

# Launch Event - 1<sup>st</sup> October 2018

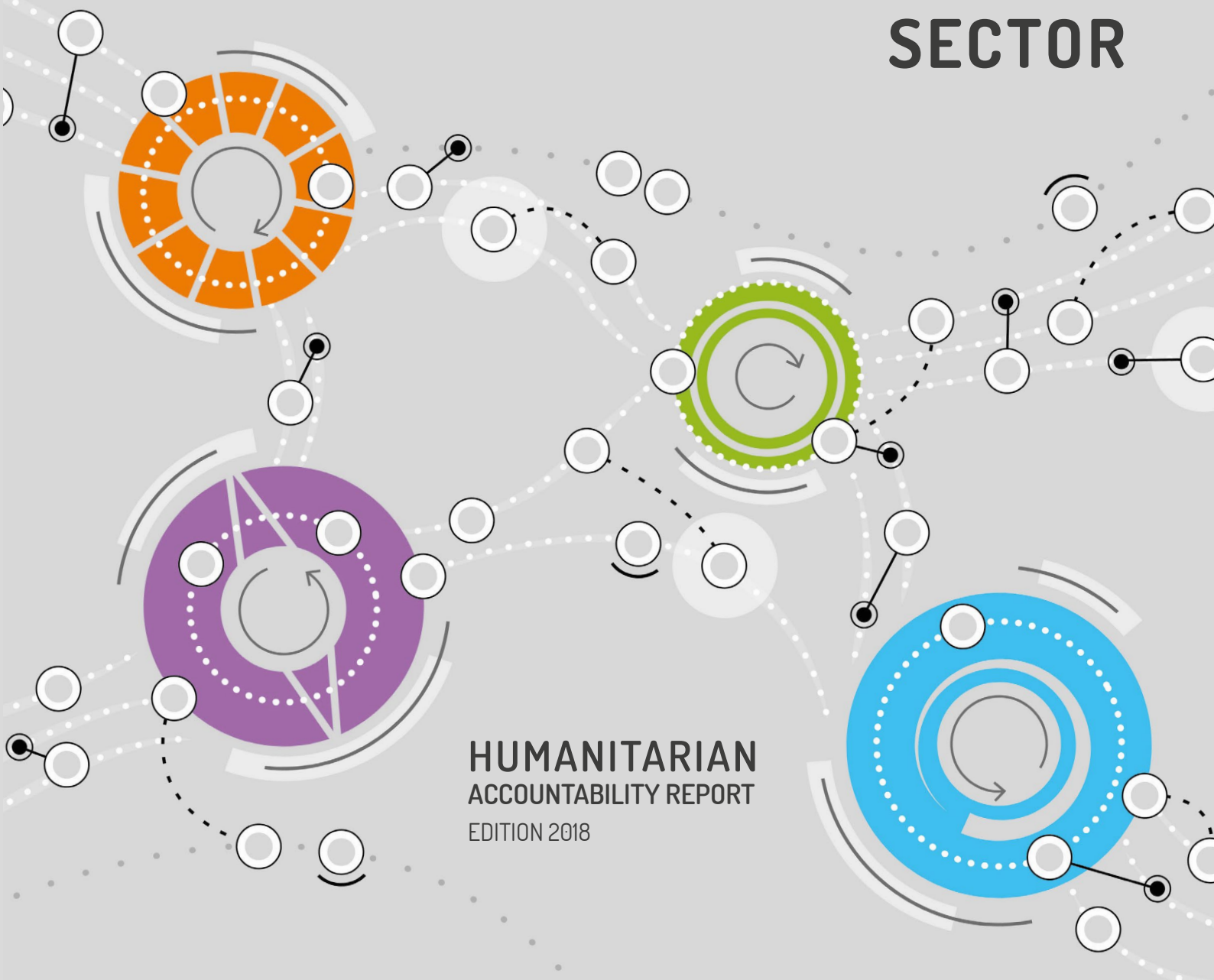
HUMANITARIUM 17 Avenue de la Paix 1202 Geneva, Switzerland / 17:00 - 19:00 CET

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ICRC

## HOW CHANGE HAPPENS IN THE HUMANITARIAN SECTOR



HUMANITARIAN  
ACCOUNTABILITY REPORT  
EDITION 2018

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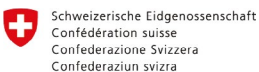
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This report examined the way change occurs in the humanitarian sector by considering six topics related to that change: the participation of crisis-affected people, the localisation agenda; the alleviation of sexual exploitation; harassment and abuse; inclusivity in humanitarian response; cash transfer programming; and the simplification and harmonisation of reporting requirements. An analysis of the change initiatives and the subsequent actions related to these six topics provides a broad picture of the state of change in the humanitarian sector, and the challenges and opportunities for the future. These topics are very different from one another, and the changes associated with them have followed different trajectories. However, some general trends are visible.

In all cases, there have been significant efforts to achieve change, over a period of many years. In most cases, the dominant approach to instigating changes has tended to be fairly mechanistic, focusing on the tangible elements of organisations – structures, standards and procedures. While this approach has had some success, it is also limited. Changes to the tangible elements of the system are probably necessary to achieve change, but they are not sufficient. A variety of other approaches, grounded in different understandings of how organisations work, interact and evolve, have also proved successful, and point to alternative ways of supporting change.

In particular, the experience of change and resistance to change across these six topics suggests the following key lessons.

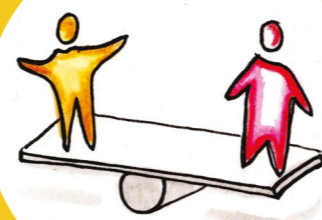
**The humanitarian sector has the standards and policies it needs to be effective. Change occurs when humanitarians apply and learn from the standards to which they have committed.**

The past few decades have seen a growing number of principles, codes of conduct, standards, and other instruments designed to improve the quality of work in the sector. Agreement on the necessity for such instruments to instigate change is widespread and growing; their application, however, still lags behind. Change takes place when commitment to the implementation of these instruments comes not simply from senior management, but also from donors and frontline practitioners: when the need for such instruments is accepted throughout the chain of command, and is not managed from the top down. Incentivising compliance to those instruments that have been commonly agreed and are widely used, has demonstrated greater effectiveness than systems of self-regulation.



**It is people who drive change. Change occurs when people's motivations and capacities are understood and considered.**

People, rather than organisations, are the drivers of change. For many topics addressed in this report, the actions of charismatic and forceful individuals in powerful positions within the UN and outspoken representatives from NGOs (both national and international) have been the key determinant in triggering or supporting change, especially when it comes to participation, localisation and inclusion. In addition, change is vastly accelerated by the presence of skilled and informed individuals throughout an organisation, but especially by those working on the ground. Change happens also when people from different agencies and sectors come together to create a common understanding of what is needed, and how it can be achieved.



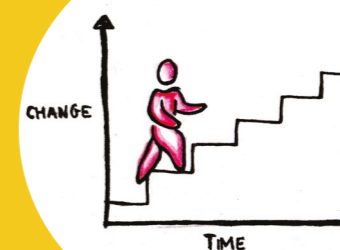
**Change occurs when those working in the humanitarian sector transcend existing power dynamics and acknowledge diversity; it happens when humanitarians value the contributions of crisis-affected people and communities.**

Humanitarian power dynamics are characterised by an imbalance of power between different groups of actors (for instance, between donors and grantees; between international actors with access to humanitarian funds and national/local actors seeking partnership with the international actors in order to access such funds; between aid workers and crisis-affected people). Open dialogue, shared learning, collective approaches and other such initiatives have demonstrated that change is most effective when undertaken in partnership with others. In particular, when the knowledge, ideas, capacities and the initiatives of crisis-affected people are valued, the trust and collaboration between these people and those that serve them fosters the optimal conditions for improvement.



**Culture is a vector of change. Change takes place when humanitarians are open to new and different approaches, and embrace failure as an opportunity to learn and improve.**

The humanitarian sector is characterised by entrenched working cultures, identities, and mindsets. Change requires a culture that is open to it. The increasing focus on facilitation, communication, negotiation and problem-solving skills in training and recruitment in the sector is encouraging.



**Change occurs through small-scale, concrete actions that are continuously revised and adapted, rather than top-down, large-scale action plans.**

Planning and rolling-out large-scale strategies is common in the humanitarian sector. However, it is pilot projects and small-scale actions that allow a diversity of actors to take concrete and sustainable steps towards change. Such steps offer evidence for learning, create space for adaptation, and form the bedrock of organisational or system-wide advances.

**New technologies offer unprecedented opportunities. Change takes place when humanitarians use technology to better engage with each other and with crisis-affected people.**

New technologies have enabled the development and dissemination of practical tools, created new avenues for communication and participation, and have facilitated better supply chain management. The groundswell of support for utilising new technologies in the pursuit of improved humanitarian action is deeply encouraging.



# Speakers

## OPENING



### Tanya Wood

Executive Director, CHS Alliance

> Tanya Wood has more than 20 years of experience in the international humanitarian sector, based in headquarters and overseas postings in Africa, Asia and the Americas. Her career has been focused on leadership within international membership organisations including the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Council of Voluntary Agencies (ICVA) and most recently as CEO and Chair of two tropical disease Federations. She combines this leadership in international membership organisations with experience of humanitarian standards, having worked with Sphere and as an auditor of the Core Humanitarian Standard on Quality and Accountability (CHS) with HQAI.

## KEYNOTE SPEAKER



### Yves Daccord

Director General, International Committee of the Red Cross (ICRC), @YDaccordICRC

> Yves Daccord is Director-General of the International Committee of the Red Cross (ICRC) in Geneva, a post he has held since 2010. A former journalist, TV producer and international relations expert, his ICRC career has spanned more than two decades in a variety of posts and challenging contexts – including Israel and the Occupied Territories, Sudan, Yemen, Chechnya and Georgia. Prior to his appointment as Director-General, he held the posts of Head of Communication Division and Director of Communications. He assumed the chair of the Steering Committee for Humanitarian Response (SCHR) from January 2015 until December 2017, he is also member of the Board of Trustees of the Overseas Development Institute (ODI). He holds a degree in political science and an honorary doctorate in social sciences from the University of St. Gallen, awarded in 2017. Born in 1964, Mr Daccord is married with three children.

## SPEAKER VIA RECORDED VIDEO



### Amina Labarakwe

Member of the Tangulbei Women's Network – Churo Chapter, Tangulbei in Baringo County, Kenya

> Amina has been an avid activist towards the promotion of the girl and women's rights since 2007. Increasingly, she has been at the forefront of championing the leadership of women within key decision-making entities at the community level including humanitarian programming. Amina has a good grasp of indigenous knowledge and techniques that the community in Tangulbei have been using in both the forecasting of future shocks as well as their management. Amina was a panelist at The Sphere Project, CHS Alliance and Groupe URD's side event at the WHS in Istanbul. *The contact with Amina was established thanks to **act:onaid***

## PANELISTS



### Marta Valdés García

Deputy Humanitarian Director, Global Humanitarian Team, Oxfam

> Marta Valdés García joined the Oxfam Global Humanitarian Team in January 2016 as Deputy Humanitarian director where she oversees responses in Latin America, West Africa and the Pacific and leads on quality and innovation.

With over 19 years' experience in relief and development work, she has covered a number of responses and humanitarian programmes in Central America, Africa and the South Caucasus. She has worked with different INGOs in the field and headquarter level and with FAO. During her career, she has engaged in the quality agenda as Food Security, Monitoring and Evaluation practitioner and advisor as well as in different leadership positions, with a clear focus on producing evidence to improve humanitarian work.

Marta has a background in economics and a MSc in Development and Humanitarian assistance from the Universidad Complutense of Madrid.



### Philippe Besson

Head of the Multilateral Division for Swiss Humanitarian Aid, SDC, @SwissHumAidUnit

> Philippe Besson started his assignment as Head, Multilateral Division at the Swiss Agency for Development and Cooperation (FDFA - SDC) in August, 2017. His unit primarily is in charge of Switzerland's relations with, and contributions to, UN humanitarian organisations, as well as the Red Cross-Red Crescent Movement. Moreover, it manages and coordinates Switzerland's contribution to disaster risk reduction and the promotion of resilient societies.

Philippe Besson has been with SDC since 1990. He holds a degree from the Geneva Graduate Institute of Development Studies. He combines experience in the field with expertise in development policies, in particular as regards development effectiveness. Mr. Besson was stationed over the years in Berne, Dhaka, Niamey, Paris (OECD-DAC) and Juba (South Sudan). He managed SDC programmes in India, Turkey, Poland and Palestine.



### Paul Knox-Clarke

Head of Research, Active Learning Network for Accountability and Performance (ALNAP), @alnapp

> Paul is the head of research at the humanitarian network ALNAP, where he oversees research on a number of issues related to improving humanitarian performance. His own research interests include organisational and system change; organisational leadership and decision-making and inter-organisational coordination. He has recently completed the 2018 edition of the State of the Humanitarian System.

Prior to his work at ALNAP, Paul founded and led a consultancy company specialising in strategy development and organisational change for international organisations. He has also worked as a humanitarian manager in Afghanistan, Iraq, Kenya and Sri Lanka.



### Pierre-Henri Pingeon

Head of Non-profit Organizations, KPMG Switzerland

> Pierre-Henri is KPMG Switzerland's practice leader for audit and advisory services to government and not-for-profit entities. As such, he is responsible for the audit of several international organisations, such as the IFRC, the Global Fund, GAVI and MSF International, and for the global coordination of KPMG services to various UN Agencies. Pierre-Henri regularly interacts with KPMG offices abroad to coordinate global engagements and discuss various development topics. Pierre-Henri has vast experience providing services to international organisations involved with humanitarian and development initiatives. He has experience on special projects involving grant-end development programme design, project audits, performance auditing, programme-related investments, analysis on programme effectiveness, due diligence, internal control system, governance and risk management.

## PANEL MODERATOR



### Bonaventure Gbétoho Sokpoh

Head, Policy, advocacy & Learning, CHS Alliance, @bonasokpoh

> Bonaventure is the Head of Policy, Advocacy and Learning at the CHS Alliance. He has been working in the humanitarian and development sector for 20 years, conducting humanitarian programme evaluation and operational research, building monitoring systems, and designing and facilitating training sessions. Before joining the Alliance, he worked with Groupe URD and was the coordinator of its Observatory of Humanitarian Practices in Chad from 2009 to 2012. Bona contributed to the elaboration of several tools and handbooks, such as the Quality COMPAS, ALNAP and Groupe URD's Participation Handbook for Humanitarian Field Workers. Most of his policy, research and evaluation work has involved various stakeholders including donors, RCRC movement, UN agencies, and NGOs.