

## NIGEL TIMMINS

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I am a senior leader who is values driven, solutions oriented and motivated by new ideas. Our global aid system needs to do more to reduce risk, increase resilience and be predictable in response. Disasters are part of our development paradigm and not exceptional. Our international system needs to be more adaptive, and to orient itself to supporting local and national capacities which requires more collaborative leadership across sectors and systems thinking. I hope as a consultant to contribute positively to addressing these challenges.



**Jan 2022 to present Consultant & Co-Founder,**

**COLLABORANTS**

Ongoing: 1. study of global humanitarian surge capacity, 2. Drafting of an ethical decision-making guide to support humanitarian organisations.

**Researcher and co-author** of a number of humanitarian policy related papers:

**Timmins N**, Hallwright J., (2024) [“Rethinking aid system narratives: The case for collaborative leadership”](#) Working Paper 43, The Humanitarian Leader. Centre for Humanitarian Leadership.

Issa, Z.; Lindenfors, A.; and **Timmins, N.** (2024). [Global Insights: The Humanitarian Research and Innovation Landscape](#). London: Elrha.

**Timmins, N** (2024) [Failing Those Most at Risk. Problem solving, power, incentives and finance to reduce the impact of disasters on people](#). Oxfam.

Bowden, M., Hakimi H., Harvey, P., Nemat, O., Moosakhel, G-R., Stoddard, A., Thomas, M., **Timmins, N.**, Voight, T. (2023). [Navigating Ethical Dilemmas for Humanitarian Action in Afghanistan](#). Humanitarian Outcomes.

**Timmins, N.** and Shevchenko, A. (2023). [Adaptive Innovation in the Ukraine Humanitarian Response: How Context, Leadership and Partnerships Matter](#). A case study from Ukraine for the Global Prioritisation Exercise for Humanitarian Research and Innovation. London: Elrha.

Stoddard, A., Breckenridge, M-J., Harvey, P., Taylor, G., **Timmins, N.**, Thomas, M. (2023). [Slipping Away? A Review of the Humanitarian Capabilities in Cholera Response](#). Humanitarian Outcomes.

Harvey, P., Stoddard, A., Sida, L., **Timmins, N.**, Munir Ahmed, S., Breckenridge, M.-J., & Jilliani, S. (2022). [Floods in Pakistan: Rethinking the humanitarian role](#). Humanitarian Outcomes.

Stoddard, A., Harvey, P., **Timmins, N.**, Pakhomenko, V., Breckenridge, M.-J., & Czwarono, M. (2022, June 10). [Enabling the local response: Emerging humanitarian priorities in Ukraine March–May 2022](#). Humanitarian Outcomes.

Supported World Vision International in reviewing their cross-partnership **humanitarian strategy**, including landscape analysis and consultation process. Nov 2023 - Mar 24

Led an **independent review** of CARE International's confederation-wide humanitarian set-up. Feb-June 2023.

Conducted a **meta-evaluation** of emergency response After Action Reviews 2017-2022 for Mercy Corps, Sep-Dec 2022.

Examples of other relevant experience;

**Strategy development:** leading the Oxfam confederation's global 2030 humanitarian strategy process. This wide ranging and highly participative process connected organisational values and systemic change to the *way* we worked as well as *what* we worked on. As Chair of CaLP I oversaw, via the CaLP team, the launch of CaLP from an interagency project to the CaLP Network and its subsequent strategy to influence cash thinking across the sector. As a member of a number of Boards (see below) I have provided input and guidance on strategic processes.

Commissioning and oversight of **policy** briefs and discussion papers as part of Oxfam's advocacy work, as well as numerous meetings with policy makers at a senior level in government, the UN and World Bank. As an Associate of the Centre for Humanitarian Leadership at Deakin University, a co-organiser of their annual international conference 2023. A co-author of the Core Humanitarian Standard (first version) and DRR focal point for the 2011 SPHERE handbook revision.

I am by nature **collaborative** and enjoy brokering new relationships. For example, I was instrumental in initiating the Interagency Misconduct Scheme, drawing together operational, human resource and legal colleagues from across multiple agencies to develop the scheme.

Oversight of **research and evaluation** processes, for example Chairing the joint Tufts – Oxfam [humanitarian evidence programme](#) that developed a systematic protocol for evidence synthesis in the humanitarian sector. A member of the State of the Humanitarian System Advisory Panel, and previously of the ODI HPG Integrated Research Advisory Steering Group.

#### **Oct 2015 – Dec 2021 Humanitarian Director, Oxfam International.**

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- Lead confederation humanitarian strategy and contribute at the most senior level to corporate strategy. Led adoption of a "new approach" for Oxfam centred on feminist values, localisation, participation and safe programming.
- Oversight of Oxfam's humanitarian programme. In 2019-20 we reached 13.5m people with 521 partners through 461 projects.
- Member of IASC Emergency Directors Group, ODI HPG Advisory Group, State of the Humanitarian System advisory group and SCHR working group.
- Chair of the confederation's Humanitarian Platform. Provision of a secretariat function to the 20 independent Affiliates that make up the Oxfam confederation and accountable to the Executive Board Humanitarian Committee for humanitarian work globally.
- Direct leadership of 114 FTE staff, globally distributed, many in difficult and hostile environments, providing humanitarian services across Oxfam's 70 country programmes.
- Implemented significant restructuring to tackle silos and embed new values-based approaches to quality programming. Initiated a culture review, establishing a staff-led team to facilitate conversations about the desired culture and how to collectively achieve it.
- Via the SCHR, I helped initiate the establishment of the Inter-agency Misconduct Scheme.
- Oversight of Oxfam's humanitarian policy work, participation in private briefings with senior government officials and UN staff. Sherpa to Grand Bargain. Media spokesperson.

**Jan 2012 – September 2015 Deputy Humanitarian Director, Oxfam GB.**

Responsibility for response to new emergencies. Leadership of the global surge team of 60 technical experts and managers. A hugely diverse team of nationalities and competencies. Organisational Lead on thematic issues of Gender, Resilience and Local Capacity.

- Start-up of major new humanitarian responses such as Syria and Iraq. Led on strategy, management arrangements, funding, operational implementation & compliance, monitoring, evaluation and accountability mechanisms established, relations with host governments and coordination with the UN and wider NGO community.
- Championed policies regarding gender in emergencies and locally led humanitarian action. I commissioned organisational reviews and evaluations. I increased the number of programme gender reviews and tracking of performance.
- Contributed to advocacy initiatives related to humanitarian affairs, including meeting with senior government officials of donors and host governments.
- Co-author of the Core Humanitarian Standard (first version), a sector wide standard for humanitarian action that has been adopted across many NGOs, donors and UN agencies.

**Nov 2009 – Dec 2011 Humanitarian Programmes Manager, Christian Aid.**

Led Christian Aid's programmes in Asia, Middle East, Latin America and the Caribbean, ensuring good design and meeting quality standards.

Focal point for Disaster Risk Reduction in the development of the [Sphere](#) 2011 handbook.

**Jan 2008 – Nov 2009 Head of the Disaster Management Unit, Tearfund.**

Led development of Tearfund's disaster management strategy, including resilience and climate change adaptation. Line managed team of technical leads and special projects.

- Developed, commissioned and implemented good practice guidelines and minimum standards, then implemented across the organisation.
- Contributed to advocacy on DRR and climate change in private briefings and at UNFCCC.
- Commissioned and established innovative guidelines for Church leaders living in known disaster-prone locations on how to prepare for possible crises in their area.

**Jan 2000 – Jan 2008 Operations Manager, Tearfund.** Senior management responsibilities for programmes in Sudan, Burundi, DRC, Afghanistan, Pakistan, Serbia, Sierra Leone, and Indonesia.

**Jun 1998 - Dec 1999 Programme Director (CD equivalent), southern Sudan programme, Tearfund.** Responsibility for cross border operations to non government areas of southern Sudan within OLS framework. Representation to Kenyan government, SPLM/A, UN & donors.

**Nov 1996 - Apr 1998 Team Leader & Water & Sanitation Engineer, Kabul, Afghanistan, Tearfund.** Responsible for management of programme in Kabul. Representative to Afghan (Taliban) authorities. Chaired interagency wat/san co-ordination group.

**Jun 1996 – Nov 1996 Water Engineer, Kabul, Afghanistan, Action Contre la Faim.**

**Oct 1994 – May 1995. Water Engineer (volunteer), Guatemala. SAFAD.**

**Oct 1990 – Aug 1993 and Aug – Nov 1995 Petroleum Geologist, Baker Hughes INTEQ.**

## Board memberships

[Humanitarian Quality Assurance International](#) (HQAI). Member of General Assembly since December 2023

[Church Commissioners](#). From April 2021 appointed a **Trustee** for the investments of the Church of England (c £10.4 billion as of Apr 2024). Additionally, member of the Social Impact Investment Committee of the Archbishops' Council.

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[Cash Learning Partnership \(CaLP\)](#) **Chair of Board** 2015 to October 2019. CaLP is a global partnership of organisations engaged in policy, practice and research in the Cash and Voucher Assistance sector.

As Chair, led the transformation of CaLP from a 5-agency joint project to a network. Launched in 2015, CaLP has attracted 75 members such as the ICRC and Visa to national and local organisations from the global majority world. Agreed strategy and key areas of work such as the development of the "State of the World's Cash" report.

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[Global Network for Disaster Reduction](#). Founding **Trustee** 2008 to 2018. GNDR is a network of civil society organisations, associations and individuals committed to increasing community resilience and reduce disaster risk around the world.

I was a founding Trustee, and the network has grown to a membership of over 1000 organisations, mainly from the global south. It is the primary civil society voice in disaster risk reduction.

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[Start Network](#): founding **Trustee** 2014 to 2017. The Start Network seeks to transform humanitarian action through innovation, fast funding, early action, and localisation.

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[ALNAP](#) Steering Committee: Member of ALNAP's "Board" from 2007 to 2012.

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## Education

MSc Rural Engineering. Silsoe College, Cranfield University. 1993-94.

BSc (Hons) Geology. Royal Holloway College, University of London. 1987-90.

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