

NIGEL TIMMINS

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I am a senior leader with over 30 years experience in the humanitarian sector. I have extensive experience of humanitarian operations, as well as policy discourse. In the last 4+ years as a consultant I have undertaken evaluations and reviews for a wide range of institutions to contribute to learning and strategic planning. My approach is collegiate and collaborative and I am driven by seeking to contribute to positive change.

Jan 2022 to present Independent Consultant

Team Leader for **World Bank “Ready to Respond” diagnostics of Afghanistan and Liberia’s Emergency and Preparedness capacities**. Management of data collection and analysis process to inform World Bank investments. June 2025 to present.

Team Leader for a **review of Caritas Internationalis’ Emergency Appeal mechanism**. A review to improve the efficiency and effectiveness of the global Catholic Church’s primary financing mechanism for raising funds for disaster response. June 25 to Feb 26.

Team Leader for **ALNAP lessons’ learned paper on responding to drought**, using a systematic literature process and Delphi panel. September 2024 to Jan 26. (Long duration due to a break in work caused by loss of USAID funding and re-financing.)

Co-researcher and author for **“Building a Joint Reference Framework of Constructive Interactions between Aid Actors and the Afghan Authorities to Enhance Principled Delivery of Assistance”**. A multi-agency commission to inform the Afghan Coordination Group. January to September 2025.

Co-researcher for **“Developing Guidance for Evidence Based Decision Making for Start Network’s Global Risk Pool”**. Working with the Start Ready Fund team and governance committee to strengthen their decision-making protocols used in supporting an insurance-based approach to anticipatory action. January to July 2025.

Co-researcher for **“A shared risk management and accountability framework. Ensuring aid reaches those most in need”** in Yemen. Commissioned by the UN Humanitarian Country Team to design a cross-agency framework for reducing aid diversion risks. November 2024 to June 2025.

Team Lead for an **independent review of Oxfam International’s global security policy**. Consultation and update of the policy for the Oxfam confederation in light of the changing organisational profile, context and to make it more people centred. January to October 2025.

Lead author on an internal report for GSMA on **learning from assisting collaboration between Mobile Network Operators and humanitarian organisations**. November 2024 to January 2025.

Supported **World Vision International’s review of their global cross-partnership humanitarian strategy**, including landscape analysis and consultation process. November 2023 - March 2024.

Led an **independent review of CARE International’s humanitarian set-up**. February - June 2023.

Led a **meta-evaluation of emergency response After Action Reviews 2017-2022 for Mercy Corps**, September-December 2022.

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

Timmins, N., Thomas, M. (2024). *No easy choice: A humanitarian’s guide to ethical, principled decision making*. Humanitarian Outcomes, United Kingdom Humanitarian Innovation Hub.

Timmins, N., Thomas, M., & Bejarano, M. K. (2024). [*Humanitarian Surge: Stuck in a rut?*](#) Humanitarian Outcomes, United Kingdom.

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

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

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

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

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

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

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

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

Board memberships

[**Humanitarian Quality Assurance International**](#) (HQAI). Member of General Assembly since December 2023, and **Board of Directors** from June 2024.

[**Church Commissioners**](#). From April 2021 Crown appointee as **Trustee** for the investments of the Church of England (c £11.6 billion). Additionally, member of the Social Impact Investment Committee.

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

As Chair, led the transformation of CaLP from a 5-agency joint project to a network of over 80 members, including the ICRC and Visa to national and local organisations. Agreed strategy and key areas of work such as the development of the “State of the World’s Cash” report.

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

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

[**ALNAP**](#) Steering Committee: Member of ALNAP’s board from 2007 to 2012. ALNAP seeks to advance humanitarian learning.

Employment history

Oct 2015 – Dec 2021 Humanitarian Director, Oxfam International.

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

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

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

- Start-up of major new humanitarian responses such as Syria and Iraq. Led on strategy, management arrangements, funding, operational implementation & compliance, monitoring, evaluation and accountability mechanisms established, relations with host governments and coordination with the UN and wider NGO community.
- Championed policies regarding gender in emergencies and locally led humanitarian action. I commissioned organisational reviews and evaluations. I increased the number of programme gender reviews and tracking of performance.

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

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

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

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

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

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

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

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

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

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

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

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

Education

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

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