



International  
Council of  
Voluntary  
Agencies

## 2015 Annual Conference

### Partnership: From Principles to Practice

*Considering partnerships in preparation for  
the World Humanitarian Summit*

Monday, 9<sup>th</sup> March, 2015

## ACKNOWLEDGMENTS

ICVA is grateful to its membership, Board and partners for dues, other contributions and in-kind support.

We would also like to thank the following governments and organizations for supporting this Annual Conference.



Permanent Mission of Australia to the United Nations'  
International Development Fund (IDF)



German Humanitarian Assistance



Sweden Ministry of Foreign Affairs

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### Useful information for your trip to Geneva

#### Packing

It is currently winter in Geneva so the weather is cold and be below freezing at night: it varies from 6°C to -2°C at night. You will need to pack warm clothing as well as extra items in case it gets windy and/or rainy (a sweater, coat, umbrella, scarf and waterproof shoes).

Also bring some business cards if you have them, as you will meet many interesting people.

#### Arriving at the Airport

Geneva's Airport is nearly 4 kilometers from the city center. It is easily reachable by train



or

bus. **You can pick up a free ticket for public transport from the machine at the baggage collection area at the Arrival level (just before the customs).** This ticket allows you to use public transportation in Geneva for free for 90 minutes. Many hotels offer free shuttle service to and from the airport. For more details visit: <http://www.gva.ch/en/desktopdefault.aspx/tabid->

#### Getting to the Hotel

If you have booked your hotel through ICVA then you will be staying at the IBIS Budget Hotel, Avenue Casai 25, 1216, Geneva. Tel: 022 710 46 36.

To get to your hotel from the airport you need to take a **Bus n°10**: and get off at the bus stop "Pailly-Balexert", which is close to the hotel.

#### Getting to the Venue

We'll be meeting at the **CICG (the Centre International de Conférence de Genève)** located at **17 rue de Varembe** (Tel: +41 22 791 91 11). The CICG is only 5 kilometers away from the airport and from the Cornavin main railway station downtown. The Conference will be held in the large multipurpose room on the ground floor to the right of the reception area.

**Your hotel should give you a public transportation card so you can use the bus and tram for free.**

Public transport to the CICG from the international airport:

- **Bus n°5:** Bus stop "Vermont"
- **Bus n°28:** Bus stop "Nations "

Public transport to the CICG from Cornavin main railway station:

- **Bus n°5:** Bus stop "Vermont"
- **Bus n°8:** Bus stop "UIT"
- **Tramway n°15:** Stop "Nations"

Public transport to the CICG from the IBIS Budget Hotel

- **Bus n°10:** to the "Aéroport" and change to Bus n°5 Bus stop "Vermont"
- **Bus n°22** from "Bouchet" to "UIT"

Public parking: The closest public parking is the "**Parking des Nations**". The entrance is located at Rue de Varembeé. Since rates are subject to change, please call "the Fondation des Parkings" for current rates (+41-22-827-4490).

For more details visit: <http://www.cicg.ch/en/access-map/>

## Food

During the conference we will provide coffee and tea at break times, and a sandwich lunch.

We ask that you make your own arrangements for dinner in the evening. Here are few restaurants located near the CICG:

- Restaurant La Romana (Italian food): average cost = 25 CHF
- Coop Cafeteria: average cost = 15 CHF
- Pizzeria des Nations: average cost = 20 CHF

Geneva is a city full of restaurants from all over the world. Many of them are located in the train station surroundings and you can usually eat for an estimated 40 CHF budget. But be warned that it can get very expensive in this city.

## Start time

Please **arrive at the CIGC at 8.30** to ensure you have plenty of time for registration and a morning coffee

The **importance of partnership** remains a recurring theme of effective humanitarian programming. Its importance regularly arises in various [World Humanitarian Summit](#) (WHS) consultations, which provide an important opportunity to further these discussions at a global level. The 2015 ICVA Annual Conference will therefore collectively gather members and partners to **discuss the value and implementation of the Principles of Partnership (PoP)** in the lead up to the WHS - and to **generate ideas to further transform the PoP into reality on the ground**.

Specifically, the 2015 Annual ICVA conference aims to:

- Provide a platform for humanitarians to share experiences regarding:
  - The value of the PoP.
  - Important achievements and sharing of good practices.
  - Innovative solutions in their applicability.
- Suggest ways forward for the PoP in the lead up to, and beyond the WHS into the coming decade.
- Be interactive, promote learning among participants and encourage an exchange of views and experiences.

The conference will encourage reflection and discussion based on the following key themes:

***Partnerships: Setting the scene & partnerships in the 21<sup>st</sup> century: Opportunities, challenges and the future.***

- What drivers led to the development of the PoP in 2007?
- The state of play in relation to partnerships – internal and external to the humanitarian sector.

***Partnership in 2015: How are we doing in relation to the Principles of Partnership?***

- What is the value and impact of the PoP?
- What have been their limitations?

***Partnerships in 2020: Where do we want to be? What happens if we don't change?***

- Reviewing the state of partnerships within the humanitarian sector – the UN, NNGOs, INGOs and the private sector.
- What needs to change in the lead up to the WHS - and beyond - to make the PoP foundational to the relationship between humanitarian actors, and remain relevant and applicable?
- Do we need to reaffirm our commitment to these Principles?

# Principles of Partnership

## A Statement of Commitment

*Endorsed by the Global Humanitarian Platform, 12 July 2007*

The *Global Humanitarian Platform*, created in July 2006, brings together UN and non-UN humanitarian organizations on an equal footing.

- Striving to enhance the effectiveness of humanitarian action, based on an ethical obligation and accountability to the populations we serve,
- Acknowledging diversity as an asset of the humanitarian community and recognizing the interdependence among humanitarian organizations,
- Committed to building and nurturing an effective partnership,

... the organizations participating in the **Global Humanitarian Platform** agree to base their partnership on the following principles:

- **Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

- **Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

- **Result-oriented approach**

Effective humanitarian action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

- **Responsibility**

Humanitarian organizations have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by humanitarians must also be a constant effort.

- **Complementarity**

The diversity of the humanitarian community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, humanitarian organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome.

8.30 – 9.00

### Registration and coffee

- Registration and coffee will occur at the main entrance of the CICG. A front desk will be visible to collect name badges and register for the Annual Conference.
- Tea and coffee will be provided next to the registration desk.

9.00 – 9.30

### Conference welcome

9.30 – 9.45

### Setting the Scene

- **Nan Buzard, Executive Director of ICVA**, will share reflections on the Humanitarian community and the Principles of Partnership, including the development and rationale of the PoP and a vision of partnerships for 2025.

9.45 – 10.30

### Viewpoint: Partnerships in the 21st century: Opportunities, challenges and the future.

- **Ros Tennyson** will share her experiences and provide observations of the state of play with partnerships. Specifically looking partnerships within the sector vs. those external to the sector, Ros will reflect on challenges, trends and the trajectory of partnerships in the humanitarian sector.
- **Penny Lawrence, Deputy Chief Executive of Oxfam GB**, will facilitate Question & Answers.

10.30 – 11.00

### Morning tea

11.00 – 12.15

### Partnerships in 2015: How are we doing in relation to the Principles of Partnership?

- Throughout the panel session, panelists will **reflect on a partnership experience** within the humanitarian sector. Reflecting on this experience, panelists will:
  - **Highlight key challenges in relation to this partnership:**
  - **Identify key lessons/takeaways**
  - **Consider if/how the PoP provided guidance in this partnership?** If yes, how? If not, why? And what more could be done to make these Principles more relevant and applicable?

12.15 – 13.45

## Lunch

Informal lunch discussions:

12.30 – 13.00:

- **Gwi-Yeop Son**: Director, Corporate Programmes, OCHA, will provide reflections on pooled funding mechanisms from a recent Pakistan & Afghanistan mission

13.10 – 13.40:

- **Dr. Jemilah Mahmood, Chief of WHS Secretariat**, will share reflections on the recent WHS Middle East & North Africa Regional Consultation.

13.45 – 15.00

## Partnerships in 2020: Where do we want to be? What happens if we don't change

- The afternoon session will commence with **short visionary statements** from selected participants: *'what could partnerships look like in the coming five to 10 years?'*
- Participants will arrange themselves into small groups and **consider the application of the Principles of Partnership** in relation to:
  - NGO and UN partnerships
  - INGO and NNGO partnerships
  - NGO and private partnerships
  - NGO and Affected Populations
- Reflecting on the specific partnership type, groups will reflect on the following guiding questions:
  - What have been the **key challenges/barriers** to effective partnerships between NGOs and ...
  - What **role/guidance can the Principles of Partnership provide** in strengthening these partnerships
  - What can **ICVA and its membership do to improve these partnerships** in the lead up to the WHS, and beyond?

Refer to **guidance notes** in following section.

15.00 – 15.30

## Afternoon tea

**15.30 – 16.45**

### **Partnerships: Putting it all together in the lead up to the WHS**

- Following from the group work session, groups will then **consolidate & share key points amongst groups** and to the wider plenary.
- Dr. Jemilah Mahmood will then **reflect on results from group discussions** and related the outcomes to the WHS ongoing consultation process.

**16.45 – 17.00**

### **Conference close**

**17.30 – 19.00**

### **Cocktail reception**

- Participants are invited to remain at the CICG for an informal cocktail reception.

## Background:

### *Partnerships and the Principles of Partnership*

## Partnerships

‘Effective partnership is not just about mechanistic relationships where actors come together to achieve a set of common objectives, dividing up responsibilities and planning joint work. Rather it requires attention to underlying issues of power, attitudes and styles of working, as well as identifying which partner is best placed to deliver on each of the desired outcomes.’

Humanitarian Reform: Basic Information Leaflet Series Principles of Partnership

## Rationale of the PoP

In 2007, the [Global Humanitarian Platform](#) (GHP) introduced the [Principles of Partnership](#) (Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity). The PoP were an attempt to acknowledge some gaps within the humanitarian reform process, which included neglecting the role of local and national humanitarian response capacity. The PoP serves as a framework of guiding principles for humanitarian agencies to factor into their operations.

## Who does the PoP apply to?

The PoP are not only applicable to UN agencies and intergovernmental organizations, the Red Cross/Red Crescent Movement and international NGOs (INGOs). The PoP provide a framework for all actors in the humanitarian space – including Governments, academia, the private sector and affected populations – in order to engage on a more equal, constructive and transparent setting. With an ever-increasing number and diversity of actors in the humanitarian sector, the PoP remain a key point of reference for partnership inception, development, implementation and review.

The PoP should serve as a reminder of the ongoing need to ensure that partnership arrangements with all humanitarian actors are rooted in equality. Further, that the implementation of humanitarian activities seeks to involve, respect and react to valuable input from all partners and crisis-affected communities.

## The implementation of the PoP

Since 2007, a range of practical avenues has been identified for NGOs and wider humanitarian actors to implement the PoP within their operations. These include:

1. Make explicit reference to, and use, the PoP in all partnership agreements/memorandums of understanding (MoUs) with the UN, other NGOs, and the Red Cross/Red Crescent (RC/RC) Movement and evaluate how all parties to the agreements/MoUs adhered to the PoPs.

2. Report in annual reports on how you are putting the PoP into practice.
3. Ensure the PoP are part of the terms of reference/modus operandi of all coordination meetings/clusters.
4. In developing project proposals, refer to how the PoP will be used in the project's implementation.
5. In job postings, refer to the PoP and ask about candidates' views on partnership.
6. Ensure that partnership skills are an essential qualification considered when recruiting and appraising staff.
7. Use the PoP to advocate for improved performance from those in other humanitarian agencies and from the Humanitarian Coordinator (HC).
8. Ensure that Common Humanitarian Action Plans (CHAPs) and Consolidated Appeals Processes (CAPs) are developed in line with the PoP and potentially refer to how the PoP will form part of the coordination efforts in the country.
9. When talking to governments and local authorities, ensure that they know you will apply the PoP in your work.
10. When talking to media, refer to partnerships and how you are carrying them out with regard to the PoP.

## The challenges and difficulties in implementing the PoP

Despite a clear agreement in the importance of the PoP, there have remained numerous challenges in the effective implementation of the PoP, including:

- Whilst the PoP are generally seen as relevant, these Principles need to be contextualized in different situations.
- The recognition the PoP are hard to imbue across organizations – as they often relate to people's work and efforts within those organizations.
- Across various actors, there remain operational challenges around transparency (including financial transparency), inclusion in coordination mechanisms and improved information management and sharing.
- On occasion, the PoP have been viewed in a light of being yet another layer of work imposed by headquarters.
- Underlying drivers of money and power imbalances, place increasing pressure on partnerships within the humanitarian sector – on occasion resulting in withholding of information between the UN and NGOs, and INGOs dominating NNGOs.

## Afternoon Session Background:

### 1. Partnerships between NGOs and the UN

Partnership between the UN and NGOs is critical for effective humanitarian programming. NGOs and the UN can add significant value if acting with complementarity, leveraging the resource base of the UN, with the reach and connectedness of NGOs. Specifically considering NGO partnerships with the UNHCR - in 2013, UNHCR funds allocated for assistance and protection through NGO partnerships surpassed US\$ 1.15 billion (representing 39% of UNHCR's total annual expenditure of US\$ 2.97 billion).

Noting the challenges and opportunities of successful UNHCR - NGO partnerships, in 2012, the UNHCR established the **Structured Dialogue process**. The Structured Dialogue, undertaken with the IFRC and NGOs, provided an opportunity to: review good practice in the application of partnership principles; review mutual expectations, identify challenges and recommend joint actions to improve UNHCR-NGO partnerships. The Structured Dialogue, which identified ten areas for improved collaboration, also recommended an annual forum to review the state of partnerships at the UNHCR-NGO Consultation.

Reflecting on the first two annual consultations, feedback highlighted the importance of:

- Focusing on information sharing with the UN and NGOs.
- Increased engagement through humanitarian NGO consortia.
- Establishing common messages for advocacy.
- Establishing clear UNHCR NGO focal points.

Recent **reviews into UN partnership agreements with NGOs** have identified a range of concerns and recommendations. Partnership agreement templates vary significantly between UN agencies. However, a range of overall recommendations have been identified, including:

- The need to harmonise application and reporting formats and for ongoing advocacy for commonality across the UN system;
- Improved partnership between UN agencies and NGO partners when suggesting/enacting changes to project partnership agreements;
- Further clarity on NGO selection criteria, due diligence processes; and the funding application
- Common reporting expectations, with consideration given to reducing reporting requirements.

### Considerations & Thought Provokers

- Is the engagement between UNHCR and NGOs reflective of partnerships within the wider NGO & UN Communities?
- What is the current balance of power between NGOs and the UN? Have these recent initiatives illustrated a more equal balance of power?
- What further role can the Principles of Partnership provide in ongoing UN – NGO partnerships?

## Afternoon Session Background:

### 2. Partnerships between NNGOs and INGOs

In an emergency, it is important to remember that the first people to respond are often those very people affected by it. Over the last decade, and especially since the Indian Ocean tsunami, we are seeing an increasing number of local actors – including Governments, local and national civil society and private entities, becoming stronger at disaster risk reduction, response and recovery. National and local NGOs play an important role in this system.

Effective partnerships between INGOs and NNGOs can be an important vehicle to reinforce local leadership and deliver effective response in line with humanitarian principles. Whilst not always exercised, INGO – NNGO partnerships which actively value and utilize local knowledge and experience through an open, collaborative and risk-sharing approach, can result in improved humanitarian assistance, and pave the way for strengthened recovery, resilience building and sustainable development.

Based on a growing body of research, investing in strong partnerships with local and national actors has the ability to:

- Enhance the relevance and appropriateness of responses. Local actors and NNGOs are more aware of community to national level dynamics, with an important ability to shape the humanitarian interventions.
- Build off existing relationships with community members, and ensuring more accountability to affected populations
- Directly engage in all phases of the disaster cycle, design humanitarian interventions which meet immediate humanitarian needs whilst maintaining a longer-term vision for a smooth transition to recovery, reconstruction and development.

(Missed opportunities report)

The WHS consultation process has provided an important platform for both INGOs and NNGOs to highlight this reality.

However, during sudden onset humanitarian response contexts, local capacity, (including government and civil society institutions) often remain undermined by international humanitarian actors – driven by the urgency to respond and increasing competition to access humanitarian financing mechanisms.

It is also important to note, that partnerships between INGOs and NNGOs can be misleading. NNGOs often find themselves relegated to sub-contractor status or purely as delivery mechanisms. If the comparative advantage of both entities are not genuinely valued, an imbalance of power can occur easily, often resulting in an increasingly strained partnership, and reduced potential for longer term partnerships, which are crucial themselves for future preparedness and resilience building.

Limited investments by INGOs to further strengthen preparedness and response capacity of local and NNGOs - often further limited by a systemic lack of financing, places increasing strain on partnerships driven by reactive emergency response programming. Effective partnership building between INGOs and NNGOs requires investment by both parties – yet, the benefits are clear. To highlight this importance, there is a need to

continue developing a body of knowledge capturing the benefits, challenges and lessons in effective INGO – NNGO partnerships.

## Considerations & Thought Provokers

- Where does the power balance exist for the majority of INGO – NNGO partnerships? In what trajectory are we moving? What remain the key barriers in achieving a more balanced relationship? How can these be overcome?
- How can the Principles of Partnership effectively guide the inception and maintenance of such partnerships?

## Afternoon Session Background:

### 3. Partnerships between NGOs and the Private Sector

The cost of international humanitarian aid has risen exponentially over the last decade, rising 430 percent from 2004 to 2013. Meeting these escalating costs is increasingly unfeasible within the established system and actors.

The growing role of business and the private sector in humanitarian aid, also has huge potentials. It is important to note, the private sector is already intricately intertwined within humanitarian programming. According to recent research, private sector funding, as a share of the total humanitarian response, grew from 17% in 2006 to 32% in 2010 (US\$5.8 billion). However, there is the need to move beyond purely funding partnerships.

In a more traditional humanitarian sense, the re-establishment of the private sector at national and community levels, (primarily the local market) - often through cash based programming, remains a vital humanitarian intervention. Yet, we are increasingly witnessing a growth in innovative - strategic partnerships with private sector entities, with companies contributing their business expertise, human resources and in-kind services to extend the scope and impact of traditional humanitarian actors. Specific components humanitarian programming - including cash transfers, telecommunications and logistics, have been transformed as the private sector becomes further engaged.

It is important to acknowledge the private sector has genuine incentives to engage in humanitarian work, aside from purely philanthropic motives. There is an increasing awareness of the link between private sector (large and small) investment in their surrounding communities, and the success of their business.

With this increasingly influential actor in the humanitarian system, a growing body of research has identified a range of barriers, challenges and recommendations of partnering with the private sector. Learning to date has identified the need to:

- Continue building an evidence base – communicable to both NGOs and the private sector, to demonstrate the impact and share best practice of public-private initiatives in humanitarian response.
- Strengthen dialogue and engagement with the private sector in online and face-to-face platforms, especially in target countries (such as Chambers of Commerce) in advance of emergencies, and consider how to effectively engage in the event of a humanitarian crisis.
- Establish a private sector focal point in vulnerable countries with a progressive history of public private partnerships in humanitarian response.
- Analyze how to best support small and medium-sized enterprises to be more resilient during and after crises and to play a role in responding to disasters.

### Considerations & Thought Provokers

- Much needs to occur to leverage the potential of strategic private sector engagement. Significant investment in coordination and understanding humanitarian of principles

and international standards is key to promoting effective partnerships with the private sector.

- With entities external to the humanitarian sector not likely explicitly aware of core humanitarian principles, and the principles of Partnership – the humanitarian sector, and NGOs in particular, may need to play a role in increasing awareness of private actors of these.
- What role could the Principles of Partnership have in responsibly guiding partnerships with the private sector in humanitarian programming?

### 4. Partnerships between NGOs and Affected Populations

The Humanitarian Accountability Partnership (HAP) defines accountability as ‘the means through which power is used responsibly. It is a process of taking into account the views of, and being held accountable by different stakeholders, and primarily the people affected by authority or power’.

In 2011 the Inter-Agency Standing Committee (IASC) Principals acknowledged the importance of accountability to affected populations (AAP). A driver of this increased commitment is an acknowledgement of the significant power held by humanitarian actors with regards to disaster-affected communities. This power therefore, must be exercised responsibly at every level of the system.

This increased focus reflects an important, but gradual shift in mindset - that people affected by emergencies are stakeholders, rather than solely “beneficiaries” of humanitarian assistance. Affected populations have a fundamental right to shape humanitarian intervention, and humanitarian actors have a duty to respond to expressions of their rights and needs.

A recent review undertaken by ALNAP and the Steering Committee for Humanitarian Response, highlighted common aspects of AAP resonating with NGOs, including the need to:

- Acknowledge, make visible and diminish the power imbalance between organisations and disaster-affected persons.
- Involve affected persons meaningfully in key decisions and processes that influence their lives.
- Build relationships with affected persons that are characterized by dignity and respect.
- Share relevant information and communicate transparently (providing feedback to disaster-affected persons as well as consulting them), whilst seeking out feedback and complaints.
- Behave with integrity, keeping to commitments made and engendering trust.

### Considerations & Thought Provokers

Moving forward, NGOs engagement with affected populations must be increasingly driven by accountability considerations. Some key questions to consider in relation to NGO’s partnership with- and accountability to affected populations include:

- Continued advances in technology continue to offer new vehicles for feedback and communication with communities. These emerging vehicles need to be balanced with current, effective communication methods (FAO).
- Approaches to AAP in limited to no-access environments add layers of complexity. As these contexts require working in partnership with local entities with varying levels of

visibility, there is a delicate balance between working in a relationship based on trust and mutual respect, and on the other, ensuring a strong level of quality and accountability.

- If affected populations are viewed as stakeholders as opposed to beneficiaries, should not the Principles of Partnership apply as equally between NGOs and affected populations? What more can be done to improve NGO partnerships and accountability to affected populations?

#### Session: Setting the scene

##### **Nan Buzard: Executive Director, ICVA**

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Nan Buzard is the Executive Director of ICVA. Her former role was the Senior Director of International Response & Programs for the American Red Cross. In this role she oversaw staff in Africa, Asia and Latin America, who specialize in disaster preparedness, emergency response, health and post-disaster programs.



Prior to joining the Red Cross, Nan worked for the United Nations High Commissioner for Refugees in Geneva, as their Senior Policy Advisor and as a consultant. One of Nan's most cherished roles was five years as Manager of the Sphere Project, an initiative to improve the quality and accountability of disaster response.

Leading up to this point, Nan had several positions with the International Rescue Committee in Bosnia-Herzegovina, the United Nations Fourth World Conference on Women in New York and Beijing, and the South-North Development Initiative in New York. Nan has worked in extensive field missions to many countries around the globe, and currently serves as the Chair of ALNAP's Steering Committee.

#### Session: Viewpoint: Partnerships in the 21st century: Opportunities, challenges and the future.

##### **Ms. Ros Tennyson:**

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Originally trained in drama and theatre, Ros spent her early career in a range of community development roles. This culminated in 3 years as CEO of the Marylebone Centre Trust (1989-1992) - an action research project integrating complementary medicine into NHS primary health care provision.



From 1992 to 2011, Ros worked for the International Business Leaders Forum, developing its pioneering partnership work bringing together business, government, civil society and other non-traditional actors in a wide range of collaborative models to address inclusive and sustainable development issues.

She was a co-founder of The Partnering Initiative (in 2002) and of the Partnership Brokers Project that became an independent Association in 2012 (see: [www.partnershipbrokers.org](http://www.partnershipbrokers.org)). She is the author of many tool books and learning case studies all designed to explore and promote what it takes to partner well. Having run training courses and workshops in more than 40 countries and in a wide range of contexts, she has come to believe that that multi-stakeholder collaboration is central to the creation of a sustainable world and that investment in the partnering process can make all the difference between success and failure.

## **Ms. Penny Lawrence: Deputy Chief Executive, Oxfam Great Britain**

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Penny Lawrence currently serves as the Deputy Chief Executive at Oxfam GB, working closely with Leadership Team members to lead Oxfam on people change and strategic alignment in addition to sitting on various advisory committees, e.g. at Oxford University, the Centre for the Study of African Economies and sustainability advisory bodies, e.g. IKEA, Unilever, Penny also is the Chair of ICVA.



Penny started her career as a teacher and was International Programmes Director at VSO before joining Oxfam. She has over 30 years experience in the development field and has lived and worked in Sudan, Zimbabwe and Ghana as well as the UK.

Penny joined Oxfam GB in March 2006 as International Programmes Director, the strategic and operational lead for Oxfam's programme teams, across 60 countries, who respond to humanitarian crises, engage in long-term development and address the causes of poverty through advocacy and campaigning around the world. Her particular interests in development/humanitarian field include women's economic leadership, building resilience in vulnerable communities and cross-sectoral collaboration, e.g. big business deriving societal as well as economic value.

## **Session: Partnerships in 2015: How are we doing in relation to the Principles for Partnership?**

### **Moderator: Ms. Heba Aly: Managing Editor, IRIN**

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Heba Aly is a Canadian-Egyptian journalist who has reported from conflict zones around the world, including Afghanistan, Sudan, Iraq and Syria. She was part of the management team that oversaw the humanitarian news service IRIN's spin-off from the United Nations and currently serves as its Managing Editor ([www.irinnews.org](http://www.irinnews.org)). As a reporter at IRIN, Heba has examined the relationship between Gulf aid agencies and the Western-led multilateral aid architecture; the role the private sector can play in aid delivery; whether celebrity advocacy really works; and how UN agencies can better support - and tap into - local and volunteer aid delivery networks during conflicts.



She has previously worked for the Canadian Broadcasting Corporation, Bloomberg News and the Christian Science Monitor, and is a grantee of the Pulitzer Center on Crisis Reporting. A graduate of Carleton University, Heba speaks English, French, Arabic and Spanish. Find her on Twitter: @HebaJournalist.

### **Ms. Liliane Bitong: Regional Representative for West & Central Africa, ICVA**

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Liliane Bitong Ambassa is ICVA's Regional Representative for West and Central Africa. Previously, she managed the NGOs and Humanitarian Reform Project in Cote d'Ivoire and DR Congo. She also served as Deputy Director of NGO Initiative pour un leadership cohésif in DRC, managed returnee reintegration programmes in Sierra Leone and DR Congo for the German Technical cooperation agency GTZ, worked as a Humanitarian Reporter for UN news agency Irinnews West Africa.



Liliane holds a European Masters degree in Humanitarian Assistance from Rijksuniversiteit Groningen, the Netherlands. Liliane is a founding and board member of the 2014 launched West African citizen Think Thank WATHI, which aims to stimulate collective reflection and action surrounding issues that are key for the future of West Africa.

## **Ms. Myriam Marcuello-Lopez: Project Officer, Cordoba Foundation of Geneva**

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Myriam Marcuello-Lopez holds a Master's degree on International Humanitarian Aid from the Faculty of Law of Aix-Marseille III (Noha programme) and a Master's degree on Political Sciences from the Institute of Political Studies of Grenoble. She also studied Anthropology, with a major on Arabic and Muslim civilization, at Sorbonne and Nanterre universities in Paris. And she graduated in Arabic language and civilization from the "Institut National des Langues et Civilisations Orientales" of Paris.



Myriam Marcuello-Lopez has been working since 2004 in the humanitarian sector as a Protection Specialist for different agencies such as UNHCR, DPKO, UNICEF and Save the Children. A former member of Save the Children Sweden Emergency Standby Team, she has been deployed as a Child Protection expert to several fields of operation including Tunisia, Pakistan, Indonesia and UNHCR headquarter in Geneva. Prior to joining Cordoba Foundation, she worked for the Swiss NGO Geneva Call as Thematic Adviser on Children and Gender issues. Her main task was to provide technical support and strategic recommendations to strengthen engagement with armed non-state actors in a view to prevent violence against civilians.

## **Mr. Michael Mosselmans: Head of Humanitarian Policy, Practice and Advocacy and Programmes in Latin America and the Caribbean, Christian Aid**

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Michael Mosselmans is Head of Humanitarian Policy, Practice and Advocacy (and Programmes in Latin America and the Caribbean) at Christian Aid in London.



With 600 partner organizations around the world, Christian Aid is the largest UK NGO to conduct all its humanitarian and development work exclusively through partners. Previously, Michael was coordinator of the 'Towards a Safer World' whole-of-society preparedness initiative at WFP (2010-2013); Chief of the Pandemic Influenza Coordination team at OCHA (2006-2010); and Head of the Conflict Humanitarian and Security Department (CHASE) at DFID (2002-2006).

## **Mr. George William Okoth-Obbo: Assistant High Commissioner for Operations, UNHCR**

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Mr. George Okoth-Obbo is UNHCR's Assistant High Commissioner for Operations. He was appointed to this position on 12 February 2015.

Mr. Okoth-Obbo is a lawyer educated for his Bachelor's Degree in Law at Uganda's Makerere University; for his Diploma in Legal Practice at the Law Development Centre in the same country; and for his Masters in Law at the University of Nairobi in Kenya. Before joining UNHCR, Mr Okoth-Obbo was a Lecturer in Law at, respectively, the above-mentioned Law Development Centre and the Faculty of Law at Makerere University.



Mr. Okoth-Obbo joined UNHCR in 1984 as an Associate Protection Officer in Botswana (1984-1987). He then served as Protection Officer in Swaziland (1987) and Lesotho (1987-1989) before being reassigned to UNHCR Headquarters where he first worked as

Senior External relations Officer in the Secretariat (1989-1991) and later as Senior Legal Advisor for the Regional Bureau for Africa (1991-1995). Mr. Okoth-Obbo has since held senior roles in Ethiopia, South Africa, Zambia and prior to his current role, was the Director of the Regional Bureau for Africa at UNHCR.

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**Dr. Ahmad Faizal Perdaus: President, MERCY Malaysia**

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Faizal joined MERCY Malaysia in 2003 and was eventually appointed to the Executive Council. He assumed the position of President in 2009 and was re-elected in 2011.

He is currently the Vice-Chair of ICVA, a member of the Strategy Group of the Humanitarian Innovations Fund, and a board member of the Advanced Training Program on Humanitarian Action (ATHA). Prior to his work with MERCY Malaysia, Faizal was a consultant in internal medicine.



## Session: Informal lunch briefings

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**Ms. Gwi-Yeop Son: Director, Corporate Programmes, OCHA**

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Gwi-Yeop Son is the Director of the Division for Corporate Programmes. She oversees OCHA's administration and its work on communications, information services and policy development, and its management of the Central Emergency Response Fund.

Gwi-Yeop Son began her career in Haiti, assisting HIV/AIDS patients with the non-governmental organization Death and Dying Institute. In 1994, Ms. Son was posted to Somalia as a Programme Officer with the United Nations (UN) Development Programme (UNDP), marking the beginning of an 18-year period with UNDP. After two years in Somalia, Ms. Son was appointed Assistant Resident Representative of the Governance and Environmental Management Division of UNDP in Lao PDR. Ms. Son has since served as the Deputy UNDP Representative in Timor Leste, the Country Director of UNDP Indonesia, and as the UN Resident Coordinator and UNDP Resident Representative.



Ms. Son received a Bachelor of Arts degree in Political Science from the College of Wooster in 1989, and a Master of Public Administration degree from the School of International and Public Administration of Columbia University in 1993.

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**Dr. Jemilah Mahmood: Chief of the World Humanitarian Summit Secretariat**

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Dr. Jemilah Mahmood currently serves as the Chief of the World Humanitarian Summit Secretariat. Dr. Mahmood is a Malaysian doctor and humanitarian activist. From 1999-2010 she was the President of the Malaysian Medical Relief Society (MERCY Malaysia), a medical charity which she founded in June 1999.

In 2008, she was one of 16 members appointed by United Nations Secretary-General Ban Ki-moon to the Advisory Group of the Central Emergency Response Fund (CERF). She is also a board member of DARA.



Dr. Mahmood graduated in 1986 as a [Doctor of Medicine](#) (MD) from the [National University of Malaysia](#) (UKM), and went on to earn her Masters in Obstetrics & Gynaecology from the university in 1992. She became a member of the Royal College of Obstetricians and Gynaecologists in the United Kingdom.

8.30 – 9.00	Registration and coffee	
9.00 – 9.30	Welcome and introductions	
9.30 – 9.45	Setting the scene The Humanitarian community and the Principles of Partnership (PoP); A vision of humanitarian partnerships in 2020	Nan Buzard: Executive Director (ICVA)
9.45 – 10.30	Viewpoint: Partnerships in the 21 <sup>st</sup> Century: Opportunities, challenges & the future	Ros Tennyson: Development Director - Strategy (Partnership Brokers Association) Moderator: Penny Lawrence, Deputy Chief Executive (Oxfam GB)
10.30 – 11.00	Coffee break	
11.00 – 12.15	Partnerships in 2015: How are we doing in relation to the Principles of Partnership? Panel discussion: Experiences of partnership within and between the NGO community, the UN, the private sector and other actors. Panelists: Representatives from the NGO community, the UN, and the private sector Moderator: Heba Aly (IRIN)	
12.15 – 1.45 12.30 – 13.00 13.10 – 13.40	Buffet lunch and informal lunchtime discussions Reflections on pooled funding mechanisms from recent Pakistan & Afghanistan mission Reflections on recent Middle East & North Africa World Humanitarian Summit Regional Consultation	Gwi-Yeop Son: Director, Corporate Programmes (OCHA) Jemilah Mahmood: Chief of WHS Secretariat
13.45 – 15.00	Partnerships in 2020: Where do we want to be? What happens if we don't change? Open space group discussions Considering the application of the Principles of Partnership in relation to: - NGO and UN partnerships - INGOs and NNGO partnerships - NGO and private partnerships - NGOs and Affected Populations	ICVA members and partners
15.00 – 15.30	Coffee Break	
15.30 – 16.45	Partnerships – putting it all together towards the WHS	Jemilah Mahmood: Chief of WHS Secretariat
16.45 – 17.00	Conference Close	
17.30 – 19.00	Cocktail Reception	



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