

MINUTES OF THE CHS ALLIANCE BOARD
15 & 16 September 2022
In person, Geneva Humanitarian Hub

PRESENT:

Hana Abul Husn (HAH), Michael Barnett (MB), Coleen Heemskerk (CH), Rehema Kajungu (RK), Jacqueline Koster (JK), Shama Mall (SM, Vice-Chair), Michael Wickham Moriarty (MWM), Susan Otieno (SO), Meg Sattler (MS), Marina Skuric Prodanovic (MSP)

IN ATTENDANCE:

Tanya Wood (TW, Executive Director), Rosa Argent (RA, Director of Communications, Membership and Outreach, minutes), Matthew Carter (MC, CHSA CHS SC rep)

APOLOGIES:

Mohamed Almasri (MA), John Beverley (JB), Allan Calma (AC), Lola Gostelow (LG, Chair), Yegana Guliyeva (YG), Sarah Pelicaric (SP)

INVITEES:

Elise Baudot (consultant), Matthew Carter (MC, Board Representative on CHS Steering Committee), Patrick Hartmann (PH, Director of Support Services/CFO), Adrien Muratet (AM, Verification Lead), Aninia Nadig, (AN, CHS Revision Manager), Melissa Pitotti (MP, CCCAO Manager), Ed Schenkenberg (consultant), Pierre-Henri Pingeon (PHP) (Independent member of FRAC)

1. INTRODUCTION AND PROCEDURAL MATTERS (paper 01)

1.1. Welcome, apologies, declarations of interest and agenda

SM read personal note from LG, who couldn't attend due to personal reasons, thanking SM and CH for chairing.

SM reminded the Board of the purpose and mission of the CHS Alliance.

Tour de table with Board members sharing the many ways they've engaged with CHS Alliance since last meeting. MM suggested exploring informal ways to stay in touch between Board meetings, such as a WhatsApp group. Others agreed more connection would be valuable.

The meeting was **quorate** and had been convened according to the Statutes. Apologies were noted. There was no declaration of interest.

The **agenda was approved by consensus**

Noted that MM has invited PHP as independent chair of FRAC to the risk workshop tomorrow.

1.2. Minutes of 21-23 June 2022 Board meeting

The minutes of 21-23 June 2022 Board meeting were adopted as a true and correct record of the meeting with two amends:

- MM was appointed Treasurer in March
- MC was in attendance

1.3. Action arising not appearing elsewhere on the agenda

The actions arising document **was noted**.

1.4. Governance Calendar

Calendar was noted. Board to review dates for December meeting tomorrow.

2. EXECUTIVE DIRECTOR REPORT (paper 02)

TW welcomed and thanked the Board for travelling to Geneva and joining us in the new Geneva Humanitarian Hub.

Main highlights:

- Accountability to Affected People is critical topic on policy agenda, and the CHS and the CHS Alliance are centrally positioned.
- More emphasis on working with other networks, e.g. TW's role as IASC task force co-chair, responding to SOHS (State of the Humanitarian System) report with joint statement as part of the systems-strengthening network.
- CHS Revision & Verification review are opportunities to connect the standard to localisation efforts, and potential for driving systems change.
- Secretariat move to Humanitarian Hub has been very positive for collaboration.
- Review of Support Services team which JB conducted, resulting in changes to team structure to reduce ED's direct reports to 4 Directors. Bringing in a COO role to provide greater support to overall internal planning and resourcing and focus on embodying CHS in our ways of working. New Director of Policy to maintain strong coherence on delivering against the CHS and its impact for sector. New organogram shared (paper 2.2).

Q&A session on the ED report

- **Internal structure** - Positive reaction to reduction in ED reporting lines. TW explained rationale for having Complaints Committee in Programmes team (rather than in Operations dept) was due to the links with the complaints and investigation guidance. With the departure of the People Management Advisor (raised by YG via email), TW clarified that the HR/PM community of practice will merge with the organisational culture work. The Organisational Culture Manager will sit in the Policy & Impact team to anchor the work more closely to the delivering on CHS.
- **External environment** - Discussion centred on why "accountability was more important than ever" from policy perspective, due to links with decolonisation of aid movement, localisation, attention on power imbalances and need to reform system. Against this context, MB asked what is role for CHS Alliance: Verification or mobilisation/collective accountability? TW shared her view that they are not mutually exclusive. Verification review, revision and membership dialogue will help inform our learning journey. Other significant issues raised included need for good partnership models, staying centred on accountability to people, and role of shifting power and giving voice. Other issues raised such as revision process funding and incentives for NNGOs to verify will be covered in other sessions.
- **CHS Revision** – A number of questions regarding the situation of the revision were raised. TW agreed to find time later in the agenda to devote more time to these.

The ED report was noted.

3. GOVERNING WELL (paper 03)

MP attended the session

MP thanked the Board members who participated in Advisory Circle of Governing Well.

MP facilitated a participatory process for the Board to consider *how* it could explore and clarify its values. Many expressed interest in using short stories, case studies or think pieces to see which values resonate with Board members and test out potential scenarios when values might seem to contradict one another.

Once the values are clear, Board members identified some behaviours that could help reinforce and “live” their values, including:

1. an increase in the number of face-to-face meetings (vs. virtual)
2. an increase in collaboration between meetings (without going overboard!)
3. Board meeting agendas with quick reminders of Board values at the beginning of each meeting and an “open space” agenda item for un-programmed conversation
4. joint learning sessions
5. an increase in Board interaction with management, staff and members – both informally (over meals) and also in collaboration on discrete deliverables (for example, the CHS Exchange) – to know what key stakeholders are thinking and to make the Board more accessible.

These ideas would need to be narrowed down and prioritised to avoid overstretch.

4. GA and CHS Exchange (paper 04)

All Board members encouraged to register.

TW walked through CHS Exchange agenda and General Assembly (GA) agenda:

- Membership dialogue session – will be asking for Board volunteers for 3x breakout sessions
- Elections session – led by LG & RS as returning officer for elections
- Statutes change - MB asked about definition of ‘Associate’, and whether philanthropic organisations and public-private partnerships would be accepted. RA clarified that list was non exhaustive and other organisations supporting the mission would be welcome to apply. Also shared that MNC (Membership and Nominations Committee) would be looking at criteria for NDMAAs (National Disaster Management Authorities) in the coming months.

TW raised that secretariat has just become aware that an independent candidate is working full time as a consultant for GTS. Independent seats are designed to bring diversity as well as experience to Board. MS asked to step out of room to avoid potential conflict of interest. **Board discussed situation and decided to ask candidate to withdraw her nomination. Rationale is not suitable to have independents employed by same organisation. Unanimous decision.**

Action:

- ◆ *Secretariat to ask candidate to withdraw following decision and update election materials*
- ◆ *Secretariat to reach out for Board volunteers to assist with specific GA sessions*

5. IN CAMERA SESSION HELD

6. VERIFICATION REVIEW (paper 05)

AM, BS, EB, ES attended the session

Consultants EB & ES presented overview of their work on *Improving the Accessibility of the CHS Verification Scheme for National Organisations*.

Research from point of view of local and national actors. Looking at incentives. Target groups:

- L/NNGOs receiving or applying for int'l hum funding
- 6 humanitarian crisis settings with CHS A outreach: Bangladesh, Ethiopia, Nigeria, oPt, Yemen, DRC or Madagascar
- Other key partners, donors, CHS A members, HQAI

Methodology: survey 100+ L/NNGOs & key informant interviews. Draft report due in Dec.

Board discussed selection criteria. Important to reach verified organisations as well as the “unconverted” to understand obstacles. ES shared they are targeting organisations that are accessing international humanitarian funds and country-based pool funds.

The Board divided into discussion groups exploring 1) What is enabling or blocking the uptake of CHS Verification by local or national NGOS? 2) What is needed to enhance these enablers and minimise these blockages? 3) What would be needed to bring about these changes?

Reflections were captured and will be used by consultants to inform their work.

7. FRAC (paper 06)

PH attended the session

MM gave financial report. Noted the strongest membership fee collection year to date as well as the recent Hub move and acknowledged work of secretariat team in both. Expected more savings and operational efficiencies to be gained with Hub partners.

Looking forward, the next meeting of the FRCA will focus on the 2023 budget. Rethinking future FRAC agenda to create space for exploring broader questions. Looking at another technical expert, non-Board member to join FRAC (in addition to PHP). Thanked contribution of new members

The following motion was then put to the Board:

The Secretariat is requesting the Board to approve the following changes on the Swiss Commercial Register:

- Removal of Bonaventure Sokpoh from the list of signatories
- Addition of Rosa Argent and Walter Brill as signatories on the Swiss Commercial Register – for a collective signature with anyone from group A.

Motion proposed by MM. Seconded by CH. Motion passed unanimously (!).

Action:

- ◆ Secretariat to update Swiss Commercial Register as per motion
- ◆ Next FRAC to report on 3 years of membership fee trends – overall income and percentage paid at year to date

MM expressed thanks from Board for JB's time and passion as this meeting marks the end of his tenure.

8. HR update (paper 07)

HM attended the session

TW thanked Board for signing off on salary /rewards policy. Staff have been informed and they responded positively. Secretariat/SMT to review all staff JDs using IPE ((International Position Evaluation) methodology. Consultant Harbinder has worked with HM and SMT since Feb to update other guidance and policies.

Action:

- ◆ Secretariat to update Staff Rules & Regulations for approval at December Board meeting

MSP left the meeting – meeting still quorate

9. CHS Revision discussion

TW reminded Board of the management and Steering Committee structure and process of revision, as background for the session with AN (revision manager) tomorrow.

MB left the meeting – meeting still quorate

DAY TWO. Chaired by CH

CH welcomed everyone. Ran through revised agenda timings.

10. CHS IN EMERGENCIES (no paper)

BS attended the session.

The purpose was to give more time for the Board to consider a question that has been raised a few times over the past year or so: What is the role of the CHS and the CHS Alliance in sudden onset crises?

MC shared his reflections on Ukraine and the large failings of international aid system. Little experience in Ukraine of working with Humanitarian Standards, therefore need and opportunity for CHS Alliance to engage in more structured approach to support national organisations.

Group discussion How do you engage with civil society that has little experience in engaging with CHS? Bulk of aid in some crises (like Ukraine, Yemen, Pakistan) is coming through private sector or non-traditional, informal aid providers. How do you reach these actors? What is the value proposition of the CHS and CHS A?

Discussed how traditional training (e.g. half day workshops, webinars) don't work in this setting, nor do the existing CHS marketing materials. Is there a basic, emergency response package we could produce focusing on "how" aid should be delivered? Can we produce an off-the-shelf solution for rapid response? Need to consider what support capacity we are giving our members. Other ideas include setting up a hum hub or hotline (offering technical support to support national staff on CHS).

Action:

- ◆ Secretariat to give more consideration to CHS in rapid onset responses and report back at the next Board meeting

11. MNC REPORT (paper 09)

BS attended the session.

11.1. Membership applications

SM presented the three applications recommended by the MNC for membership:

- Sustainable Development Foundation, Yemen
- Doaba Foundation, Pakistan
- Refugee Welfare Association, Cameroon

The Board approved the three applications.

Action:

- ◆ Comms team to follow up with newly accepted members

11.2. Draft minutes were noted from August MNC

11.3. Membership summary and list was shared

11.4. Membership fees discussion paper

1) Clarify the membership fee reduction request process.

SM presented the proposal. The Board was supportive of the secretariat being decision makers, which “plays to the values of the CHS” as MC said, noting many smaller organisations don’t have unrestricted income for fees. TW emphasised this is an engagement tool to work with organisations on their journey. Criteria or considerations were discussed, with MSP asking for these to be more clearly defined and for a review of process, overseen by MNC.

Decision: Board agreed that decision making on fee reduction can be delegated to designated persons in the secretariat team, with MNC having oversight on quarterly reports. Review the process in 12 months and bring back to Board.

Action:

- ◆ Comms/Membership team to update the factors to consider, and start implementing process, reporting back to MNC.
- ◆ FRAC to include reporting on lost income on membership fees in their quarterly reports.

2) Consider the membership fee model:

SM led discussion on the strategic imperative to increase the membership and need to understand financial implications. While not under heavy pressure to reduce fees now, the secretariat raised issue as fees remain a barrier for a number of organisations (particularly national organisations in lower bands) and wanted to gauge Board’s appetite to change model, which is resource and time intensive. Discussion focused on whether we can modify current categories to address challenges or whether longer-term overhaul is needed. More work is required to inform decision-making.

Action:

- ◆ MNC/ Secretariat to explore possible solutions (including more gradation within tiers) and financial impact modelling. Will bring back to the Board at March 2023 meeting.

9.5 Membership dialogue

TW updated that over 90 conversations have been held to date. Team working on bringing back key issues for GA. Key emerging issues for members are advocacy, learning capacity support (secretariat, peer-to-peer), and using CHS in partnerships. The Board thanked the secretariat for their work in reaching out to so many members within such a short timeframe.

Action:

- ◆ Comms/membership team to capture the learning for Board

12. COMPLAINTS COMMITTEE (no paper)

JK presented the committee's report. Reminder that policy shifted to looking at members' complaints response mechanisms - CRMs (as opposed the complaints themselves). The CC meets once per year and will need 2 additional Board members to join.

TW reported that two cases have been positively resolved this year, and both relate to members CRMs. Noted that with USAID funding we plan to launch complaints guidance in March/April next year.

TW thanked JK for her active engagement with the CC, great clarity, and going above and beyond.

13. CHS REVISION (paper 10)

AN & BS attended the session

AN presented consultation targets (Individual feedback on documents: target 500, Organisational consultations target: 50-75, community feedback: target 20) and requested Board assistance with stakeholder consultations, including thematic webinars and to be advocates for process.

Discussion with board covered a number of issues:

- Methodology and data collection i.e. whether other sources of data and learning can be used outside consultations (such as extensive desktop research)
- Prioritising consultation/engagement with affected people - strongly cautioning the revision managers against the expansive nature of the consultations
- The need to build on the learning to date
- The extent to which the analysis will give greater weight to community feedback
- Questions on the drafting process.
- Questions on the budget given CHS Alliance is financially supporting the process – AN stated that they are working on contingency plans if funding is not successful.

The Board stressed that the revision process should not undermine or diminish the existing momentum of the current CHS.

SO left the meeting – meeting still quorate

AN & BS left the meeting

Board reflections

The Board continued to discuss the session and raised a number of concerns, including:

- Need for greater confidence in how the process was being managed
- Methodology around community data (primary and secondary) and need to build on learning to date

- Need for greater clarity on scope
- Need for greater sense of what is at stake with this revision

In response to concerns, Board requested TW to feedback to project managers the need for a clear process, methodology and a timeline.

Board requested greater understanding of the formal agreements related to the revision, and to review the draft RACI (Responsible, Accountable, Consulted, and Informed) framework and the draft Cooperation Agreement (between the three copyright holders) before their approval.

Action:

- ◆ TW to follow up on concerns raised above and report back to Board

MC left the meeting – meeting still quorate

14. WRAP-UP & BOARD COMMITTEES (paper 13)

Discussion on upcoming Committee vacancies to fill post-election.

Action:

- ◆ HM will share request for nominees to fill seats on Committees after election
- ◆ Secretariat to review ToR of Committees and consider whether any amendments needed; additional ways that decisions could be taken; and the format of meetings.

Governance calendar- Noted 6 & 8 December clash with Bangkok regional Q&A meeting run by CWSA, and agreement from Board members to revise date of next meeting.

Action:

- ◆ HM to send doodle poll for revised Dec 2022 Board dates

Thanks to departing Board members were noted.

- CH thanked JB, who has been here since the merger, for his significant contribution. TW also acknowledged his commitment to and passion for the Alliance.
- TW thanked MA, JK, HAH for their contributions to the Board and the Alliance.

MSP left the meeting – meeting still quorate

15. RISK WORKSHOP (paper 12)

PHP attended the meeting

The Chair thanked everyone for coming. CH left the meeting – meeting still quorate

Annual risk workshop with Board is part of new Risk Management procedure. Will feed into next year's annual plans. Two breakout groups looking at

- Preventable & external risks
- Strategic risks

Groups reviewed the three categories of risk to answer the following questions 1. What other risks do we need to add? 2. What risks do we need to amend? 3. Is there any risks we can take off?

RK left the meeting – meeting no longer quorum, but no decision making for the remainder of the meeting

Groups reflected after exercise. MM suggested that the board committees reflect on some specific risks during 2023

Action:

- ◆ SMT to review and amend risks following this exercise and the group reflections
- ◆ Secretariat to explore with committees how to add a risk session to agenda next year

End of the meeting



Lola Gostelow, Chair of the Board



[AAC \(May 26, 2023 15:43 GMT+2\)](#)

Allan Calma, member of the Board



Rosa Argent, minutes' taker












Final approved minutes


Final Audit Report

2023-07-17


Created:	2023-05-04
By:	HR Alliance (hr@chsalliance.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAABAAKoz7UQFFzu0hTO-IFqyHsecC4qzqt1rc

"Final approved minutes" History


-  Document created by HR Alliance (hr@chsalliance.org)
2023-05-04 - 8:58:01 AM GMT
-  Document emailed to chair@chsalliance.org for signature
2023-05-04 - 9:02:12 AM GMT
-  Email viewed by chair@chsalliance.org
2023-05-26 - 7:09:29 AM GMT
-  Signer chair@chsalliance.org entered name at signing as Lola Gostelow
2023-05-26 - 7:11:15 AM GMT
-  Document e-signed by Lola Gostelow (chair@chsalliance.org)
Signature Date: 2023-05-26 - 7:11:17 AM GMT - Time Source: server
-  Document emailed to acalma@chsalliance.org for signature
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2023-05-26 - 1:41:14 PM GMT
-  Signer acalma@chsalliance.org entered name at signing as AAC
2023-05-26 - 1:43:26 PM GMT
-  Document e-signed by AAC (acalma@chsalliance.org)
Signature Date: 2023-05-26 - 1:43:28 PM GMT - Time Source: server- Signature captured from device with phone number XXXXXXX0149-
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-  Document emailed to ckagan@chsalliance.org for signature
2023-05-26 - 1:43:29 PM GMT
-  New document URL requested by HR Alliance (hr@chsalliance.org)
2023-06-22 - 2:04:46 PM GMT

 HR Alliance (hr@chsalliance.org) replaced signer ckagan@chsalliance.org with Rosa Argent (rargent@chsalliance.org)


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