



Humanitarian standards save lives



Sphere is a global community that defines, promotes and applies humanitarian principles and minimum standards to ensure lifesaving, protective and accountable response to crisis.

The Sphere Handbook is a guide for people affected by crisis, volunteers, and aid workers in front-line roles, as well as humanitarian organisations, community groups, trainers, donors, policy makers, academics, UN agencies, government actors and others.

Our vision is that crisis-affected people actively participate in decisions and actions which impact them; have what they need to survive and recover with dignity; and are resilient to future crises.

www.spherestandards.org

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Letter from the Governing Board

A year of transition and resilience

Sphere remains a cornerstone in advancing humanitarian standards worldwide, ensuring principled, accountable, and effective responses to crises and broader humanitarian action. As a member of Sphere's Governing Board since 2021, I have contributed to strengthening its strategic direction and reinforcing its role as the global reference point for humanitarian quality and accountability, reflecting a shared commitment to upholding dignity and resilience for people affected by crises.

Over the years, I have witnessed the continued growth of Sphere as a dynamic global network of changemakers spanning frontline responders, practitioners, academia, donors, and policymakers. This collective effort has advanced the integration of humanitarian standards into both policy and practice. The expanding membership of the Humanitarian Standards Partnership (HSP), alongside the contributions of Sphere's members, focal points, and trainers, reflects the strength and relevance of this network, supported by the leadership of the Sphere Secretariat.

The Sphere Annual Report 2025 highlights the network's ongoing commitment to strengthening humanitarian standards through its global community, innovative training approaches, and strategic initiatives. Building on the achievements of 2024, Sphere has expanded its reach and influence, further integrated environmental accountability, and refined its Theory of Change. These efforts ensure that humanitarian actors are equipped with practical, evidence-based standards to deliver effective, accountable, and sustainable assistance.

At the same time, 2025 has been a year of transition across the humanitarian sector. In the context of a shifting global landscape and funding constraints affecting many organisations, Sphere has navigated necessary internal adjustments while continuing to deliver on its mission. The Secretariat has evolved to become an increasingly global team, reflecting the diversity and reach of the network it serves.

These changes have reinforced the importance of sustainability and adaptability. Sphere has taken important steps to strengthen and diversify its resource base, expanding fundraising efforts beyond traditional institutional funding partners to include engagement with private sector partners, philanthropic foundations, and emerging areas such as technology and AI.



Looking ahead, as Sphere embarks on its 2026–2028 strategy and advances preparations for the revision of the Sphere Handbook, this represents an important opportunity to further strengthen and adapt humanitarian standards to an evolving global context. As a member of the Sphere Governing Board, I encourage the entire Sphere network and the wider humanitarian community to continue championing and investing in this shared mission and I extend my deepest appreciation to all who contributed to this report. Happy reading!

Vanda Lengkong

Governing Board Member representing Plan International

Our priorities in 2025

As Sphere approached the conclusion of its 2021–2025 Strategy, this year focused on consolidating progress, reinforcing partnerships, and laying strong foundations for the next phase of its mission. Priorities centred on strengthening the reach, relevance, and practical application of humanitarian standards in increasingly challenging contexts within a fragile global environment.

a. The Sphere Handbook

Humanitarian responders make informed decisions that reduce morbidity and mortality by applying the principles and minimum standards of the Sphere Handbook. As a widely recognised reference across the sector, the Handbook continues to enhance accountability, coordination, and quality in humanitarian action, while setting the stage for its forthcoming revision.

b. Strategic Partnerships

People responding to crises have streamlined access to quality and accountability guidance that is relevant to their context and stage of response. Through the Humanitarian Standards Partnership (HSP), Sphere contributes to a coherent and accessible standards ecosystem, reinforcing collective authority and collaboration across the sector

c. Policy & Advocacy

Sphere's Humanitarian Charter and minimum standards are increasingly reflected in policies, guidance, and operational frameworks at local, national, and international levels. By engaging with institutions and networks, Sphere strengthens the integration of standards into decision-making processes that shape humanitarian response.

d. Champions Network

Sphere standards are locally driven and applied by national and community-based actors. Through its Champions Network, Sphere supports leadership, contextualisation, and peer exchange – reinforcing sustainability and enhancing the effectiveness and accountability of humanitarian action.

A year of reset

The geo-political turbulence of 2025 marked a defining moment for Sphere. Like many organisations across the humanitarian sector, Sphere faced a sudden shift in its operating environment which required both immediate adaptation and longer-term reflection.



At the start of the year, Sphere was approximately 60% funded by the United States Government. Following the US government decision to halt activities funded by USAID's Bureau for Humanitarian Assistance (BHA) and the U.S. State Department's Bureau of Population, Refugees, and Migration (PRM) on 21 January, Sphere experienced a significant loss of projected income. As a result, difficult but necessary decisions were made, including a reduction in staff.

This led to one of the leanest Secretariats in recent years: one team member based in Karachi and three in Geneva. Despite these constraints, Sphere continued to deliver on its mission – supporting humanitarian actors worldwide to uphold quality, accountability, and dignity in their work. We also extend our sincere appreciation to colleagues who concluded their roles in the first quarter, including Frédérick Genoud and Romain Benicchio, for their valuable contributions to Sphere's work.

These events marked more than a financial adjustment. It became an opportunity for reflection and recalibration – a broader organisational reset in how Sphere operates,

collaborates, and sustains its impact in a changing humanitarian landscape.

In May, the Sphere team held a three-day strategic retreat to reflect on this new reality and define a path forward. The retreat focused on strengthening messaging, communications, and fundraising, ensuring Sphere's impact is communicated through both evidence and the lived experiences of those affected by crises. The retreat also benefited from additional perspectives, including contributions from Ben Eddy and Helen Coronado (SYNI secondment March to August), who encouraged a stronger focus on quantifiable impact, accessible language, and emotional connection in engaging donors and partners.

This led to Sphere implementing a more proactive and diversified approach to fundraising, with tailored engagement strategies for a wider range of partners, expanding beyond traditional institutional donors and exploring new avenues such as technology and innovation.



At the same time, Sphere continued to change structurally. From a primarily Geneva-only based Secretariat, Sphere is evolving into a globally diverse team with its head office and directorate team in Geneva. In 2025, we welcomed **Raquel Weintraub** in México as the Network Manager, from Sphere's focal point, **Cadena Mexico** and **Patricia Visda** in the Philippines as the Digital System Coordinator from partner **OffShorly**. Each brings their own experience, perspective, and energy, helping Sphere understand local realities better and respond more meaningfully to the needs of communities around the world.

Alongside these changes, Sphere strengthened its digital presence to better support engagement and fundraising efforts. This included the ongoing revamp of the website, with a redesigned **homepage**, the introduction of 'Support Sphere' pages, and clearer pathways for engagement. These updates aim to better connect with partners, including philanthropists & foundations, corporate actors, and organisations working in areas such as technology and AI.

Together, these developments build on Sphere's long-standing network-driven approach. They reflect a strengthened and more connected global presence – one that continues to support the application of standards while expanding partnerships, reach, and impact across the humanitarian system.

While 2025 brought significant challenges, it also created momentum for change. By strengthening its global presence, investing in digital innovation, and building a more sustainable funding model, Sphere is taking important steps to ensure its guidance continues to support principled, accountable, and people-centred humanitarian action in the years ahead.



Sphere resources published in 2025

Translated

The Friendly Sphere Handbook: Humanitarian Charter and Minimum Standards in Disaster Response (in **English** and **Burmese**)

New

Governing Humanitarian Standards: A study of leadership, funding, and system sustainability (**English**)

New

Quality, Accountability and Safeguarding (QAS) in Action: A Smart Guide for Aid Actors (**English**)

New

The Sphere brochure (**English**)

New

Operationalising Sphere: A practical guide to contextualisation (**English**)

New

Sphere annual report 2024

New

Get to know Sphere. Dignity first, always! Recordings of 'Introductory workshop to Sphere' (in **English**, **Spanish**, **French** and **Arabic**)



Revised

Sphere Website Homepage (in [English](#), [French](#), [Spanish](#) and [Arabic](#))



New

Support Sphere website page (in [English](#), [French](#), [Spanish](#) and [Arabic](#))



New

Vision and values website page (in [English](#), [French](#), [Spanish](#) and [Arabic](#))



New

Sphere in Action videos: [Where food meats dignity](#) and [A short walk to clean water](#)



New

Introduction to the Core Humanitarian Standard on Quality and Accountability e-learning (2024 edition) (in [English](#), [French](#), [Spanish](#) and [Arabic](#))



Translated

Sphere's Nature-based Solutions for Climate Resilience in Humanitarian Action (in [Spanish](#))



Translated

How to use the Sphere Handbook e-learning (in [French](#))

Find these and more on the Resources page of the Sphere website or the Resources page of the HSP website.

Progress on annual priorities

a. The Sphere Handbook

To increase awareness and effective use of the Humanitarian Charter and Minimum Standards

i) Sphere collaborated with its focal point for Brazil and Portugal, Fraternity – International Humanitarian Missions (FIHM), and Sphere trainers to design, promote, and deliver the “Dignity first, always!” online workshop series in five languages (Portuguese, English, Arabic, French, and Spanish), reaching diverse global audiences throughout the year; recordings of the sessions are available [online](#).

ii) **Nabil Al-Kumaim**, Sphere practitioner and **Aya Yagan**, Sphere trainer, developed a practical guide, *Operationalising Sphere: Contextualising humanitarian standards for real-world impact*, to help practitioners adapt Sphere Standards to diverse contexts. Drawing on real-world examples from Ecuador, Argentina, Pakistan, Syria, and Haiti, the **guide** provides a structured approach to contextualisation, with lessons also shared in a complementary [blog](#).

iii) Sphere completed the French translation (Francophone Africa localisation) of its introductory How to use the Sphere Handbook self-paced online course – available from [available on the Kaya platform](#).

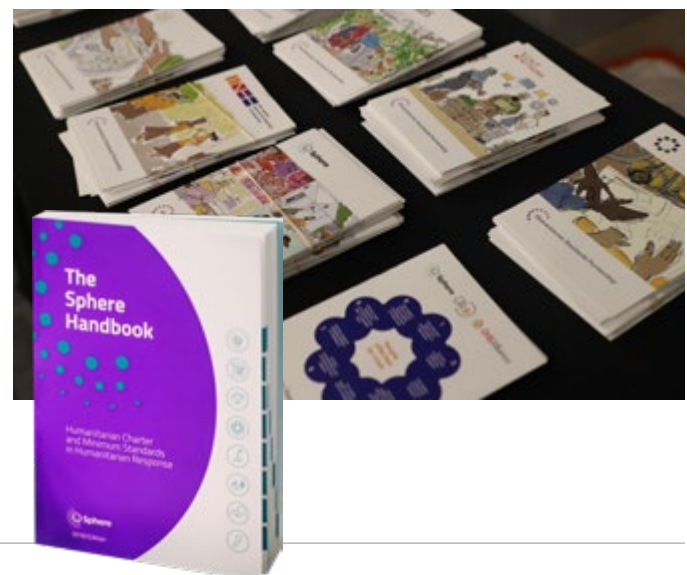
iv) Sphere supported its trainer and focal point networks to deliver four Sphere Training of Trainers (ToT) programmes – in **Türkiye**, facilitated by Sphere focal point representative (**Nirengi Association**) and trainer **Zeynep Sanduvaç**; **Ethiopia**, facilitated by Sphere focal point representative (**SOS Children’s Villages**) and trainer **Ayenew Bekele**; **Ecuador**, with Sphere focal point *Secretaría Nacional de Gestión de Riesgos* (**SNGR**), facilitated by Sphere trainer **Kevin Quela**; and **Damascus, Syria**, with Sphere focal point Arbeiter-Samariter-Bund (**ASB**), facilitated by Sphere trainers **Hamza Hamwie** and **Axel Schmidt**.

v) Sphere welcomed ten new trainers to the **global trainer database** – from China, Ethiopia, Indonesia, Mexico, Myanmar, Romania, Türkiye and Ukraine.

vi) In collaboration with the **Humanitarian Leadership Academy**, **Groupe URD** and **CHS Alliance**, Sphere launched a one-hour self-paced e-learning module: **Introduction to the Core Humanitarian Standard on Quality and Accountability** (2024 edition) – available on the Kaya platform in **English, French, Spanish** and **Arabic**.

vii) A series of interactive user group workshops in October guided the development of the new **Humanitarian Standards Platform**, set to replace the **Interactive Handbook** from March 2026. Participants shared their preferences for content and desired functionalities, and the outputs are already shaping the design of the minimum viable product (MVP) and informing the longer-term product roadmap. The most requested feature was a platform for sharing community innovations. Sphere thanks **UKHIIH** and the **CCCM Cluster/IOM** for their support in advancing this project.

viii) In collaboration with CWSA, Sphere produced two short videos during a field visit to Umerkot, Pakistan, for the **Sphere in Action** series. The videos showcase how humanitarian standards are applied in the **RO plant** project (WASH) and a **school feeding program** (food security).



Introducing the Friendly Sphere Handbook

Humanitarian action is guided by dignity, accountability, and quality; and the full detail given in the main **Sphere Handbook** regarding minimum standards with associated key actions, key indicators and guidance notes can sometimes feel overwhelming. That's why the **Friendly Sphere Handbook** exists: a shortened, illustrated version of the 2018 Sphere Handbook designed to make the Humanitarian Charter and Minimum Standards easier to understand and use.

Originally developed in 2020 by Sphere's focal point in **Bolivia** and **Peru** in Spanish, the handbook was adapted in 2025 in partnership with **Community World Service Asia** (CWSA). Sphere produced **English** and **Burmese** editions, including a contextualised Burmese version under the **H2H Myanmar project**, expanding access and usability across the region.

Whether a practitioner, volunteer, or community member, this guide provides a practical, approachable way to understand and apply Sphere minimum standards in real-world humanitarian settings. We hope it becomes a useful companion in your work, helping everyone contribute to improving humanitarian action.



Cover photos of the Burmese and English version of the Friendly Sphere Handbook

b. Strategic Partnerships

To align and promote cross-sectoral humanitarian minimum standards

i) Sphere signed a cooperation agreement with People-First Impact Method (<https://p-fim.org/>). P-FIM teaches an alternative way to communicate with communities by first building respect and mutual trust with and between communities, and mentoring community members to collect feedback. Then they **listen**. Under the terms of the agreement, P-FIM have added additional open-ended questions to their interviews which correspond to Sphere's vision and mission statements. Sphere, for its part, will ensure that this **voice of the community** content feeds into the next revision of the Sphere Handbook.

ii) As part of Sphere's growing engagement in AI literacy, Sphere, together with focal point **World Vision Romania, The Institute of International Humanitarian Affairs** (Fordham University), and **RedR UK**, delivered two one-day, in-person workshops for humanitarians in Iași and Bucharest, Romania, in June. Building on earlier sessions in **Nairobi** (in partnership with Microsoft – see the [detailed event report](#) for findings) and at **HNPW**, this workstream is further explored in the [AI literacy blog](#).

iii) Following the Myanmar earthquake response, Sphere, together with **Community World Service Asia** and **CHS Alliance**, and with support from the **Disasters Emergency Committee** (DEC) and the **H2H Network**, implemented an **innovative initiative** to strengthen accountability, safeguarding, and locally led action among frontline responders through training, mentorship, and community engagement. This included an Accountability Learning and Planning Camp, the development of practical bilingual tools, seed funding for local initiatives, and a community perception survey to better understand community needs and experiences.

iv) A team of three students from the **Geneva Graduate Institute** completed an Applied Research Project exploring **how Sphere can monitor and evaluate its Theory of Change**. The project developed a tailored Monitoring and Evaluation framework aligned with Sphere's four priority areas, drawing on network insights, interviews, and existing evaluation models.

v) After twelve years of hosting a Learning Management System (LMS), in which time over 75,000 people registered on the platform, Sphere transferred its online courses to **Kaya**; the learning platform of the **Humanitarian Leadership Academy** (HLA). Read more about this new partnership between Sphere and HLA in [Funding cuts, pivots and a call to collaborate more](#). Browse Sphere and HSP online courses available on Kaya [here](#).

vi) With support from the **UK Humanitarian Innovation Hub** (UKHIH), Sphere extended its innovative XML-first publishing platform from the Humanitarian Standards Partnership (HSP) to the wider sector, enabling organisations like **Elrha**, the **CCCM Cluster**, and **People-First Impact Method** (P-FIM) to manage and publish WASH innovations, case studies, and community feedback reports. This approach to sharing humanitarian knowledge ensures content is accessible, adaptable, and available across multiple formats for both humans and digital platforms. Read more in [XML-first publishing: A smart approach to sharing humanitarian knowledge](#).

vii) Sphere has grown from a recommendation in an assessment report in 1996 to a global movement and a ubiquitous presence in the humanitarian sector by 2025. This growth and sustained impact is thanks to its voluntary network, supported by a lean management team, initially funded by members and later joined by committed institutional donors. As the sector evolves, Sphere is increasingly engaging with the private sector, academia, foundations, and other philanthropic organisations. The new **partnership pages** reflect these outreach efforts, while staying true to the modest, community-led approach that is central to Sphere's DNA.

viii) Sphere strengthened collaboration with the **London School of Economics and Political Science** (LSE) through an Applied Research Project to develop a conceptual framework for a Sphere self-assessment tool. Desk-based research was completed in 2025, drawing on existing literature and sector practices, and laying the groundwork for consultations with the Sphere network and external stakeholders in 2026.

ix) Sphere strengthened its strategic engagement with the **Emergency Telecommunications Cluster** (ETC) ahead of the launch of Connectivity As Aid (CAA) Standards in 2026. Sphere Operations Director Tristan Hale presented the organisation's history and the Humanitarian Standards Partnership (HSP) at the ETC Partner Days in Stockholm, highlighting the new collaboration and ensuring the CAA standards join the growing HSP portfolio.

x) In a new partnership with **DanChurchAid**, Sphere made its **LEGS** and **Camp Management** online courses available through the **fabo** learning platform, expanding access for the fabo community. Courses remain accessible via **Kaya** for the wider humanitarian sector, supporting broader uptake of **Sphere learning resources**.

xi) In October, Sphere co-organised and delivered a Strengthening Business Engagement in Humanitarian Action webinar in partnership with the OCHA–UNDP **Connecting Business Initiative** (CBI). The session brought together humanitarian, government, and private sector actors to explore how businesses can engage in crisis response in a principled, coordinated, and standards-driven way. Through interactive discussions and practical case examples from Asia and Latin America, the webinar highlighted the relevance of Sphere standards for private sector engagement before, during, and after emergencies, reinforcing dignity, accountability, and quality in humanitarian action. Read more in the **webinar blog**.

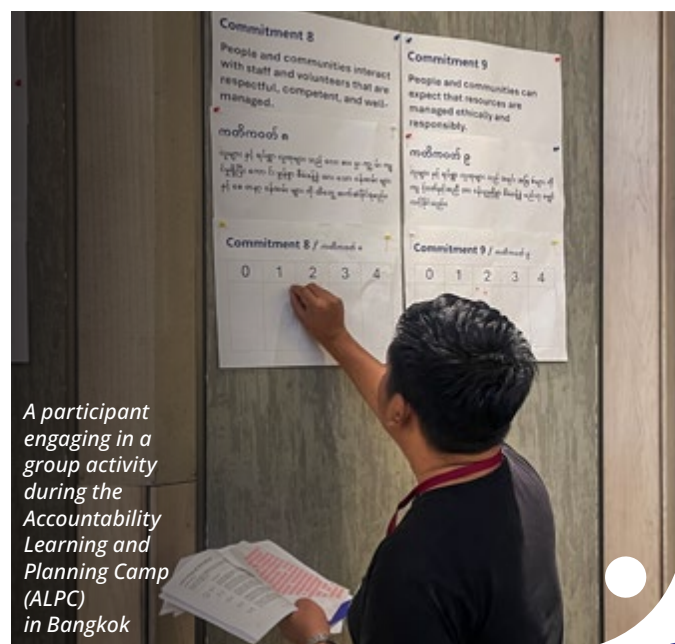
Turning challenges into trust: supporting Myanmar's frontline responders

In March 2025, a 7.7-magnitude earthquake struck central Myanmar, deepening an already fragile humanitarian context. In response, Sphere partnered with Community World Service Asia (CWSA) and CHS Alliance, supported by the H2H Network, to help equip frontline responders with the tools, confidence, and mentorship they needed to deliver aid with dignity, fairness, and accountability.

A highlight of the project was the six-day Accountability Learning and Planning Camp (ALPC) in Bangkok, where humanitarian professionals from across Myanmar came together to learn, share, and co-create practical, bilingual tools, from simplified training materials to safeguarding checklists. Seed funding and ongoing mentorship helped participants put their new skills into action back home, reaching communities directly and strengthening local ownership. Over 750 community members contributed their voices through a survey, providing insights that guided better, more inclusive humanitarian responses.

The outputs of this programme also include the first 'Friendly' Sphere Handbooks produced in **English** and **Burmese**. These short, illustrated versions of the Sphere Handbook are designed as primers for new humanitarians and community members, making the technical content of the full Handbook more accessible. They build on the model of the Spanish-language friendly guides that Sphere's Hispanophone community has been producing for many years (e.g., **Manual Esfera Amigable – 2020 Bolivia**).

The project went beyond tools: it built trust, collaboration, and local ownership of humanitarian standards. Responders reported greater confidence in applying Sphere standards and safeguarding principles, while fostering solidarity and peer learning across organisations. Even in constrained and complex environments, the initiative showed that accountability thrives when trust and dignity are prioritised. A full overview of the project, including tools, mentorship, and community feedback, is available on our **blog**.



A participant engaging in a group activity during the Accountability Learning and Planning Camp (ALPC) in Bangkok

¹ Joint Evaluation of Emergency Assistance to Rwanda (JEEAR), DANIDA, ODI, 1996, pages 23-25, Section 4.6: Improving NGO performance, recommendation 11(i), <https://www.files.ethz.ch/isn/121184/networkpaper016.pdf>



These sessions were designed to be inclusive and engaging, enabling humanitarian workers across regions to benefit from the [Sphere Handbook](#).

Get to know Sphere: Dignity first, always!

Throughout the year, Sphere partnered with **Fraternity – International Humanitarian Missions (FIHM)**, its focal point in Portugal, to deliver a global webinar series introducing Sphere standards in five languages – Portuguese, Spanish, French, Arabic, and English. The series delivered five similar sessions, each tailored linguistically to reach diverse audiences, and brought together over 600 participants from across regions.

Designed to be inclusive and interactive, the sessions explored how Sphere standards can support quality, accountability, and dignity in diverse humanitarian contexts. As Ricardo Treno from FIHM noted, the workshops offered “the perfect entry point for those who already work in emergency situations and need that extra bit of knowledge to better articulate their initiatives with

the communities they serve, upholding their dignity.”

The sessions featured contributions from a range of speakers, including **Ricardo Treno**, **Brother Noah**, **Rami Rajjoub**, and **Aajhmaná (Tissianie Cardoso)**, who shared insights from their respective contexts and experiences. Discussions highlighted the importance of grounding humanitarian action in shared principles while adapting standards to local realities. Recordings of all sessions are available in this [Youtube playlist](#).

This collaboration reflects Sphere’s ongoing commitment to strengthening capacity and fostering a global community of practice – ensuring that dignity remains at the heart of humanitarian response.

Sphere in numbers

During 2025 there were:

164,900 visitors to the **Sphere** and **HSP** websites

55,000 downloads from the **Sphere website** (mostly the Sphere Handbook)

27,236 views on the **Sphere YouTube channel**

139 Sphere training sessions held by the network

As of 31st December 2025, Sphere has:

96,334 Sphere newsletter subscribers

51,197 **social media followers**

173 **listed trainers**

81 **focal points and regional partners**

61 **full members**

9 partners in the **Humanitarian Standards Partnership**

c. Policy & Advocacy

To advocate for greater commitment to quality and accountability in humanitarian policy and practice

- i) Sphere authored a **new brochure** presenting its **vision**, mission, **Theory of Change**, global reach, Sphere Champions Network world map, strategic partnerships, and more.
- ii) Sphere established new media contacts and Felicity Fallon, Engagement Director, appeared on television twice including **a short news item in Switzerland** (*Radio Télévision Suisse*) and an **interview in Mauritius** (*Mauritius Broadcasting Corporation*).
- iii) Sphere co-signed a statement on 3 February with other INGO agency leaders calling for the **humanitarian imperative to come first** in the wake of the USG foreign assistance freeze.
- iv) Sphere focal point **International Consortium for Refugees in Iran (ICRI)** established a Persian version of the Sphere website at **spherestandards.ir**. This is a remarkable achievement including translation of website pages, training courses and guidance documents; with unique content for humanitarians in Farsi for humanitarians in Iran, other countries where Farsi is spoken, and their diasporas.
- v) Sphere focal point **CADENA Mexico** completed the translation into Spanish of Sphere's **Nature-based Solutions for Climate Resilience in Humanitarian Action**. Download here: [*Soluciones basadas en la naturaleza para la resiliencia climática en contextos humanitarios*](#).
- vi) Sphere's influence on policy and practice was reflected in its recognition across key sector publications in 2025. These include **Balancing innovation, efficiency, and principled humanitarian action**, which acknowledged Sphere's contribution through shared insights from an AI perceptions and usage survey; **Governing Humanitarian Standards**, which highlights the essential role of standards such as Sphere in effective humanitarian action; and **QAS in Action: A Smart Guide for Aid Actors**, which extensively references Sphere guidance, the Core Humanitarian Standard, the Humanitarian Charter, and Humanitarian Standards Partnership materials.
- vii) Sphere was actively represented in 2025 across international, academic, and sectoral fora, strengthening advocacy and knowledge-sharing. The team presented Sphere at events including **UNHCR consultations, the NetHope Global Summit, the Regional Humanitarian Partnership Week**, and webinars on Nature-based Solutions and AI in humanitarian action, Geneva Policy Outlook, FEBA meetings, AidEx, LSE disaster simulations, the Climate and Environment Charter's webinar on 'Unlocking the Power of Nature-based Solutions (NbS) and Indigenous and Local Knowledge (ILK) in Humanitarian Action' and Elrha's Humanitarian Innovation Forum.
- viii) Sphere collaborated with an ICVA working group to provide input on **UN OCHA's Humanitarian Needs and Response Plan Template for 2026**, to ensure both Quality and Environment were required fields: "Humanitarian action must aim to meet and then exceed minimum quality standards (e.g. Sphere) as quickly as possible, ensuring assistance protects and upholds people's dignity". In addition to the ICVA Humanitarian Coordination Working Group, Sphere is also represented on IASC's Climate Crisis Sub-Group, IUCN's FEBA Working Group on Nature-based Solutions; the 34th International Conference of the Red Cross and Red Crescent; the General Assemblies of H2H, CHS Alliance and ICVA; the annual partner conference of UNHCR; Sphere is co-leading a Learning Working Group in the Grand Bargain Participation Community of Practice and attended the annual meetings of relevant global Clusters of which Sphere is an active member.
- ix) William Anderson was interviewed for Malteser International's magazine OneSec: <https://onesec-magazine.org/community-engagement/sphere-handbook-revision-p-fim-interview-with-william-anderson/>
- x) Sphere continued to disseminate information, resources and materials on humanitarian standards and to advocate for their application globally. Sphere remains committed to producing most of its content in at least English, French, Spanish and Arabic, and encouraging and supporting the Sphere network to produce further translations and localised materials.

xi) Summer 2025 work experience student John Kvernmo conducted desk-based research on 39 major humanitarian organisations, including UN agencies, RC/RC, and large INGOs, to assess how Sphere guidance informs programming and operations. Findings suggest that 35 of 39 organisations reference Sphere in their work, indicating that **at least 83% of principled humanitarian action globally is guided by Sphere standards**. This research provides a first snapshot of Sphere's reach and highlights areas for further investigation. [Read the full article](#).

xii) Sphere added 23 articles to its **news** feed in 2025, including blogs and statements that highlighted key humanitarian developments, shared lessons from the field, and showcased innovative approaches.

xiii) Sphere continued to promote resources and events online and engage directly with the network through social media platforms: Facebook, X, LinkedIn and YouTube.

xiv) Sphere added 19 public videos to its YouTube channel during 2025. The most watched video was the **Sphere Champions Leading Local Change with Global Standards** with over 480 views. Overall, Sphere's YouTube channel recorded 27,236 views during the year.

xv) Sphere ran twelve mail campaigns in 2025 and continues to share regular updates through its newsletter to its 97,000+ subscribers, keeping the humanitarian community informed on standards, innovations, and sector developments.

xvi) In late 2025 Sphere undertook broad consultations on the **Draft 2026–28 Strategy**, gathering feedback from focal points, trainers, board members and network members to ensure inclusive representation of diverse humanitarian perspectives and needs. The final **Sphere 2026–28 Strategy** was officially released in early 2026, setting the direction for humanitarian standards, quality, accountability, and learning over the next three years.



Key events

Humanitarian Networks and Partnerships Weeks (HNPW) - Geneva

Sphere actively participated in **Humanitarian Networks and Partnerships Weeks** (HNPW) 2025, convening and contributing to a series of sessions across both in-person and remote formats.

Sessions focused on operationalising the Sphere Handbook in diverse contexts, strengthening quality and accountability through the Humanitarian Standards Partnership (HSP), and addressing emerging priorities such as climate action and artificial intelligence in humanitarian response. Interactive workshops, including hands-on Sphere Handbook training and an introductory AI session, responded to growing demand for practical, skills-based learning – with recordings available on our [YouTube playlist](#).

Sphere's Operations Director joined a panel on Humanitarian Data Standards, while the Executive Director contributed to discussions with panellists from **IUCN**, **IFRC**, and **Hugo Slim**, calling for closer collaboration between humanitarian and environment actors.

Bringing together speakers from different regions, Sphere's engagement highlighted the importance of contextualising standards, amplifying local perspectives, and contributing to ongoing sector dialogue on the future of principled and effective humanitarian action.

Alper Kucuk, Sphere Board Chair, moderating the session at the HNPW on 'Humanitarian Same, Reset or Dispatch: what does fit for purpose look like?'



Tristan Hale, Director Operations, speaks at the session titled, 'AI for humanitarians - an introductory workshop'.



Regional Humanitarian Partnership Week - Bangkok

At Regional Humanitarian Partnership Week (RHPW) 2025, held in early December in Bangkok, Sphere contributed to forward-looking discussions on how humanitarian standards must evolve in an increasingly complex and digital world.

Through an interactive session on Generation Alpha and the future of humanitarian standards, Sphere explored how new ways of learning, digital platforms, and co-creation can shape the next generation's engagement with the Sphere Handbook, ensuring principled humanitarian action remains relevant and accessible.

Sphere also contributed to the **Quality + Accountability + Safeguarding (QAS)** in Action session, where William Anderson, Executive Director, joined a multi-stakeholder panel to reflect on turning commitments into practice. The discussion highlighted the importance of local leadership, collaboration, and practical tools in advancing accountable, people-centred humanitarian action across the humanitarian–development–peace nexus.

William Anderson speaking at Quality + Accountability + Safeguarding (QAS) in Action session during the RHPW.



William facilitating the session on Generation Alpha and the future of humanitarian standards on Day 2 of the the RHPW.]



d. Champions Network

To inspire and support local ownership of humanitarian standards

i) Sphere welcomed three new focal points during 2025 – in Estonia (**The Estonian Refugee Council**), Austria (**Global Responsibility**) and Brazil (**Ronimar Costa dos Santos**) – to its growing global network.

ii) Sphere organised a live chat event via its online forum. For one hour, four invited AI experts answered questions – about AI – posed by Sphere trainers, members and focal points.

iii) In partnership with its focal point for Brazil and Portugal, Fraternity – International Humanitarian Missions (FIHM), Sphere released a **30-minute documentary about its focal point network** (also on **FIHM's channel**). This was filmed in Antalya during the Global Focal Point Forum (GFPF) with photographs and b-roll of in-country programmes provided by the interviewees.

iv) Sphere hosted the first **meeting of European focal points** (9 April) and organised a global welcome meeting for new focal points and new focal point representatives (13 May). We interviewed veteran Sphere trainer **Ibrahim Hatibu** about contextualising Sphere standards during food distribution in a refugee camp in Northern Kenya. Watch the full 10-minute video **here**.

v) Sphere's online forum has grown to 164 active users, providing a dedicated space for Sphere Champions to exchange knowledge, share experiences, and discuss best practices.

vi) In August, Sphere's Communications Manager, Zunaira Shams, visited Umerkot, Pakistan, hosted by Sphere's regional partner, **Community World Service Asia** (CWSA), to explore how standards are being applied in practice across different sectors. The visit included a school feeding initiative, disaster risk reduction (DRR) activities, and WASH interventions. These projects offered valuable insights into how Sphere Standards are translated into action on the ground, ensuring quality and accountability for affected communities. A detailed **field diary** captures experiences and lessons learned from Umerkot.

vii) Sphere's 'Town Hall' event in September featured keynote presentations from **Hugo Slim** and **Gerry McCarthy** followed by questions and discussions. Hugo presented his recent book '**Humanitarian 2.0**' and suggested four practical ways that we can be ecological humanitarians while Gerry shared the **P-FIM** approach for building mutual respect and trust with and between communities. Watch the **2-minute teaser** or the **full recording**.

viii) On 19 August, Sphere marked **World Humanitarian Day** by sharing a short video with our network, asking the question: "How can we protect each other?". The reflections we received highlighted the spirit of solidarity and the collective responsibility that define humanitarian action. **Watch how our network responded**.

ix) After a successful partnership with Community World Service Asia (CWSA) that brought Zunaira Shams on board as Communications Coordinator in Karachi, Sphere welcomed Raquel Weintraub as Network Manager from its **Cadena Mexico** focal point, and Patricia Visda as Digital Systems Coordinator from its Web Development partner **OffShorly**. These additions strengthen Sphere's global presence, bringing new perspectives and regional insights as the team continues to grow and expand its network beyond Geneva.

Sphere Standards Video: Upholding dignity in complex crises

Sphere Champions Leading Local Change with Global Standards brings together voices from across the Sphere network, highlighting how focal points are applying the Sphere Handbook in diverse humanitarian contexts. The video showcases how standards translate into practice—supporting dignity, quality, and accountability in real-world responses.

The Sphere Handbook has been guiding humanitarian practice since 1998, and its relevance is greater than ever in today's increasingly complex crises. Our focal points around the world shared how they use Sphere standards to ensure dignity, quality, and accountability in humanitarian response.

"If you give up on the standards, you're giving up on dignity. The standards all lead to respecting people's dignity." – William Anderson, Executive Director, Sphere.

From the Philippines to Pakistan, Bolivia to Moldova, Sphere focal points emphasize that the Handbook is more than a technical guide – it's a tool for capacity building, advocacy, and operational excellence.

"The foundational chapters of the handbook, the ethical package as we call it, has been tremendously useful, because that's what allows us to really empower the population..." – Ricardo Treno, **FIHM**.

"The more we know about the people we are assisting and the more we are involving the people in sustaining their own lives, the better we will create understanding, commitment and mutual work towards a better goal." – Markus Moke, **Aktion Deutschland Hilft**.

These reflections show that Sphere's minimum standards are not about procedures per se, they are about people, values, and collaboration across local and global actors.

Watch the full video: [Sphere Champions Leading Local Change with Global Standards](#)



A group photo of some of the focal points, members and trainers from the Global Focal Point Forum at Antalya, Türkiye in 2024

Environmental responsibility

Following the first calculation of its CO₂ emissions in 2024, Sphere continued to build on this baseline in 2025. This marks an important step in our ongoing commitment to environmental accountability.

We remain committed to transparency and will continue to report on our environmental performance in future annual reports, as we work to better understand and reduce our environmental footprint.

Commute

	CO ₂ (tonnes)
TOTAL Staff commute	1.063

Business Travel

	CO ₂ (tonnes)
TOTAL Staff business travel	21.150

HNPW delegates invited by Sphere

Sphere also estimated emissions associated with travel for invited participants to the Humanitarian Networks and Partnerships Week (HNPW). Assuming direct return flights to Geneva, travel by four invited delegates from the Democratic Republic of Congo, Canada, Somalia, and Bangladesh resulted in approximately **11.6 tonnes of CO₂ emissions**.

	CO ₂ (tonnes)
GRAND TOTAL all travel	33.8131

Calculations

Flight emissions from <https://co2.myclimate.org/> per flight. Flight details (including routes) are not known for HNPW or GPF guests, so these are based on estimates and averages to yield a reasonable rather than accurate total.

Train emissions: For Switzerland including neighbouring countries: 7g CO₂ / person / km (based on Lausanne to Geneva: <https://www.notion.so/a-met-combien-un-aller-retour-Gen-ve-Lausanne-en-train-bf9ae58cba6647d994c4d948663ef14f>); for U.K.: from <https://www.thetrainline.com/>

Hybrid or small petrol car: 4.5 tonnes CO₂ from manufacturing, assumed life of 250,000km, maintenance 2.2kg CO₂ / 1,000km, 5 litres fuel / 100km, 2.305kg CO₂ / litre fuel.

TOTAL = 13.5375 kg CO₂ per 100 km (135g CO₂ / km)

Electric car: 8.0 tonnes CO₂ from manufacturing, assumed life of 250,000km, maintenance 1.4kg CO₂ / 1,000km, 20kWh / 100km, 0.0390kg CO₂ equivalents / kWh (France).

TOTAL = 4.12 kg CO₂ per 100 km (41g CO₂ / km)

Sphere network updates

Section 2 above presents the activities in which the Sphere secretariat (based in Switzerland, Pakistan, México and the Philippines) plays an active supporting or enabling role. Because of the open-source and organic nature of the Sphere movement, Sphere-related activities are mostly community-led with minimal assistance from the Sphere office.

Stories and updates from the network are always welcomed – and shared throughout the year on the [News page of the Sphere website](#).

For the following section, members and focal points were invited to submit a Sphere-related achievement or a summary of their activities during the year. This handful of submissions is by no means an exhaustive account of global Sphere activities but presents a snapshot of Sphere-related activities happening around the world every day.

a. Africa

BIFERD's impact in DR Congo, 2025

Sphere's focal point in the Democratic Republic of Congo, **BIFERD**, continued to demonstrate how humanitarian action guided by **humanitarian** standards can save lives and strengthen communities. Reaching over 650,000 people, with women and children representing 70% of **the project participants**, BIFERD's interventions in WASH, food security, education, and child protection showcased the practical application of Sphere standards on the ground.

BIFERD's work combined lifesaving services with sustainable solutions. A new water gravity system now delivers 60,000 liters of safe water per hour, while five rainwater harvesting tanks and the rehabilitation of 20 latrine doors improved access to safe sanitation. Families received 780 WASH kits, and

five vital water sources were protected, reflecting Sphere's principles of safety, dignity, and accessibility. Food assistance supported internally displaced persons and returnees, addressing the right to adequate nutrition in line with Sphere **standards**.

Capacity building ensured that quality and accountability were embedded locally. Twenty-three staff from Shelter Coordination and 24 WASH professionals received specialised training in humanitarian response. Sphere resources were shared with national NGOs across North Kivu, South Kivu, and Maniema, strengthening the reach and consistency of humanitarian standards across the country.

By combining immediate relief with capacity building and advocacy, BIFERD is not only responding to urgent needs but also empowering communities to uphold their rights and and resilience for the future.



Improved latrines providing safe and hygienic sanitation for the community © BIFERD



Women harvesting cabbage as part of a local food production initiative supported by BIFERD © BIFERD

Building humanitarian skills across the Sahel Region

Sphere trainer, **Hassane Koubere** strengthened humanitarian capacity in Burkina Faso, Mali, Niger, and Chad through seven training sessions delivered face-to-face, online, and in hybrid formats. These sessions engaged humanitarian professionals, students, journalists, activists, and refugee specialists, promoting practical application of Sphere and Core Humanitarian Standard (CHS) principles, while supporting child protection in emergencies and migration awareness.

Early in the year, Hassane conducted face-to-face sessions for **Arbeiter-Samariter-Bund** (ASB) and partner teams in Niger and Mali, a CHS session for The **Secrétariat Permanent des ONG du Burkina Faso** (SPONG) members, and an online Sphere presentation for Portsmouth University students. Mid-year, he contextualised standards with ASB and Arche Nova teams and led hybrid training for students at the **African Institute for Training and Research in Humanitarian Action and Development** (IAFR-AHD). In October, he facilitated workshops on migration for journalists and activists in Ouagadougou and trained Sudanese refugee specialists on Child Protection in Emergencies in Chad.

In total, 278 participants benefited from these sessions. Hassane mobilised other Sphere trainers to support capacity building and the appointment of a national focal point in Burkina Faso, with regional support from Sphere trianer, **Adamou Illiassou**, maintaining coordination through a dedicated WhatsApp group. These activities advanced the practical understanding and use of Sphere and CHS standards, strengthening humanitarian response across the Sahel.

By **Hassane Koubere** (Sphere Trainer, Burkina Faso)



Participants of the face-to-face training in Niamey, Niger, January 2025, exploring Sphere and Core Humanitarian Standard (CHS) principles with ASB and partner field teams © Hassane Koubere

From local trainings to regional exchange on standards in the Sahel

Bringing together humanitarian actors across Niger and the wider region, Sphere trainer **Adamou Illiassou** focused on creating spaces for learning, exchange, and alignment around humanitarian standards. This included organizing training sessions on Sphere standards and facilitating online discussions with practitioners in Burkina Faso and Mali to share practical experiences.

Three training workshops were delivered for humanitarian actors, each with around 15 participants, alongside additional sessions on community-based protection and WASH standards in Niger. Discussions were also held on aligning Sphere standards with the national disaster prevention and management system, helping connect global standards with national frameworks.

Beyond Niger, Adamou Illiassou contributed to regional collaboration through meetings and exchanges within the

African network for the promotion of standards, including efforts to support its restructuring. Information sessions on humanitarian standards were also organized in Chad, Mali, the Central African Republic, and Côte d'Ivoire.

Across these activities, a total of 2,098 people were reached in locations including Niamey, Maradi, Tahoua, N'Djamena, Bangui, and Bamako.

By **Adamou Illiassou** (Sphere trainer, Niger)

b. Latin America and the Caribbean (LAC)

Strengthening Sphere in Ecuador: from local training to national engagement

In Ecuador, Sphere trainer, **Daniel Arteaga** has been advancing the application of Sphere standards across both local and national systems. He supported the development of humanitarian response and action plans in three municipalities, while contributing to Training of Trainers (ToT) processes to strengthen local capacity to apply the Sphere Handbook in practice.

A key achievement has been the continued growth of the Sphere community in Ecuador, now bringing together more than 600 practitioners. Through workshops, subregional engagement, and advisory support, Sphere standards are being promoted among humanitarian actors, including at the ministerial level.

This progress reflects strong national ownership of Sphere, while also highlighting the value of continued engagement to sustain and deepen the application of standards across contexts.

From **Daniel Arteaga** (Sphere Trainer, Ecuador)



Training 30 humanitarian practitioners in Chile

As part of Sphere's commitment to strengthening humanitarian action, **César Álvarez**, Sphere trainer from Ecuador, joined an international team to deliver the course "The Sphere Handbook and Minimum Standards for Humanitarian Response" in Chile. Over two weeks, 30 participants from government institutions, NGOs, and community groups learned how to apply Sphere standards in emergencies, covering water, sanitation, food security, shelter, and protection.

César facilitated practical exercises, guided discussions, and shared experiences from across Latin America, helping participants understand how to deliver aid effectively, safely, and with dignity. Local facilitators also gained hands-on experience, strengthening their capacity to lead future Sphere trainings.

"The success of this course is seen not just in certificates, but in the stronger protection network now guided by Sphere standards." – a participant from the workshop.

By **Cesar Alvarez** (Sphere trainer, Ecuador)



Participants practicing a Sphere Handbook exercise during the training in Chile © César Álvarez.

Bolivia: Advancing humanitarian standards through training and institutional engagement

Sphere focal point in Bolivia, **Red Esfera**, continued to promote the Sphere Standards despite a challenging context marked by reduced humanitarian funding and national social, economic, political, and environmental pressures.

Building on commitments from the 2024 global Sphere Focal Points meeting, the network sustained its advocacy efforts, engaging key institutions such as the Vice Ministry of Civil Defense, the Ministry of Health, academic institutions, and local risk management units. These efforts contributed to the integration of humanitarian principles and technical standards into national and local response mechanisms.

Capacity building remained a central focus. Sphere workshops and courses were delivered to humanitarian actors, including the Red Cross in Bolivia, Brazil, and Mexico, reaching a total of 65 participants, including 39 women and 26 men. These sessions strengthened knowledge of the Humanitarian Charter and Minimum Standards. Trainings were facilitated by Sphere trainers and focal point representatives, **Martin Villarroel** and Magdalena Medrano, with support from regional and local trainers. The network also supported training on psychosocial support and contributed to national tools such as the health sector damage and needs assessment (EDAN).

Beyond Bolivia, the network fostered regional collaboration by supporting trainers and focal points across Latin America and promoting the dissemination of the Sphere Handbook and related resources.

By **David Martin Villarroel García** (Sphere Trainer and Focal point representative for **Red Esfera Bolivia**)



Participants gathered for the Sphere Course in Cochabamba, November 2025, engaging in training on humanitarian standards and the Humanitarian Charter © Red Esfera Bolivia

From training to action: Humanitarian standards at work in Chile

Elizabeth Valenzuela, Sphere trainer, led multiple hands-on activities to strengthen humanitarian practice in Chile. She facilitated online workshops for Mexican and Brazilian Red Cross staff, covering the Humanitarian Charter, Sphere Minimum Standards, and cross-cutting approaches such as protection, gender, and inclusion. In Chile, she co-facilitated a hybrid international Sphere course, guiding participants through practical exercises, case studies, and real-world emergency scenarios to apply the standards effectively.

Elizabeth also collaborated with local and international organisations, including Cruz Roja, ADRA, World Vision, Fundación R.E.D, and volunteer fire brigades, as well as universities and research centers. Together, they worked on adapting Sphere content for local contexts, strengthening volunteers' skills, and integrating humanitarian principles into preparedness and response activities.

Beyond trainings, she contributed to raising awareness through Sphere Chile's website and social media, connecting with previously trained organisations and promoting a culture of quality and accountability in humanitarian action.

By Elizabeth Valenzuela (Sphere Trainer, Chile)

Strengthening Sphere standards within Ecuador's national disaster risk management system

Across Ecuador, the integration of Sphere standards into disaster risk management has been advanced through collaboration between the **Secretariat for Risk Management** (SNGR) and institutions within the National Decentralised System for Comprehensive Disaster Risk Management (SNDGIRD). As the Sphere focal point in the country, formal agreements engaged workers and actors from public and private institutions in learning on the Sphere Handbook, the Humanitarian Charter, and Minimum Standards for humanitarian response in territory.

During the first half of the year, humanitarian assistance kits, including food, personal hygiene, and household cleaning items, were procured based on the national kit standard and the Sphere Handbook to respond to populations affected by the severe winter season.

A total of 10 Sphere workshops were delivered nationwide. Nine basic workshops strengthened 240 people from the SNDGIRD, while one Training of Trainers course resulted in 29 new facilitators. In total, 269 people were directly reached, including officials from public and private institutions within the system.

Additional activities included a commemorative event for World Humanitarian Day on August 19 under the 2025 campaign #ActúoPorLaHumanidad, and quality evaluations of humanitarian response provided by the SNDGIRD during emergencies in Loja and Baños to assess the impact and quality of assistance.

These efforts contribute to strengthening the SNDGIRD's capacity to identify needs and deliver efficient, quality humanitarian assistance based on humanitarian principles. Sphere standards continue to be integrated into key sectors such as water, shelter, agriculture, and education, and are gradually being incorporated into territorial policies through the development of the national Risk Law.

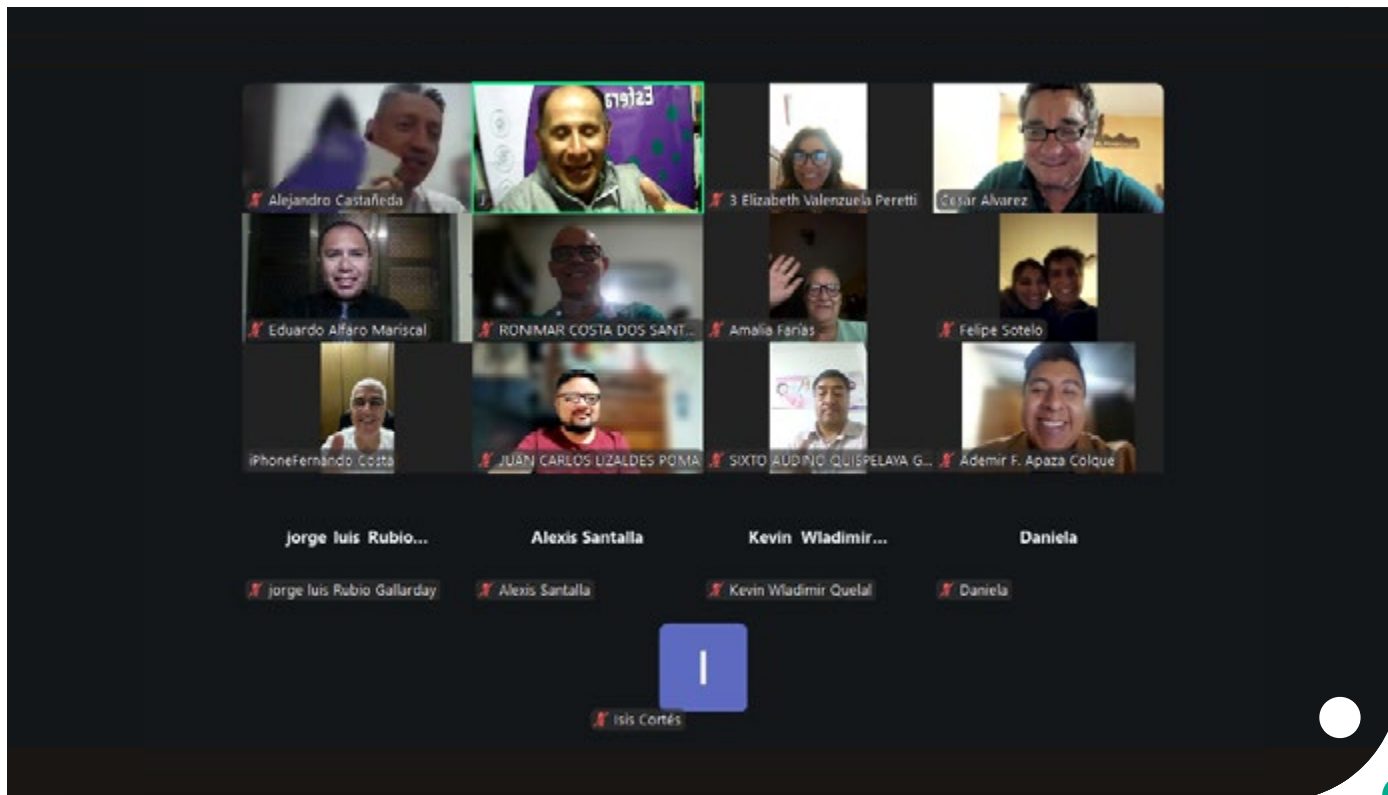
By Joyce Maridueña (Focal point representative for the **Secretariat for Risk Management**, Ecuador)

By Elizabeth Valenzuela (Sphere Trainer, Chile)



A Training of Trainers (ToT) was conducted with in Quito from July © SNGR

APGRB Bolivia leads Sphere-focused Disaster Risk Reduction webinar



Screenshot from the international webinar “Investing in Resilience, Not Disasters,” bringing together participants across regions to discuss Sphere standards and disaster risk reduction © APGRB

The Association of Professionals in Disaster Risk Management – Bolivia (APGRB), as Sphere focal point, contributed to advancing humanitarian standards through both regional dialogue and international training.

To mark the International Day for Disaster Risk Reduction, APGRB organised the international webinar “Investing in Resilience, Not Disasters,” bringing together participants from across Latin America and beyond. The session highlighted the importance of applying Sphere standards and investing in preparedness to reduce disaster impacts. Contributions from Raquel Weintraub, Sphere’s Network Manager, alongside Sphere trainers **César Álvarez** and **Alejandro Castañeda**, emphasised climate-responsive humanitarian action, the role of training, and the value of coordinated networks.

APGRB also contributed as a facilitator to the international Sphere training “Promoting Humanitarian Action in Chile,” delivered in a hybrid format with 30 participants from government institutions, communities, NGOs, and international organisations. The course focused on applying the Sphere Handbook and minimum standards to ensure quality, dignity, and protection across key sectors such as water, sanitation, food security, and shelter.

Together, these efforts strengthened both knowledge and practice of Sphere standards, reinforcing the role of training and collaboration in building more resilient and accountable humanitarian action.

By Juan José Dorado Jordán (Focal point representative for **Asociación de Profesionales en Gestión del Riesgo en Desastres**, Bolivia)

Skills, standards, and dignity: Supporting indigenous migrants in Brazil



Participants engage in an agroforestry course in Roraima, building skills for livelihoods and community resilience © FIHM

Working in northern Brazil, **FRATERNITY – International Humanitarian Missions** (FIHM) combined practical support with Sphere-aligned training through its humanitarian mission in Roraima. At the Indigenous Cultural and Training Centre (CCFI) in Boa Vista, Venezuelan indigenous migrants participated in a wide range of courses – including literacy, Portuguese language, sewing, agroforestry, cooking, and entrepreneurship – designed to support integration, strengthen livelihoods, and preserve cultural identity.

Alongside these activities, FIHM maintained a strong focus on promoting the Sphere Minimum Standards through training and partnerships. The **“Get to Know Sphere”** series, in collaboration with Sphere, introduced the standards in four languages (Portuguese, Spanish, French and Arabic), reaching participants across Latin America and beyond. Trainers also contributed to specialised sessions, including workshops with Caritas Brazil on migration and sheltering, and WASH and Food Security trainings delivered in Honduras and Haiti in partnership with ASB Germany.

FIHM further strengthened internal capacity through its “Sphere Personal Trainers” initiative, culminating in an online Training of Trainers, while also contributing to international learning spaces such as the “International Course on the Sphere Standards” led from Chile.

As a Sphere Focal Point, FIHM supported coordination across regions, including facilitating discussions with focal points in Latin America and Europe and contributing to the appointment of a new focal point in Brazil. Participation in global forums, including the **Humanitarian Networks and Partnerships Week** (HNPW), and engagement with academic institutions in Portugal further expanded awareness and uptake of the standards.

By **Ricardo Treno**, **Brother Noah**, and **Aajhmaná Tissianie Cardoso** (Sphere trainers and focal point representatives for **FRATERNITY – International Humanitarian Missions**)

Putting inclusion into practice across Latin America: From community workshops to regional dialogue

Across Colombia and the wider Latin America and Caribbean region, **Aydee Cecilia Marín Pallarés** worked to strengthen how humanitarian standards are applied in practice, placing a strong focus on the inclusion of older persons and accountability through the Sphere Standards and the Core Humanitarian Standard (CHS).

Working independently, she delivered a series of targeted trainings with humanitarian and community actors. In Bogotá, a workshop with **Plan International** brought together 29 staff members in administrative and leadership roles to deepen their understanding of Sphere and CHS commitments. In Puerto Carreño, she facilitated a session with 19 participants from community organisations, local authorities, and health actors, focusing on how standards translate into frontline response. Later in the year, she led a four-day workshop with **SOS Children's Villages** in Guatemala, training 23 participants from across Central America, and delivered an online Sphere course for Convite Venezuela, certifying 15 humanitarian practitioners and partners.

Alongside these independently led activities, she contributed to some collaborative initiatives. In coordination with the **International Organization for Migration** (IOM), she co-delivered an online session from Quito on the inclusion of older persons and persons with disabilities within humanitarian standards and public policy frameworks. She also participated as a speaker at the Humanitarian Localization Congress for Latin America and the Caribbean, co-presenting with Bonaventure Gbétoho Sokpoh from **CHS Alliance**, to an audience of over 300 participants, contributing to discussions on the updated CHS and its relevance for community-based organisations.

By working directly with community-based organisations, humanitarian staff, and public officials, these activities helped bridge the gap between standards and practice, ensuring that principles such as inclusion, dignity, and accountability are reflected in real-world response.

By **Aydee Cecilia Marín Pallarés** (Sphere trainer, Colombia)



Certified participants of the Sphere and Humanitarian Standards workshop in Puerto Carreño, strengthening local capacity and the inclusion of older persons in humanitarian action © Aydee Cecilia

c. Middle East and North Africa (MENA)

Promoting Sphere standards in Iran through advocacy, training, and localisation

As a Sphere focal point for over 20 years, the **International Consortium for Refugees** in Iran (ICRI) continues to champion humanitarian principles and standards across the country. In 2025, ICRI sustained its advocacy for humanitarian access and principled response, while strengthening capacity among national and international actors through Sphere trainings, workshops, and technical support, reaching around 90 participants.

A key focus this year has been expanding access to Sphere resources in Farsi. ICRI developed a dedicated **Farsi Sphere website**, alongside translating key materials including Sphere thematic sheets and the “How to be a Sphere Champion” e-learning. Work is also underway on the translation of the LEGS Handbook and the development of a Sphere terminology glossary, helping make humanitarian standards more accessible and usable for Persian-speaking practitioners.

ICRI also continued to engage with partners through advisory support, customised training design, and participation in regional and global learning spaces. Despite a challenging funding environment, the organisation maintained its commitment to promoting Sphere standards and supporting humanitarian action in Iran, particularly in relation to refugee populations and humanitarian access.

From Parisa Bahmani (Focal Point representative for **International Consortium for Refugees**, Iran)



Group photo from a Sphere workshop in Tehran
© ICRI



Participants engage in a Sphere training session, exploring how to apply humanitarian standards in practice © ICRI

d. Asia

Applying Sphere in practice: From training in China to frontline responses in Sudan, Ukraine, and beyond

In 2025, Sphere trainer **Patrick J. Melancon**, based in Thailand, delivered two five-day Sphere trainings in China, strengthening the capacity of 49 humanitarian practitioners to apply standards in complex operational contexts.

Beyond training, these standards are being actively used in large-scale humanitarian responses. Through its global work across conflict and disaster settings, including Sudan, Ukraine, Myanmar, and the Caribbean, **Send Relief** has applied Sphere and Core Humanitarian Standard (CHS) principles to guide food security, shelter, and recovery efforts, reaching millions of people affected by crisis.

Key lessons from these responses highlight the importance of localised humanitarian action, where trained local partners can respond quickly without compromising on quality; the growing role of digital tools in strengthening accountability and protection; and the need to better connect emergency relief with long-term recovery.

Together, these experiences show how Sphere standards continue to support practical, principled action on the ground, from training rooms in China to frontline responses across multiple crisis settings.

From **Patrick J. Melancon** (Sphere Trainer, Thailand)

MPBI champions Sphere Standards across Indonesia

As the Sphere focal point in Indonesia, **MPBI (Masyarakat Penanggulangan Bencana Indonesia)** continues to play a central role in promoting and institutionalising humanitarian standards across the country. MPBI led a wide range of trainings, workshops, and learning initiatives in 2025, engaging more than 600 participants from government, civil society, academia, and community-based organisations across Indonesia and the Southeast Asia region. Activities took place both online and in disaster-prone locations including Jakarta, Yogyakarta, Makassar, and Nusa Tenggara Timur.

A key area of engagement has been strengthening practical capacity in humanitarian response. Through initiatives such as the PARCEL (Partner Capacity Enhancement in Logistics) project, MPBI contributed to building local capacity in logistics and supply chain management, supporting organisations to apply minimum standards and improve preparedness and response effectiveness.

These efforts reflect a growing recognition of Sphere as a practical tool for improving the quality, consistency, and accountability of humanitarian action. Engagement with local government disaster management agencies (BPBD) and humanitarian networks highlighted the relevance of Sphere standards in planning, implementation, and monitoring of response activities.

A strong emphasis on inclusion and accountability has also shaped MPBI's work, with targeted efforts to promote disability inclusion and accountability to affected populations. The active involvement of persons with disabilities in training and module development reflects a shift towards co-creation and local ownership, closely aligned with Sphere's core commitments to dignity, participation, and non-discrimination.

From **Syahri Ramadhan (a.k.a. Adhong)** (Sphere focal point representative for **MPBI** and Sphere trainer, Indonesia)



Training of trainers: Strengthening humanitarian supply chain & logistics standards © MBPI

Equipping Korean NGOs for accountable humanitarian response with Sphere standards

KCOC, the **Korea NGO Council for Overseas Development Cooperation**, acts as a hub for Korean NGOs engaged in international development and humanitarian response. Beyond coordinating funding and facilitating government linkages, KCOC focuses on building the capacity of its members to respond effectively and responsibly in crises.

In 2025, KCOC delivered a Sphere Basic Training, equipping participants with practical knowledge to apply humanitarian standards in real-world contexts. This hands-on session complemented KCOC's ongoing work on Accountability to Affected People (AAP), with guidelines and interactive exercises embedded into workshops to ensure aid is responsive, inclusive, and principled.

Looking ahead, the upcoming Korean translation of the revised Core Humanitarian Standard (CHS), planned for 2026, will make these essential standards even more accessible. Through training, advocacy, and knowledge-sharing, KCOC continues to nurture a network of NGOs ready to deliver accountable, high-quality humanitarian action both regionally and internationally.

From Hyemin Kang (Focal Point representative for **KCOC (Korea NGO Council for Overseas Development Cooperation)**, South Korea)



Training of trainers: Strengthening humanitarian supply chain & logistics standards © MBPI

Keeping quality front and centre at World Vision International

As a Sphere focal point, **World Vision International** applied humanitarian standards across 104 emergency responses in 70 countries in 2025, reaching 35.6 million people, including 18.6 million children. Assistance included food aid, cash and voucher support, WASH services, health and education support, livelihoods, and child protection, aligned with Sphere minimum standards across sectors.

To support consistent application of these standards, World Vision strengthened its global surge capacity, with over 600 trained experts deployed to provide technical support in areas such as WASH, food security, and protection. Surge teams were mobilised in multiple contexts, ensuring that responses were implemented in line with agreed standards.

Capacity building focused on practical use of standards. More than 140 staff received regional disaster management training and mentoring, while over 700 field-based staff participated in structured learning programmes. These efforts were designed to ensure that teams can apply Sphere standards in assessments, programme design, and implementation, particularly in fast-moving and complex emergencies.

This work reflects a continued focus on how standards are used in practice, through trained teams, technical support, and consistent application across sectors and contexts.

By Annila Harris (Focal point representative for **World Vision International**, Vietnam)



Ready-to-eat food and bottled water are distributed to earthquake-affected families in Myanmar, ensuring assistance responds to immediate needs in line with appropriate and relevant response and supports communication, participation, and feedback with affected communities © WVI

Supporting displaced families with shelter, water, and sanitation in Taiwan

Taiwan Alliance in International Development (Taiwan AID) actively supported humanitarian efforts following the earthquake in Myanmar. The organisation quickly mobilised resources, coordinated with local humanitarian networks, and delivered essential relief items, including tents, mosquito nets, sanitary pads, flashlights, and masks, to affected communities.

In partnership with the local NGO Thant Myanmar, Taiwan AID established a water supply system for internally displaced persons (IDPs) shelters. By connecting water sources to displacement sites, the project improved access to safe water and strengthened sanitation conditions, in line with Sphere WASH Standards.

During 2025, Taiwan AID also organised a two-day Sphere Standards workshop for Taiwanese NGO professionals and the public, enhancing understanding of humanitarian principles and minimum standards in disaster and crisis response.

As the Sphere Focal Point in Taiwan, Taiwan AID provided guidance and technical support to member organisations, helping ensure that humanitarian programs were designed and implemented according to minimum standards and humanitarian principles.

Throughout 2025, Taiwan AID continued to expand capacity-building initiatives, distributing the Mandarin edition of the Sphere Handbook and sharing key principles and indicators via social media. These efforts strengthened awareness, practical understanding, and localisation of humanitarian standards, fostering a more effective and principled humanitarian response both in Taiwan and abroad.

By Hao Yuan Deng (Focal point representative for **Taiwan AID**, Taiwan)



Participants of the Humanitarian Standards Workshop in Taipei, Taiwan on August 2, 2025, © Disaster Prevention Association of Changhua county

Oxfam Hong Kong strengthens humanitarian capacity in China

As the Sphere focal point in China, **Oxfam Hong Kong** led capacity-building efforts in 2025, supporting humanitarian organizations across the mainland. In October, a participatory training on The Sphere Handbook and the Core Humanitarian Standards equipped 31 participants from 21 social organisations to design and simulate disaster relief and resettlement processes. The training emphasised practical application of Sphere principles, fostering quality, accountable, and dignified humanitarian action.

By Lin Pui Yi (Focal point representative for **Oxfam Hong Kong**, China)

e. Europe

Strengthening humanitarian capacity through training and standards across Africa and Asia

The **Kalu Institute**, member of Sphere has been instrumental in strengthening humanitarian capacity across Africa and Asia. In 2025, the institute delivered four key courses – Master in Humanitarian Aid, Nutrition in Emergencies, WASH in Emergencies, and Cash & Voucher programming – training 1,786 humanitarian workers with Sphere standards integrated throughout.

Alongside classroom learning, the institute supported community-level initiatives, such as a nutrition-focused canteen in Venezuela, and contributed to research and publications advancing humanitarian best practice.

Through its training, community engagement, and research, Kalu Institute demonstrates how locally grounded organisations can operationalise Sphere principles, equipping frontline responders to deliver accountable, inclusive, and high-quality humanitarian assistance.

From Alberto Martos (Member representative for **Kalu Institute**, Spain)

Integrating Sphere Standards into volunteer training in Slovakia

In 2025, Sphere's focal point in Slovakia, the **Society Development Institute** (SDI), took meaningful steps to bring humanitarian standards closer to volunteers supporting refugees from Ukraine. Recognising the importance of principled action even at the community level, SDI introduced Sphere standards into its volunteer training manuals and materials.

These standards were embedded across activities for the SEE project, ensuring that volunteers understand key principles around dignity, accountability, and protection while providing support. Beyond manuals, SDI delivered hands-on training sessions, helping volunteers translate Sphere guidance into practical, everyday decisions during humanitarian work.

By mainstreaming Sphere standards in crisis and disaster management trainings, SDI not only strengthened local capacity but also created a foundation for consistent, principled responses across Slovakia's refugee support networks.

From **Galya Terzieva** (Sphere trainer and focal point representative for **Society Development Institute**, Slovakia)

Connecting knowledge and standards in the Netherlands

The Dutch humanitarian field is large and diverse but translating knowledge into action can be a challenge. In 2025, **KUNO** tackled this by creating spaces for exchange and reflection nearly every week. Topics ranged from global issues like funding shocks and the Humanitarian Reset, to practical discussions on specific crises in Sudan, Gaza, Eastern DR Congo, Syria, and Ukraine.

Principled action and Sphere standards were at the heart of these conversations. In April, KUNO hosted the annual Sphere training, giving participants hands-on opportunities to explore how minimum standards can guide real-world decision-making. Across the year, these sessions allowed Dutch humanitarian actors, from policymakers to practitioners, to connect, debate, and experiment with applying Sphere principles in a rapidly changing world.

By focusing on dialogue and practice, KUNO doesn't just share knowledge, it turns it into informed, standards-driven action across the sector.

By Corinne Lamain (Focal point representative for **KUNO platform**, Netherlands)

Mobile teams deliver Sphere-based support across Moldova

In 2025, **Caritas Moldova Charitable Foundation**, as a Sphere Focal Point, delivered humanitarian assistance to Ukrainian refugees and vulnerable host communities through five mobile teams operating across more than 1,700 villages and multiple cities, including remote areas in Gagauzia and the Transnistria region.

Mobile teams conducted participatory, multisectoral needs assessments together with Territorial Agencies for Social Assistance and local authorities, using Sphere-aligned criteria to identify households facing food insecurity, health needs, and protection risks. Based on these assessments, assistance included food kits, hygiene and dignity kits, school supplies, diapers, and cash and voucher support for food, medicine, and clothing. In rural areas without piped water, households relying on wells received hygiene kits and water treatment solutions such as filters, in line with Sphere WASH standards.

Protection activities included case identification, confidential case management, and referrals to health, social, and protection services. Clear feedback and complaints mechanisms were in place during distributions to ensure accountability to affected populations.

Caritas Moldova also strengthened local systems by training social workers in needs assessment, targeting, and referral processes, and by conducting workshops on Sphere and CHS standards. All activities were coordinated with the Ministry of Labour and Social Protection and local authorities, ensuring alignment with national systems while maintaining a needs-based, non-discriminatory approach.

By Edward Lucaci (Focal point representative for **Caritas Moldova**)



Children affected by displacement receive essential support and safe spaces through mobile teams, guided by Sphere Standards and child protection principles © Caritas Moldova

Delivering Aid across crisis settings: IHH Humanitarian Relief Foundation, Türkiye

Across multiple contexts in 2025, **IHH Humanitarian Relief Foundation**, member of Sphere in Türkiye, carried out humanitarian activities addressing water access, food security, livelihoods, and emergency response, while applying Sphere standards and the Core Humanitarian Standard (CHS).

A community water well initiative in Mali provided a reliable source of clean water for a remote village affected by drought. In Tanzania, a livelihood project supported seasonal farm worker families through the distribution of dairy goats, improving access to income and nutrition. In Türkiye, IHH Search and Rescue teams supported cooling operations following the Bursa wildfires, helping prevent the further spread of fire across forest areas.

For people displaced by conflict in Gaza, IHH partnered with the World Food Programme (WFP) to deliver large-scale hot meal distributions, serving an average of 180,000 meals daily. Across Northwest Syria, OCHA-funded projects covering Idlib and Aleppo combined cash and voucher assistance, in-kind support, and agricultural inputs, guided by food security, livelihoods, and protection approaches, alongside the “Do No Harm” principle and CHS.

Following the earthquakes in Hatay, shelter and community support activities were implemented with Habitat and SARD. These efforts applied Sphere standards on shelter and livelihoods, supporting the shift from emergency response toward longer-term recovery through cash-based support and technical assistance aligned with the “Build Back Safer” approach.

A five-day Sphere Standards training held in October brought together participants from different organisations, focusing on practical application of quality, accountability, and dignity through interactive, field-based learning.

By Elif Ergani (Member representative for **IHH Humanitarian Relief Foundation**, Türkiye)



Cash for food distribution in Alkniseh on December 27, 2025, supporting families with essential food assistance © IHH Humanitarian Relief Foundation

Strengthening refugee support with Sphere Standards in Romania

lozefina Diana Teodorescu, Sphere trainer in Romania, actively contributed to enhancing humanitarian quality and accountability through a series of targeted initiatives under the Romanian Red Cross. In February, she supported a three-day Sphere training in the Republic of Moldova, organised by **World Vision Romania** (Sphere focal point) for partner organisations working with Ukrainian refugees. The training enabled participants to apply the Sphere Handbook, simulate relief and resettlement processes, and translate theory into practical solutions for real-world crises.

In August, lozefina led safeguarding workshops during monitoring visits to Romanian Red Cross health promotion centres in Sălaj, Braşov, and Constanţa. Staff and volunteers were guided on integrating safeguarding principles, aligned with Sphere standards, into daily operations – strengthening protection, accountability, and people-centred services.

Additionally, she participated in consultations with public institutions and service providers on the ongoing needs of Ukrainian refugees, focusing on the transition from emergency assistance to long-term integration. These discussions reinforced inter-agency coordination and the practical application of Sphere standards to ensure equitable access, protection, and dignity for affected populations.

By **lozefina Diana Teodorescu** (Sphere trainer, Romania)



Participants from the Sphere training session with World Vision Moldova in February 2025 © WVI

Bringing dignity and care to earthquake-affected communities in Türkiye

In 2025, **Nirengi Association** (Sphere member and focal point) continued its humanitarian response for communities affected by the February 2023 Kahramanmaraş earthquakes, applying Sphere Minimum Standards, Core Humanitarian Standards (CHS), and **INEE Minimum Standards** to ensure dignity, protection, and accountability.

Through its “Nirengi Point” safe service hubs in Samandağ, Derince, and Antakya, the organisation provided structured support for displaced children, families, and vulnerable groups. Inclusive Child-Friendly Spaces offered psychosocial recovery activities, reaching 405 registered children and over 500 additional participants through community festivals, with careful attention to accessibility and inclusion for children with disabilities, reflecting Sphere Protection Principles 1 and 2. Trauma-informed Mental Health and Psychosocial Support (MHPSS) was delivered to 295 people, following **Sphere Health Standards** and the IASC MHPSS framework, while legal counselling for 335 individuals upheld access to rights and protection from harm. Community-based Disaster Risk Reduction (DRR) sessions integrated WASH, food security, and preparedness standards, reinforcing practical applications of Sphere guidance.

Nirengi also strengthened the humanitarian sector’s capacity through Sphere-aligned trainings. Under the EU-funded Disaster Platform Project, 117 civil society and humanitarian actors participated in workshops covering Sphere Minimum Standards, CHS, humanitarian principles, Food Security, WASH, and INEE Minimum Standards for Education in Emergencies. A Sphere Training of Trainers for MHPSS equipped seven psychosocial professionals with practical tools to apply Sphere standards in post-disaster communities. Online awareness sessions introduced 25 students in the Netherlands and Jerusalem to Sphere principles, extending the reach of humanitarian standards beyond Türkiye.

To ensure contextual relevance, Nirengi developed Turkish translations and scenario-based training packages for Sphere and HSP materials, embedding exercises on needs-based prioritisation, protection mainstreaming, safe referral pathways, and do-no-harm decision-making. The organisation also contributed to global learning, including research on extreme heat responses and accountability mainstreaming, supporting evidence-based application of Sphere standards.

Through these integrated programmes, Nirengi directly reached 1,437 project participants (653 women, 239 men, 545 children), with an estimated indirect impact of over 7,000 people. The year’s work demonstrates how operationalising Sphere standards, through protection, psychosocial support, legal assistance, and sectoral integration, can enhance dignity, inclusion, and quality in humanitarian response, even in complex, protracted displacement contexts.

By **Zeynep Sanduvaç** (Sphere trainer and focal point representative for **Nirengi Association**, Türkiye)



Children participate in structured Child-Friendly Space activities that promote safety, dignity, and emotional recovery following the earthquake in Hatay, Antakya, as part of the Nirengi Kahramanmaraş Earthquake Respons © Nirengi

Protecting children, supporting families, strengthening communities in Indonesia

Facing escalating conflict, climate disasters, and economic instability, **Plan International**, Sphere member, responded to urgent humanitarian needs while supporting long-term resilience across Indonesia. Guided by the Sphere Handbook, the Core Humanitarian Standard, and other international standards, the organisation combined rapid emergency response with capacity-building and protection-focused interventions.

Key activities included:

- Education in emergencies: Rebuilding classrooms, creating safe learning spaces, providing alternative learning programmes, and implementing school nutrition programmes to ensure children continued learning during crises.
- Child protection and psychosocial support: Establishing child-safe spaces, delivering psychosocial support, and addressing the specific needs of girls and marginalised children, in line with Sphere Protection Principles.
- Health, WASH, and nutrition: Ensuring access to essential health services, clean water, sanitation, and nutrition support for affected communities.
- Livelihoods and gender-responsive programming: Supporting displaced families to lead recovery efforts, embedding gender-sensitive approaches into assessments, preparedness plans, and emergency responses, guided by Sphere, IASC Gender Policy, and the Gender Humanitarian Action Handbook.
- Capacity strengthening: Training internal staff, emergency response teams, and partners on Sphere standards, gender in emergencies, and humanitarian principles to ensure consistent, accountable, and quality responses.



Participants engage in a Sphere training session organised by Plan International in Indonesia, May 2025, focused on applying humanitarian standards in emergency response © Plan International

Through these integrated programmes, Plan International reached thousands of children and adults, delivering humanitarian assistance that prioritises protection, dignity, and community-led recovery.

By Vanda Lengkong (Member representative for **Plan International**)

Statement of Income and Expenses

From 01.01.2025 to 31.12.2025

With comparative year figures

In Swiss francs

INCOME	2025	2024
Board Contributions and Donations		
Membership fees	154,250	167,550
Swiss Federal Department of Foreign Affairs (FDFA)	200,000	200,000
US Department of State, Bureau of Population and Migration (PRM)	33,503	271,517
USAID - Bureau of Humanitarian Assistance (BHA, ex OFDA)	37,650	313,663
Danish Refugee Council Humanitarian to Humanitarian Network (H2H)	60,520	-
Aktion Deutschland Hilft	36,904	9,468
Geneva extraordinary financial aid	66,035	-
UK HIH ELRHA	39,906	-
Other general grants and donations	29,525	32,493
Total Board Contributions and Donations	658,294	994,691
Other Income		
Handbook Sales	547	2,450
Re-invoicing of events and other charges	255	12,517
Technical Assistance delivered	-	24,082
Total Other Income	802	39,049
TOTAL INCOME	659,096	1,033,740

EXPENSES	2025	2024
Handbook direct sales expenses	-672	-5,603
Personnel expenses	-573,514	-786,233
Premises charges	-34,668	-42,559
Administration and office costs	-6,709	-8,753
IT expenses	-13,316	-23,076
Professional fees	-13,830	-24,553
Consultancies and development fees	-91,361	-125,453
Travel, representation and meetings	-8,054	-14,078
Support to focal points	-2,537	-28,446
TOTAL EXPENSES	-744,663	-1,058,763
NET OPERATING RESULT	-85,567	-25,023
Financial income	121	964
Financial expenses	-10,962	-10,132
NET RESULT BEFORE CHANGES IN RESTRICTED FUNDS	-96,407	-34,191
Allocation to restricted funds	-274,519	-585,180
Use of restricted funds	256,270	611,686
NET RESULT BEFORE ALLOCATIONS	-114,656	-7,685
Allocation to Operational Reserve and specific project balances	-	-
Use of Operational Reserve and specific project balances	32,814	-
NET RESULT FOR THE YEAR	-81,842	-7,685

Statement of changes in capital and restricted funds

From 01.01.2025 to 31.12.2025

In Swiss francs

2025	Balance 01.01.2025	Allocations	Use	Balance 31.12.2025
RESTRICTED FUNDS				
US Bureau of Population and Migration (PRM)	-	33,503	-33,503	-
USAID - Bureau of Humanitarian Assistance (BHA)	-	37,650	-37,650	-
Danish Refugee Council Humanitarian to Humanitarian Network (H2H)	-	60,520	-60,520	-
Aktion Deutschland Hilft	-	36,904	-20,435	16,469
Geneva extraordinary financial aid	-	66,035	-66,035	-
UK HIH ELRHA	-	39,906	-38,127	1,779
TOTAL RESTRICTED FUNDS	-	274,519	-256,270	18,248
UNRESTRICTED FUNDS				
General reserve	101,384	-	-	93,699
Operational reserve	221,151	-	-32,814	188,337
Net result of the year	-7,685	-81,842	-	-81,842
TOTAL UNRESTRICTED FUNDS	314,850	-81,842	-32,814	200,194
TOTAL CAPITAL OF THE ORGANISATION	314,850	-81,842	-32,814	200,194

Auditor's Opinion



Report of the statutory auditor
on the limited statutory examination to the General Meeting of

SPHERE ASSOCIATION, Geneva

As statutory auditor, we have examined the financial statements (Balance sheet, Statement of Income and Expenses, Cash flow statement, Statement of changes in capital and restricted funds and notes) of SPHERE ASSOCIATION for the year ended 31 December 2025. As permitted by Swiss GAAP FER 21 the information in the performance report is not required to be subject to the statutory auditor's examination.

These financial statements prepared in accordance with Swiss GAAP FER, Swiss law and the association's articles of incorporation are the responsibility of the Association Board. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of association personnel and analytical procedures as well as detailed tests of association documents as considered necessary in the circumstances.

However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER. Furthermore, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the association's articles of incorporation.

Alan Bonvin
Licensed Audit Expert N° 112904

Geneva, March 4th, 2026

AdVoc - 2025 Sphere Association - EOR

Enclosures : financial statements (Balance sheet total CHF 770'091.00, Statement of Income and Expenses, Cash flow statement, Statement of changes in capital and restricted funds and notes)

Management, governance and donors

Focal Points

Africa

- Africa Humanitarian Standards Network (AHSN) (Sphere Regional Partner)
- Bikubusyo Consulting, Rwanda
- Bureau d'Information, Formations, Echanges et Recherche pour le Développement (BIFERD), DR Congo
- Caritas Congo ASBL, DR Congo
- Centre de Recherche Jurisconsulte (CRJ), DR Congo
- Centre for Livelihoods & Humanitarian Support (CLHS), Zimbabwe
- Centre for Humanitarian Analytics (CHA), Zimbabwe
- Horn International Relief and Development Organization (HIRDO), Somalia
- Inter-Agency Working Group (IAWG) on Disaster Preparedness for East and central Africa, Kenya
- One Hundred and Eighty Degree, Mauritius
- SOS children's Villages, Ethiopia

Americas

- Adventist Development and Relief Agency (ADRA), Argentina
- Agencia Adventista de Desarrollo y Recursos Asistenciales de Uruguay (ADRA), Uruguay
- Colombia Sphere Trainers (Alejandro Castañeda, Hugo Horacio Sánchez Ardila and Aydée Cecilia Marín Pallares)
- Asociación de Profesionales en Gestión del Riesgo en Desastres, Bolivia
- Cadena, Mexico
- Christian Aid, Haiti
- Venezuela Sphere Trainers (Flor R. Piñango H. and Luiz Ramirez)
- Fraternity – International Humanitarian Missions (FIHM), Brazil
- Fundación delAlto, Argentina
- Grupo Esfera El Salvador
- Grupo Esfera Honduras
- InterAction, United States of America
- Instituto Profesional de Logística y Gestión Integral de Riesgos (ILCEC), Chile
- Organización Nueva Acrópolis de República Dominicana, Dominican Republic
- Red Esfera Guatemala
- Red Esfera Bolivia
- Ronimar Costa dos Santos, Brazil
- Secretaría de Gestión de Riesgos, Ecuador
- Peru Sphere Trainers (Sergio Álvarez Gutierrez)
- SOS children's Villages, Ethiopia

Asia

- Agency Coordinating Body for Afghan Relief (ACBAR), Afghanistan
- Alliance of Sphere Advocates in the Philippines (ASAP)
- Benevolence Standards Working Group (人道标准工作组), China
- Collaborating Centre for Oxford University and CUHK for Disaster and Medical Humanitarian Response, China
- Community World Service Asia, Pakistan (Regional Partner)
- Disaster Preparedness Network Nepal (DPNet)
- Disaster Risk Reduction Network Philippines (DRRNetPhils)
- International Consortium for Refugees in Iran (ICRI)
- Korea NGO Council for Overseas Development Cooperation (KCOC), South Korea
- Masyarakat Penanggulangan Bencana Indonesia (MPBI) (Indonesia Society for Disaster Management)
- MERCY Malaysia
- Muslim Foundation for Culture and Development (MFCD), Sri Lanka
- Oxfam Hong Kong
- Radanar Ayar Association, Myanmar
- Sphere India
- Sphere Community Bangladesh (SCB)
- Taiwan Aid

Europe

- Aktion Deutschland Hilft e.V. (ADH), Germany
- Asociación de Voluntariado GEA, Spain
- Caritas, Ministry of Security and Red Cross Society Bosnia and Herzegovina
- Caritas Moldova
- Concern Worldwide, Ireland
- Disaster Preparedness and Prevention Initiative for South Eastern Europe (Regional Partner for SE Europe)
- Estonian Refugee Council, Estonia
- Fraternity – International Humanitarian Missions (FIHM), Portugal
- Global Responsibility, Austria
- Hungarian Charity Service of the Order of Malta – International Disaster Relief Department, Hungary
- Institut Bioforce, France
- KUNO, Netherlands
- Nirengi Association, Türkiye
- People in Need (PIN), Czech Republic
- Save the Children / Humanitarian Leadership Academy, Poland
- Society Development Institute (SDI) / Asociácia Samaritánov Slovenskej Republiky (ASSR), Slovak Republic

- Turkish Red Crescent Society, Türkiye
- Tvoya Opora / Charitable Foundation “Your Support”, Ukraine
- World Vision Romania

Middle East / North Africa

- Barzani Charity Foundation (BCF), Iraq
- Croissant Rouge Marocain, Morocco
- Hamza Hamwie, (MENA Region)
- Israeli School of Humanitarian Action (ISHA), Israel
- Sheikh Taher Azzawi Charity Organisation (STACO), Libya
- Syrian Arab Red Crescent, Syria
- The Lebanese Organisation of Studies and Training (LOST), Lebanon
- Yemen Family Care Association (YFCA)

Middle East / North Africa

- Barzani Charity Foundation (BCF), Iraq
- Croissant Rouge Marocain, Morocco
- Hamza Hamwie, (MENA Region)
- Israeli School of Humanitarian Action (ISHA), Israel
- Sheikh Taher Azzawi Charity Organisation (STACO), Libya
- Syrian Arab Red Crescent, Syria
- The Lebanese Organisation of Studies and Training (LOST), Lebanon
- Yemen Family Care Association (YFCA)

Oceania

- Abs

Member Organisations

- Abs Development Organization for Woman and Child (ADO)
- ACT Alliance
- Action for the Needy (CEPROCUL)
- ADRA International (Adventist Development and Relief Agency)
- Aktion Deutschland Hilft (ADH)
- Bureau d'Information, Formations, Echanges et Recherche pour le Développement (BIFERD)
- Building Foundation for Development
- CALP Network
- CARE International
- CARITAS Internationalis
- Centre for Humanitarian Analytics (CHA)
- CHS Alliance (CHSA)
- COAST Trust
- Community World Service Asia (CWSA)
- Concern Worldwide
- DPNet-Nepal (Disaster Preparedness Network Nepal)
- The Church of Sweden
- Elrha
- Fast Rural Development Program (FRDP)
- Fundación delAlto
- Humanitarian Response Network of Canada (HRN)
- International Council of Voluntary Agencies (ICVA)
- IHH Humanitarian Relief Foundation
- iMMAP
- InterAction
- International Blue Crescent
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- International Islamic Youth League
- International Medical Corps
- InterWorks
- KALU Institute
- Livestock Emergency Guidelines and Standards (LEGS)
- Mercy Corps
- MERCY Malaysia
- Migrace (Abiro Almotawasit Organisation)
- Nabd Development for Evolution
- Nahda Makers
- Nirengi Association
- Oxfam International
- PALPER ABSL
- Pak Mission Society (PMS)
- Plan International
- Q3 Strategy
- RedR International
- Save the Children
- SEND Relief
- SHIFA Welfare association
- Solidarité des Femmes pour le Bien-Etre Social et le Progrès (SFBSP)
- Sphere India
- Salvation Army
- Tamdeen Youth Foundation
- Turkish Red Crescent Society (TRCS) (Türk Kızılay)
- War Child Holland
- WORDS
- World Vision International (WVI)
- Yemen Family Care Association (YFCA)

Sphere Secretariat

Switzerland

- Felicity Fallon, Engagement Director
- Tristan Hale, Operations Director
- William Anderson, Executive Director
- Frédéric Genoud, Finance and Operations (till June)
- Romain Benicchio, Partnerships (till March)
- Helen Coronado, Development Associate (SYNI secondment March to August)

Pakistan

- Zunaira Shams, Communications Manager

México

- Raquel Weintraub, Network Manager

Philippines

- Patricia Visda, Digital Systems Coordinator

Sphere Governing Board

- Turkish Red Crescent Society (Alper Küçük) (President)
- Jessica Camburn (Vice President) (Individual member)
- Fast Rural Development Program (Fozia Rajput) (Treasurer)
- ACT Alliance (Niall O'Rourke)
- Caritas Internationalis (Christian Modino Hok)
- Community World Service Asia (Ayesha Hassan)
- Aktion Deutschland Hilft (Axel Schmidt)
- International Federation of Red Cross and Red Crescent Societies (Florent Del Pinto)
- Friar Luciano (Fraternity International Humanitarian Missions) (Individual member)
- Mercy Malaysia (Normaliza Mohd Nasir)
- Plan International (Vanda Lengkong)
- RedR International (Dr. Helen Durham)

Thank you to our funding partners





Unlocking the Power of the HSP

The Humanitarian Standards Partnership (HSP) is a network of standard-setting initiatives and organisations. You can see a list of the nine partner organisations [here](#). The HSP supports and enables quality and accountability in humanitarian action by promoting the development and cross sectoral use of standards. The HSP is an initiative of Sphere and is hosted and managed by the Sphere Secretariat.



The HSP came together at the Humanitarian Networks and Partnerships Weeks (HNPW), Geneva in March to present **“Resilience to Future Shocks: Unlocking the Power of the Humanitarian Standards Partnership”**. Before an interactive session demonstrating **The HSP Challenge Boardgame**.

In addition, the HSP released a report on **“Governing Humanitarian Standards: A study of leadership, funding, and system sustainability”** written by Thomas Stork. Through in-depth interviews with leaders of global humanitarian standards initiatives and other key informants, the study explores the challenge of keeping humanitarian standards relevant, increasing their use and engagement, and continuing to strengthen leadership across the sector.



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