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# NGO i n s i g h t

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# PROGRAMME

## CHAIR: LEIGH DAYNES

Leigh Daynes is executive director of Doctors of the World UK, part of the international Médecins du Monde network which meets the health needs of excluded people through over 300 projects and advocacy in 78 countries, including in Britain.

Previously he was director of advocacy, campaigns and communications at international children's development charity Plan. He has also worked as head of corporate external affairs at the British Red Cross, a post he held for 6 years. Leigh has extensive overseas experience, from Afghanistan to Zimbabwe, at the headquarters of the International Committee of the Red Cross (ICRC) in Geneva, and at the Red Cross's permanent observer mission to United Nation's headquarters in New York.



He is a former trustee of the International Broadcasting Trust (IBT) and chair of the Communicating with Disaster Affected Communities (CDAC) Network. He has collaborated with the LSE and Birkbeck on a research project to understand the public's response to communications from aid and development organisations.

09:00	Registration, refreshments & networking			
09:30	Chair's welcome - <b>Leigh Daynes</b> , executive director, Doctors of the World			
09:40	<b>Making waves on a shifting global stage</b>  To set the scene, Myles Wickstead will consider how the current global landscape impacts on the NGO community. In the face of significant operational challenges, as well as the expanding nature of humanitarian crises, risks to funding and increased scrutiny, how can NGOs further enhance their influence and proudly assume their place on the world stage to build a better global future?  <b>Myles Wickstead</b> , visiting professor (International Relations), King's College London			
10:15	<b>Refugee crisis in focus</b>  The UN has called it the worst refugee crisis of our generation, and civil society has been operating on the frontline, juggling a plethora of practical and political challenges. In this session Nabila Ramdani will consider the human cost, the political implications and the effectiveness of the ongoing global response.  <b>Nabila Ramdani</b> , journalist & commentator			
10:55	Networking & refreshment break			
11:25	<b>1A. Dilemma: Terrorism &amp; risk</b>  A UN report on aid diversion mentions an organisation you are partnering with as potentially having funded terrorist organisations, but there is no evidence that your programme funds have been misdirected. How would you manage the situation? What risk-management techniques should you have in place to protect against reputational damage?  Facilitated by <b>Bob Humphreys</b> , treasurer, Oxfam International	<b>1B. Technical briefing: FX cost savings - advantages of treasury centralisation</b>  The goal of an efficient treasury function of an INGO must be to help ensure that the full value is realised for the funding they receive. This session will look to explore the benefits that a centralised treasury function can bring to an INGO and will highlight the potential efficiencies available.  <b>Speaker tbc</b> , INTL FCStone	<b>1C. Dilemma: Expecting more for less</b>  Pressure on your organisation is mounting to show you're adhering to best practice, complying with due-diligence checks and evaluating programme effectiveness. With limited resources and funding cuts, how can smaller organisations build capacity, both internally and externally?  Facilitated by <b>Andy Nash</b> , head of finance, Lessons for Life Foundation	<b>1D. Technical briefing: Using your investment assets to generate change</b> <ul style="list-style-type: none"><li>• Why sustainable investing matters!</li><li>• The power of shareholder engagement - having a global voice</li><li>• Making your cash work for you and your mission</li><li>• How sustainable investing reduces risk and adds value</li></ul> <b>Matt Crossman</b> , ethical research and corporate engagement and <b>Victoria Hoskins</b> , investment director, Rathbone Greenbank Investments
11:10	Transit time			

# PROGRAMME

12:15	<p><b>2A. Technical briefing: Cost benchmarking</b></p> <p>With increased pressure on unrestricted funding, INGOs need to develop effective processes and systems to increase the rate of recovery of interest and support costs from restricted funding and donors. This session will offer an opportunity to discuss the findings from the joint cost benchmarking survey of UK NGOs launched by Bond and Mango, and discuss the key issues and challenges.</p> <p><b>Helen I'Anson</b>, consultancy &amp; projects manager, Mango</p>	<p><b>2B. Dilemma: Dealing with the banks' 'de-risking' tactics</b></p> <p>The willingness of many banks to close the accounts of humanitarian aid agencies in response to counter-terrorism legislation is causing widespread concern and hampering aid efforts. A notorious example of this was HSBC withdrawing services from Islamic Relief. But what are the wider implications of these de-risking policies and is there anything you can do to reassure your bank about your activities?</p> <p>Facilitated by <b>Jehangir Malik OBE</b>, chief executive, International Inspiration and former director, Islamic Relief</p>	<p><b>2C. Technical briefing: Financial issues affecting INGOs</b></p> <p>A round up of financial, accounting and tax issues affecting INGOs, including:</p> <ul style="list-style-type: none"> <li>• Controls in field offices and the role of internal audit</li> <li>• Grant audits and donor reporting</li> <li>• Governance and overseas structure – branches vs subsidiaries</li> <li>• The Bribery Act</li> <li>• The impact of SORP 2015 for INGOs</li> <li>• Common VAT and tax issues</li> </ul> <p><b>Steve Harper</b>, senior audit manager and <b>Murtaza Jessa</b>, head of charities, haysmacintyre</p>	<p><b>2D. Dilemma: Banking blockades</b></p> <p>You are trying to scale up a humanitarian response in Syria, but the banking system is effectively closed, because of sanctions. You need to pay local partners, buy and ship equipment, buy food etc. What is the best way to proceed? What common pitfalls should you look out for in similar situations?</p> <p>Facilitated by <b>Rose Caldwell</b>, executive director, Concern Worldwide UK</p>
13:00	Lunch			
14:00	<p><b>Panel discussion: Disruptive technologies – should we fear or embrace them?</b></p> <p>Across all industries, entrepreneurial start-ups, with low overheads and more agile ways of working are displacing conventional norms. The panel will consider the challenges and opportunities that these new models present to more traditional organisations. Will the tech start-up disrupt international development as we know it? How are both types of organisations adapting their campaigns, structures, and even missions to today's modern, networked world? Is it necessary to reinvent the wheel, or can you build innovation into your existing framework?</p> <p><b>Rose Caldwell</b>, executive director, Concern Worldwide UK, <b>Tracy Frauzel</b>, mobilisation strategy director, Mobilisation Lab, Greenpeace, <b>Libby James</b>, co-founder, Wiki Development and <b>Mandy Johnson</b>, UK director of partnerships, Change.org</p>			
14:45	<p><b>Integrating finance and programmes to effectively navigate new business models</b></p> <p>Pressures on achieving value for money, completing due diligence on partners, mitigating risk and working with commercial partners on payment-by-result contracts, are resulting in new business models for NGOs. The role of the finance team is becoming increasingly important to ensure success in running a mixed economy of sponsorship, grants and contracts, and to deliver impactful international programmes.</p> <p><b>Tanya Barron</b>, chief executive and <b>Bill Cunningham</b>, finance director, Plan UK</p>			
15:15	Networking & refreshment break			
15:40	<p><b>Taking stock: reducing fraud and corruption in international charities</b></p> <p>The risk of fraud is significantly higher for charities operating in the world's most underdeveloped and fragile environments. In this session Oliver May will suggest some fraud-enabling factors unique to the charity sector, and explain how senior managers can better deter, prevent, detect and respond to fraud and corruption.</p> <p><b>Oliver May</b>, author, consultant and former head of counter-fraud, Oxfam</p>			
16:10	<p><b>Panel discussion: Charities in the spotlight</b></p> <p>Welcome to the new normal, where charity is no longer synonymous only with selfless philanthropy, but where politicians, the public and the media are all too ready to cast a critical eye over our governance and our activities. What is the best approach to risk management in the highly emotive world of international development, and how are the pressures different to domestic charities? How can we prepare for and effectively respond to reputational threats? Is transparency our greatest weapon in the face of media scrutiny?</p> <p><b>Barabara Frost</b>, chief executive, WaterAid, <b>Michael O'Donnell</b>, head of effectiveness &amp; learning, Bond and <b>Brendan Paddy</b>, head of communications, Disasters Emergency Committee</p>			
16:55	Chair's closing observations			
17:00	Networking drinks reception			

