

# IOM-NGO Humanitarian Consultations

30 June 2015, Geneva, Switzerland



A GLOBAL NGO NETWORK  
FOR PRINCIPLED AND EFFECTIVE  
HUMANITARIAN ACTION

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## LIST OF ABBREVIATIONS

<b>4mi</b>	Mixed Migration Monitoring Mechanism initiative
<b>CCCM</b>	Camp Coordination and Camp Management
<b>DRC</b>	Danish Refugee Council
<b>DOE</b>	Department of Operations and Emergencies (IOM)
<b>DTM</b>	Displacement Tracking Matrix
<b>HPT</b>	Humanitarian Policy Team (IOM)
<b>IASC</b>	Inter - Agency Standing Committee
<b>ICMC</b>	International Catholic Migration Committee
<b>ICP</b>	International Cooperation and Partnerships department (IOM)
<b>ICVA</b>	International Council of Voluntary Agencies
<b>IDMC</b>	Internal Displacement Monitoring Centre
<b>IOM</b>	International Organization for Migration
<b>MCOF</b>	Migration Crisis Operational Framework
<b>MICIC</b>	Migrants in Countries in Crisis
<b>NGO</b>	Non-Governmental Organization
<b>PHA</b>	Principles for Humanitarian Action
<b>PRD</b>	Preparedness and Response Division (IOM)
<b>RMMS</b>	Regional Mixed Migration Secretariat
<b>TRD</b>	Transition and Recovery Division (IOM)
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>WHS</b>	World Humanitarian Summit
<b>WVI</b>	World Vision International

# FOREWORD

## Foreword from Ambassador William Lacy Swing, IOM

In the face of the rise of unprecedented and concurrent humanitarian crises with their heavy toll on human mobility and migration, IOM recognizes the key role of partners, especially NGOs, in our common goal of saving and protecting lives in a principled manner.

As we all know, the crucial humanitarian work is done at the field level and largely depends on a collaborative effort between all of us. Being an operational and field-based organization IOM recognizes and appreciates the flexibility of many NGOs, their extensive networks, knowledge of communities at the grass-roots level and their emphasis on the well-being of the individuals.

Holding the first ever IOM NGO Humanitarian Consultations with the support of our dedicated and longtime partner ICVA comes at the right time. Within the international humanitarian community we need to collectively appeal to political leaders that the term migrant is not a dirty word. We agreed that the current negative rhetoric and narrative concerning migration and mobility issues as a result of grave humanitarian crises needs to be corrected and believe that joint advocacy and programming can contribute to this goal.

I hope this first open and frank consultation will pave the way for many more. You have my word that IOM is determined to strengthen partnerships with your support to provide assistance and protection to displaced persons, migrants and affected communities.

## Foreword from Nan Buzard, ICVA

We are witnessing the highest number of people displaced since World War II. Coupling this need, we face growing challenges to access resources and support those displaced, influenced by a fluctuating public and political will.

As a diverse collective of actors, we must continue to face these challenges. Utilizing the strength in diversity of IOM, NGOs, the UN, academia and the private sector, we must work to change public narrative on migration issues, attract increased resources, and continue to find better ways to support those displaced. Just as importantly, guided by the Principles of Partnership, and in-line with the theme of this consultation, we must improve how we work together.

ICVA, a broad network of NGOs operating at global, regional, national and local levels, strives to 'make humanitarian action more principled and effective by working collectively and independently to influence policy and practice'. As a tireless advocate in support of migrants and those displaced, ICVA is pleased to partner with IOM in this first IOM-NGO Humanitarian Consultations. I hope this initial consultation acts as a catalyst, igniting partnerships and renewing a sense of collective action amongst us all.

## BACKGROUND AND RATIONALE

The global community is witnessing the greatest human mobility in recorded history, where one out of every seven people on the globe is on the move. At the same time we are also seeing unprecedented humanitarian crises occurring from both natural disasters and conflict, from the Philippines and Nepal to South Sudan, and Syria just to name a few, resulting in over 60 million displaced<sup>1</sup>. The humanitarian collective is currently overstretched and under resourced to face the full consequences of crisis situations on human mobility.

Acknowledging this crisis, on 30 June 2015, the first IOM NGO humanitarian consultations were held. The consultation had three clear objectives:

- To provide a platform for discussion and partnership development between IOM & NGOs.
- To further engage partners in the ongoing development of IOM's Principles for Humanitarian action (PHA).
- To identify possible ways forward in partnership between IOM and Humanitarian NGOs.



The consultations, attended by 76 participants from more than 40 NGOs and 17 countries, involved reflection and discussion based on the following key themes:

- IOM's role and emerging policy in humanitarian response and partnership.
- Enhancing coordination and joint activities between NGOs and IOM, including discussions related to complementarity in the field; approaches to funding; and joint advocacy messaging.
- Humanitarian Action with a focus on mobility, migration and displacement, including information management on displacement, migrants in crisis; and durable solutions.
- Development of a concise, realistic road map to strengthen partnerships between IOM and Humanitarian NGOs.

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<sup>1</sup> Figures according to data produced by IDMC and UNHCR

## IOM'S ROLE IN HUMANITARIAN RESPONSE AND PARTNERSHIP

IOM's mandate is clear: *to address the cross-cutting issues of the governance of migration, from the well-being of migrants to the mobility dimensions of crises*. However, with migration and humanitarian crises so closely interlinked, one cannot be sufficiently addressed without the other. As such, IOM is heavily involved in humanitarian contexts across the globe.

Between 2009 and 2013, IOM's crisis response portfolio of activities (including humanitarian, transition and recovery), represented between 50% - 65% of IOM's overall budget. With such huge demands on resourcing in support of displaced persons, and in-line with its overall mandate, **IOM places strong emphasis on partnership, and especially with NGOs.**

The range of **partnership types between IOM and NGOs** varies, and includes:

- IOM as an implementing partner to NGOs
- NGOs as an implementing partner to IOM
- Partnership in joint projects or in sectorial response

According to IDMC, combined figures on displacement, 60 million people are displaced to date:

- 38 million people displaced by conflict as of January 2015
- 22 million people newly displaced by disasters in 2013.

Depending on the context, this mixture of both IOM and NGOs as implementing partners, and especially partnerships in joint projects, highlights a strong level of respect and complementarity. However, in order to best tackle migration crises in the humanitarian field, IOM and humanitarian NGOs need to better understand each other, to identify respective strengths and limitations, and guided by the **Principles of Partnership**, ensure *equality, transparency, result oriented approaches, responsibility and complementarity* across all partnership experiences.

Throughout this initial session, **Laura Thompson, IOM's Deputy Director General** highlighted the importance and timeliness of this initial consultation, and the need for IOM and Humanitarian NGOs to form stronger partnerships to address ongoing complex crises and resource demands.

**Mohammed Abdiker, IOM's Director of Operations and Emergencies**, highlighted the increasing rates of global displacement and provided a comprehensive brief on IOM's crisis response from humanitarian activities such as Camp Coordination and Camp Management (CCCM), shelter, protection, to other key programmatic areas such as transition and recovery in line with IOM Migration Crisis Operational Framework (MCOF).<sup>2</sup>

**Anita Bay, Director and UN Representative with Save the Children**, highlighted the need to collectively address migration as a global issue. IOM and NGOs need to take collective action, leveraging NGO's expertise on the ground and advocacy experience with IOM's thematic expertise and global presence.

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<sup>2</sup> For an update on IOM response to migration crisis and the implementation of the MCOF:

[http://www.iom.int/sites/default/files/our\\_work/DOE/MCOF/Report-on-IOM-Response-to-Migration-Crises-in-2014-June-2015.pdf](http://www.iom.int/sites/default/files/our_work/DOE/MCOF/Report-on-IOM-Response-to-Migration-Crises-in-2014-June-2015.pdf)

# IOM HUMANITARIAN POLICY DEVELOPMENT

In an engaging interview style format, **Patrice Quesada, IOM's Senior Humanitarian Policy Advisor** and **Kamelia Kemileva, Event Coordinator of the Graduate Institute**, discussed IOM's draft **Principles for Humanitarian Action (PHA)**. The document, also shared with Consultation participants, covers:

1. The overall **Humanitarian Context** in which IOM operates, linking migration and humanitarian issues to better assess and respond to the mobility dimensions of crisis situations.
2. IOM's **Humanitarian Mandate**, which as an intergovernmental organization lies in its constitution and Member States approved documents such as the MCOF which spells out IOM's role and responsibilities in responding to migration crises.
3. The **Humanitarian Principles**; and how they apply to IOM by reiterating IOM's full commitment to the core principles of humanity, impartiality, neutrality and independence.
4. **Humanitarian Protection** essentials; provides a clear understanding of IOM's dedicated protection expertise and its commitment to mainstreaming do-no-harm, safety first and other key considerations to protect affected populations.
5. **Humanitarian Partnerships** and the Principles of Partnership which were the main focus of the discussions to capture the different types of partnerships IOM undertakes in humanitarian response.
6. **Humanitarian Practice**, with its specific provisions to be developed according to specific humanitarian contexts, including the key differences between conflict and natural disaster response, the specific case of migrants caught in crisis situations.

Questions and discussions centered on the following key themes:

- **Rationale for developing IOM's humanitarian policy:** Whilst IOM has been engaged in humanitarian programming for a considerable length of time, the development of IOM's humanitarian policy highlighted a stronger commitment to strategic planning in humanitarian response by better assessing the mobility consequences of crises.
- **Implementation of the humanitarian policy:** The policy will be analyzed in the context of specific humanitarian crises. Humanitarian position papers have since occurred in Iraq, Libya, Nepal, with additional analyses planned in South Sudan, Ukraine, and El Salvador. It will allow to developing an implementation methodology and clarify IOM's position in regard to other institutional and field level initiatives.

Acknowledging interest and expertise of Humanitarian NGOs, opportunities for input and feedback into the **Principles for Humanitarian Action (PHA)** can be sent to IOM via [humanitarianpolicy@iom.int](mailto:humanitarianpolicy@iom.int). Feedback will be accepted until the end of October.



## GROUP SESSION I: Humanitarian Partnership: Enhancing Coordination and Joint Activities Between NGOs and IOM

Morning breakout sessions, attended by 10 – 25 participants, focused specifically on **Humanitarian Partnerships**, and enhancing coordination and joint activities between NGOs and IOM.

Three sessions ran in parallel, comprised of presentations by IOM and NGO representatives, group discussion, focused on the development of action plans related to the thematic areas of complementarity in the field; approaches to funding; and joint advocacy messaging. Summaries of group discussions and actions are listed below:



### Session 1: Complementarity in the field

- Presentations were shared by:
  - Jean-Philippe Antolin, CCCM Rapid Response Officer (IOM)
  - Viviana Valastro, Head of the Migrant Child Protection Unit (Save the Children Italy)
- Presentations and discussions highlighted the **various partnership structures entered into by IOM**, including: IOM as implementing partner to NGOs; NGOs as implementing partner to IOM; and Partnership in joint projects or in sectorial response contexts.
- IOM and NGO participants agreed that **partnership in joint projects or in sectorial response contexts remain the most conducive** and the most common between IOM and NGOs. Examples of strong partnerships in Afghanistan and South Sudan were shared. Participants discussed **challenges of predictability to enter into partnerships with IOM**. Whilst partnerships remain formal and documented, the initial catalyst for partnership development is strongly influenced by pre-existing acquaintances and personalities.

#### Key messages:

- Work towards **predictability in establishing or implementing partnerships beyond the project level** – look towards strategic/long term partnerships.
- **Transfer our skill sets** (e.g. Camp Coordination and Camp Management [CCCM]) **to other contexts** (e.g. urban response) to improve partnerships through better information sharing and knowledge transfer.
- Strengthen complementarity through **dialogue on specific partnership skills and needs**.
- **Undertake joint advocacy** and acknowledge the strength in collective voice.



## Session 2: Approaches to funding

- Presentations were shared by:
  - Vincent Houver, Head of Preparedness and Response Division (IOM)
  - Isabel Gomes Director, Strategy, Innovations and Resource Development (WVI).
- Presentations and discussions highlighted the **increasing demand and limited available resources to finance effective humanitarian action**. The recently produced IASC 'Future of Humanitarian Financing' study was discussed, which calls for improving predictability, efficiency and analysis of funding; upgrading the humanitarian financing architecture; promoting locally led responses; and reducing transaction costs, amongst other points<sup>3</sup>.
- Participants discussed a range of **challenges** faced in efficiently utilizing funding for humanitarian action, including:
  - Limited predictability of funding;
  - High dependency on traditional donors;
  - Presence of barriers for NGO to access funding (especially National NGOs), including significant presence of criteria to access funding;
  - Current limited efficiency utilizing existing funding; and
  - The necessity in building capacity of local partners – yet the challenges of including associated costs into project proposals and budgets.

### Key messages:

#### Key opportunities to strengthen approaches to funding include:

- The potential for **IOM and NGOs** (as well as other key partners including the UN) to **engage with donors together (including via meetings and field visits)**, in an attempt to highlight mutual partnerships (as opposed to contractor/subcontractor) relationships.
- **Joint advocacy to traditional and non-traditional partners** on the importance of investing in building capacity of local partners.
- **Engage more strategically with the private sector**. Moving away from viewing the private sector solely as a donor, to a **focus on shared value**, utilizing the skills and expertise of the private sector and developing a strong business case.

<sup>3</sup> To review the report, access <http://futurehumanitarianfinancing.org/>

## Session 3: Joint Advocacy messaging

- Presentations were shared by:
  - Michele Klein-Solomon, Director of Migrants in Countries in Crisis (MICIC) (IOM)
  - Robert Vitillo, Head of Delegation to the United Nations in Geneva (Caritas Internationalis)
- Group discussions highlighted the **challenges of gaining the attention of governments on issues of migrants in humanitarian contexts**. Migration is often a positive occurrence however, too often migration becomes a desperate situation (e.g. in the Mediterranean and Andaman sea). Group participants clearly highlighted the **importance to ensure migrants' rights are recognized** and needs and circumstances are addressed.
- For IOM and many NGOs who remain primarily project organizations, **advocacy can be a challenge and potentially impact potential funding sources**. However, **if advocacy initiatives do not occur, human rights and other violations may continue unchecked**. Examples were shared with the work of an NGO in South Kordofan whereby a lack of an advocacy component led to further marginalization of vulnerable groups.

### Key messages:

Based on the above discussions, clear action areas were identified:

- We need to **better educate the public with positive language** - Pushing towards a perception shift and create space for dialogue
- Mix wide **scale public awareness with private lobbying**
- **Pursue stronger dialogue** including joint IOM/NGOs/UNHCR advocacy on mixed flows
- Develop **advocacy related to human stories** (i.e. a focus on people) by migrants themselves
- **Utilize multi-media platforms** more effectively
- Better utilize **current mechanisms (e.g. IASC)** to progress joint work
- Increase sharing & **dialogue between IOM and NGOs** (ICVA role)

## GROUP SESSION II: Humanitarian action through a mobility, migration and displacement lens

Continuing the format of the morning sessions, the second group session involved parallel small groups discussing **Humanitarian action through a mobility, migration and displacement lens**. The following thematic areas were addressed: information management on displacement; migrants in crisis; and searching for durable solutions. Summaries of group discussions and actions are listed below:

### Session 4 - Information management on displacement

- Presentations were shared by:
  - Lorelle Yuen, Project Officer - DTM Rapid Response (IOM)
  - Jean-Philippe Antolin, CCCM Rapid Response Officer (IOM)
  - Alfredo Zamudio, Director (IDMC)
  - Melissa Phillips (DRC/Regional Mixed Migration Secretariat)
- Group discussions referenced the **strong reliance on local NGOs for data collection, which can be associated with considerable personal risk in conflict or situations of heightened tension**. Participants also discussed challenges associated with handover to Government and NGOs, both with regards to the data collection process, and the information itself.
- The benefits of **utilizing mobile technology in information collection and management** were also discussed. With added benefits of engaging local community members, monitoring local media (especially social media) platforms, and providing a structure for analysis and storage.
- Challenges related to occasions of interview bias and skewed results from male and female collectors from interview subjects and focus group discussions.

#### Key messages:

Based on the presentations and subsequent discussions, key messages emerged, including:

- Focus on **lessons learned and best practice for data collection to avoid biases or skewed information** collection practices
- The need for **better coordination** to access the vast range of information available, **including drawing on existing models** such as the Regional Mixed Migration Secretariat.
- The need to **intentionally and closely plan handover to local actors** (government and/or NGO) both in terms of the process, and any sensitivity with regards to the actual information collected.
- **Proactively take steps to reduce the risk to data collectors and local supporters** in data collection activities.

## Session 5 – Migrants in crisis

- Presentations were shared by:
  - Vincent Houver, Head of Preparedness and Response Division (IOM)
  - Michele Klein-Solomon, Director of MICIC Secretariat (IOM)
  - Bruno Atieh, Director (Caritas Lebanon)
  - Eva Sandis, NGO Committee on Migration (ICMC)
- Presentations and discussions highlighted how **standard humanitarian responses are not meeting the needs of migrants**. Whilst there are clear frameworks with regards to refugees and IDPs, migrants do not necessarily fit into these existing frameworks.
- Compounding this gap in policy frameworks, a limited number of institutions actively support migrants in crisis. Participants therefore highlighted **the importance of moving from a mandate-based approach, to a needs-based approach** to dealing supporting migrants in crisis.
- Acknowledging this reality, participants highlighted the **importance of strengthening diverse partnerships and creating a multi-stakeholder standing committee, specifically focusing on the needs of migrants in crisis**. The **Migrants in Countries in Crisis (MICIC)** initiative was also discussed, being a State-led undertaking seeking to improve the ability primarily of States and other stakeholders to prepare for, respond to, alleviate suffering, and protect the dignity and rights of migrants caught in countries in situations of acute crisis.

### Key messages:

Presentations and subsequent discussions, identified key messages, including:

- The imperative to **advocate for all migrants in distress**.
- Strengthen **coordination and structured partnerships between Humanitarian NGOs and IOM**, including the development of multilayered partnerships
- Suggested the formation of a **multi-stakeholder standing committee** or group to **specifically focus on migrants in crisis**.

## Session 6 – Searching for Durable Solutions

- Presentations were shared by:
  - Louis Hoffmann, Head of Transition and Recovery Division (IOM)
  - Kathryn Taetzsch, Senior Relief Coordinator & Private Sector Partnerships Lead (WVI)
  - Marcelo Garcia Dalla Costa (Intersos)
  - Manisha Thomas, Head of Secretariat (Solutions Alliance)
- Presentations and discussion acknowledged the long period of time experienced in displacement by many, highlighting the importance of **ensuring durable solutions are identified**.

Of the 59 million people forcibly displaced, populations can expect to have an average of 17 years of displacement.
- Discussion highlighted the **importance of focusing on root causes** and to take lessons from previous programming – Asia, Africa, Haiti to identify pathways to durable solutions.
- The **importance of private sector engagement and partnerships** (ranging from global entities to local businesses) was discussed. Corporate contributions, currently are contributing 7% to the private funds in the humanitarian portfolio, remain a key avenue to increase available resources and strengthen humanitarian action. Examples shared included working with small business for streetlights in Haiti camps and partnering with mobile phone companies for cash transfer programming.
- Discussions led highlighted the **importance of working in collaboration with different actors including Governments, the UN, NGOs and civil society, academia and the private sector in pursuit of durable solutions**.

### Key messages:

Key messages identified, include:

- Ensure **NGO contribution to IOM’s policy on durable solutions**
- Identify information and operational sharing mechanisms
- Consider how to **develop shared analysis as well as shared value (from more transactional engagement with business to transformational co-creation of products and services with business for and with affected communities)**
- Need to **continue discussion around Durable Solutions**, including:
  - Creativity/innovation
  - Bottom up approaches
  - Focus on communities
- **Continue pursuing partnerships, including with the private sector and Solutions Alliance.**
  - Through existing thematic and geographical working groups
  - Engaging further with the solutions Alliance Secretariat

## IOM-NGO Humanitarian Consultations: 2015 – 2016 Road Map

THEMATIC FOCUS	ACTION/TASK	OWNER/CHAMPION	TIMEFRAME
<b>Overall relationship</b>	<ul style="list-style-type: none"> <li>▪ Institutionalize IOM – NGO Annual Humanitarian Consultations, and schedule close to other key consultations (Annual IOM-NGO Consultation or UNHCR NGO Consultation)</li> <li>▪ Institutionalize IOM and ICVA partnership</li> <li>▪ Review the feasibility to develop a partnerships framework, outlining modalities of cooperation between IOM and CSOs.</li> <li>▪ Explore the potential benefits of creating an online partnership portal to share data/information between IOM and its partners.</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: Humanitarian policy team (HPT) and International Cooperation and Partnerships department (ICP)</li> <li>▪ NGO: ICVA</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of 2015</li> </ul>
<b>Principles for Humanitarian Action (PHA)</b>	<ul style="list-style-type: none"> <li>▪ Finalize the IOM policy with support from NGO community by sending input to <a href="mailto:humanitarianpolicy@iom.int">humanitarianpolicy@iom.int</a></li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: HPT</li> <li>▪ NGO: All</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of October 2015</li> </ul>
<b>Complementarity in the field</b>	<ul style="list-style-type: none"> <li>▪ Pursue IOM/NGO partnerships at strategic level, extending beyond solely project implementation, potentially through:               <ul style="list-style-type: none"> <li>○ Information sharing; skills transfer, joint planning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: Selected country offices</li> <li>▪ NGOs: Selected country offices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Approaches to funding</b>	<ul style="list-style-type: none"> <li>▪ IOM and NGOs to jointly approach donors and private sector actors to strengthen donor support (in particular on the basis of joint plans/programmes)</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: As interested</li> <li>▪ NGOs: As interested</li> </ul>	<ul style="list-style-type: none"> <li>▪ Case-by-case and country-base</li> </ul>



<b>Joint advocacy on migrants in crisis</b>	<ul style="list-style-type: none"> <li>▪ Strengthen relationships between IOM and NGOs, supported by: <ul style="list-style-type: none"> <li>○ Joint advocacy messages and statements on issues of common interest</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: DOE / MICIC</li> <li>▪ NGOs: ICVA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Improve public education through positive advocacy campaign based on migrant stories</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM &amp; NGOs: Media &amp; Communications</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of 2015</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Better utilize existing platforms, including IASC and WHS, for joint messaging</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: DOE</li> <li>▪ NGOs</li> </ul>	<ul style="list-style-type: none"> <li>▪ WHS Summit Istanbul May 2016</li> </ul>
<b>Information management</b>	<ul style="list-style-type: none"> <li>▪ Apply lessons learned and best practice for data collection to avoid biases or skewed information</li> <li>▪ Take measures to reduce risks to local actors in data collection activities</li> <li>▪ Share more information about tools and methods used for data collection (including drawing on existing models such as the Regional Mixed Migration Secretariat) and increase efforts to bring big data sets together for joint analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: PRD/CCCM/DTM</li> <li>▪ NGOs: IDMC, RMMS, DRC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Durable Solutions</b>	<ul style="list-style-type: none"> <li>▪ Ensure coordinated NGO contribution to IOM's policy on durable solutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: HPT</li> <li>▪ NGO: ICVA</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of 2015</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Strengthen engagement with the Solutions Alliance, and other cross-sector coordination mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>▪ IOM: TRD</li> <li>▪ NGOs: Solution Alliance</li> <li>▪ Private Sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>