

## Sphere Project Annual Report January – December 2011

### INTRODUCTION

This is the second annual report for the funding period 2010-2012, covering the period 1<sup>st</sup> January to 31<sup>st</sup> December 2011. The report covers the activities described in the Sphere Project program document *'2010-2012 . . . Towards the "Critical Mass"'* launched in July 2010.

The activities of the Sphere Project Office during 2011 centered on the launch and promotion of the Sphere Handbook 2011 edition and subsequent training activities. The creation of a new website and the development of the e-learning tool were the main focus of the second half of the year. We have also started a review of the focal points network and a new focal point strategy is being developed.

Greater coherence within the Quality and Accountability initiatives culminated in the Joint Standards Initiative (JSI), which includes Sphere, HAP and People In Aid. This led to a Joint Standards web portal ([www.jointstandards.org](http://www.jointstandards.org)) and a joint HAP/Sphere/People In Aid deployment to the Horn of Africa.

### FOCUS AREAS, FUNCTIONS, ACTIONS and ACTIVITIES

The launch of the 2011 edition of the Sphere Handbook, in April, continued to place the Project in the forefront of the quality and accountability initiatives in the sector. The Handbook launch, while mentioned in this Report, was funded and has been reported separately.

#### 1. Sphere Project 'Core' activities

The **PURPOSE** of the 'core' activities of the Sphere Project Office is to lead the implementation of the Sphere vision for improved quality and accountability in the delivery of humanitarian assistance.

The principal **functions** and **activities** of the core are networking, representation and promotion of Sphere, and the management of the Sphere Project. An additional function of the core is the provision of technical support and guidance at the field level on the effective use of Sphere, through the short-term deployment of Sphere resource personnel.

##### 1.1 Networking and Representing Sphere

Throughout the year, Sphere Project staff maintained contact with others within the humanitarian sector – United Nations (UN) and the international community, Red Cross and Red Crescent Movement, other quality and accountability initiatives, governments and civil society etc. These contacts aimed to take Sphere forward and ensuring the Sphere Humanitarian Charter and the minimum standards were understood and applied. Further information is included in this report.

Early July, the Sphere Project Office received the request of a group of mid-level managers of the car manufacturer Nissan to use Sphere as a case study. During one day, Nissan's managers got acquainted with Sphere and ultimately presented a number of recommendations. The exercise was interesting for the Project since it involved managers from the private sector.

The Sphere Project Office held a promotional stand on the Sphere Project at the General Assembly of Caritas International in Rome in May 2011. A Sphere stand was also organized for the Red Cross and Red Cross Movement statutory meetings in November 2011 and the Project gave two presentations (on the Humanitarian Charter and on the main changes of the 2011 edition) at the "Speaker corners", together with experts on these topics. Sphere staff presented the new Handbook at the "partners day" organized by Swiss Solidarity/Chaîne du Bonheur in November 2011 and attended the ICVA (International Council of Voluntary Agencies) annual conference earlier in the year.

## 1.2 Promotion of Sphere

The promotion work focused on coordination and enabling the **launch of the Sphere Handbook 2011**. More than 50 launch events took place in 35 countries between April and July. Promotional materials and free-of-charge copies of the Handbook were made available to organizers. New elements of Handbook include a re-written Humanitarian Charter, the inclusion of 'Protection Principles', a revision of the *Minimum Standards Common to All Sectors* to become 'Core Standards' and the updating of the technical chapters (Water supply, sanitation and hygiene promotion; Food security and nutrition; Shelter, settlement and non-food items; and Health action) to reflect current thinking and best practice in the sector.

## 1.3 Management of the Sphere Project

The **Sphere Board** convened twice during the year – in May (hosted by World Vision International) in Johannesburg, South Africa and in Washington D.C., USA (hosted InterAction) in November.

The Sphere Project Office staff participated in a **one-day retreat** in October and discussed progress of 2011 activities together with preliminary strategic planning of 2012 activities. The result of this meeting will feed into further strategic planning sessions in 2012.

## 1.4 Deployment of Sphere resource personnel

A Sphere resource person was deployed to **Kenya** in August following the humanitarian crisis in the Horn of Africa as part of an assessment team to determine the need for additional capacity in the area, in line with the established protocol. As a result, Sphere deployed a consultant as part of the **Joint Standard Initiative (JSI)** deployment in December 2011. Throughout the deployment, Project Manager liaised with peers in HAP and People In Aid to oversee the deployment and the Sphere Project Office provided technical support to the resource persons on the ground.

The Sphere Project '**Revolving Fund**', established in 2008 to support short-term deployment of Sphere 'expertise', provided interim financial liquidity for the Sphere deployment as funds were raised for the broader JSI program.

## 2. Sphere 'Program'

The PURPOSE of Program activities is to increase the capacity of the core Sphere Project Office as a proactive reference point for Sphere activities around the world, and in leading the Sphere vision for improved quality and accountability.

### 2.1 FOCUS AREA - Maintain the Handbook and strengthen capacities around it

**Sphere *Strategy 2015* Strategic Priority 1:**  
**Strengthen the capacities (people and tools) of the sector to adopt Sphere More widely**

#### **Function 1.1 Capacity Building**

The Project will actively cultivate a cadre of people across the world who are advocates, trainers, publicists, champions, and resource people for Sphere.

#### **Action 1.1.1 Mobilize and Support training opportunities**

**Objective:** Work and support agencies to create an increased number of training opportunities to cater to the high demand on Sphere training especially by local and new actors.

The Sphere Project Office during 2011 continued to support the following activities:

- **Assistance** to the organizers of training events on the Sphere Project - helping to identify trainers and providing training materials and recommendations on course agendas as well logistical advice to support the organization of general workshops and Sphere Training of Trainers (ToT) courses.
- The Office also **advertised events** on the website and in its newsletter.
- **Training of Trainers courses** on the 2004 edition of the Handbook were organized at the beginning of the year in the United Arab Emirates and in Haiti.
- The **first ToTs on the 2011 edition of the Handbook** took place in Myanmar, Nicaragua, Guatemala, South Africa and Zimbabwe.
- **Workshops on the practical use of Sphere** (introductory and technical), staff inductions, sessions within other disaster management trainings and presentations at university courses that included Sphere were also reported in Austria, Australia, Bangladesh, Bolivia, Canada, Chile, Côte d'Ivoire, Denmark, Dominican Republic, Ecuador, Germany, Haiti, India, Iran, Japan, Kenya, Kuwait, Malaysia, Morocco, Nepal, Niger, Nigeria, Pakistan, Paraguay, Peru, Philippines, Sudan, Switzerland, United Arab Emirates, United States and Yemen.
- Development of the **trainers' database** to provide a user-friendly, searchable tool continued during the year, in close collaboration with the development of the new Sphere website (see later).

### Action 1.1.2 Manage Distance Learning

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**Objective:** To develop, promote and maintain the Sphere eLearning tool to make the best use of the available new technologies.

Significant progress was made with the development of the **Sphere eLearning tool** in 2011 thanks to funding from the Belgium and German governments. An eLearning “technical support” consultant was engaged and a service provider (Walkgrove Ltd. (UK)) was selected from over 30 companies that submitted a proposal. Sphere hosted a 3-day eLearning initiation meeting with Walkgrove in **November 2011** to agree the aims and objectives of the work and the general approach of the tool. A prototype will be completed by **February 2012** and reviewed by a user group.

The **eLearning aims to bring the Sphere Project Handbook to life** and encourage the learner to interact with it in a way that embeds Sphere’s philosophy and benefits humanitarian action through the consideration and application of all elements of the Handbook.

It will **complement** the Sphere Project’s existing suite of learning and locally-devised independent Sphere learning events, which are primarily classroom-based. The learner is encouraged to refer to the whole Handbook and consider the Humanitarian Charter, Protection Principles and Core Standards when implementing humanitarian actions. This will address areas of concern which frequently sees practitioners skimming the technical chapters for key actions and indicators with little reference to the guidance notes and earlier chapters.

The **primary audience** of the eLearning course is:

- New humanitarians with little or no field experience and with limited or no previous exposure to Sphere
- Humanitarians with a basic or advanced understanding of the philosophy of Sphere and its Handbook’s contents

Learners will be motivated to undertake the eLearning for one or more of these reasons:

- Self-initiated, personal development
- Professional development linked to a Performance Management program
- Just-in-time learning
- To acquire more knowledge of the role of the Sphere Handbook in practice

It is expected that the final Sphere eLearning tool will be available with continued donor support by the end of 2012 in English, French and Spanish.

### Action 1.1.3 Facilitate other means of learning

**Objective:** Diversify training and capacity building to encompass a wider set of learning styles and context.

A two-day meeting with a group of experienced Sphere trainers was held in January 2011, facilitated by the Sphere Project Office, to revise the **learning strategy** of the Sphere Project. As a result of the discussions, working groups were created to advise the Office, resulting in the drafting of a new learning strategy. A consultation process was then organized with a group of key stakeholders of the Sphere Project (including trainers, Sphere groups, partners and focal points in different regions and quality and accountability initiatives) and the finalized strategy was **adopted by the Sphere Board in May 2011**.

One of the main components of the learning strategy is the creation of a **community of practice (CoP)** to provide learning specialists with space to share ideas and methodologies and to support their peers. The Sphere Project Office engaged an intern to develop a concept note defining the format, approach and methodology of the CoP. A consultant, specialized in the development of Cop, was then identified and asked to advise the Sphere Project Office on the concept note and on the building of the Comp. The final report delivered presented the approaches, technological platform and human resources needed to develop the Comp. These recommendations will be implemented, depending on funding availability, in 2012.

Sphere Project Office staff participated in a **curriculum development workshop** for the IFRC Disaster Management distance-learning course that aims to develop a curriculum outline for a certificate course on disaster management, adapted to Red Cross and Red Crescent National Societies and others in disaster response. The inclusion of the relevant elements of the Sphere Handbook in such curricula development is key to ensure it is applied in an appropriate way by relevant humanitarian actors and workers.

#### Function 1.2 Materials and Tools Development

Continue to strengthen and improve the Sphere Handbook as the fundamental resource for disaster preparedness and response for humanitarian agencies subscribing to Sphere and producing a limited set of “how-to” materials where needed.

### Action 1.2.1 Develop implementation “tools”

**Objective:** Complement the Handbook by developing supporting tools as needed to enhance the usability and the practicality of the Handbook.

Recognizing the continuous challenges in successfully applying Sphere in various contexts and situations, it was decided to develop a number of **“Sphere for . . .”** (previously called *How To . . .*) guides aimed at assisting the Sphere practitioner. The Guides will be developed in partnership with an acknowledged ‘leader’ within the sector, effectively being ‘co-authored’.

Discussions have been initiated around the creation of a guide on “*Sphere for Evaluations*”. The guide will be developed in 2012 and will in part be linked to a Sphere-based evaluation tool developed by the Atlanta-based Center for Disease Control (CDC). A kick-off workshop planned for November 2011 was postponed to early 2012 due to engagements in the Horn of Africa drought. The Sphere Project Office is closely involved in the CDC-led initiative.

Additional “*Sphere for . . .*” guides will be developed in 2012.

### **Action 1.2.2 Translating and Proofreading**

**Objective:** Ensure the ‘corporate identity’ of Sphere by maintaining the quality of Sphere translations in line with its ‘style guide’ in 3 languages (French, Spanish, Arabic) and support updating of existing translations for the 2011 Handbook.

Between April and December 2011, almost 30,000 copies of the 2011 edition of the **Sphere Handbook** were either sold, distributed for launches or reprinted.

English Handbook: Sales figures provided by Practical Action Publishing UK (Handbook distributor) Show the **continuing success** of the Handbook, with approximately 1,000 copies sold each month.

Books for Change (India) were successful in selling a **low cost version** of the Handbook in the South Asia region, with over 3,000 copies sold between April and December 2011.

Spanish Handbook: Less than 500 copies were sold by Practical Action. Intermón Oxfam also indicated a minimal sales figure for 2011. However, over 4,000 copies were reprinted in Latin America. The Sphere Project Office is currently examining **the possibility of printing and distributing the Spanish Handbooks from Panamá**. This may not significantly decrease the re-printing trend but it will hopefully make the handbooks accessible to smaller NGOs and individuals.

The French Handbook sales indicate a certain success. However, the Sphere Project Office acknowledges that more should be done to **promote the French Handbook, especially in sub-Saharan Africa**.

Events in North Africa and the Middle East during 2011 prompted **an increased interest in the Arabic Handbook**. The Sphere Project Office continues to explore ways to make Sphere more accessible to the Arab-speaking world.

It is not clear whether the **low sales figures for the Russian Handbook** reflect a general lack of knowledge about Sphere, or whether the actual need in that region is not for a Russian language version but rather translations into local languages and dialects (like the 2004 Mongolian and 2011 Kyrgyz translations). This will be followed-up by the Sphere Project Office in 2012.

At the end of the year, nineteen translations of the 2011 Handbook have been achieved or are ongoing:

- Finalised: Bahasa Indonesia, Bengali, Haitian Créole, German, Hindi, Kyrgyz, Marathi, Myanmar, Sinhala, Slovenian, Tamil
- In final stages: Bangla, Chinese (traditional and simplified), Pashtu
- Ongoing: Farsi, Japanese, Khmer, Urdu, Vietnamese

### Action 1.2.3 Develop and manage Training and Promotion Materials

**Objective:** Provide updated training and promotion materials to reflect the new additions to the 2011 edition of the Sphere Handbook.

**Three new training modules** were produced on “What is Sphere”, the Humanitarian Charter” and the “Protection Principles”, and were translated into French and Spanish.

The modules have been distributed and tested during the 2011 and part of 2012 and will be reviewed and improved in 2012, together with the development or revision of additional training modules.

Progress on the production of a new **introductory video to the Sphere Project**, initiated at the end of 2010 to complement the 2011 edition of the Handbook, went slowly during 2011 and will be finalized in 2012. The video will introduce the Handbook and highlight recurring challenges to implementing it successfully in different emergency situations. Production delays were caused by workload within the Sphere Project Office, where attention was placed on finalizing the Handbook revision and launch, and visa problems for the film crew in the second half of the year. Only one of the three identified filming sites was visited in 2011 (Bolivia); visits to the remaining locations (Democratic Republic of Congo and Pakistan (to be confirmed)) will be completed in 2012.

#### Function 1.3 Knowledge Management

To keep continuous track of how the Handbook is being used, and by whom and to enhance the knowledge sharing between the Sphere users.

### Action 1.3.1 Maintain an active and up-to-date Website

**Objective:** Maintain a continuously updated website that acts as a knowledge base and a single-entry point for all Sphere products, resources and News and as a hub for information sharing between the Sphere users (in English, French and Spanish).

Continuing efforts were made to **maintain the Sphere website trilingual** as fully as possible (English, French and Spanish).

**Regular information** was posted on Sphere related activities put in place in response to the **Haiti earthquake** and the **Horn of Africa crisis**, as well as the development of the **Joint Standards Initiative**. News about Handbook launch events and training activities were produced and posted.



During 2011, **development of a new Sphere Project website** started. The key elements of the new website were put online in three languages by the end of the year, with a full launch foreseen during the first quarter of 2012.

The **social media presence** of the Sphere Project was inaugurated by creating pages/channels on Facebook, Twitter and YouTube. These support the website and allow the Project to participate in the global online conversation.

### Action 1.3.2 Knowledge Sharing

**Objective:** Act as hub to facilitate the sharing of experiences, knowledge, tools, translations, etc. of Sphere between Sphere users.

The Sphere Project **electronic newsletter** was reviewed and is now published with a monthly frequency in three languages. Its content is based on materials published on the website, helping to increase the traffic towards it.

In 2010, a pilot “*Sphere Annual Review 2009*”, a collection of reported activities throughout the world, as well as activities by Sphere Board organizations and the Sphere Project Office was published. While the piloting was done at the request of the Sphere Board, preparation of the Review proved to be more labor intensive than was originally understood. With the revision of the Sphere website, greater emphasis during 2011 was placed on ensuring all information provided in the Review would be available to the reader on the website, making the production of further Reviews unnecessary.

## 2.2 FOCUS AREA - Advocacy and Communication

**Sphere Strategy 2015 Strategic Priority 2:**  
**Nurture the political will (among leaders and donors) to support the wide application of Sphere**

### Function 2.1 Advocacy and Communication

The “*right to life with dignity of those affected by disasters*” will continue to be supported through advocacy and communications. It will be necessary to strengthen the knowledge of and commitment and ‘buy in’ to Sphere. Additionally, efforts will continue to ensure Sphere is not seen as an ‘import’ of the international community through its uptake by national governments.

### Action 2.1.1 Advocate for Sphere within the Humanitarian Reform process, i.e. IASC members and the Clusters

**Objective:** Influence institutions, particularly those with a global reach, towards the adoption of Humanitarian Standards, especially Sphere. Institutionalization of Sphere by IASC agencies etc.

During 2011, the Inter Agency Standing Committee (IASC) took forward its ‘**Transformative Agenda**’, a process to address the operational challenges related to the 2005 “humanitarian reform” with the aim of improving coordinated



responses that meet the needs of, and are accountable to, affected populations, adopted by the IASC “Principals” (heads of agency) at the end of 2010.

During the year, Sphere Project Office staff engaged in the IASC “**Commitment to Accountability to Affected Populations**” [CAAP], participating in the 1 July 2011 kick-off meeting in Geneva and provided substantive input into the tools that have been developed within this process.

The Sphere Project Office participated in the IASC **Humanitarian Coordinator Pool Workshop - Working with Partners in Humanitarian Contexts**. A marketplace was set up to enable humanitarian NGOs to present their activities and the Sphere Project Office displayed a stand. As part of the workshop, Humanitarian Coordinators were asked to visit each booth. This provided an opportunity to interact with the IASC members and promote the use of Sphere within the **Cluster system**, building on the inclusion of Sphere in the UN RC/HC Coordination Handbook.

Sphere’s engagement in the IASC **Transformative Agenda** and with the CAAP process in particular, continues into 2012.

The Project Manager presented on Sphere during the annual **UN-OCHA ProCap** meeting in Geneva where Sphere was included in policy documents.

### **Action 2.1.2 Advocate for Sphere with the national governments & other key national stakeholders**

**Objective:** Influence national governments to consider Sphere Minimum Standards in the development of their national Disaster Management Plans; in conflict situations, influence the conflicting parties to consider the Sphere Minimum Standards to protect the civil population.

While this activity continued to be carried out mainly by **Sphere focal points** and operational agencies/NGOs in the respective countries, the Sphere Project provided support where necessary and during 2011.

The Project Manager participated in the IFRC “Model Act” experts’ meeting as well as in the “**High level dialogue on roles and responsibilities of affected states in international disaster response**” which included a session during the 31<sup>st</sup> Red Cross Movement’s International Conference, where the Sphere humanitarian charter and minimum standards were identified as tools to assist in the process. As part of this dialogue, the Sphere Project Office conducted an **informal study** to determine the current uptake of Sphere by governments (both donor/aid provider and affected governments).

An “**Experts Meeting**” of the DKKV (German Committee for Disaster Reduction) was attended by the Project Manager with discussion on how to include Sphere within its policy and programming.

### Action 2.1.3 Advocate for Sphere with Donors

**Objective:** Influence donors to include Sphere in their funding, monitoring and evaluation mechanisms, to ensure that quality and accountability standards are upheld in the projects/programs they support.

**Fund-raising efforts** continued during the year to secure adequate funds to implement the activities described in the “2010 - 2012 . . . . Towards the ‘Critical Mass’” document. Support for the Sphere Project continued on an annual basis for the vast majority of funding partners with the exception of a small number of funding partners who were able to engage in multi-year agreements.

The development of the “*Sphere for . . . .*” guides, described elsewhere in this report, will include, in due course a “Sphere for Donors” guide, providing information on how best donors and funding partners can include Sphere in monitoring and evaluation mechanisms for their delegates and staff.

The Sphere Project attended the **Swiss Development Cooperation (SDC) annual conference** on humanitarian aid in Berne.

Sphere Project staff met with representatives of and gave a presentation on Sphere to the **Swiss Solidarity/Chaîne du Bonheur** in Switzerland in an effort to ensure Sphere is mainstreamed into grant application process.

### Activity 2.1.4 Advocate for Sphere with International and National NGOs

**Objective:** Enhance the institutionalization of Sphere within local and international NGOs.

Efforts continued throughout the year towards continued and greater institutionalization of Sphere within local and international NGOs, including organizations represented on the Sphere Board, acknowledging the challenge offered by **staff turnover** within the sector requiring continual briefing and training.

The Project Manager attended presented on Sphere in an InterAction **NGO Coordination workshop** at the beginning of the year, bringing together a number of NGO coordination bodies from Afghanistan, Pakistan, Sudan and other countries.

Sphere Project staff participated in the **ICVA (International Council of Voluntary Agencies) strategic planning** sessions during the year, ensuring the inclusion of Sphere for ICVA’s members.

### Activity 2.1.5 Advocate for Sphere with new actors

**Objective:** Introduce Sphere to new influential audiences and constituencies, such as those engaged in climate change, the environment, disaster risk reduction and others.

The Sphere Project Office promoted the 2011 Sphere Handbook at the **3rd Session of the Global Platform on Disaster Risk Reduction** in May 2011 in Geneva. In cooperation with the Sphere Handbook chapter authors, a presentation was given at the “Speaker corner” at the conference about the Sphere Handbook’s recommendations about disaster risk reduction, climate change and environmental issues.

The Sphere Office continued to be part of the **ELRHA** (Enhancing Learning and Research for Humanitarian Assistance) initiative’s **European ‘hub’** whose mission is to provide an international framework which promotes and supports the professional development of humanitarian workers.

The Sphere Project Office also participated in the **European Universities on Professionalization on Humanitarian Action (EUPRHA)** Project, a European Union funded process to provide a common response to the new trends in the Humanitarian sector. EUPRHA is a NOHA (Network on Humanitarian Assistance) initiative, led and managed by the University of Deusto. The Project will put the relevance, not only on the professionalization of the sector, but also on the articulation of the different degrees and certifications in a common Qualifications Framework. Sphere staff attended an **ELRAH/CERAH conference on humanitarian education**, in Geneva, in October.

During the year, the Sphere Project Office organized two sessions on the Sphere Handbook for Master students of the Center for Education and Research in Humanitarian Action (CERAH) in Geneva (in May and December 2011) and for students from the Master in International Relations and Diplomacy course of the University of Antwerp as well as for Leeds University (UK) students in April 2011.

## 2.3 FOCUS AREA - Partnering and Networking

**Sphere *Strategy 2015* Strategic Priority 3:**  
**Make common cause with allies who can achieve Sphere’s vision**

### Function 3.1: Partnerships and Networks Management

The rolling out of Sphere has been seen to be critical and will remain so. While Sphere is understood through the recognition and wide acceptance of the Handbook, it is fundamental that Sphere continues to reach out to networks and organizations and to build long-term relationships with them with a view to embed Sphere institutionally within these organizations and to outreach to affected populations.

### **Action: 3.1.1 Develop and Manage Regional Focal Points and Partners**

**Objective:** Increase **local ownership** of Sphere particularly in southern countries through effective networking and building of partnerships.

As reported in 2010, the Sphere Project and Church World Service Afghanistan/Pakistan [CWS P/A] finalized a **partnership agreement** and as regional partner, CWS-P/A will engage with national Sphere focal points in the attempt of combining efforts to strengthen quality and accountability approaches in humanitarian response. In this context, a regional focal point meeting was held in Bangkok in September 2011 where representatives from a number of South Asian countries came together to discuss their role as Sphere focal points; the challenges they faced and suggestions for improvement. The outcome of the meeting contributed to the further development of Sphere's approach to focal points and the Geneva Office's understanding of their expectations.

An adapted **focal point strategy** will be implemented and published on the Sphere website in the course of 2012.

The Sphere Project Office visited **Sphere India**, to strengthen cooperation. Sphere India presented its activities and arranged for two days of meetings with representatives from various government agencies: the National Disaster Management Authority (NDMA), the Ministry of Home Affairs and the National Institute for Disaster Management and to the South Asian Association for Regional Cooperation (SAARC) disaster management centre (SDMC). Both NDMA and SDMC have developed guidelines on minimum standards for disaster response in India and South Asia respectively. These guidelines have mainstreamed Sphere minimum standards and have further contextualized the indicators.

The visit also provided an opportunity to discuss the establishment of a **Memorandum of Understanding** between the Sphere Project Office and Sphere India with the aim of strengthening collaboration, sharing of best practices and coordination between the respective strategies.

### **Action 3.1.2 Develop and Manage Sphere Companionships**

**Objective:** To extend Sphere's scope in response to needs by creating Companionship agreements with other initiatives that developed standards in sectors such as education, livestock, livelihoods, early recovery, etc. that have emerged in recent years as 'humanitarian sectors' in disaster response and increase the global outreach of Sphere 'brand' in sectors beyond the 'core sectors' of the Handbook and strengthen its presence and relevance in the quality and accountability sector.

2011 proved to be an **important year for Sphere and its companions**. Agreements were concluded with **LEGS** (Livestock Emergency Guidelines and Standards) **Project** and the **SEEP Network** (minimum economic recovery standards). Work on the renewal of the companionship agreement with INEE (Inter-Agency Network on

Education in Emergencies) started at the end of 2011 and will come to completion in 2012 when both parties extending the agreement for another 3 years.

Sphere Project Office attended an INEE Steering Group meeting in London in April and representatives from the INEE Steering Group met with members of the Sphere Board in Washington DC in November to discuss closer collaboration between the two initiatives.

Also in November, Sphere and INEE staff developed an internal work plan to be reviewed every six months. Consideration will be made during 2012 whether similar workplans should be put in place between Sphere and LEGS and SEEP.

At the November 2011 Sphere Project Board meeting, it was decided to include the Companions' logos on the Sphere Handbook back cover, thereby also visually reinforcing the significance of the companionships. These modifications will be finalized in early 2012.

Throughout 2011, Sphere maintained contact with **CaLP (Cash Learning Project)** and the **Child Protection working group** of the Protection Cluster with the view to consider whether these two initiatives might develop minimum standards that could eventually become Companion standards with Sphere.

### **Action 3.1.3 Network and collaborate with other Quality and Accountability initiatives**

**Objective:** Engage with other Quality and Accountability initiatives with a view to move towards better coherence and inter-operability between the different products and ensure that Sphere will be embedded in the guidelines and certification processes of other quality and accountability initiatives, to the extent that this is feasible, practical and appropriate.

Regular **6-monthly meetings of the quality and accountability initiatives**, including People In Aid, the Humanitarian Accountability Partnership (HAP), Groupe URD, Coordination Sud, the Communicating with Disaster-Affected Communities (CDAC) network and the Listening Project (amongst others), were attended by the Project Manager in March (in Geneva, hosted by Sphere) and October in London, hosted by 'Keeping Children Safe'.

The Project Manager participated in a panel discussion during the **9<sup>th</sup> HAP Assembly** in May.

Discussions started late in 2010 around finding greater coherence within the quality and accountability initiatives continued apace during 2011, culminating in the **Joint Standards Initiative (JSI)**, including Sphere, HAP and People In Aid. Regular communication and meetings between the Chairs of the Boards and Directors/Managers of the respective initiatives resulted in the creation of a **Joint Standards web portal** ([www.jointstandards.org](http://www.jointstandards.org)), a HAP/Sphere/People In Aid

**deployment to the Horn of Africa** and the development of a proposal laying out a process to determine what the future might look like for the initiatives. Discussions and activities will continue in 2012.

The Project Manager had a meeting with representatives of the **International NGO Charter organization**, based in Berlin, when visiting Geneva in June 2011.

### 3. Personnel

Juan Michel joined the Sphere Office team at the beginning of the year in the role of communications management. One of the significant activities he had to oversee was the launch of the 2011 Handbook!

Veronica Foubert, Sphere's Learning and Training Management senior officer, went on extended maternity leave at the beginning of the year and Lydia Beauquis, responsible for finance and administration in the Project Office, went on a 'leave of absence' starting in September 2011. Necessary temporary staff were identified and recruited to provide cover during Veronica and Lydia's absence.

A number of consultants and interns were engaged during the year to provide additional capacity in the Project Office, especially for the development of the new Sphere website, the investigation into the feasibility of Sphere establishing a 'community of practice' and for the development of the Sphere eLearning tool.

At the end of the year, the Sphere Office team was functioning very well together, having been part of an extremely busy and significant year for Project.

### 4. Funding

There are currently 4 components to the Sphere Project:

- 2010-2012 program (core and program)
- Resource Personnel Deployment Revolving Fund
- Handbook Sales

This interim financial report for 2011 is composed of two spreadsheets for the Sphere Project Funding Period 1 January 2011 to 31 December 2011:

Sheet 1. Received and pledged income in 2011

Sheet 2. Actual expenditures from January 2010 to December 2011 of the 2010-2012 program

Specific financial information on the Resource Personnel Revolving Fund and Handbook Sales is not included in this report as they are funded separately but are available upon request.

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**Sheet 1** – shows the Sphere Project income with received and outstanding pledges. Board contributions to the core activities (G00198) is presented on an annual basis whereas the program income (G00199) is income received from donors for the three-year funding period. Please note that the deferred income is a Board contribution for 2011 which has been paid in 2010 already. The predicted income for 2012 has not been taken into account as an income which explains the figure of 60% funding versus the income. This budget will be 100% covered at the end of 2012.

The table of income of donors gives the picture at the end of 2011; other income is still to be expected. The activities are periodically reviewed to ensure that they are in line with the income.

**Sheet 2** - this sheet shows the expenditures and income up to 31<sup>st</sup> December 2011. As mentioned above, some of the activities have been adapted to match the actual income and activities were prioritized. However, we have a number of outstanding pledges which will enable us to scale up a number of our activities in 2012.

The Sphere Project Office  
May 2012

**Actual and expected income 2010-2012 from Board member organisations and Donors**

Income Received	491,272
Other Income	68
Outstanding	28,000

Total Income 2010-2011	519,340
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### Income Donors 2010-2012

Total received income Donors:	1,108,978
Total pledged income Donors:	637,722
<b>Total income Donors :</b>	<b>1,746,700</b>

### Income summary 2010-2012

Income Summary 2010-2012					
	2010-2011	2012		2010-2012	
			Total Income	Initial Budget 2010-2012	% Income vs Budget
Board Members	\$19,340		\$19,340	854,423	61%
DONORS	1,746,700		1,746,700	4,133,474	42%
TOTAL	CHF 2,266,040	CHF 2,266,040	2,266,040	4,987,897	45%

Sphere Project 2010-2012  
Overview of expenditures

Project / Activity			Total exp. 01/2010 - 12/2011	Outstanding Pledges income	Total income 2010 + 2011	Deferred Income
<b>OFFICE COST 2010-2012 / G00198</b>						
	A0101	Project Manager salary/benefits	404,184			
	A0102	Project Manager travel	18,427			
	A0103	Transition management & consultants	5,241			
		Transition consultant				
		Consultant support on core activities				
	A0104	Office (supplies, phone, postage, translations)	8,226			
	A0105	Website maintenance	46,244			
	A0301	Translations and Proofreading	6,539			
	A0106	Audit				
		<b>Total cost</b>	<b>488,860</b>	<b>0</b>	<b>519,340</b>	
<b>Total OFFICE COST</b>			<b>488,860</b>	<b>0</b>	<b>519,340</b>	

<b>TOTAL PROGRAM ACTIVITIES 2010 - 2012 / G00199</b>						
		<b>Personnel</b>				
	A0210	Administration and finance support	123,402			
	A0213	Advocacy and communications management	109,778			
	A0301	Promotion and materials management	101,091			
	A0211	Training and learning management	282,451			
	A0212	Training and promotion support	161,044			
		<b>Consultants</b>				
	A0214	Knowledge and information management	5,313			
	A0215	Partnerships and networking management	128			
	A0219	Replacement Administration and Finance Support	3,792			
	A0402	<b>Staff travel</b>	24,106			
		<b>Maintain Handbook and Strengthen Capacities</b>				
		Capacity building - mobilize and support training				
	A0403	Sphere Training of Trainers (ToT)	5,964			
	A0404	Sphere Inter-Agency Workshops				
	A0405	Sphere ToT refresher meetings	8,994			
	A0406	ToT guide	10,985			
		<b>Manage distance learning</b>				
	A0407	E-learning development + 2 case studies	51,165			
	A0408	Facilitate other means of learning				
		<b>Materials and Tools Development</b>				
	A0302	Develop implementation "tools"	2,777			
	A0303	Promotional materials	21,711			
	A0304	Translations and proofreading	43,817			
	A0305	Update training materials	14,458			
	A0306	Revision meetings	9,783			
	A0307	Updating Sphere film	19,877			
	A0902	Sphere Handbook online	3,330			
		<b>Knowledge Management</b>				
	A0216	Website revision	30,285			
	A0217	Regional Focal point meetings	3,579			
	A0218	Publications	3,174			
		<b>Advocacy and Communication</b>				
	A0502	Humanitarian reform				
	A0503	National Governments and key national stakeholders				
	A0504	Donors				
	A0505	International/national NGO's				
	A0506	New actors				
		<b>Partnering and networking</b>				
	A0602	Develop and maintain reg. focal points and partners				
	A0603	Support to regional focal point training courses				
	A0604	Support to regional focal points information sharing	5,179			
	A0605	Develop and maintain Sphere companionships				
	A0606	Network and collaborate with Q&A initiatives	2,229			
	A0111	Audit	500			
		<b>Total costs</b>				
		Hosting fee				
<b>TOTAL PROGRAM ACTIVITIES</b>			<b>1,048,913</b>	<b>0</b>	<b>1,746,700</b>	
<b>Grand total G00198 and G00199</b>			<b>1,537,773</b>	<b>0</b>	<b>2,266,040</b>	