales do we measure and assess this?
- The Joint Standards Initiative and the SCHR Certification Review Project are separate but complementary in their goals to improve the quality of humanitarian action.<sup>2</sup>
- JSI are seeking to take standards to scale - not through enforcement, but by inclusively bringing the humanitarian community together, consulting widely and proposing a more harmonised approach. The Humanitarian Standards Forum is the conclusion to this important process.
- The next step is to start to implement proposed changes, this effort must be done collectively. We need to bring our voices into this common effort, to improve the quality of assistance and make us accountable to beneficiaries.

<sup>2</sup> Day Two of the Humanitarian Standards Forum complemented the discussions of the previous day, and discussed the early findings of the SCHR Certification Project, a research and consultation process sponsored by the Steering Committee for Humanitarian Response (SCHR). A separate report of the proceedings of Day Two will be prepared and circulated by the Certification Project Team.

# INTRODUCTION TO DAY ONE OF THE FORUM

**Erik Johnson**

Chair of the Sphere Project Board

“On behalf of HAP, People In Aid, and Sphere, I would like to thank the SDC for hosting this important event, as well as Danida, the Steering Committee for Humanitarian Response, and all those who have contributed funding and time to support the JSI process.

This is an important moment in the history of humanitarianism, and whether you trace the beginning back to the Joint Evaluation on Assistance to Rwandan Refugees, or to Biafra, or further still to Solferino, the work that we present here today is the latest step in the evolution of a set of humanitarian standards and principles that has grown along with a system that is increasingly more sophisticated and professional. As chair of the Sphere Project I am always humbled by the company I keep, and the vast amount of knowledge and years of experience that have gone into the development of our standards. The task that we now face together is in many ways more complex and fraught with risk than that of conceiving and launching our three standards; starting from scratch is sometimes easier than improving on a strong foundation. There is always a risk that you may compromise what you’ve already achieved.

But we must be brave enough to be better, to strive for change. To fail to do so is to turn our backs on the people who need us most. Right now, as we sit in the comfort of this conference room, there are millions of people around the world affected by disaster, facing the struggle to survive in a world that is also increasingly complex. As many joint evaluations of major disaster responses have demonstrated, we humanitarians need to do more to help them fulfill their rights. If you seek the case for change, look no further than Syria, or Mali, or DRC. This is my first key message for you today: not engaging is not an option. We have a responsibility to do better.

We know that standards are not a panacea, but we are certain that in humanitarian assistance, as in any field, be it medicine, or engineering, or construction, standards are a crucial part of achieving quality and accountability. Without agreed common standards which are consistently applied, humanitarians are not able to respond in a coordinated fashion with an agreed upon definition of quality, able to ensure that assistance is accountable, efficient and effective. Whilst standards always need to be adapted to the local context, it’s from the basis of agreed standards that the conversation on contextualization begins.



Simply referencing our standards in our project proposals is not enough. In the course of the JSI consultation we’ve solicited the views of over 2,000 people from 114 countries, representing around 350 organisations. This has enabled us to develop a clear road map on the way forward and the milestones we need to achieve along the way.

We know that despite robust standards, there is still a need for more training and awareness raising, particularly for Southern actors.

We know that there is a need for greater institutionalization of standards within organizational processes such as induction, training and quality management.

And we know that agencies and aid workers desire a commonly agreed core standard, based on evidence and best practice, that is shared and agreed by the humanitarian community.

Together, we’re confident that these changes will contribute to improved response; individual families affected by disaster and conflict will benefit. This is my second key message for you today: what we do here today, what we take home and how we invest in this process moving forward, it matters. Lives are literally at stake. Nothing could be more important.

But just because we're ready to lead in this process, those who stand before you today do not presume to have all the answers; we need your help, both as individuals and as agencies. We need your organisations' expertise and knowledge to develop standards that reflect users' needs and respond to real humanitarian challenges. We've therefore chosen our language very carefully around today's event: a humanitarian standards forum. A forum is a place for discussion of questions of common interest.

Each of us comes here today with a different perspective, but united by a common cause and shared beliefs. Today we'll be presenting our road map for the activities and four key work streams ending in December 2014. Throughout the day there will be opportunities for you to comment and contribute, and two workshop sessions are focused around key areas of enquiry and identified workstreams. This is where we need to hear from you, and for you to help identify where and how your agency will be contributing in the various activities.

Just a month ago the boards of HAP, People In Aid, and Sphere made the agreements for the work plan we'll present today. Part of this agreement included engagement with others as a crucial ingredient to our success. This effort will depend on the assistance and commitment of both resources and person hours of our board member agencies and other key players in the humanitarian sector. We need your ownership, buy-in, and commitment.

But make no mistake: sitting on the sidelines and remaining a passive observer may be an option, but it is certainly not the best option. The agencies here are committed to this process, and this movement will go

forward. I challenge you instead to join this process, to commit your time and resources as you can, and make this process your own. This is my third key message for you today: we invite you to join the joint standards process and contribute to the various activities as they unfold over the remainder of this year and the next.

Seen from a global view, the international humanitarian system is at a crossroads. As the work of Peter Walker and other academics have demonstrated, we're at the balance between standardization and more systematic quality management on the one hand, and adapting those standards to every unique and exceptional situation on the other. We stand between an increasingly professional international response network on the one hand, and a rising number of local and non-traditional actors and self-help groups, on the other. Likewise, the external threats and hazards, whether they be in complex crises such as Syria, or natural disasters such as the recent flooding in India, also grow more complex and affect more people than ever. But humanitarian principles, the Code of Conduct, and International Humanitarian Law remain as vital and relevant as ever.

The problems are complex, but the solutions must be simple. Our belief is that more coherent and accessible standards will empower more effective response. Our shared vision is this: that aid workers and agencies will face fewer barriers in applying standards. That these standards will be based on humanitarian principles. That these standards will be focused on more effectively empowering the rights of people affected by disaster to claim their rights to humanitarian assistance, to security and protection, and to life with dignity. Please join us in making this vision a reality."



# PRESENTATIONS

## HOW DID WE GET HERE?



### Verifiable Common Core Standard

#### Neil Casey

Chair of the People In Aid Board

Two years ago HAP International, People In Aid and the Sphere Project came together to look at how to further invest in quality. There are now more standards and a complex architecture. As agencies at the forefront of standards, the three agencies felt that the complex architecture was contrary to the aim of quality. That was when JSI was born. JSI took a lead in the standards discussion, initiated a process of consultation, which culminated in the Joint Meeting of the three Boards in May 2013. The meeting in May 2013 generated commitment and momentum for action:

- Common commitment to improve the quality of humanitarian assistance.
- Proliferation of standards results in a complex architecture that is difficult to navigate - this works against quality improvement.
- Creation of a verifiable core standard will address these concerns.

### THE DEBATE

- Verification and certification: On the debate around verification - not all three initiatives agree, but they agree to work towards finding a compatible solution. Verification and certification are distinct discussions but are also very related, the two feed into one another.
- What is core?: Anything going forward will be based on humanitarian principles, this is at the heart of what we want to do.
- One standard? : Although proliferation is seen as a sign of the richness of the humanitarian community. It does create a complex architecture which is increasingly difficult to navigate.

### WHERE ARE WE NOW

- The starting place is what is common across HAP, People In Aid and Sphere standards.
- The Common Core Standard will be verifiable - to generate evidence to show that the adoption of standards makes a positive difference.
- There is a continuum on which the three initiatives operate, we can work within this without hindering the development of the Standards Project: HAP and People In Aid will continue to work on external verification mechanisms.
- Sphere will continue to promote voluntary uptake.

## Awareness Raising

### Matthew Carter

Representative of the HAP International Board

With over ten standards to choose from, there is confusion about which standards people should adopt. HAP, People In Aid and Sphere are just three standards - looking to create a common core standard is a tremendous move forward in how we can work more closely.

#### WHAT'S THE PROBLEM?

There are a number of problems raised by the users of standards, including: confusion about which standard to use, insufficient knowledge of the various standards, North/South challenges, language, contextualisation, embedding, systematic presence etc.

#### AWARENESS RAISING AND TRAINING

- Consolidating and harmonisation
- Joint awareness raising
- Greater focus on the South
- Translation of standards into key languages
- Joint training

## Standards Architecture

### Erik Johnson

Chair of the Sphere Project Board

An architecture points to how things will look in the future, we are thinking creatively into the unknown. Basic principle for the architecture is that 'form follows function'. We need to empower aid workers and agencies.

#### OUR USERS TOLD US THAT THEY WANTED

- Harmonisation of the various standards, with affected populations at the centre and humanitarian principles as the foundation;
- A structure to link the various standards together.

#### IMAGINE THE PROBLEM

- An aid worker or agency is confronted by a variety of technical, organisational, and core standards, each with a different focus, inconsistent terminology and different foci;
- The vision is for aid workers or agencies to be able to navigate between the different standards based on a common core, a smooth interface among them, based on humanitarian principles and centred around affected populations.

#### SO WHAT WILL IT LOOK LIKE WHEN WE'RE DONE?

- The Star Alliance: 'code shares' of flights, frequent flier miles, sharing routes, pricing, etc.
- The ipad; various 'apps', but for the user the interface is the same. They are all in the same frame of the ipad.
- The building; the plumber, the electrician, the carpenter, even the architect must all work together and have some common rules and measurements, but for the homeowner they can just use the house.





## The JSI Stakeholder Consultation

### Robert Schofield

Coordinator of the  
Joint Standards Initiative

At the heart of the JSI process was a Global Stakeholder Consultation, designed to be a bottom up evidence based enquiry, with no pre-determined outcome and aiming to be wide ranging, objective and representative of the sector.

The JSI process and the SCHR Certification Review have been complimentary but separate initiatives. Complimentary in that we both have similar missions, to improve the quality and accountability of humanitarian action. But different and separate in that the JSI focus has been on standards and how to be more coherent. We have sought to ensure that one process was informing the other, to avoid the frequent mistake of overlapping initiatives ignoring each other. We are very conscious that the SCHR Certification Review is considering potential criteria for verifying agencies compliance with a standard - and we are keen to offer the output of our work on developing a core standard to the review.

Between December 2012 and March 2013, the Consultation team connected with over 2,000 people from field practitioners to affected people, to HQ staff, in 114 countries, representing 350 organisations (with a variety of approaches, including: On-line survey, Focus Group Discussions, 1:1 interviews, regional events in hubs and a Conference in Copenhagen).

Lois Austin and Glenn O'Neil, the independent consultants running the consultation, said that they are "confident that the resultant findings represent a robust and representative view of the humanitarian sector".

### WHAT DID OUR STAKEHOLDERS TELL US? SOME OF THE KEY THEMES INCLUDED:

#### USE AND ACCESSIBILITY OF STANDARDS

- Standards are well known and used by a majority of the traditional international humanitarian actors, but further awareness raising and training needed - especially because awareness of standards is significantly lower amongst national and smaller NGOs compared to larger agencies.



- Language and terminology hinder access to standards compounded by lack of common terminology and structure within the texts of the three standards.

#### IMPLEMENTATION OF THE STANDARDS

- Lack of systematic presence and uniform support from Q&A initiatives impedes implementation

#### VERIFICATION AND COMPLIANCE OF STANDARDS

- No clear consensus on the best approach for verifying compliance - internal and mandatory approaches were favoured - but a desire that verification should be about enabling and learning rather than punishment

#### FUTURE VIEWS ON HUMANITARIAN STANDARDS

- Broad consensus seen for action on greater awareness, dissemination and training.
- Harmonisation and consolidation of standards, with a focus on harmonising texts and avoiding overlaps
- Including affected people at the centre of standards and Humanitarian Principles as the foundation.

Ten recommendations were offered based on these findings around: core standard, harmonisation of the three standards, awareness raising and an oversight model. (see the full report at [www.jointstandards.org/jsiconsultation](http://www.jointstandards.org/jsiconsultation))

As part of the JSI enquiry, a **brief Organisational Review** took place in April to develop options and recommendations on optimal organisational models, informed by the results from the JSI Stakeholder Consultation. The main focus in the end was around the best configuration for the delivery of a consistent set of harmonised services and four options were proposed from setting up an umbrella body, to developing a franchise model for training and field support.



## **JSI Advisory Group** **Manisha Thomas and Zia Choudhury** Independent co-Chairs of the JSI Advisory Group

The JSI Advisory Group was made up of diverse representatives from the three initiatives as well as the SCHR Certification review, the UN and a donor. It was a very robust governance structure with active engagement from all members.

### **THE ADVISORY GROUP'S TWO MAIN OBJECTIVES WERE TO**

- Ensure that the consultation was accurate and evidence-based;
- Ensure that the process responded to needs and considered options for an organisational structure.

The Advisory Group provided input into the methodology for the consultation, as well as supporting the running of some of the Focus Group Discussions. They also helped commission two pieces of research - a Mapping Exercise of Quality & Accountability Initiatives and a Thinkpiece. In the final Advisory Group report, the group set out their recommendations under four main overarching titles:

- Harmonisation
- Harmonised Awareness-Raising and Support
- Inclusive Approach and Diversity of Standards' Users
- Compliance and Verification

The Advisory Group were asked to stand up and were applauded for their commitment.

# FUTURE PLANS

Dr Peter Walker reminded the audience that over the past year, JSI have grappled with a number of key issues and questions relating to quality, standards, architecture and coherence and now the focus is on what they are going to do going forward. The overall roadmap and the four workstreams were presented by the heads of the three initiatives:

## Overall 'Roadmap'

**John Damerell**

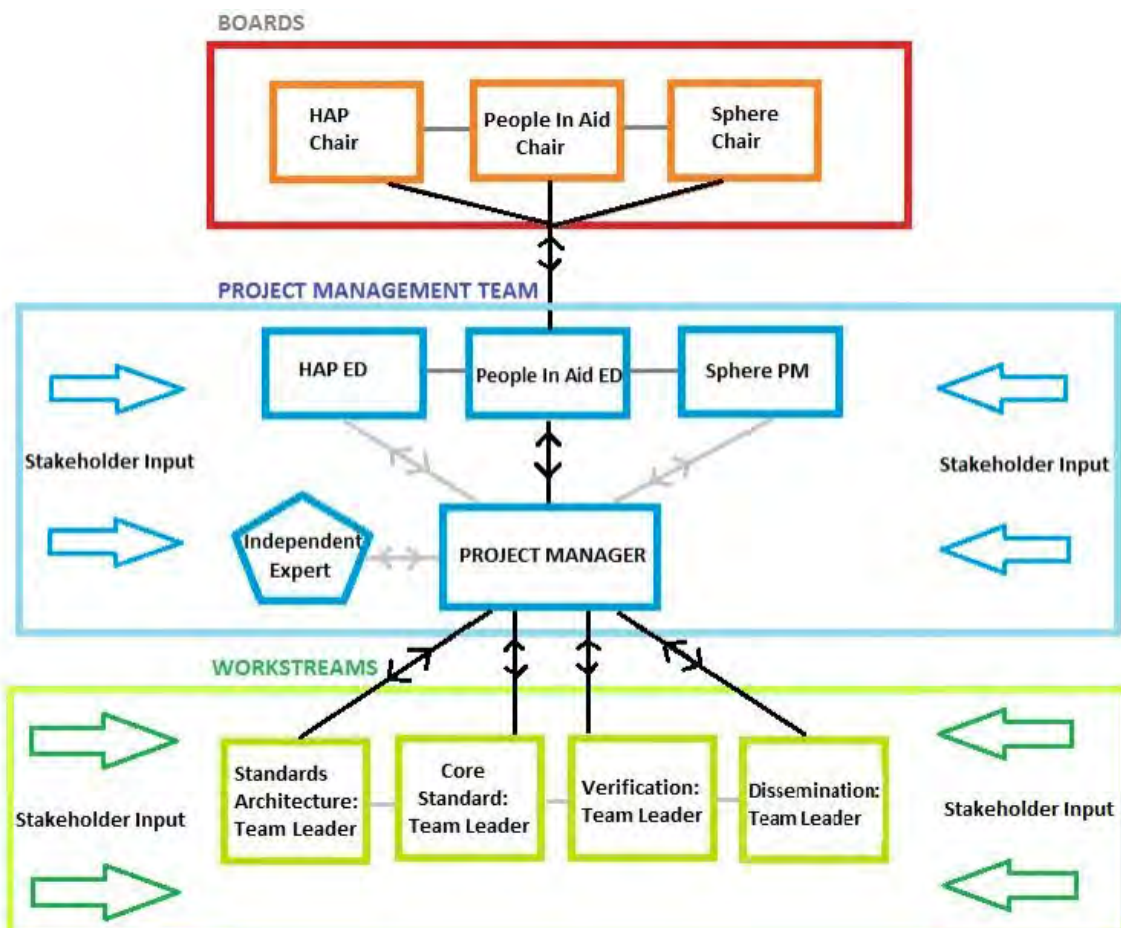
Project Manager, the Sphere Project

The Joint Standards Initiative will cease to exist after the Forum. The working title for the next phase is the 'Standards Project' and the ongoing collaboration will be taken forward by the three initiatives themselves.

**Governance** The three Directors have put together a project based on the findings from the consultation and the outcomes from the Joint Meeting of Boards and have been empowered to take this project forward by their Boards.

**Project Management Team, (PMT)** will comprise the heads of the three initiatives, a Project Manager and an Independent Chair. The Project Manager will have responsibility to deliver the project and support the four workstreams. The Project Manager will be embedded within one of the initiatives. The Independent Expert will be tasked to ensure the PMT works effectively.

**Workstream** There are four workstreams envisaged, focusing on: Standards Architecture, Core Standard, Verification and Dissemination. The four workstreams will be led by team leaders who will be responsible for the output. Team members of these workstreams may come from the initiatives or be seconded from other agencies and will have broad representation and expertise.



## Common Core Standard Workstream Marian Casey-Maslen Executive Director, HAP International

The working definition of a Common Core Standard is “An organisational level standard that will ensure the humanitarian sector is more accountable to affected populations and that organisations are more effective”.

### WHAT IS THE POINT OF A CORE STANDARD?

- Assure the quality of humanitarian programmes - focus on systems and processes
- Enable organisation to carry out their programming to the standards to which they aspire
- Be uniformly applicable and promote inclusion
- Help organisations put core principles into practice in their organisations and networks
- Confirm to others that the organisation is committed to meeting that standard

### WHAT WOULD A CORE STANDARD LOOK LIKE?

- Establish the underlying principles from which the Standard is derived
- Be complete, clear and concise
- Form a coherent set which reflect the cycle humanitarian programmes go through and how they are delivered
- Have the capacity to be operationalised with verifiable indicators and appropriate means of verification
- The Standard benchmarks should be based on good practice and evidence, if possible with tools and case studies to be able to demonstrate this.

**The Starting point** the three initiatives should start by reflecting on what they already have - the dimensions that are common to the HAP, People In Aid and Sphere Standards. These three standards have already gone through a lengthy consultation process to come up with their individual standards. Eight common dimensions between the three initiatives standards have already been identified and include;

- Governance, leadership and management
- Transparency, communication and information sharing
- Participation/involvement
- Performance
- Duty of care
- Redressing grievances
- Collaboration and coordination
- Learning and continuous improvement.

## Verification Workstream Marian Casey-Maslen Executive Director, HAP International

### VERIFICATION STATEMENT

“HAP International, People In Aid and the Sphere Project have discussed verification during the Joint Standards Initiative (JSI) process. It was agreed from the beginning that the focus of JSI would be on Standards and that certification was not part of the JSI agenda.

It is accepted that the Sphere Project promotes the voluntary uptake of standards while HAP and People In Aid also support external certification mechanisms.

HAP and People In Aid will continue to do work on external certification mechanisms, liaising closely with the SCHR Certification Project. It is understood that certification can be considered as one means of verification. However, verification covers a wider range of options including internal self-assessment, peer review, and evaluation.

The core standard to be developed in the Standards Project will be verifiable. The verification workstream will offer tools and mechanisms for those who wish to take them up.

The proposed standards architecture workstream will consider the need for an oversight body in relation to the Common core Standard.”

**Verification can have many different mechanisms** evaluation, peer review, internal verification. The Common core standard will be verifiable and have tools in which to verify against.

- Focus on Standards, not certification.
- The core standard will be verifiable.
- Sphere Project will promote the voluntary uptake of standards while HAP and People In Aid will also support external certification mechanisms.
- Verification workstream will offer tools and mechanisms for those who wish to take them up.



## Standards Architecture Workstream

### Jonathan Potter

Executive Director, People In Aid

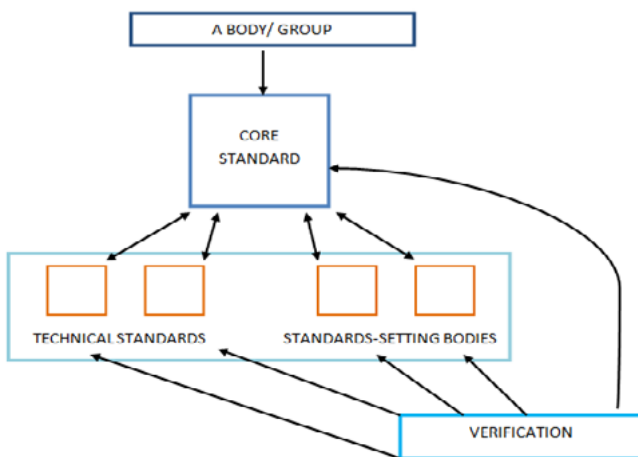
"In an 'architecture' we are expecting that the organisations involved in standards-setting, (and related activities such as training) as well as the standards themselves, are recognisably part of an overall and coherent structure which will best serve the needs of humanitarian action and respond to issues identified during the JSI process."

#### THREE MAIN DRIVERS FOR ARCHITECTURE

- Structure to link all three standards together.
- An optimal organisational structure.
- An oversight body of standards.

#### ORGANISATION STRUCTURE DIAGRAM

A straw man has been considered where a number of technical standards link to a core standard and a body at the top that could be regulatory. Other stakeholders will also need to be included within this structure:



#### SOME AMBITIONS FOR THE STANDARDS PROJECT

Coherence of the core standards and all technical standards which are available throughout the sector.

Harmonisation (in, for example, content, terminology and structure) of all the relevant and willing standards to ensure easy access by aid workers.

- A system that enables organisations of any size or capacity to adhere to the core standard to the best possible extent.
- A system that ensures standards are reviewed and relevant.
- A system that makes it possible to adopt additional technical standards.

- A means to reduce fragmentation and duplication amongst standards, and ensure that organisations and aidworkers have confidence they are working to standards accepted, as universally as possible, by affected populations, donors, staff, host governments, their peers and other stakeholders.
- Consider the need for an oversight body, based on previous thinking and activities in the humanitarian and other sectors.
- Consider the future of Sphere, HAP and People In Aid and, to the extent that their governing bodies will allow, of other standard-setting bodies.
- Ensure any system recommended will be institutionally simple and cost effective.
- Recommend a structure which will be adaptive and innovative in response to changing conditions and be as globally recognised as possible.

## Dissemination Workstream

### John Damerell

Project Manager, the Sphere Project

The aim of the dissemination workstream is to develop a joint strategy, action plan and budget for harmonised awareness raising (adoption) and consistent support in country (institutionalisation).

#### INITIAL PHASE (SEPTEMBER 2013- MARCH 2014)

- Stock-take
- Country piloting identification
- Institutionalisation 'mapping'
- 'Joint deployment' mechanism

#### DISSEMINATION (APRIL-DECEMBER 2014)

- Portfolio of materials and interventions
- Piloting of awareness-raising
- Support and guidance for greater institutionalisation

# QUESTION AND ANSWER SESSION FOLLOWING PRESENTATIONS

Dr Peter Walker moderated a question and answer session with a series of questions coming from participants and responses provided by the panel of Chairs and Directors from the three initiatives who had presented through the morning.



## QUESTIONS FROM PARTICIPANTS

**Q** How much control do we need for the humanitarian system to work? The sector is fragmenting, and there are lots of new actors. Some subscribe to our standards, some don't. Will we need compliance to ensure it is effective?

**Q** The presenting problem is rarely the actual problem. Is the real problem proliferation of standards or not? Is the proposed solution going to address the symptoms of another problem, which is not yet stated, but may be more about the relationships, communications and dynamics between the quality and accountability initiatives and the rest of the sector? For example, training and dissemination - is it not the responsibility of the organisations themselves to make sure their staff know what the commitments of their organisation are?

**Q** Having two levels of core standard and technicals, - built on humanitarian principles - is that really a simplification? Please clarify. Sphere already has both core and technical standards. Will technical standards agree to a revision to ensure coherency with the Core Standard. What implication will this have on the scope of the project? And how can you measure performance without looking at the technical standards?

**Erik Johnson response** - Sphere is one of the most widely used standards, and is voluntary. The humanitarian sector is small compared with remittances, new actors, etc. We need to reach out

to the new actors, harness the strength of affected populations, use the technology available, and incentivise rather than control. He shares the concern about getting a return on this investment. We do know that there are issues here. However, we cannot solve every problem facing humanitarian action today through standards. We do hear from the sector that we are not investing enough in training our field staff, in particular, helping them navigate the standards. There will be two levels - the principles and the Core Standard (the Core Standard will appear in the Sphere, HAP and People In Aid standards, and, hopefully, in others - and will be shared and promoted across the sector - especially in the Sphere Companion Standards).

**Matthew Carter response** - The sector has grown, there has been a shifting of power and responsibility, and an increase in Southern actors, who are delivering more and more of vital aid. How do we look at the issue of compliance? It is complex. The Core Standard - the simplification will be that the principles will be in the Core Standard, and the technical standards around that. In response to an earlier question, the three initiatives came together, committed to change, looking to see if we could do better. The issue of proliferation was wrongly used. We realised early on that that was not the issue, which was rather the need for closer working and harmonisation. He concurred with the caution about training, saying it should not just be scattergun.

**Neil Casey response** – From the consultation report, peer review had strong support as a principal means of verification, the focus being on learning. The idea of an external body to beat the humanitarian agencies over the head would not be successful. Verification should be ‘by the system, for the system, of the system’. Nevertheless, Sphere, HAP and People In Aid do have some common commitments regarding holding beneficiary needs and humanitarian principles at the heart of what we do - we are interdependent on that. At present we are in co-creation mode, and we are not sure what it will look like as yet. There is no predetermined outcome. What we do have is principles that we can co-create with.

**Q** There has been a dynamic change in NGOs – Southern NGOs are managing funds free from international NGO or donor funding. There needs to be a more balanced approach with Southern NGOs more involved. The global South should not be brought in only to disseminate the JSI process? Where is Southern leadership?

**Q** Where is the big change here? Thought the aim was to be more streamlined, not bigger and more cumbersome? More streamlined standards would attract others from different parts of the sector. My challenge to us all is how do we really bring about that change to give us something which is more streamlined and focused? Where are we going to go in the future which is going to hone this more effectively?

**Q** Donors already use some of the standards in a compliance fashion. What does this process mean to them? Have you talked about the impact of donor policy

and reporting requirements, and how you can help donors coordinate on the standards? What impact would this have on the project?

**Erik Johnson response** – Strongly agreed that Southern actors have not played a prominent enough role. Southern actors are going to play an even more important role in next five, ten, 20 years. We need to include Southern agencies in the decision-making process.

**John Damerell response** – In answer to the question about donors – yes, we know Sphere is used in a number of processes where organisations are certified or verified. We want to have the Sphere tools verifiable, but we would not engage in a certification process ourselves. Compliance with the Sphere standards is voluntary. We know significant number of donor organisations expect implementation against Sphere standards. But it should not be that you can only access those standards through a certification process.

**Marian Casey-Maslen response** – There are many concerns about dividing North and South in our terminology of humanitarian assistance. The future focus should be on national NGOs, everywhere. We need to change how we think about it. The Core Standard will, hopefully, promote more equality. HAP finds national agencies are often more accountable to the affected populations than internationals. The intention of the Core Standard is not that it should be simple for use by Southern agencies, but that it should be simple for use by everybody. Marian would worry if the Common Core Standard was complex. The consultation confirmed



that we all want to promote accountability to affected populations. This needs to be central in the new Core Standard.

**Robert Schofield response** - With regard to donors - some people have been suspicious that the whole process has been donor-driven. We had a donor representative (from Danida) on the Advisory Group. We have tried to encourage donors to engage, but we have not initiated their involvement. Donors need to work out their position themselves, and provide ongoing input.

**Q** Had heard from a donor that - from their point of view - larger NGOs were becoming complex, slower in response, more inhibited. This is an indictment of where the system is going. Smaller NGOs are more agile, more passionate, and have less baggage. What is the big change here? The change should be something that will be less onerous on our field staff and will still deliver quality. Less is more and less is better - this is key. What is the vision for this? Where are we going to get the leadership? Three organisations have come together with three Boards - but the same traditional organisations are members of the three Boards. The focus will come back to us on the leadership to take this forward. Where is the leadership coming from?

**Q** Commented that the JSI has been a fantastic effort, which has reawakened our focus on accountability to affected communities. In our response, what about our responsibility as senior management in humanitarian organisations? How can we, in our roll-out, have senior managers in our organisations speak to this, put it up front, ensure that wherever we are working, our agency will work to these Standards. Diversity is our strength, and innovativeness, but there is a level of anarchy. Our senior managers need to sign up publicly to the Core Standard, to stand for it.

**Q** How do we know what people on the ground actually want? How do we move forward making sure we understand what our beneficiaries are asking us for? Where are the feedback mechanisms from our clients?

**Q** What is the aspiration around this product being a useful tool for other humanitarian actors - the media, governments, non-traditional humanitarian actors, the military, UN agencies, etc?

**Q** Final comment that international NGOs may use the standards as a barrier to keep national NGOs out - a 'cosy club' that protects the larger NGOs.

**Neil Casey response** - We need to take the leadership. It needs to come from us. We need to take it to our own agencies, our networks, our staff, and be champions around it. On the table is a roadmap to facilitate the change - we (the wider humanitarian community, not just HAP, People In Aid and Sphere) are the ones who need to take it forward now.

**Matthew Carter response** - We need to do awareness raising, dissemination, and not just training. How do we communicate, raise awareness, look at training differently? We will take leadership within our own organisations on how we take this forward. Leadership remains critical. When the three Boards came together last month, we asked the Directors to take responsibility

for delivering. The three organisations have shifted the way that they work together, the people who work at the coalface together should be the ones to take this forward now.

**Jonathan Potter response** - We need everyone else involved, not just these three organisations. Everyone needs to engage. The work streams will accommodate as many interested people as possible. Please get involved.

**Manisha Thomas response** - We have to be careful not to turn this into just another new project. The leadership needs to come from the three Boards, and they need to exercise a level of vigilance to ensure that the process is not simply process driven. National NGOs need strong voices to make sure that the next stage moves things forward quickly and easily. The leadership of the initiative needs to be diversified. There are also lots of individual organisations which have their own standards. We need to find something that is common, that we can all agree to. Relevance to the UN? The UN have their own standards. It will be a challenge to bring the UN on board. It has been an NGO-driven process so far.

#### MODERATORS FINAL COMMENT

Dr Peter Walker explained that in his own work in the educational sector in the United States, he has faced similar challenges. Size does not necessarily determine quality, agility or passion. Peter proposed that either we "fix it, or stop worrying about it. If something isn't as good as it can be, we need to make it better".





# PANEL DISCUSSION

**Dr. Peter Walker** (Moderator) Irwin H. Rosenberg  
Professor of Nutrition and Human Security, Director,  
Feinstein International Center.

**Degan Ali** Executive Director, Adeso Africa

**Gwyn Lewis** Inter Cluster Coordination and acting  
Chief Inter Agency and Partnerships, UNICEF

**Dr. Hany El Banna** Founder and President,  
The Humanitarian Forum

**Jane Cocking** Humanitarian Director, Oxfam

**Zia Choudhury** Consultant on Accountability to  
Affected Populations (AAP)/ Quality Programming,  
UN-FAO - Emergency and Rehabilitation Division.

**Wendy Fenton** HPN Coordinator, Humanitarian Policy  
Group, ODI

Panellists reflected on the morning's presentations and/  
or the first round of morning workshops:

**Dr Hany El Banna** Standards should be locally  
created and globally governed. Standards should act  
as a facilitator, reflecting the values and culture of the  
context in which it is being applied. Dr Hany reflected  
the workshop discussion where delegates stressed the  
importance of preserving the dignity of beneficiaries and  
that assistance should be driven by the community you  
are designing for, making sure it is fit for purpose.

**Gwyn Lewis** Responding to the question 'where is the  
big change?' Highlights that many improvements have  
taken place over the last decade. For the future, we need  
to keep in mind adaptability to context and adoption by  
agencies. The challenge is how we culturally change  
the DNA of an agency, integrating accountability fully  
into their work. We need collaboration, coordination  
and trust from organisations and to empower frontline  
leaders to give the direction for the next steps.

**Wendy Fenton** Focuses on inclusiveness. We see  
ourselves as part of a larger landscape and should take  
the opportunity to coordinate and coexist with new  
actors, rather than feel threatened by them. There is still  
not clear evidence that implementation of standards  
results in better quality - we need to document this  
evidence as we go along. The time to listen report made  
clear that we are not talking to or speaking to affected  
people adequately. We need to re-examine how we do  
things and continuously improve.

**Degan Ali** Felt there was a lot of hesitancy about the  
JSI process. What we should be aiming to do is to get  
governments to provide good humanitarian assistance  
but instead the aid business has taken the role of  
government as first responders. The question she asks  
is 'who are these standards for and who are they trying  
to help?' Feels that the system is trying to self-sustain  
itself and that there is little accountability amongst



ourselves, to donors etc. Feels that there is a disconnect  
about standards and their purpose - we need to reassess  
who these standards are for and listen to them.

**Zia Choudhury** Sees himself as a humanitarian cynic,  
quotes from a donor colleague 'The humanitarian  
industry in the north is the most unregulated industry  
to use tax payers money and people's good will'. Feels  
that we need to get to the core of why certification of  
standards is still not done and why we are reluctant to  
verify standards. The quality of humanitarian assistance  
has not massively improved - Standards are trying to  
address those challenges. Application of standards  
leads to better quality programming and verification  
is what demonstrates we have done this. Verification  
can help create the Business Case for standards. What  
gets measured gets done - this explains some of the  
rationale behind having verification system. Question  
of incentives and risks: There is no risk associated with  
not applying standards. Discussed how and by whom to  
verify? Suggestion of using affected people to verify our  
work. Engaging with affected people should be systematic  
and widespread. For him it is political will that is lacking,  
which results in not using verification systems effectively.  
With verification it is often easy to push responsibility to  
the frontline. But the responsibility to be accountable is  
also personal.

**Jane Cocking** we agree on an awful lot - clear, passionate  
agreement on humanitarian principles, rights and  
quality. This is our core belief - we have made a lot of  
progress in last ten years to describe entitlement to  
humanitarian system and what it needs to work well.  
Sees the significant difference arises when we discuss  
the structure of standards and verification. The question  
posed at workshop - what is a core standard for? Could  
also consider who is a core standard for? It is not just  
for organisations who call themselves humanitarians.  
Audience is broader than what we automatically assume.  
When we take into account who this audience is, it informs  
what the nature of the standard is and how simple and  
complex that standard is. Feels that everyone agrees on  
the idea of a common core standard which can be produced  
very quickly, Jane advises: Don't spend too much time  
on it, just get it out. It is the issues around process and  
architecture that need time to be wrestled with.

# WORKSHOP FEEDBACK

A series of workshops took place in the morning and afternoon of day one and the points coming out of them were presented in a plenary session, followed by questions and answers:



## WORKSHOP ONE WHAT IS 'STANDARDS ARCHITECTURE'?

Facilitated by Jonathan Potter

### PRINCIPLES

To improve quality. To incorporate all stakeholders, not just traditional actors.

- Voluntary participation.
- Core and technical standards should all be considered as part of the same architecture.
- Take care of costs - should not make an expensive new standard.
- Consider existing mechanisms - clusters, Sphere and companion standards.

### FUNCTION

Regulation (ensure quality), navigation (help organisations know what they need to use), promotion (sharing practice and learning), resource provider (capacity builder).

### FORM

An entity/secretariat (look after, not control), devolved national bodies (ensure contextualisation), internal ambassadors.

## WORKSHOP TWO DEVELOPING A COMMON CORE STANDARD.

Facilitated by Marian Casey-Maslen

**Goal** Be clear what you want to achieve before starting the process. What is the Core Standard meant to achieve? e.g. "The Core Standard should help us understand what good humanitarianism looks like."

**Key factor** To what degree should the Core Standard be focused on those who deliver the service or those who receive it?

**Nature** Simplicity vs. complexity. Core Standard should be simple and accessible. Clarity is the issue more than simplicity. Need to clarify issues from the users' perspective so they can implement the standards.

**Participation** How do we concretely move forward? What decision making process? It must be transparent and open. How to achieve ownership? Consultation yes, but not overdoing it. "Quick and clean."

**Stakeholder groups to be involved** beneficiaries (find innovative ways of engaging them), civil society, UN system, donors, governments, military?

**Approach** conservative (what has happened so far) vs. bolder/innovative/challenging.

**Get started** Get a draft done and let people critique it.

**Content** Core Standard should be the result of merging the current "core standards" in HAP, People In Aid and Sphere.

## WORKSHOP THREE THE ROLE OF DONORS

Facilitated by Matthew Carter

### CHANGING DONOR LANDSCAPE

- The breadth and variety of donors, new actors - governments, international organisations, diaspora, Red Cross, foundations and trusts.
- New donors do not understand the way we operate and the language we use.
- The core standard should be an obligation from all donors, including NGOs funding partners.

### LOCAL ACTORS WORKING GLOBALLY

- Regional umbrellas - direct investment.
- Put standards capacity building into donor funding proposals (suggested by a donor in the group).
- Ensure that partnership principles are included in the core standard.

### CONSISTENCY

- Use of standards by different donors.
- Consistency - short and long-term.

### ENGAGEMENT

- There should be a broader donor role - beyond funding.
- Governments - have an ability to shape the UN's adherence to standards.

## WORKSHOP FOUR VERIFICATION MECHANISMS

Facilitated by Neil Casey

It was clear throughout both discussions that verification is about consistently demonstrating quality of humanitarian response. There is commitment to build the evidence base for this.

Verification is complex. Verifying different things using one process is not always possible. Outputs and processes.

Going through a verification process opens an organisation up to some risk. There is a disconnect between what we aspire to and what we deliver. The risk could be to funding, to reputation.

The reluctance of the humanitarian sector to verify is out of step with other professions. There is no reluctance on having external financial audits, but beyond that, there is reticence.

A verification process may help lever funding. There are organisational needs around learning. It is important to be transparent about rationale.

There is a strong commitment to keep beneficiaries at the heart of what we do. They are not just the source of information - they should be the ones to verify the quality of what we do.

At present, there is a self-sustaining system. This is a challenge that the Standards Project needs to grapple with.

On Friday 28 June, the Forum will focus on the SCHR certification project - a subset of verification.

## WORKSHOP FIVE JOINT AWARENESS RAISING AND TRAINING

Facilitated by John Damerell.

Know the audience. There are new actors in the field. There is existing local knowledgeable capacity. But we are not dealing with the same groups as we did before. The situation is not the same as it was ten years ago. Platforms, fora, networks exist at regional and national level - let's build on them. They know the local context.

There is a lot of accumulated experience on processes and tools; ToT processes, material in different languages and dialects, etc - we can build on this. The new tool can be put into those processes. For example, organisations translate the Sphere handbook into different languages themselves, which demonstrates how much they value it.

E-learning is another way to get messages out there, reducing the need for traditional face-to-face ToT workshops. They still have a role, but can also 'do it by tweets'.

Should we work on something until it is perfect and then disseminate it? Or should we use the different experiences we have, to be able to get it out there, test it, refine it over time?

What's the added value of the common core standard? Awareness raising and training need to demonstrate the value of the new standard. It has got to be worthwhile for people.

The institutionalisation of what we want to take forward does need strong leadership.

**Neil Casey response** - There is a need for internal verification, for organisational agendas around learning, with the beneficiary experience front and central. We must place the beneficiary at the heart of what we do.



## WORKSHOP SIX ENGAGING WITH OTHERS

Facilitated by Erik Johnson

- Engage with Southern agencies and NDMA and involve them in decision-making.
- Phased approach: Co-create, disseminate and deliver along the way.
- Know your stakeholders, meet their needs, focus on affected populations.
- Current group of six (Directors and Board Chairs of the three organisations) cannot be the face of this moving forward. Southern actors need to be involved representing the project outwards - appearances are significant.
- The Coordinator could be based in Africa, acknowledging that this is where the really key stakeholders are.
- We cannot expect this project to answer everything.
- Write the common core standard in three days. OR involve a wide range of stakeholders. Do not keep us waiting, or we will develop something on our own. Develop then deliver, OR develop and move, then develop and move, and keep on delivering.
- We need to engage, deliver as soon as possible, and invite users to help develop the products (like Amazon).
- Working with the NDMA can be a difficult time-consuming process - the solution may be a phased approach - some will just need information, whereas others have developed their own national standards - they can be part of our decision-making process.

- We should measure the effectiveness of this initiative at the level of affected populations.
- Different stakeholders - UN humanitarian agencies are an important player - yes, of course they should be included, but this is not where the primary focus should be.
- Leadership - we need member agencies and Board member agencies to come back and engage, to look at how to take this forward in their 'families', 'networks'

### QUESTIONS AND RESPONSES

- Q** What is being verified? That people are applying the standards? Or applying the standards has a positive impact on the work? We need more evidence to show the positive impact of applying standards - this will make dissemination easier.
- Q** What is the presumed level of ambition - to harmonise the three initiatives, or to come up with something that others can join in? OR something which challenges how we function as an industry, funding, how we operate, turnover, create something new?
- Q** How can we get feedback from the military?
- Q** Make it quick and clean, pilot it as we work on the process of ownership, as the situation changes rapidly around us. Maybe it requires some clarity - what was the intention? Merging/harmonisation of three standards, or is it something different and new? If second, then process was extremely flawed. We like process too much, long and drawn out. Once your priorities are established, our priorities will be lost. How are you going to make sure our priorities are established?

**Erik Johnson response** - During the JSI consultation, it came out clearly that the three standards echo each other, but their terminology is inconsistent and needs harmonisation. Erik suggested using the Sphere consultation process as a starting point and going from there. The IASC commitments on Accountability to Affected Populations are also really similar. We need to look for a coherent set of common standards. Yours or ours? This is a misconception. Development of standards is a broad consultative process, based on best practice in the sector. Not North or South. Broad, extensive consultations. Believes we need consultation on this one too, for an evidence base. There was push back from the JSI Advisory Group - to make sure the consultations count - to engage Southern actors, in particular. There is a rift between national and international staff in INGOs, and between NNGOs and INGOs in terms of application of standards. Engagement with the military did not come up in the group discussions. The military download the Sphere standards a lot. IHL, the Code of Conduct - we need to stick close to humanitarian principles.

**Neil Casey response** - To the question about ambition - harmonisation is a step in the right direction, but the direction needs to be something much more ambitious than just that. 'I invite those present here to hold us to account for including you, to ensure that this is not rhetoric, that this is about three initiatives - it should end up being more than that'.

**Q** Is the gap in standards, or in implementation? Perhaps we just need to do more on contextualising quality management in different countries and regions? Does

JSI tackle question of why we have not really improved in the past ten to fifteen years. We should analyse this before starting new projects.

**Q** This is a plea that might be a challenge...you need me to be inspired, but I am not even sure what we are talking about. We are unclear of the purpose, shape and content of the core standard. There is a lack of clarity. There is conflict and different views on fundamental questions. Have these been resolved, or have they been fudged? We need clear leadership from the Boards here.

**Q** How can we make governments responsive/accountable? Division is not North vs South - there are different needs in different countries.

**Q** There is a need to include proximal communicators when we move forward - to ensure that all can have confidence in the process and results. How do we make sure we keep in touch with reality?

**Q** How will local NGOs participate? If the process is not participatory thus far, we have to look for a mechanism to address this gap. Participation is very tricky, not simple issue -who is going to participate, who are we going to engage?

**Q** We need to be pragmatic. We have spent two years on this already. There is an opportunity for a social experiment. There is also a possibility for a short-term result. There was an appeal that if we are really going to talk about this Southern participation, let us do it by action.



# WRAP UP AND NEXT STEPS



**Dr Peter Walker, Irwin H. Rosenberg Professor of Nutrition and Human Security, Director, Feinstein International Center.**

The good news is there is a lot of buy-in - people have turned up today because they care and they want the Joint Standards Initiative to get it right. We buy into this process because we appreciate the values and put systems in place to ensure that these humanitarian values are adhered to. Through the day, four basic areas have been identified to continue working on:

- Architecture
- Core standards
- Coherent knowledge dissemination
- Verification

The new field workers who are at the cutting edge of delivering aid are southerners, part of local organisations, a younger generation. We need to 'Get Smart': Standards have to be accessible to diverse users, involve new technologies and be fit for purpose.

There are two pieces of ongoing work in this process: The first is the job that you thought you had to do - harmonisation. The second is the reality - changing the way you work to be fit for purpose.

The feedback today has been crucial, people want this process to succeed and this is the opportunity to produce something that is vibrant and fit for purpose for the next 10-15 years.

# FINAL COMMENTS FROM CHAIRS OF HAP INTERNATIONAL, PEOPLE IN AID AND THE SPHERE PROJECT

**Matthew Carter HAP International** Inspired by the energy and the huge talent in this room. Acknowledges comments from the floor. Let us move from talking about the South to talking about Global Citizens. What is the change? THIS is the change. It is about being involved. The after-lunch speakers were really inspiring. The world is changing - we have to look forward, embrace change, make ourselves fit for purpose. There is an obligation for us all to deliver on standards. Verification = challenges. How can we embrace a global community, listen, work together, move forward? We need to listen properly to disaster-affected populations and allow them to take a seat at the table. We need to keep principles firmly at the centre. Firmly. It is fitting that it is 150 years since the Red Cross/Red Crescent was formed, and those principles are enshrined in this initiative. And many thanks to the Directors of Sphere, HAP and People In Aid.

**Neil Casey People In Aid** Echo thanks to all. Thank you for your commitment and support. You have come here from all over the world, and given up your time to help guide us. Donors have invested money, agencies have invested time. The next phase of the Standards Project will not be without its challenges - how can we be inclusive, develop the evidence base, identify core issues, ensure humanitarian principles remain at the heart of what we do, be simple but global, adaptable to context, reach conventional and non-conventional stakeholders, embraces new technology, deliver value for money, be fit for purpose, and keep beneficiaries at

the centre of what we do. We are not going to get it all right, but we will get enough of it right. As Baroness Amos challenged us, 'Be ambitious. Not everyone will agree, not everybody will come with you, but be ambitious'.

**Erik Johnson The Sphere Project** Currently Chair of the Steering Group of JSI. Change is tough. However, the alternative is paralysis, accepting the status quo. We have got to move forward. We have a clear mandate for change. Questions about what is the 'real problem' are a red herring - there are lots of problems! The workshop I facilitated highlighted power imbalances. Did you get inspired today? Ask your boss to envision the future of standards - we need to fit the standards together so we can assimilate and implement them at organisational level. We need to bring national staff absolutely on board, and gain broad acceptance across the sector, and also local government and NDMAs. The vision is really quite simple - a simpler standard, accessible for all, which will contribute to a more effective response. How can your agency make meaningful commitments to help with this - dissemination, time, consultation, funding? We need to get senior management on board. Donors - please help with funding but also communication of information, support ... Let's keep this vision going.

-END-



# ANNEX ONE

## PARTICIPANTS LIST

### Thursday 27th June 2013

Name	Role	Organisation
Abby Stoddard	Partner	Humanitarian Outcomes
Abdel Hakim Tahir Arim	Director	ADES
Albert Seu	General Coordinator	IDE-Afrique
Alex Dressler	Consultancy Manager	Keeping Children Safe Coalition
Alex Jacobs	Director of Programme Quality	Plan International
Alexandre Le Breton	Geneva Associate	DARA
Alice Gadler	Attaché	ICRC
Alistair Dutton	Humanitarian Director	Caritas International
Aninia Nadig	Promotion and Production Management	The Sphere Project
Anke Reiffenstuel	Dep. Head, Division for Humanitarian Assistance	Federal Foreign Office, Germany
Anne Zeidan	Senior Head of Project	2nd Chance / HEC Fribourg
Antonio Donini	Senior Researcher	Feinstein International Center, Tufts University
Ayadil Saparbekov	Deputy Cluster Coordinator	UNICEF
Balthasar Staehelin	Deputy Director General	ICRC
Barb Wigley	Senior Policy Consultant	UN WFP
Barbara Wetsig-Lynam	Director of Quality Assurance, Identity and Learning	ACT Alliance
Ben Emmens	Director	The Conscious Project
Bethan Montague Brown	Project Researcher	SCHR Certification Review Project
Bijay Kumar	Humanitarian Director	ActionAid
Brian Lander	Deputy Director General	UN WFP
Camille Nussbaum	Training Manager	IECAH
Carsten Voelz	Humanitarian Director	Oxfam International
Catherine Violland	Head of Management Training	Bioforce
Cathy Watson	Coordinator	Livestock Emergency Guidelines and Standards
Charles-Antoine Hofmann	Executive Coordinator	Disaster Response Dialogue
David Goetghebuer	Humanitarian Affairs Officer	UN-OCHA
David Loquercio	Head of Policy and External Relations	HAP International
Degan Ali	Executive Director	Adeso
Dr Hany El Banna	President	Humanitarian Forum
Dr. Marie T. Benner	Senior Advisor Sectoral Policies	Malteser International
Dr. Markus Moke	Head of Quality Assurance and Training	Aktion Deutschland Hilft
Dylan Winder	Head of Humanitarian Response	Department For International Development
Eberhard Hitzler	Director	LWF
Elizabeth Laval	Inter-Agency Intern	UN WFP
Emilie Della Corte	Assistant Programme Coordinator	LWF
Erik Johnson	Head of Humanitarian Response	DanChurchAid
Ester Dross	Consultant	Independent
Evelyne Adom	Chef de Projet	Afrique Secours et Assistance
Fouad Ilias	Coordinator/ 3rd secretary	SDC
Gaim Kebreab	Resident Representative	ACT Alliance, NCA
Glenn O'Neil	Consultant	JSI global stakeholder consultation
Graham Farmer	Global Cluster Coordinator	Global Food Security Cluster
Gwyn Lewis	Acting Chief Inter Agency and Partnerships	UNICEF
Heather MacLeod	Director Global Technical Team - Humanitarian Ops	World Vision International
Helen Horn	Director	Humanitarian Partnership Agreement
Heloise Heyer	Quality and Accountability Coordinator	Coordination SUD
Hossana De La Cruz	Attache	Philippine Mission to the UN
Ingrid MacDonald	Head of Advocacy	NRC
Ioanna Augustides	Intern	EU Delegation
Ivor Morgan	Senior Policy Advisor	South Sudan NGO Forum Secretariat
Jacquie Heany	Director of Organisational Development and People	CAFOD
Jan Weuts	Emergency Coordinator	Caritas Belgium
Jane Cocking	Humanitarian Director	Oxfam GB
Jemilah Mahmood	Senior Research Fellow	Humanitarian Futures Programme
Jessica Alexander	Consultant	UN - OCHA
Joan Coyle	HR Director	Save the Children International
John Damerell	Project Manager	The Sphere Project
John Mitchell	Director	ALNAP
John Plastow	Programme Director	CARE International UK
John R Batten	Executive Director	Poverty Eradication Network
Jonathan Potter	Executive Director	People In Aid
Jose Riera	Senior Advisor, International Protection	UNHCR
Joseph Burke	Humanitarian Officer	Irish Aid, Department of Foreign Affairs & Trade
Juan Michel	Communications Manager	The Sphere Project
Julian Srodecki	Humanitarian Advisor	World Vision International
Julien Schopp	Director of Humanitarian Practice	InterAction
Karen Glisson	Senior Membership and Training Officer	HAP International
Kate Half	Executive Secretary	SCHR
Kathrin Schick	Director	VOICE
Kim Petersen	Head of Unit	Danish Ministry of Foreign Affairs
Kirit Naik	Head of Risk and Assurance	British Red Cross
Kirsten Hagen	Interim Humanitarian Policy representative	Oxfam
Leonie Oates- Mercier	Humanitarian Adviser	AusAID



Name	Role	Organisation
Lisa Henry	Humanitarian Director	Dan Church Aid
Lori Heninger	Director	INEE
Lucy Blown	Programme Officer- Emergencies	HelpAge International
Lydia Poole	Independent consultant	Independent
Mamadou Ndiaye	Executive Director	OFADDEC
Manisha Thomas	Consultant	Independent
Manuel Bessler	Head of the Swiss Humanitarian Aid Unit	SDC
Marc Weil	Deputy Program Director	Terre des Hommes
Marco V. Saborio	Head of Department	Costa Rican National Commission on Risk Prevention
Marian Casey-Maslen	Executive Director	HAP International
Marie Elseroad	Consultant, Learning & Development / PSEA	International Medical Corps
Martin McCann	Chief Executive	RedR UK
Mary Pack	VP, Domestic and International Affairs	International Medical Corps
Matthew Carter	Head of Humanitarian	CAFOD
Meret Ruggle	Intern	CARE International
Merete Skjelsbæk	Internal Auditor	Norwegian Church Aid
Meshesha Shewarega	Executive Director	Consortium of Christian Relief & Development Assoc
Misikir Tilahun	Head of Programmes	Africa Humanitarian Action, Ethiopia
Murray Garrard	Communications Officer	HAP International
Nadeem Ahmed Abro	Director	Pakistan NDMA
Nafisa Yusuf Mohamed	Executive Director	NAGAAD Network
Nan Buzard	Director	ICVA
Nance Kyloh	Senior Humanitarian Advisor	USAID
Neil Casey	Chair	People In Aid
Neil Sison	Deputy Executive Director	CFSI
Niamh O'Sullivan	Humanitarian Attachee	EU Delegation
Nicholas van Praag	Director	Ground Truth
Nick Guttman	Head of Humanitarian Division	Christian Aid
Nicolas Borsinger	President	VOICE
Nilwaty Bahar	HR Director	Aga Khan Foundation, Afghanistan
Nyagoy Nyong'o	Certification Officer	HAP International
Parisa Karbassi	Administrator	Joint Standards Initiative
Paul O'Brien	Overseas Director	Concern Worldwide
Paula Feehan	Head of Planning and Information Management	ActionAid International
Pete Sweetnam	Consultant	Independent
Peter Walker	Professor of Nutrition and Human Security	Tufts University
Philip Tamminga	Certification Project Coordinator	SCHR Certification
Rahel Asfaw Belachew	Senior Expert	DRMFSS
Rev. Fr. George Sigamoney	National Director	Caritas Sri Lanka
Rezaul Karim Chowdhury	Executive Director	COAST, Bangladesh
Richard Cobb	Monitoring, Evaluation and Accountability Adviser	Merlin
Richard Evans	Director	Ethics
Robert Schofield	Coordinator	Joint Standards Initiative
Robert Sweatman	Head of Performance and Accountability	British Red Cross
Sabine Rakotomalala	Deputy Coordinator Child Protection Working Group	UNICEF
Saleh Saeed	Chief Executive	Disasters Emergency Committee
Sarah Koeltzow	Humanitarian Affairs Officer	German Mission
Scott Chaplowe	M&E Senior Officer, Planning and Evaluation Department	IFRC
Sean Lowrie	Director	Consortium of British Humanitarian Agencies
Shama Mall	Deputy Director	CWS - Pakistan
Susan Wisniewski	Child Protection and Minimum Standards Advisor	Terre des Hommes
Sylvie Robert	Consultant	Independent
Thomas Lewinsky	Consultant & Researcher	MDF
Toni Frisch	Ambassador	SDC/ Swiss Red Cross
Unni Krishnan	Head- Disaster Response and Preparedness	Plan International
Uwe Korus	Monitoring, Evaluation & Accountability Coordinator	CARE International
Veronica Foubert	Training and Learning Management	The Sphere Project
Veronique De Geoffroy	Director of Operations	GROUP URD
Victoria Romero	First Secretary	Permanent Mission of Mexico
Wendy Fenton	HPN Coordinator	Humanitarian Policy Group
Yesotha Balakrishnan	Monitoring & Evaluation cum Compliance Officer	MERCY Malaysia
Zainab Raza	Deputy Director - OD	Church World Service Pakistan/Afghanistan
Maduri Moutou	HR Services Team Leader	People In Aid
Jeff Tschirley	Chief, Environment and Natural Resources Service	UN FAO
Barbara Wallace	Vice President	InterAction
Daniel Longhurst	Humanitarian Affairs Officer	UN FAO
Jamaal Kirafess		Islamic Relief Switzerland
Rachel Garcias		UN FAO
Edda Montez		Mexico Mission to the UN
Carolina Guardiola Romo		Mexico Mission to the UN
Robert Laprade	Associate VP, Humanitarian Response	Save the Children US
Angelica Oritz		Mexico Mission to the UN
Grace Bantebya Kyomuhendo	Researcher	GRACE
Nayeem Wahra	Consultant	Independent
Pauline Wilson	Consultant	Independent
Gitte Krogh	Human Resources consultant	DCA
Omer Eljack		Plan International Sudan
Maero Ameer		Plan International
Zia Choudhury	Consultant	UN - FAO



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and Cooperation SDC**