

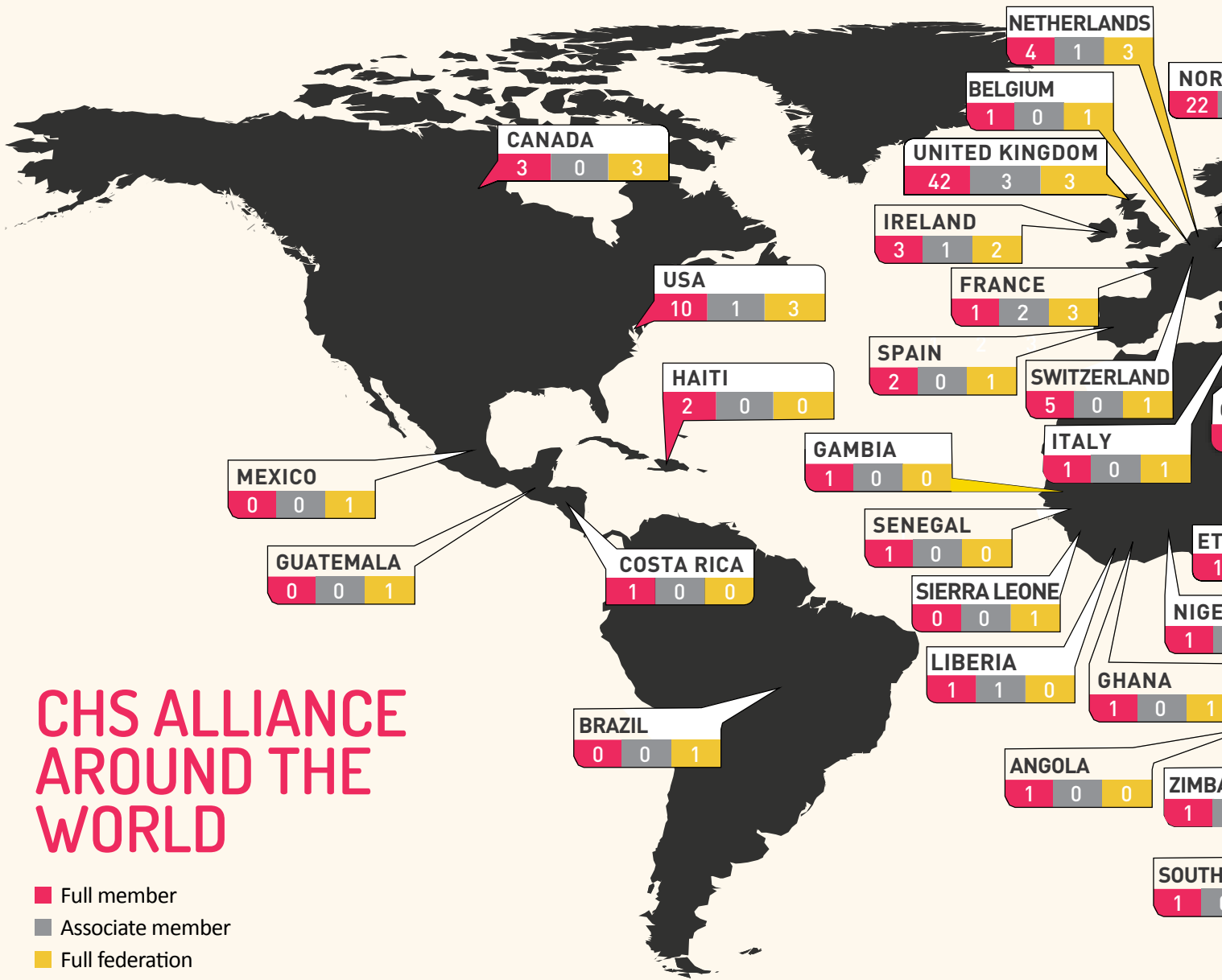


Enhancing the effectiveness and impact of humanitarian action

An aerial, high-angle photograph of a large crowd of people, rendered in a dark, monochromatic style. The crowd is spread across the frame, with some denser areas and some more sparse. The overall tone is somber and emphasizes the scale of humanitarian issues.

2016
ANNUAL
REPORT

QUALITY. ACCOUNTABILITY. PEOPLE MANAGEMENT



CHS ALLIANCE AROUND THE WORLD

- Full member
- Associate member
- Full federation

STRENGTHENING PARTNERSHIP

Finding synergies in leadership and engagement

The CHS Alliance Secretariat focuses its efforts on promoting the Core Humanitarian Standard and on collaborating with projects and organisations that support similar objectives.

BOARDS AND ADVISORY BOARDS

Centre for Education and Research in Humanitarian Action	Member of the Scientific Committee, Communication programme
Humanitarian Leadership Academy	Member of the Global Advisory Board Member of the Learning Advisory Board
Humanitarian Quality Assurance Initiative	Member of the Board

WORKING GROUPS AND STEERING COMMITTEES

Cash Learning Partnership - M&E Standards for Cash Transfer Programmes	Member of the Advisory Group
Collaboration Centre for Recognition and Learning	Member of the Steering Committee
CREATE study (Collective Resolution to Enhance Accountability and Transparency in Emergencies)	Member of the Global Advisory Board Member of the Somalia Advisory Working Group
Global Protection Cluster	Member of the Protection Mainstreaming Task Team
Humanitarian Passport Initiative Inter-Agency Standing Committee	Secretariat and Member of Steering Committee Member of the Accountability to Affected Populations (AAP) and Protection from Sexual Exploitation and Abuse (PSEA) Task Team
UNICEF	Member of the Steering Group (Collective Services for Communication & Community Engagement) Member of the Steering Committee (Ensuring quality programming and accountability to affected populations project)
World Humanitarian Summit	Member of the Steering Committee for East Africa

FOREWORD

In many ways, 2016 has been a momentous year. We would like to take the time to reflect on the past year, and share with you some of our accomplishments and challenges for the future.

First of all, we would like to extend our warmest thanks to our members for their commitment to building a culture of quality and accountability and, above all, putting people and communities vulnerable to risk and poverty at the centre of what we do. The Core Humanitarian Standard on Quality and Accountability (CHS) provides the entire Sector with a common reference framework to do exactly that. Although we are a young organisation, when we look at what we have collectively achieved and the synergy resulting from the wealth of experience provided by People in Aid and HAP, we have reason to celebrate, and we feel both privileged and humbled to lead the Alliance.

We will remember 2016 as the year of the World Humanitarian Summit (WHS), where we all committed to playing a part in the implementation of the Agenda for Humanity. It was a defining moment, with the Secretary-General of the United Nations establishing a direct link between the need for a change of mindset and the adoption of the CHS. At the Summit more than 120 commitments were made to adopt the Standard. His official report to the Member States (A/71/353) further highlights the CHS under the section on “National and local leadership and ownership” (p.38). This is a great recognition for the potential of the CHS. As part of the WHS, the Grand Bargain was endorsed by more than 30 of the biggest donors and aid providers, committing them to providing 25 per cent of global humanitarian funding to local and national responders by 2020. They also committed to more non-earmarked money and increased multi-year funding to ensure greater predictability and continuity in humanitarian response.

The CHS is an enabler for many of the commitments made as part of the Grand Bargain, such as the participation revolution, localisation and greater transparency, to name only a few. The Nine Commitments of the CHS provide a common reference framework to all

humanitarian and development actors - large and small, international and national - which they can use to assess and report on their work. This enables them to align their way of working to achieve a collective impact, while being more accountable and transparent to both communities and people affected by crisis, and donors.

The words of Amina Labarakwe, a first responder from Baringo County in Kenya - who participated in the WHS side event jointly organised by the CHS Alliance, the Sphere Project and Groupe URD - resonate even louder today:

“My message today is that the current accountability model, where we are more concerned with the donors, does not work for communities; rather what we should have is accountability towards both the community and the donors. Thank you for responding with solidarity.”

For the Alliance as a membership organisation, the General Assembly was the highlight of the year. This was the first General Assembly since the merger took place, and we were delighted to meet so many of our members in person. It was so encouraging to see and feel their interest, commitment and engagement with the Alliance, starting with their enthusiasm toward the Board elections - with a high quality

and quantity of nominations - and the active participation of the members in the days' events.

It was a great opportunity to have their input, as it is essential that our members feel ownership of the Alliance's strategy. We consider that the level of participation in the CHS Learning event is proof of the potential of the CHS to make a positive difference for people and communities vulnerable to risk and affected by disaster, conflict or poverty.

Looking to the future, we have a unique opportunity to help improve the lives and dignity of people and communities affected by crisis by promoting the adoption of the CHS. Equally important, we are able to provide evidence of how quality and accountability contribute to increased aid efficiency and effectiveness, and put people and communities affected by crisis firmly at the centre of any response intended to 'help' them.

We are very pleased to continue working together and play our part in the implementation of the Agenda for Humanity. As we are heading into 2017, we need to ensure that we are on track in the implementation of our commitments.

On behalf of the CHS Alliance Governing Board and the CHS Alliance Secretariat team, we thank you again for your support in 2016, and for making the CHS Alliance an organisation of which we can all be proud!



Robert Tickner,
Chair, CHS Alliance Governing Board



Judith F. Greenwood,
CHS Alliance Executive Director



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FIRST GENERAL ASSEMBLY

“I am delighted that the new CHS Alliance Board fully represents the diversity of our members themselves, who are local, national, large, small, southern and northern humanitarian actors.”

Judith F. Greenwood,
CHS Alliance Executive Director

A total of 82 CHS Alliance member representatives, staff, Board members and potential Board members gathered in Geneva on 3 November 2016 for the first General Assembly of the CHS Alliance.

The keynote speech was given by **Arno Wicki** of the Swiss Agency for Development and Cooperation, in which he highlighted the opportunity presented by the Core Humanitarian Standard (CHS) for self-regulation in the humanitarian sector, and its potential to achieve systemic change. He envisioned a critical mass of non-governmental organisations, UN agencies and governments moving forward with the CHS with optimism and ambition. He finished by reminding the attendees that the CHS is not an end in itself, but a means to achieve improved outcomes for communities affected by disaster, conflict or poverty.

The first Board elections were held, with more than 60 member representatives voting. Ten full member representatives were elected and five independent candidates, of whom two – both from Syria – represent people affected by crisis. **Robert Tickner**, formerly Chief Executive Officer of the Australian Red Cross, was elected Chair. **Jules Frost**, International Director of Medair, was elected as Vice-chair, and **John Beverly** as Treasurer.

The newly elected Board replaces the CHS Alliance interim Board that was put in place at the CHS Alliance Constitutive General Assembly in Nairobi on 9 June 2015.

After hearing the Treasurer’s report, and a reflection from **Judith F. Greenwood** on the CHS Alliance’s achievements thus far, the participants worked together to give their input for the development of the future strategy for the CHS Alliance. Amongst the topics they raised were:

- the importance of localisation and partnerships;
- engaging organisations’ leadership on the CHS;
- the potential and the challenges of the verification process.

The day was a positive and valuable one for the CHS Alliance. The high degree of engagement of the members was exciting, and their commitment to maintaining the focus on putting people at the centre inspiring.

“We have a huge responsibility as the Board to support our members and promote the Core Humanitarian Standard more widely across the sector. It’s also critical that we back up the commitment to localisation made at the World Humanitarian Summit with concrete action from within the CHS Alliance membership.”

Robert Tickner,
Chair, CHS Alliance Governing Board



The CHS Alliance General Assembly, 3 November 2016

MAINTAINING A STRONG AND COMMITTED MEMBERSHIP

2016 marked a period of adjustment for all of us. Following the merger of HAP International and People in Aid into the CHS Alliance, the membership requirements and offering have changed. Some of our members are still considering the implications of this for their organisations. The CHS serves as a reference point for the work of the CHS Alliance.

In the past year we welcomed two new members, Medical Teams International and the Al-Khair Foundation. Furthermore, we saw a surge of new applications for membership right at the end of the year, which has continued into 2017.

We appreciated the opportunities we got in 2016 to interact with our members, including meetings in various regions, with networks and with specific organisations, to give information about the benefits and requirements of CHS Alliance membership, to answer questions and to respond to concerns.

The Self-Assessment Team Leader of a Member that has recently completed the exercise stated:

“We knew it would be a lot of work, but when we conducted it in the first two countries, we realised what a great learning experience it was for us internally, and we decided to expand to most field operations.”



The Nine Commitments of the CHS

OUR MEMBERS' FEEDBACK ON MEMBERSHIP

Feedback from our members highlighted that all services provided are rated as good and as high quality for the most part. The Humanitarian Accountability Report, the CHS Guidance Notes and Indicators, the Training of Trainers and the Learning Event came up as the most popular services. The survey also identified areas where members expect more guidance and support from the Alliance as “CHS and working with partners”, “using the CHS and verification tools in a development context”, and “complaints handling”. Detailed results will be shared with our members, used for the ongoing CHS Alliance Secretariat self-assessment, and form the basis for upgrading our services.

MAIN RESULTS FROM THE SURVEY SENT TO CHS ALLIANCE MEMBERS IN 2016

111 Annual reports submitted



97 Members with a code of conduct



62 Members with a Quality & Accountability Framework



50+ Self-assessments planned in 2017



17 Self-assessments submitted in 2016



PROMOTING AND DISSEMINATING THE CORE HUMANITARIAN STANDARD

The CHS Alliance Team supports and conducts research to identify and recognise best practice, improve accountability approaches, develop tools and provide a stronger evidence base on the link between accountability and quality humanitarian and development action. Learning is disseminated through the website, publications, social media, conferences and workshops.

PROVIDING TOOLS AND SUPPORT FOR THE CORE HUMANITARIAN STANDARD

CHS booklet

By the end of 2016, the CHS has been translated into 17 languages and all the versions are available on the CHS Alliance 'Resources' webpage. More translations are planned in 2017.

CHS Guidance Notes and Indicators

The guide helps programme staff and partners understand the intention and meaning of each CHS commitment, key action and organisational responsibility. In 2016, the CHS Guidance Notes and Indicators was made available in six languages on the 'Resources' page of the CHS Alliance website.

CHS Alliance online Community of Practice

The CHS Alliance Community of Practice (CoP) is a support group for organisations applying the CHS in various humanitarian development contexts, as well as for organisations planning or conducting a CHS self-assessment. The platform is based on Slack, a cloud-based collaboration tool.

On this platform, CoP members can interact with peers and CHS Alliance staff in real time, post questions, reply to questions from peers, and share their good work or dilemmas.

Better access to our resources

Both CHS Alliance members and other humanitarian and development stakeholders can order our key publications and the popular CHS booklet under the new 'Print Resources' section of our website, which was launched in July 2016.

Animation: Introduction to the Core Humanitarian Standard

The four-minute video animation was launched in May 2016 and can be watched on the CHS Alliance Youtube channel: <https://youtu.be/dAkxy3o9vDY>. It is also available in Arabic, French and Spanish.



Blogs posted on the CHS Alliance website.



The first animated video of the CHS Alliance: "Introduction to the CHS"

CHS e-learning

In order to complement face to face capacity development opportunities with distance learning, the CHS Alliance, together with the Humanitarian Leadership Academy (HLA), the Sphere Project, Groupe URD and Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH), released in May 2016 an e-learning module for the CHS. According to HLA, this is the most successful online course with the highest completion rate.

The course is suitable for humanitarians of all levels, is free of charge and can be accessed at: <https://kayaconnect.org>. The module is available in English and French, and will be made available in Spanish and Arabic in 2017.

INCREASING CHS VISIBILITY AT GLOBAL AND LOCAL LEVELS

The Alliance is part of the International Council of Voluntary Agencies (ICVA) led campaign (<http://lesspapermoreaid.org>) aiming to influence the High Level Panel discussions on donor compliance requirements, with the goal of finding synergies across the compliance chain in general, and with the CHS in particular.

We actively supported the Inter-Agency Standing Committee (IASC) Accountability to Affected Populations (AAP) and Protection from Sexual Exploitation and Abuse (PSEA) Task Team and Global Clusters to implement the CHS at field level. The IASC Task Team has agreed to revise its commitments on AAP to explicitly refer to the CHS.

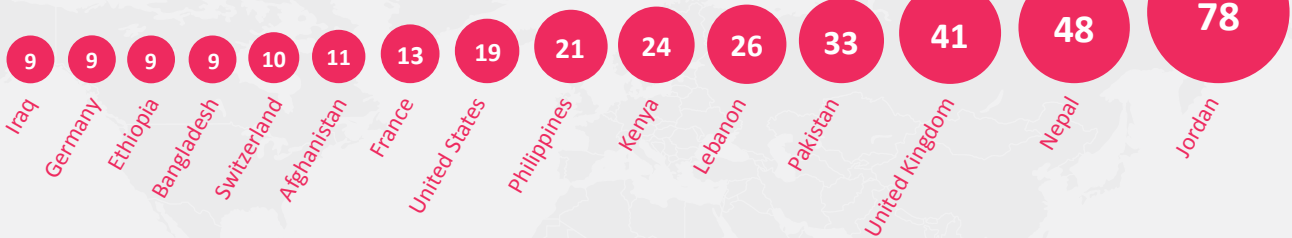
Following an invitation from UNICEF in late 2015, the CHS Alliance has joined the Steering Committee of its project funded by the Office of U.S. Foreign

Disaster Assistance (OFDA), which aims to promote better integration of AAP in the work of global and country clusters and other coordination mechanisms. The project seeks to identify and promote practical measures to improve quality and accountability in UNICEF-led and co-led clusters and Areas of Responsibility (AoRs).

With support from Switzerland, the CHS Alliance worked with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the country team in the Democratic Republic of the Congo to operationalise the commitment to the CHS that is part of the Humanitarian Response Plan. Two training sessions were delivered in Goma, and workshops with a range of stakeholders, including the inter cluster group, took place in Kinshasa. The missions and associated reports were instrumental to inform the country team approach to integrating accountability to affected populations in its multi-year humanitarian response plan for 2017-2019.

THE FIRST CHS E-LEARNING COURSE: A GREAT SUCCESS AROUND THE WORLD

TOP 15 COUNTRIES OF PARTICIPANTS



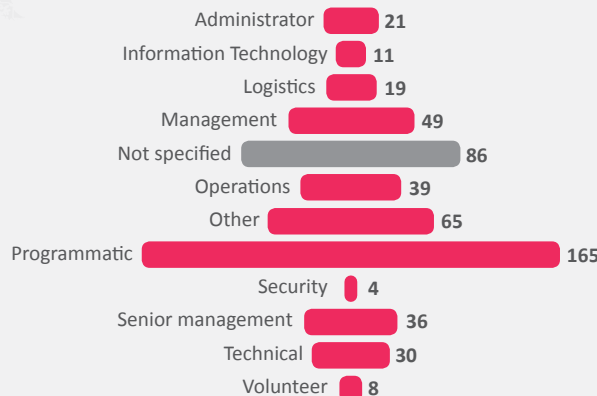
OTHER COUNTRIES OF PARTICIPANTS (1 - 8)

- | | | | | | | | |
|--------------------------|--------------------------------|-----------|----------------------------------|-------------|----------------------|----------------------|----------------------|
| Australia | Congo (Democratic Republic Of) | Guinea | Ivory Coast | Mali | Palestine (State Of) | South Sudan | Turkey |
| Belgium | Croatia | Haiti | Japan | Mexico | Peru | Spain | Uganda |
| Burkina Faso | Czech Republic | Hong Kong | Lao People's Democratic Republic | Myanmar | Portugal | Sudan | Ukraine |
| Cameroon | Denmark | India | Liberia | Netherlands | Serbia | Sweden | United Arab Emirates |
| Canada | Egypt | Indonesia | Malawi | New Zealand | Singapore | Syrian Arab Republic | Yemen |
| Central African Republic | Greece | Ireland | Malaysia | Niger | Slovakia | Tajikistan, Thailand | Zambia |
| China | | Israel | | Nigeria | Somalia | | Zimbabwe |
| Colombia | | Italy | | Norway | | | |

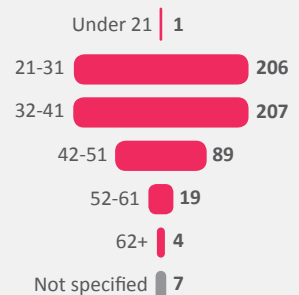
GENDER OF PARTICIPANTS



POSITION OF PARTICIPANTS



AGE OF PARTICIPANTS



CHS LEARNING EVENT: CASE STUDIES AND IDEAS TO RETHINK HUMANITARIAN RESPONSE

“A disruptive standard? Rethinking humanitarian response with the Core Humanitarian Standard on Quality and Accountability.” This was the theme of a learning event hosted by the CHS Alliance in Geneva on 4 November 2016. The event brought together over 160 humanitarian and development actors, with more than 35 experts agreeing to share their views and experience of the CHS, including donors, NGOs, the Red Cross and the UN. Participants took part in eight workshops, which focused on various dimensions of the Standard, such as people management, localisation, verification and listening to affected populations. They engaged with speakers and each other using the interactive platform Slido (<https://www.sli.do/>).



160 participants



40 speakers



8 workshops

“The CHS and the CHS Alliance are needed to play an equaliser role between international and local organisations. National organisations need to learn how to say no to international donors and NGOs.”

Qassem Al Saad,
Chairman, Naba'a Developmental
Action Without Borders

HIGH LEVELS OF ENGAGEMENT AT THE FIRST-EVER WORLD HUMANITARIAN SUMMIT

The CHS Alliance has continued to build relationships with key World Humanitarian Summit (WHS) stakeholders and leveraged them to contribute to and influence the humanitarian effectiveness agenda in the lead up to and after the 2016 Summit.

At the event, held on 23-24 May in Istanbul, humanitarian leaders and decision-makers highlighted the CHS as a way to improve humanitarian effectiveness.

High Level Round Table: Changing people's lives

During the high-level leaders' roundtable on “Changing people's lives - from delivering aid to ending need”, the Danish Minister for Foreign Affairs, **Kristian Jensen**, announced Denmark would work with partners on implementing the CHS.

The President of World Vision International, **Kevin Jenkins**, also speaking at the event, stated: “As a CHS Alliance member, we commit to the CHS and will carry out two self-assessments against the standard by the end of 2017.”

Side event: Quality and Accountability

The CHS Alliance, with Groupe URD and the Sphere Project, held a side event entitled “Quality and Accountability: It is not enough to do things right, the right things have to be done”, which was hosted by the Swiss and Danish governments. Participants highlighted the importance of humanitarian standards, such as the CHS, to improve aid effectiveness and better meet the needs of people affected by crisis.

Detailed notes summarising the side event are available on our website: http://www.chsalliance.org/files/files/Resources/Articles-and-Research/WHS-side-event_quality-and-accountability.pdf

Special session: People at the centre

The CHS Alliance and some of its members took part in the Special Session on People at the Centre, where directors of two CHS Alliance member organisations – **Winnie Byanyima**, Executive Director, Oxfam International, and **Manu Gupta**, Director, SEEDS – highlighted their organisations' commitment to adopting the CHS.

The Executive Director of UNICEF, **Anthony Lake**, concluded by saying: “We must work not only for people, but with people, and we need to ensure we turn the commitments made at the WHS into practical actions.”



Opening session of the CHS Learning Event, Geneva, 4 November 2016

CHS VERIFICATION SCHEME

The CHS is a voluntary and measurable standard, which means its application can be objectively assessed. The CHS Verification Scheme is managed by the CHS Alliance. It allows organisations to measure the extent to which they have successfully applied the CHS requirements, and share the results if they wish to do so.

The Scheme offers four verification options: self-assessment, peer review, independent verification and certification. Although each option is a stand alone, the indicators used in the self-assessment are common to all four options. The Alliance supports organisations in their self-assessment and peer review processes.

The self-assessment tool is currently available in English and French. A four-minute video animation has been released in four languages: Arabic, English, French and Spanish (<https://youtu.be/Esn3Dh7MZjQ?list=PLh1w1Ldo3QjUHP3tsOzpBAuHrinawonm>).

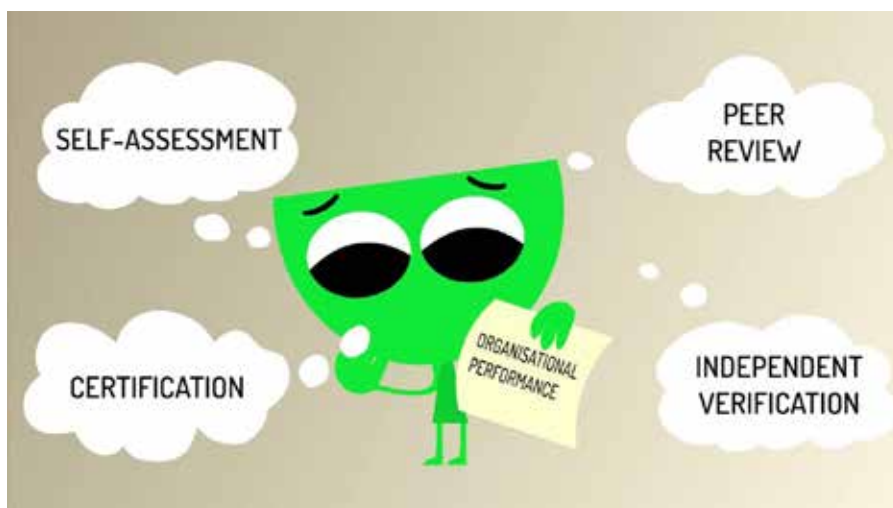
It gives an overview of the benefits of verification, the CHS Verification Scheme and the four options available for verification.

Thanks to the CHS Alliance's support, the capacity of humanitarian and development organisations to undertake self-assessments in the framework of the CHS Verification Scheme has increased in 2016. A number of case studies were collected and publicised, for example from World Vision and Listen Learn Act. Some were shared during the CHS Learning Event. Support has been given to an increasing number of CHS Alliance

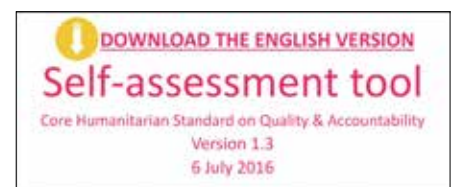
members that have launched the self-assessment process.

By the end of 2016, self-assessments from 17 agencies had been conducted, with another eight members going through independent verification. This amounts to 25 organisations using one form or the other of the verification framework in 2016. This figure is expected to reach a hundred in 2017.

The outcome and impact of the application and verification of the CHS on the effectiveness of humanitarian action will be assessed in 2017, once results from the self-assessment start coming in. The necessity to further adapt the self-assessment tool to donors, development organisations or secretariat organisations has been acknowledged and is planned for 2017.



Our animated video about the CHS verification options



A revised self-assessment tool is now available for organisations measuring their application of the CHS.

STRENGTHENING QUALITY AND ACCOUNTABILITY THROUGH CAPACITY DEVELOPMENT

The demand for training on the CHS and associated subjects continued to be strong in 2016. Everywhere we travelled it has been both humbling and encouraging to witness the enthusiasm and commitment of organisations and their staff.

To ensure that the knowledge and understanding of the CHS is as widely disseminated as possible, we support the development of the capacity of organisations and consultants to deliver training themselves. Since early 2015, we have been doing this through open training of trainers workshops in various regions, and by providing ongoing support to the graduates of those courses. More than 130 participants have completed the CHS Training of Trainers (ToT) workshops so far.

Our annual training impact survey showed that these trainers had gone on to train more than 4,000 people themselves by the end of 2016.

This year we launched our CHS Alliance Approved Trainers Scheme (CATS), which recognises trainers who have the knowledge and skills to deliver high quality training on topics relating to the CHS. To qualify, trainers must complete the ToT or relevant course, and then deliver training competently under our supervision, with mentoring from us as necessary. Approved trainers who are independent consultants now have a dedicated page on our website, so that organisations looking to hire trainers can see their details. At the end of 2016, we had a total of 50 trainers on our CATS register – 15 independent consultants, and 35 trainers within organisations.

TRAINING SUPPORT

We were grateful for the opportunity to facilitate training to member organisations of NGO networks in Ireland, Germany, and Canada in 2016. The potential impact of the training is increased where organisations based or working in the same region share a common language and understanding, and can offer support to each other as they work on the CHS.

We also greatly valued our opportunities to train groups of staff from individual organisations. With this focused attention on the CHS, these organisations were then well placed to roll it out, thanks to increased understanding and buy-in of the training participants. It can be particularly helpful when various functions within an organisation are represented in a training session, as the CHS commitments touch on the work of a range of sections, including senior management, programmes, M&E, human resources and finances.

In 2017 we will set up a community of practice for CHS trainers, to share experiences, ideas and suggestions, and to ensure that we work collaboratively and in a coordinated way.



Group discussion at a CHS Alliance Training of Trainers workshop

Capacity development workshops carried out in 2016:

Dates	Description	Agency	Location, country	Participants
18 Jan	Introduction to CHS	Aktion Deutschland Hilft	Berlin, Germany	23
03 Feb	Introduction to CHS (staff)	Finn Church Aid	Helsinki, Finland	24
04 Feb	Introduction to CHS (SMT)	Finn Church Aid	Helsinki, Finland	04
16-19 Feb	CHS ToT	Open	Oxford, UK	14
22-25 Feb	Investigations	Open	London, UK	11
07-09 Mar	Introduction to CHS	Welthungerhilfe	Istanbul, Turkey	14
07-10 Mar	CHS ToT	Open	Port-au-Prince, Haiti	14
16-18 Mar	Introduction to CHS	GOAL	Nairobi, Kenya	14
22 Mar	CHS self-assessment	Dóchas network	Dublin, Ireland	23
31 Mar	Humanitarian principles	YIHA conference	Berlin, Germany	16
07-08 Apr	Introduction to CHS	GOAL	Addis Ababa, Ethiopia	13
12-15 Apr	CHS ToT	Open	Amman, Jordan	13
18-21 Apr	CHS ToT	Open	Bogota, Colombia	09
18-20 Apr	CRM	Open	Amman, Jordan	11
21 Apr	PSEA & investigations	Open	Amman, Jordan	10
30 May-01 Jun	SEA investigations	World Food Program	Rome, Italy	20
07-10 Jun	CHS ToT	Open	Goma, DR Congo	13
11 Jun	CRM	UNICEF	Goma, DR Congo	21
13-14 Jun	Introduction to CHS	Concern Worldwide	Dublin, Ireland	23
22-23 Jun	Introduction to CHS	CARE/Canadian NGOs	Toronto, Canada	22
06 Jul	Introduction to CHS	Duke University	Geneva, Switzerland	18
30 Aug-02 Sep	Investigations	Open	Bangkok, Thailand	07
Sep	Introduction to CHS	Bioforce Institute	Lyon, France	15
06 Sep	PSEA & investigations	Conference participants	Bangkok, Thailand	25
06 Sep	Introduction to PSEA	Conference participants	Bangkok, Thailand	03
06 Sep	Introduction to CHS	Conference participants	Bangkok, Thailand	12
17-19 Sep	Introduction to CHS	Diakonie Katastrophenhilfe	Istanbul, Turkey	14
15-16 Nov	Introduction to CHS	Concern Worldwide	Nairobi, Kenya	15
29 Nov-02 Dec	Investigations	Open	Nairobi, Kenya	15
05-07 Dec	Investigations follow-up	By invitation	Nairobi, Kenya	06
Total number of participants trained				442

Note: Total number of participants trained in 2015 was 368

THE CHS ALLIANCE COMPLAINTS MECHANISM

The CHS Alliance received four complaints during 2016. Of these, three were outside the scope of our complaints mechanism, and one – relating to the failure to follow recruitment procedures – was investigated, with oversight from our Complaints Committee. Remedial action was taken by the organisation concerned.

This is what some participants said about the workshops facilitated by the CHS Alliance:

“The trainer was really amazing and made us feel confident while still giving constructive advice.”

PROTECTING BENEFICIARIES FROM SEXUAL EXPLOITATION AND ABUSE

In the past decade the humanitarian and development sectors have made commendable efforts to put in place measures to reduce the incidence of sexual exploitation and abuse by their own staff members, and to deal with cases when they arise. Nevertheless, organisations find it challenging, due to the sensitivity of the issue, the costs of investigating, and the potential legal implications.

In response to the need to build the capacity of organisations in this regard, the CHS Alliance offered a number of training workshops in various regions in 2016 on the investigation of staff misconduct, the management of investigations, PSEA and complaints handling. We also gave remote advice and support to specific organisations and recommended consultant investigators upon request.

2016 was also the second and final year of our project to support national organisations in their implementation of measures for protection from sexual exploitation and abuse (PSEA) by aid workers, funded by the US Department of State Bureau of Population, Refugees and Migration. Fifteen of the national organisation directors who were participating in the project joined us in Bangkok on 5-6 September for our conference on investigating allegations of sexual exploitation and abuse.

In the middle of this year, an independent consultant carried out an evaluation of the CHS Alliance's work on PSEA. This was very encouraging and helpful, in that it recognised the value that we are adding, as well as areas where we could improve or do more. Our efforts in terms of the organisation of training sessions, fora and meetings, as well as our day-to-day support to national organisations, were acknowledged. The sustainability of our work in this regard was highlighted. Reflecting the impact of our programme, those who had completed our training reported increased confidence in their ability to address PSEA issues, to raise awareness about PSEA and to conduct investigations.

Respondents highlighted the need for an accessible 'one-stop shop' providing organisations with guidelines to prevent sexual exploitation and abuse by their own staff and representatives. In response to this, we developed a PSEA Implementation Quick Reference Guide, with case study examples. Topics covered include developing a policy and procedures, assigning responsibilities, raising awareness amongst staff and affected populations, designing safe programmes, handling complaints and dealing with reports of SEA. The guide features on one single page on our website, so that it can be easily accessed along with additional related resources and tools. This can be viewed at: <http://www.chsalliance.org/what-we-do/psea/psea-handbook>.

PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA) CONFERENCE: INVESTIGATING SEA BY AID WORKERS

The 2016 protection from sexual exploitation and abuse (PSEA) conference brought together over 40 participants from 29 organisations, including UN, national and international NGOs, as well as representatives of the IASC Task Team on AAP/PSEA, in Thailand, on 5 September 2016 to explore ways to improve investigations into allegations of sexual exploitation and abuse (SEA) by aid workers.

The conference, which was opened by CHS Alliance Executive Director **Judith F. Greenwood**, included a panel of PSEA and investigations experts, who shared presentations and case studies.

Paul Nolan, Founder/Director, GCPS Consulting, presented some lessons learned from SEA investigations.

Morgan Pillay, Investigations Specialist, UNFPA, presented challenges and lessons learned in investigating SEA in UN peacekeeping missions and the UNFPA. **Menaca Calyaneratne**, International Child Safeguarding Director, Save the Children, highlighted why and how different departments must be collaborating during an investigation.

Aurelie Martin, Senior Investigations Specialist, UNHCR, presented a case study illustrating the cooperation between UNHCR and NGOs on investigations. **Aungkie Sopinpornraksa** presented the experience and lessons learned by NGOs in Thailand.

Key findings are available in the conference's report at: <http://www.chsalliance.org/files/files/CHS-Alliance-2016-PSEA-Conference-Report.pdf>.

They include: institutional set-up for investigations, how to acquire and maintain capacities; role of managers; policies and procedures; management of external communications; zero-tolerance policy; awareness-raising with communities and support to survivors. The report also highlights areas to further explore, such as joint investigations in cases involving multiple agencies; watertight investigations in difficult contexts and the need for increased transparency in statistics on SEA.

The conference was made possible thanks to the support of the United States Bureau of Population, Refugees and Migration, and was hosted by World Education Thailand.

LEADING IMPROVEMENTS IN PEOPLE MANAGEMENT AND ENGAGEMENT

The CHS Alliance supports the implementation of the CHS around the core concepts of effective people management in humanitarian and development work. We do this by developing new and innovative tools for use across the sector, supporting capacity-building initiatives and engaging with networks that stimulate discussion on best practice and new ideas.

We have a team and pool of consultants who support this work. They are familiar with our sector and are experts in Human Resources and project management.

The CHS Alliance is involved with two exciting and transformational projects with the Start Network. The Talent

Development and Transforming Surge Capacity projects are both designed to develop decentralised approaches to capacity-building and to improve the quality and speed of humanitarian response in countries at risk of natural disaster or conflict-related humanitarian emergencies.



The Humanitarian Human Resources (HHR) Europe conference took place in Barcelona, Spain, from 8 to 10 June 2016.

OUR PROJECTS

TALENT DEVELOPMENT PROJECT

This three-year project aims to build the capacity of national humanitarian workers in East Africa, Asia and the Middle East. Within this project, the CHS Alliance has been working on two strands:

CORE HUMANITARIAN COMPETENCY FRAMEWORK

In 2016 a review of the Core Humanitarian Competency Framework (CHCF) was completed and the report of this review was launched.

In total, the stakeholder consultation process engaged and reached 358 respondents globally across a broad spectrum of national and international organisations in the humanitarian and development sectors.

The overall findings of the review suggest that the CHCF is still highly relevant for the sector and fit for purpose. Feedback from stakeholders unanimously validated the framework and we now know with certainty

that the CHCF remains a relevant and indispensable a guide to identify and develop competencies in the humanitarian sector, in the organisations in which we work, and, most importantly, for our professional development.

While there was consensus among users and stakeholders for the continued use of the CHCF, there were also suggestions for minor refinements and a greater dissemination of the framework.

In 2017 we will be working on the implementation of the revised framework and introducing a revised manual on competency based approaches.



Report of the review of the CHCF, published in September 2016 and available on the CHS Alliance website <http://www.chsalliance.org/files/files/Resources/Articles-and-Research/Core-Humanitarian-Competencies-Framework-Review-Final-Report.pdf>

OUR PROJECTS

COACHING PROGRAMME

In 2016 we have recruited and supported 124 coaches across 18 countries, who have provided coaching to over 160 participants on entry, leadership and management programmes. Over 350 coaching sessions were delivered in Kenya, Ethiopia, the Democratic Republic of the Congo, Jordan, Lebanon, and Bangladesh.

Based on survey responses from participants who received coaching, 79% of participants were satisfied with their coach and 90.7% agreed that coaching had improved their ability to apply new skills and learning to their work. Just over 90% of participants have also sometimes or frequently used a coaching approach with colleagues and peers as a result of the coaching they received.

A participant:

“Coaching has been very beneficial to me. I have more confidence in my own ability. It has made me more confident to try new approaches at work. It has allowed me to discover more about myself and how I work, and in turn this has allowed me to develop my capacities. I liked that you (the coach) allowed me to experiment with different ideas and approaches during our sessions and helped me figure out what works best for me.”

And from one of our coaches:

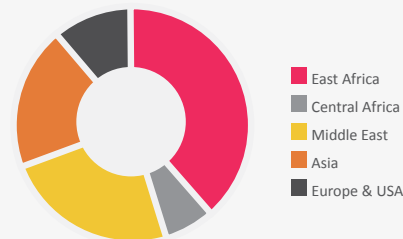
“During the two days prior to this session, we exchanged emails in order to discuss the setting of goals for this session. I was happy to read the participants’ goals for our first session. They were relevant to the objectives of the Talent Development Program and provide us with a good starting point for a coaching relationship.”



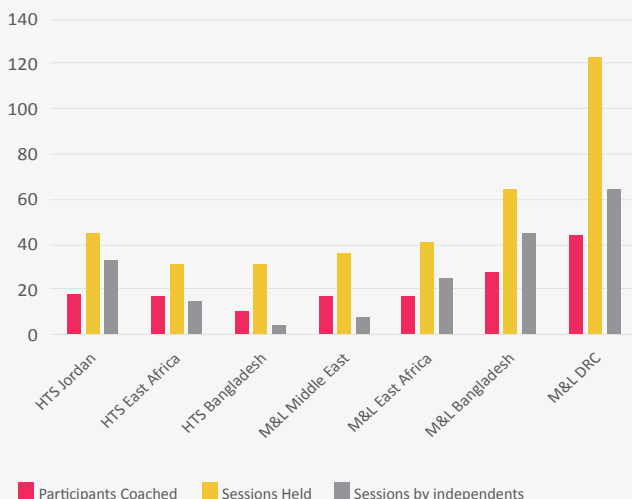
WHAT HAVE WE DONE SO FAR?

- Recruited and retained **131** coaches with **87** Active Coaches
- Who delivered **363** sessions
- To **159** participants

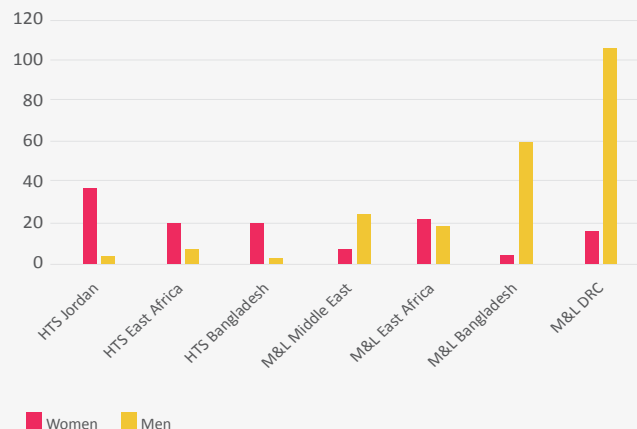
WHERE ARE OUR COACHES BASED?



COMPLETED COACHING SESSIONS 2016



SESSIONS DELIVERED TO FEMALE AND MALE PARTICIPANTS



OUR PROJECTS

TRANSFORMING SURGE CAPACITY

Traditionally surge capacity efforts have focused on individual agency work rather than collective contributions. They have also largely overlooked local staff and ignored the role of other actors, such as the private sector and academic organisations, in supporting civil society surge.

In 2007 the review of surge capacity, commissioned by Emergency Capacity Building Project, recommended a more collaborative approach. A report (http://www.chsalliance.org/files/Files/Resources/Articles-and-Research/Transforming-Surge-Capacity-Project_Baseline-Report-2015.pdf), led by the CHS Alliance on Transforming Surge Capacity, was launched in 2015 to give a baseline of the surge capacity and operational practices of the consortium members. In April 2016 the CHS Alliance also launched the 'State of Surge Capacity in the Humanitarian Sector' report, featuring recent developments, future trends and lessons learned around surge response within and beyond civil society.

In July 2016 the first tracking report was published, presenting the results of the tracking mechanism of the humanitarian surge response to the Nepal earthquake in 2015.

Throughout 2017 we will continue to monitor operational aspects of surge response.

As part of this project, a new online interactive human resources (HR) platform has been created, which is intended to help HR and other humanitarian staff share good practices and learn from each other when undertaking surge responses.

The platform is open to staff from any organisation involved in humanitarian surge responses in any region.

By the end of 2016 we had 203 members, based in 38 countries and from 63 different organisations.

In January 2016 we also organised a Regional HR Good Practice Conference in Bangkok, which focused on the crucial role that HR practitioners play in mobilising and deploying staff in surge. The Conference brought together 31 professionals from across the Asia Region, to share and discuss good HR practice and to provide input into how we can improve surge responses in a collaborative way.

PROJECT FAIR

Throughout 2016 the CHS Alliance continued to collaborate with the University of Edinburgh, Massey University and Birches Group on their research on fair pay. The research is looking at viable, fair and sustainable alternatives to the dual salary system of international and national staff salaries. The research team will be documenting their findings and sharing this at a workshop in 2017.

DUTY OF CARE

With funding from DFID the CHS Alliance commissioned research on how to go about setting up a Centre of Excellence on Duty of Care. Consultation took place at workshops held in Barcelona, Geneva, London and Nairobi, engaging a total of 44 members. The results will be taken forward, subject to funding, in 2017.

Participants said that the conversations about Duty of Care are essential for them:

"I'm excited to be having this conversation at this particular time, because it's one of the core HR [areas] that we are struggling with."

"Especially since the NRC case last year, Duty of Care is a big concern for security managers and advisers in a lot of the NGOs, so we are getting a lot of questions."

TWITTER, FACEBOOK AND OUR BLOGS

We profile our work, resources and information on various people management and HR themes on Twitter, Facebook and through our blogs. In 2016, we covered:

- What can we do to really improve staff care in the humanitarian sector?
- Review of the Core Humanitarian Competencies Framework – emerging themes
- Gender, resilience and mental health in the humanitarian sector
- How can you improve your organisation's resilience?
- Human Resources (HR) in the developing market – are we doing enough to educate our staff?
- Strengthening people management practices in the humanitarian and development sectors
- Building organisational leadership and culture to create trust during change
- How can we include LGBT people in the humanitarian sector?

OUR NETWORKS

Better people management and HR practice leads to enhanced organisational performance. With this aim in mind, we have created the space to allow HR professionals and managers to learn from and network with each other.

SPECIAL INTEREST GROUPS

We currently have special interest groups on LinkedIn that focus on Reward, Learning and Development, Staff Care and HHR.

REWARD

The Reward Network has met twice in the last 12 months covering topics such as reward and human resources information systems, gender pay reporting, the impact of currency fluctuations on international salaries and updates from Birches Group and CIGNA.

In addition to these meetings, 87 people have joined our online forum, participating in discussions on the falling sterling and its impact on international salaries and remuneration principles.

STAFF CARE

We currently have 150 people who are members of the Staff Care online forum. Discussions this year have included workplace conflict, staff welfare policies, international travel policies, the inclusion and security of LGBT aid workers, health, safety and security incident rates, and duty of care online learning resources.

LEARNING AND DEVELOPMENT

The Learning and Development online forum currently has 185 members and has shared online resources that are available within the sector for further training.

HUMANITARIAN HR NETWORK

The online HHR forum currently has 245 members and continues to share resources and updates.

HHR CONFERENCES - THEME: ORGANISATIONAL RESILIENCE

HHR EUROPE, BARCELONA
JUNE 2016

HHR AFRICA, NAIROBI
NOVEMBER 2016

75
ATTENDEES

14
COUNTRIES

48
AGENCIES

62
ATTENDEES

17
COUNTRIES

28
AGENCIES

Topics covered included:

- Organisational Resilience: HR at the frontline
- Building a resilient humanitarian sector
- The three legs of exceptional international field staff
- Working in partnership with your employee assistance programme to enhance resilience and wellbeing
- The duty of care lens & your pathway to duty of care
- The cost of conflict at work
- Understanding our minds by cultivating mindful awareness

Topics covered included:

- What is Organisational Resilience?
- Opportunities and challenges
- Development partners & becoming a development partner
- Tools: peer support; self-observing & making use of different
- Peer support: a practical way to build resilience
- Perspectives; imagineering: from vision to action
- Principles: leadership, culture and diversity; people; systems & settings.
- Call to action: Centre of Excellence
- Awareness express: developing soft and meta skills

OUR PARTICIPANTS SAID:

"Genuinely excellent, facilitation impressive, down to earth, professional and friendly - very well organised"

"HRR conference is one of the year's main events that I am waiting for. They have great people, a structured agenda and relevant topics. Very useful and practical"

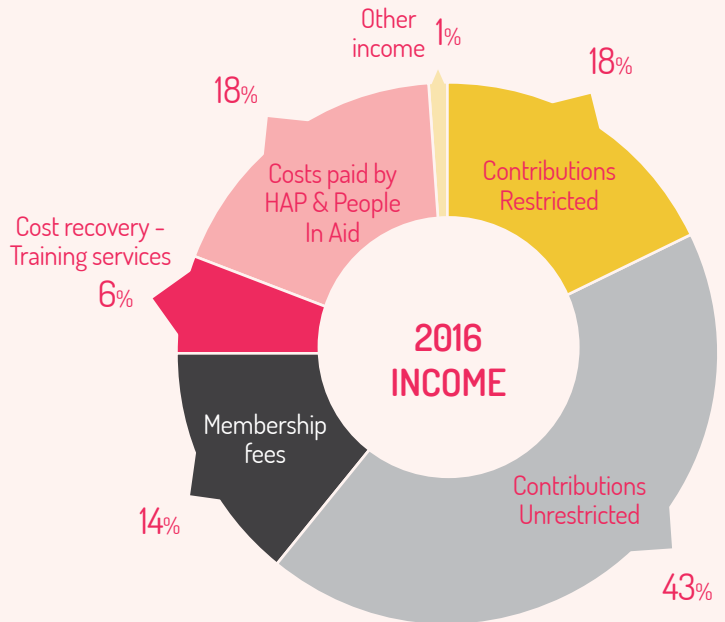
OUR PARTICIPANTS SAID:

"I learned about the importance of continual learning and the need for constant innovation"

"I learned about organisational resilience and practical ways to implement this in day-to-day activities"

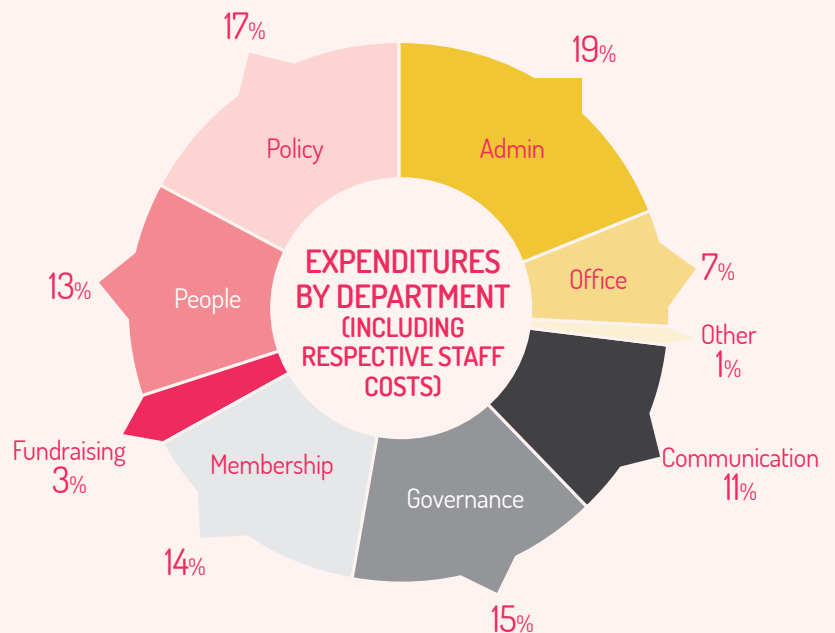
HOW WE USE YOUR FUNDS

The CHS Alliance's overall income in 2015-2016 was CHF 2,435,343. This was possible through the loyal funding support of the following donors: Australian Department of Foreign Affairs and Trade; Coopération Suisse en République Démocratique du Congo; Disaster Emergency Committee (DEC); Department for International Development; Humanitarian Passport Initiative (HPI) Secretariat; Irish Aid; Luxembourg Ministry of Foreign Affairs; Ministry of Foreign Affairs of Denmark; République et Canton de Genève; Solidarité Internationale; START Transforming Surge Capacity in the Humanitarian Sector; START Talent Development; Swedish International Development Cooperation Agency (Sida); Swiss Agency for Development and Cooperation. 43% of the 2016 income of the Alliance was received as unrestricted funding to support our core activities.



HAP International staff were transferred to the Alliance in January 2016. A Memorandum of Understanding was signed by the chair of HAP, delegating the responsibility to the Alliance to implement two remaining grants (Germany MFA & BPRM multi year funding) that were due to end in 2016. This represented an amount of CHF 351,740, almost 14.5% of the Alliance's income in 2016. Costs paid by HAP & People in Aid were assimilated as restricted funds, which gave a total of 36% of restricted funds. Membership fees paid represented 14% of the Alliance's income, with an additional 6% generated from services provided.

The Alliance collected 79.7% of membership fees invoiced. We ended our first year of operations with a surplus of CHF 59,717. The surplus resulting from membership fees will be transferred to the general reserve. In addition, the reserve of HAP International and People In Aid will be transferred in 2017, when both organisations close.



Geneva, April 10, 2017

REPORT OF THE INDEPENDENT AUDITOR ON THE STATUTORY EXAMINATION TO THE GENERAL ASSEMBLY OF ASSOCIATION CHS ALLIANCE, GENEVA

Dear Sirs,

As statutory auditor, we have audited the accompanying financial statements of ASSOCIATION CHS ALLIANCE, which comprise the balance sheet as at December 31, 2016, the income statement, the cash flow statement and notes for the first period of operations from June 9, 2015 to December 31, 2016.

Board of Directors' Responsibility

The Board of Directors is responsible for the preparation of these financial statements in accordance with the requirements of Swiss law and the company's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the period from June 9, 2015 to December 31, 2016 comply with Swiss law and the association's articles of incorporation.

Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 Code of Obligations) and that there are no circumstances incompatible with our independence.

In accordance with article 728a para. 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

We recommend that the financial statements submitted to you, disclosing a capital of CHF 59'717, be approved.

BERNEY ASSOCIES SA
Société Fiduciaire


Frédéric BERNEY
Licensed Audit Expert


Cosimo PICCI
Licensed Audit Expert
Auditor in charge

Enclosures : financial statements (balance sheet, the income statement, the cash flow statement and notes)

BALANCE SHEET AS AT 31 DECEMBER 2016

(IN SWISS FRANCS)

ASSETS	2016
Current assets	
Cash & cash equivalents	105,044
Grants receivable	89,644
Membership fees receivable	60,507
Provision for loss on membership fees	(60,507)
Training services receivable	41,867
Provision for loss on training services	(16,109)
Other current assets	25,246
People In Aid intercompany account	27,483
HAP International intercompany account	134,712
Total current assets	407,887
Non-current assets	
Tangible & intangible assets	15,846
Financial assets	3,637
Total non-current assets	19,483
Total assets	427,370
 LIABILITIES	
Short-term liabilities	
Payable	97,967
Operating liabilities	-
Contributions received in advance	14,161
Accrued expenses	70,284
Financial commitments	-
Funds to be returned	7,551
Total current liabilities	189,963
Restricted funds	
Funds restricted to projects	177,690
Total restricted funds	177,690
Capital of the organisation	
General reserves	-
(Loss) / Income for the year	59,717
Total capital of the organisation	59,717
Total liabilities & funds	427,370

**STATEMENT OF FINANCIAL PERFORMANCE FOR THE
PERIOD FROM 9 JUNE 2015 TO 31 DECEMBER 2016
(IN SWISS FRANCS)**

INCOME	2016
Contributions restricted	424,431
Contributions unrestricted	1,051,315
Membership fees	404,230
Cost recovery - Training services	168,703
Costs paid by HAP & People In Aid	428,600
Other income	34,680
Loss on debtors	(76,616)
Total income	2,435,343

OPERATING EXPENDITURE

Staff costs	1,180,973
Meeting & travel costs	307,993
Consultancy fees	261,785
Publication & marketing costs	134,781
Communication, admin & IT costs	109,902
Office premises	145,811
Depreciation	17,093
Total operating expenditure	2,158,338
Operating result	277,005
Non-operating result, net	707
Financial (expenses) / income, net	31,340
Intermediate result before change in funds	244,958
Attribution to restricted funds	(416,880)
Use of restricted funds	239,190
Change in restricted funds	(177,690)
Restricted funds to be returned to donor	(7,551)
Result for the financial year	59,717

The CHS Alliance Governing Board

(elected on 3 November 2016 at the first General Assembly of the CHS Alliance)

- Dr. Samah Bassas^F, Independent, CEO, Syria Relief Network
- John Edward Beverley^F (Treasurer), Independent
- Rezaul Karim Chowdhury^F, Executive Director, COAST Trust
- Osama Ezzo^{MN}, Independent
- Jules L. Frost (Vice-Chair), International Director, Medair
- Nick Guttman^F, Head of Humanitarian Division, Christian Aid
- Jacqueline Heany^{MN}, Head of People and Performance, CAFOD
- Prof. Dorothea Hilhorst, Independent, Special Chair Humanitarian Aid and Reconstruction, Wageningen University, Netherlands, Secretary and Founding Member, International Humanitarian Studies Association
- Loretta Hieber-Girardet, Chief, Inter-Cluster Coordination Section, Programme Support Branch, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- Sayeda Tahya Hossain^C, Chief People Officer, Human Resource and Learning Division, BRAC
- Takeshi Komino, Community World Service, Asia, Deputy Director, Regional Programs and Resource Mobilisation
- Jacqueline Koster, Regional Program Manager, Central, East and Southern Africa, World Renew
- Bijay Kumar^C, Executive Director, ActionAid International, Kenya
- Martha Namera Woyessa^{MN}, Executive Director, Women Support Association
- Ariadna Pop^F, 1st Secretary, Humanitarian Affairs Section, Swiss Permanent Mission to the UN
- Robert Sweatman^{MN}, Head of Performance and Accountability, British Red Cross
- Robert Tickner (Chair), Independent, Former Acting Under Secretary General, Partnerships - International Federation of Red Cross and Red Crescent Societies and Former CEO, Australian Red Cross

The CHS Alliance Interim Governing Board

(served until 3 November 2016)

- John Edward Beverley^F (Treasurer), Finance & Administration Director, Tropical Health & Education Trust,
- Joan Coyle^{MN}, Human Resources Director, Save the Children International
- Anabel Cruz (Vice-chair), Founder and Director, ICD Uruguay
- Véronique de Geoffroy, Director of Operations, Groupe URD
- Anne de Riedmatten^F, First Secretary, Humanitarian Affairs Section at Swiss Permanent Mission to the UN, Federal Department of Foreign Affairs
- Robert Glasser (Chair), Independent (resigned in December 2015)
- Nick Guttman^F, Head of Humanitarian Division, Christian Aid
- Jacqueline Heany^F, Director of Organisational Development & People, CAFOD
- Loretta Hieber Girardet, Chief, Inter-Cluster Coordination Section, Programme Support Branch, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
- Prof. Dorothea Hilhorst, Independent, Wageningen University, Netherlands, Special Chair Humanitarian Aid and Reconstruction, Secretary and Founding Member of the International Humanitarian Studies Association
- Camilla Knox-Peebles, Deputy Humanitarian Director at Oxfam
- Takeshi Komino, Deputy Director, Regional Programs and Resource Mobilisation, Community World Service, Asia
- Bijay Kumar^C, Executive Director, ActionAid International, Kenya
- Sajid Mansoor Qaisrani, Executive Director, Sungi Foundation (resigned in December 2015)
- Mudasser Hussain Siddiqui, Head of Programmes, Plan International
- Willem van Eekelen (Vice-chair), Independent, International consultant
- Diane Willis, Director of People & Organisational Development, World Fish
- Jeffery Wright^{MN}, Senior Humanitarian Advisor, World Vision International

^F member of the Finance, Risk and Audit Committee

^C member of Complaints Committee

^{MN} member of Membership and Nominations Committee

The CHS Alliance Board Standing Committees

Membership and Nominations Committee (MNC)

In addition to Board members indicated above, these persons were members of the MNC in 2016:

Rezaul Karim Chowdhury, Executive Director, COAST Trust
Robert Tickner, Independent, Former Acting Under Secretary General, Partnerships - International Federation of Red Cross and Red Crescent Societies and Former CEO, Australian Red Cross

Finance, Risk and Audit Committee (FRAC)

In 2016, there were no external members in the FRAC.

Complaints Committee (CC)

In addition to Board members indicated above, these persons were members of the CC in 2016:

Leslie Alfonso, Head of HR Development
Coleen Heemskerck, Policy Advisor, Quality Assurance & Accountability
Aarno Lahtinen, Organisational Quality Manager
Christine Lipohar, Consultant, Independent
Karin Oswald, Consultant, Independent

The CHS Alliance Secretariat

Executive Director

Judith F. Greenwood

People & Organisational Development

Victoria Gronwald, Governance & Events Officer (June-November 2016)
Abigail Jones, Events and Projects Officer (until July 2016)
Julius N. Kaberere, Senior Project Manager (from June 2016)
Lauren McWilliams, Project & Events Officer (from July 2016)
Verity Stiff, Head of People & Organisational Development (until May 2016)
Samantha Wakefield, HR & People Management Thematic Lead (from November 2016)

Policy, Advocacy & Learning

Geneviève Cyvoct, Senior Quality & Accountability Officer
Michel Dikkes, Quality and Accountability Officer (until September 2016)
David Loquercio, Head of Policy, Advocacy & Learning
Adrien Muratet, Programme Officer (from November 2016)

Membership & Training

Carol Curran, Membership Manager (until June 2016)
Karen Glisson, Membership Services Manager

Fundraising

Esther Hamilton, Fundraiser

Communications

Murray Garrard, Senior Communications Officer (until February 2016)
Sioban O'shea, Senior Communications Officer (until November 2016)
Emily Tullock, Communications Officer (until November 2016)
Ann Vaessen, Senior Communications Officer (from November 2016)

Finance & Administration

Patrick Hartmann, Head of Finance & Administration
Sophie Jordi, Finance Officer (from May 2016)
Hélène Maillet-Maghdesian, Human Resources (HR) & Administration Officer
Frank Ward, Finance Manager (until September 2016)

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CHS Alliance

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Published in May 2017

CHS ALLIANCE MEMBERSHIP AT THE END OF 2016

ORGANISATION

■ Acción contra el Hambre
 ■ ACT Alliance
 ■ Act for Peace
 ■ Action Against Hunger UK
 ■ ActionAid Australia
 ■ ActionAid Bangladesh
 ■ ActionAid Brazil
 ■ ActionAid France
 ■ ActionAid Gambia
 ■ ActionAid Ghana
 ■ ActionAid Greece
 ■ ActionAid Guatemala
 ■ ActionAid India
 ■ ActionAid International
 ■ ActionAid Ireland
 ■ ActionAid Italy
 ■ ActionAid Kenya
 ■ ActionAid Malawi
 ■ ActionAid Mozambique
 ■ ActionAid Nepal
 ■ ActionAid Nigeria
 ■ ActionAid Sierra Leone
 ■ ActionAid Sweden
 ■ ActionAid Tanzania
 ■ ActionAid Thailand
 ■ ActionAid Uganda
 ■ ActionAid UK
 ■ ActionAid USA
 ■ ActionAid Zambia
 ■ African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN)
 ■ Aga Khan Foundation Afghanistan
 ■ Agence d'Aide à la Coopération Technique et au Développement (ACTED)
 ■ Agency for Co-operation and Research in Development
 ■ Aiming Change for Tomorrow
 ■ Al Khair Foundation
 ■ All India Disaster Mitigation Institute
 ■ Amel Association
 ■ American Refugee Committee
 ■ Amnesty International
 ■ Associaçao Crista da Mocidade / Kuanza-Sul
 ■ Association Najdeh
 ■ Australian Council for International Development (ACFID)
 ■ Australian Lutheran World Service
 ■ Australian Red Cross
 ■ Australian Volunteers International
 ■ AWAZ Foundation Pakistan - Centre for Development Services
 ■ Bioforce Institute
 ■ BØRNEfonden
 ■ BRAC
 ■ British Council
 ■ British Red Cross
 ■ CABI
 ■ CAFOD
 ■ Canadian Red Cross
 ■ CARE Australia
 ■ CARE Austria
 ■ CARE Canada
 ■ CARE Denmark
 ■ CARE France
 ■ CARE Germany
 ■ CARE International UK
 ■ CARE International
 ■ CARE Japan
 ■ CARE Nederland
 ■ CARE Norway
 ■ CARE Thailand - Raks Thai
 ■ CARE USA
 ■ Caritas Maralal
 ■ Caritas Zimbabwe Archdiocese of Harare
 ■ Catholic Diocese of Marsabit
 ■ CBM Australia
 ■ CBM International
 ■ Centre for Peace and Development Initiatives (CPDI)
 ■ Centre for Safety and Development
 ■ Cesvi
 ■ Children First
 ■ Christian Aid
 ■ Christian Children's Fund
 ■ Christian World Service Aotearoa

COUNTRY

Spain
 Switzerland
 Australia
 United Kingdom
 Australia
 Bangladesh
 Brazil
 France
 Gambia
 Ghana
 Greece
 Guatemala
 India
 South Africa
 Ireland
 Italy
 Kenya
 Malawi
 Mozambique
 Nepal
 Nigeria
 Sierra Leone
 Sweden
 Tanzania
 Thailand
 Uganda
 United Kingdom
 United States of America
 Zambia
 Liberia

 Afghanistan
 France

 Kenya
 Pakistan
 UK
 India
 Lebanon
 United States of America
 United Kingdom
 Angola
 Lebanon
 Australia
 Australia
 Australia
 Australia
 Pakistan

 France
 Denmark
 Bangladesh
 United Kingdom
 United Kingdom
 United Kingdom
 Canada
 Australia
 Austria
 Canada
 Denmark
 France
 Germany
 United Kingdom
 Switzerland
 Japan
 Netherlands
 Norway
 Thailand
 United States of America
 Kenya
 Zimbabwe
 Kenya
 Australia
 Germany
 Pakistan
 Netherlands
 Italy
 Pakistan
 United Kingdom
 Canada
 New Zealand

ORGANISATION

■ Church of Sweden International Mission and Diaconia
 ■ Church's Auxiliary for Social Action (CASA)
 ■ Cinfo
 ■ Coastal Association for Social Transformation Trust (COAST Trust)
 ■ Comhlámh
 ■ Community and Family Services International (CFSI)
 ■ Community Development Centre (CODEC)
 ■ Community World Service Asia
 ■ Concern Worldwide
 ■ Consortium of Christian Relief and Development Associations
 ■ Cooperation Committee for Cambodia (CCC)
 ■ Coordination of Afghan Relief (CoAR)
 ■ Cord
 ■ DanChurchAid, Denmark
 ■ Danish Refugee Council
 ■ Department for International Development
 ■ Diakonia
 ■ Disasters Emergency Committee
 ■ Dwelling Places
 ■ Dwp Unnayan Songstha (DUS)
 ■ Educo
 ■ Emergency Nutrition Network
 ■ Evangelical Fellowship of India Commission on Relief (EFICOR)
 ■ FilmAid
 ■ Finn Church Aid
 ■ Fred Hollows Foundation
 ■ Friends of Londiani
 ■ Fundación Acceso
 ■ GOAL
 ■ Greenpeace International
 ■ Habitat for Humanity Great Britain
 ■ Habitat for Humanity International
 ■ Health and Nutrition Development Society (HANDS)
 ■ Health Poverty Action
 ■ HealthNet TPO
 ■ HelpAge International
 ■ Human Appeal International
 ■ Human Relief Foundation
 ■ Humanitarian Initiative Just Relief Aid (HIJRA)
 ■ Institute of Rural Management
 ■ InterHealth Worldwide
 ■ International Aid Services
 ■ International Alert
 ■ International Federation of Red Cross and Red Crescent Societies (IFRC)
 ■ International Medical Corps (IMC)
 ■ International Nepal Fellowship
 ■ International Rescue Committee UK
 ■ Islamic Relief Deutschland
 ■ Islamic Relief Worldwide
 ■ J/P Haitian Relief Organization
 ■ Japan Association for Refugees
 ■ Japan NGO Center for International Cooperation (JANIC)
 ■ Johanniter-Unfall-Hilfe e.V.
 ■ Joint Aid Management
 ■ Keeping Children Safe
 ■ Khwendo Kor
 ■ KinderUSA
 ■ Kohsar Welfare & Educational Society (KWES)
 ■ Leprosy Mission International
 ■ Liberia Red Cross Society
 ■ Lumos Foundation
 ■ Lutheran World Federation, Department for World Service (LWF)
 ■ Lutheran World Relief (LWR)
 ■ Lutheran World Service India Trust (LWSIT)
 ■ Malaria Consortium
 ■ Malteser International
 ■ Marie Stopes International
 ■ Mavi Kalem
 ■ Medair
 ■ Médecins sans Frontières Belgium
 ■ Médecins sans Frontières UK
 ■ Medica Mondiale
 ■ Medical Aid for Palestinians (MAP)
 ■ Medical Teams International
 ■ Mercy Corps
 ■ Mercy Corps Europe
 ■ Mercy Malaysia

COUNTRY

Sweden
 India
 Switzerland
 Bangladesh

 Ireland
 Philippines
 Bangladesh
 Pakistan
 Ireland
 Ethiopia

 Cambodia
 Afghanistan
 United Kingdom
 Denmark
 Denmark
 United Kingdom
 Sweden
 United Kingdom
 Uganda
 Bangladesh
 Spain
 United Kingdom
 India

 United States of America
 Finland
 Australia
 Ireland
 Costa Rica
 Ireland
 Netherlands
 United Kingdom
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 Japan
 Germany
 South Africa
 United Kingdom
 Pakistan
 United States of America
 Pakistan
 United Kingdom
 Liberia
 United Kingdom
 Switzerland

 United States of America
 India
 United Kingdom
 Germany
 United Kingdom
 Turkey
 Switzerland
 Belgium
 United Kingdom
 Germany
 United Kingdom
 United States of America
 United States of America
 United Kingdom
 Malaysia

ORGANISATION

- Mines Advisory Group
- Mission Aviation Fellowship International
- Mission East
- MS ActionAid Denmark
- Muslim Aid
- Muslim Hands
- Naba'a (Developmental Action without Borders)
- National Society for Earthquake Technology (NSET)
- Network for Information, Response and Preparedness Activities on Disaster (NIRAPAD)
- New World Hope Organization
- Nigeria Network of NGOs
- Niza I.S.M. ActionAid
- Norwegian Church Aid (NCA)
- Norwegian Refugee Council
- Office Africain pour le Développement et la Coopération (OFADEC)
- Oxfam America
- Oxfam Australia
- Oxfam Canada
- Oxfam Deutschland
- Oxfam France
- Oxfam GB
- Oxfam Hong Kong
- Oxfam Intermón
- Oxfam International
- Oxfam Ireland
- Oxfam Japan
- Oxfam Mexico
- Oxfam New Zealand
- Oxfam Novib
- Oxfam Québec
- Oxfam-Solidarité Belgium
- Pakistan Fisher Folk Forum
- Plan International
- PMU InterLife
- Poorvanchal Gramin Vikas Sansthan
- Qatar Red Crescent
- Refugee Consortium of Kenya
- Réseau National de Défense des Droits Humains (RNDDH)
- Retrak
- Royal Danish Ministry of Foreign Affairs (DANIDA)
- Rupantar
- Rural Development Project
- Saferworld
- Saibaan Development Organisation
- Save the Children International
- Save the Children UK
- Sierra Leone Red Cross Society

COUNTRY

- United Kingdom
- United Kingdom
- Denmark
- Denmark
- United Kingdom
- United Kingdom
- Lebanon
- Nepal
- Bangladesh
- Pakistan
- Nigeria
- Netherlands
- Norway
- Norway
- Senegal
- United States of America
- Australia
- Canada
- Germany
- France
- United Kingdom
- Hong Kong
- Spain
- United Kingdom
- Ireland
- Japan
- Mexico
- New Zealand
- Netherlands
- Canada
- Belgium
- Pakistan
- United Kingdom
- Sweden
- India
- Qatar
- Kenya
- Haiti
- United Kingdom
- Denmark
- Bangladesh
- Pakistan
- United Kingdom
- Pakistan
- United Kingdom
- United Kingdom
- Sierra Leone

ORGANISATION

- Society for Safe Environment and Welfare of Agrarians in Pakistan (SSEWA-PAK)
- Society for Training and Rehabilitation (STAR)
- SOS-Kinderdorf International
- Strengthening Participatory Organisation (SPO)
- Sungi Development Foundation
- Sustainable Environment & Ecological Development Society (SEEDS)
- Swedish International Development Cooperation Agency (SIDA)
- TEAR Australia
- Tearfund
- The Border Consortium
- The Brooke
- The Brooke India
- The Brooke Pakistan
- The Donkey Sanctuary
- The HALO Trust
- The International Union Against Tuberculosis and Lung Disease
- Tilganga Institute of Ophthalmology
- TPO Uganda
- Transparency International (TI)
- Tribal Society International
- Trócaire
- Uganda Red Cross Society
- UnitingWorld
- VSO
- VSO Jitolee
- War Child
- Welthungerhilfe
- Wishes Alliance
- Womankind Worldwide
- Women Support Association (WSA)
- Women's Refugee Commission
- Women's Rights Association Multan
- World Relief
- World Renew
- World Vision International
- World Vision UK
- Yakkum Emergency Unit (YEU)
- ZOA

COUNTRY

- Pakistan
- Bangladesh
- Austria
- Pakistan
- Pakistan
- India
- Sweden
- Australia
- United Kingdom
- Thailand
- United Kingdom
- India
- Pakistan
- United Kingdom
- United Kingdom
- France
- Nepal
- Uganda
- Germany
- Philippines
- Ireland
- Uganda
- Australia
- United Kingdom
- Kenya
- United Kingdom
- Germany
- Ghana
- United Kingdom
- Ethiopia
- United States of America
- Pakistan
- United States of America
- Canada
- United States of America
- United Kingdom
- Indonesia
- Netherlands

- Full member
- Full federation
- Associate member

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“The members of the CHS Alliance - over 240 national and international organisations working in more than 160 countries - commit to adopting, using and monitoring the Core Humanitarian Standard (CHS), with the objective of making humanitarian action more appropriate, effective, and responsive to the needs of people and communities affected by crises.”

The CHS Alliance commitment on behalf of its members
– World Humanitarian Summit 2016

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