

# THE FUTURE OF DEVELOPMENT CO-OPERATION

## Charting strategic directions

11-12 May 2026 | OECD, Paris



**Conference session note – 12 May 2026, 09:00-10:00**

## Resetting partnerships for global development progress

### Description

This high-level panel will put forward proposals for resetting partnerships and the strategic and foundational shifts needed to ensure development co-operation delivers for the world's poorest and most vulnerable people. Panellists will debate what it will take to move toward more equitable decision-making, meet country needs, and rebalance power across the system. They will also consider how development partnerships can address global inequalities, honour political and financial commitments, and align better with country-led priorities for sustainable progress and meaningful impact.

Additional background material can be found on the [Resources page](#).

### Key takeaways

- **Concrete examples of how diverse actors are already working together in new ways** – unpacking ‘mutual benefit’ partnerships among other approaches – and highlight both the opportunities and the trade-offs involved in these evolving models.
- **What it really takes to partner in a fragmented system** and amid heightened geopolitical tensions, considering constraints and drivers across governments, private sector, and other actors and how to overcome common barriers, align ambitions, and coordinate efforts.
- **Practical ideas on how partnerships can drive systemic change** and mobilise resources.

### Opening remarks

- Stine Håheim, State Secretary to Minister of International Development, Norway

### Panel Speakers

- Dima Al-Khatib, Director, UN Office for South-South Co-operation (UNOSSC)
- Olaya Dotel, Vice Minister for International Co-operation, Dominican Republic
- Renato Godinho, Director of the Support Mechanism of the Global Alliance Against Hunger and Poverty
- Alexia Latortue, Head of Secretariat, Future of Development Co-operation Coalition
- Richard Niwenshuti, Chief Executive Officer, Rwanda Co-operation Initiative
- Mariin Ratnik, Undersecretary of Economic and Development Affairs, Estonia
- Cindy Termorshuizen, Deputy Minister of International Development, Canada

**Moderator:** Len Ishmael, Senior Fellow, Policy Centre for the New South

## Speaker Bios



**Stine Håheim**, State Secretary to Minister of International Development, Norway. Stine Renate Håheim is a Norwegian Labour Party politician serving as State Secretary to the Minister of International Development, Åsmund Aukrust, a position she took up in February 2025. She was a municipal councillor for Nord-Aurdal from 2003 to 2007 and served as a member of Oppland county council from 2007 to 2009. She was elected to the Storting (Norwegian Parliament) at the 2009 parliamentary election and served as a Member of Parliament for Oppland from October 2009 to 2021. She was also a central figure in the Workers' Youth League (AUF) between 2006 and 2010. Ms. Håheim studied at the Lektorstudiet at the University of Oslo. In her role as State Secretary for International Development, she has represented Norway in bilateral and multilateral forums, including engagements with the UN and partner countries such as Bangladesh.



**Olaya Dotel Caraballo**, Vice Minister for International Co-operation, Dominican Republic. Olaya Ondina Dotel Caraballo serves as Vice Minister of International Cooperation at the Dominican Republic's Ministry of Economy, Planning and Development. In this role, she oversees the country's international cooperation agenda, manages bilateral and multilateral partnerships, and represents the Dominican Republic in international forums including the UN Development Cooperation Forum and ECLAC. She brings over 15 years of experience in social research, public policy design and evaluation, and university teaching, with a focus on citizenship, social policy, social movements, and democracy. She is a lecturer at the UASD, an associate researcher at FLACSO, and has carried out research and consultancies for institutions including the IDB, UNDP, UNICEF, and AECID. She has also authored and co-authored several publications on social policy and democratic governance in the Dominican Republic. Ms. Caraballo holds a Bachelor's degree in Political Science from the UASD, a Master's in Social Sciences from FLACSO Buenos Aires, a Master's in Philosophy in a Global World from the University of the Basque Country and the UASD.



**Richard Niwenshuti**, Chief Executive Officer, Rwanda Co-operation Initiative. Richard Niwenshuti was appointed Chief Executive Officer of the Rwanda Cooperation Initiative (RCI) by Cabinet decision of 2 April 2025. With a background spanning trade, project management, and international development, he began his career with the International Finance Corporation (IFC) through the Sustainable Business Advisory Programme, supporting investee banks, telecommunications companies, and higher learning institutions across Africa, Asia, the Middle East, and Latin America. From 2017, he served as Programme Coordinator under the Rwanda Development Board, leading a joint programme between the Government of Rwanda and the Netherlands to strengthen education for agricultural development. In 2019, he moved to the Ministry of Trade and Industry (MINICOM) as Coordinator of the Single Project Implementation Unit, overseeing several trade facilitation projects including the World Bank funded Great Lakes Trade Facilitation Project. He was subsequently appointed Permanent Secretary of MINICOM in 2022, before leading the Africa Electronic

Trade Group prior to joining RCI. The Rwanda Cooperation Initiative is a state owned enterprise established in 2018 to promote and share Rwanda's development experience through South South and Triangular Cooperation. He holds an MBA in project management from Mount Kenya University and a Bachelor of Arts in Education Leadership from the University of Rwanda.



**Cynthia (Cindy) Termorshuizen**, Deputy Minister of International Development, Canada. Cindy Termorshuizen serves as Deputy Minister of International Development at Global Affairs Canada. She was appointed Associate Deputy Minister of Foreign Affairs on 5 January 2022, concurrently serving as Personal Representative of the Prime Minister (Sherpa) for the G7 and G20 Summits from May 2023, before transitioning to her current role. Over the course of her career at Global Affairs Canada, she has held senior positions across a broad range of portfolios, including consular and emergency management, international security policy, and bilateral relations with China and Afghanistan, where she served as

Deputy Head of Mission in both countries. Earlier in her career she held positions at the Privy Council Office and the Department of National Defence. She holds a Master of Arts in Political Science from Carleton University and a Bachelor of Arts in International Development and French from the University of Guelph.



**Dima Al-Khatib**, Director, UNOSSC. Dima Al-Khatib is the Director of the United Nations Office for South-South Cooperation (UNOSSC) since 1 March 2023. She is a sustainable development professional with more than 25 years of leadership and management experience across several duty stations. Prior to joining UNOSSC, she served as UNDP Resident Representative in the Republic of Moldova. Before that, she held a range of positions including Programme and Policy Coordinator at the UNDP

Regional Hub in Amman, UNDP Deputy Resident Representative in Kuwait, and UNDP Deputy Country Director in Libya. Ms. Al-Khatib holds a Diplôme d'Études Approfondies (DEA) in Environmental Health from the Lebanese University and the University of Bordeaux II, as well as a Bachelor of Science and a Teaching Diploma in Environmental Health from the American University of Beirut.



**Renato Godinho**, Director of the Support Mechanism, Global Alliance Against Hunger and Poverty. Renato Domith Godinho is a Brazilian diplomat and Director of the Support Mechanism of the Global Alliance Against Hunger and Poverty, the Alliance's secretariat based at FAO headquarters in Rome. He brings 22 years of experience in multilateral governance, with a focus on food and nutrition security, social development, and energy policy. Originally trained as a journalist, he transitioned to career diplomacy at Brazil's Ministry of Foreign Affairs in 2003, where he went on to lead international policy dialogue on renewable energy and coordinated the Biofuture Platform – a 20-country intergovernmental coalition promoting advanced low-carbon solutions – serving as its Chair from 2019 to 2021. Prior to his current appointment, he served as Head of the Special Advisory for International

Affairs at Brazil's Ministry of Social Development, where he played a central role in designing the Global Alliance initiative during Brazil's G20 presidency in 2024. As Director, he oversees coordination among more than 200 Alliance members across 103 countries, supporting the implementation of national

programmes against hunger and poverty and mobilising financial and technical resources toward the 2030 goals. He holds a degree in journalism and a master's degree in international relations from the Rio Branco Institute.



**Mariin Ratnik**, Undersecretary of Economic and Development Affairs, Estonia. Mariin Ratnik is the Undersecretary for Economic and Development Affairs at Estonia's Ministry of Foreign Affairs since 1 September 2022. In this role, she directs the work of the Department for External Economic Policy and International Economic Organisations, the Economic Diplomacy Department, and the Department for Development Cooperation and Humanitarian Aid. Over the course of her career, she has served as Estonian Ambassador to Belgium and Luxembourg (2010–2011), Ambassador to the OSCE in Vienna (2011–2015), Director General of the Political Department of

the Foreign Ministry (2015–2017), and Foreign Policy Adviser to the Prime Minister (2017–2019). She subsequently served as Estonian Ambassador to Spain, Andorra, and Algeria from 2019 until her appointment as Undersecretary. She has also previously served as an adviser for European Parliament affairs at Estonia's Permanent Representation to the EU, as an economic adviser at the Estonian Embassy in Berlin, and as a division director in the European Union Department. Ms. Ratnik graduated in economics from the University of Tartu and has studied international relations at the Estonian School of Diplomacy and the Humboldt University in Berlin.



**Alexia Latortue**, Head of Secretariat, Future of Development Co-operation Coalition. Alexia Latortue is the Head of Secretariat of the Future of Development Cooperation Coalition, an independent initiative co-hosted by the African Center for Economic Transformation and the Center for Global Development, launched in December 2025. She is also a Distinguished Non-Resident Fellow at the Center for Global Development (CGD) and serves on the boards of Suez and ODI Global, as well as in the capacity of Special Advisor to the Trade and

Development Bank Group. Most recently prior to her current role, she served as the Assistant Secretary for International Trade and Development at the U.S. Department of the Treasury under the Biden-Harris Administration, where she acted as policy advisor on climate, environment, and infrastructure, development finance and policy, trade and investment, and technical assistance. She conceptualized and led an initiative to evolve multilateral development banks to better address 21st-century challenges, and spearheaded a strategy to use public finance to mobilize private capital into emerging markets. Earlier in her career, she was the Millennium Challenge Corporation's Deputy CEO and Managing Director for Corporate Strategy and served on the Executive Committee of the European Bank for Reconstruction and Development (EBRD). She also spent ten years at the World Bank working on financial inclusion, culminating in her role as Deputy CEO of CGAP. She holds a Master of Arts from The Fletcher School of Law and Diplomacy at Tufts University and a Bachelor of Science from Georgetown University.



**Ambassador Dr. Len Ishmael** is an affiliate Professor at Mohammed VI Polytechnic University teaching the MSc course New South Dynamics, as well as Geopolitics and Geo-economics in the Joint HEC Paris/Public Policy School Executive Program. She is a Senior Fellow of the Policy Center for the New South, Distinguished Visiting Scholar of the German Marshall Fund of the United States of America and a Senior Fellow of the European Centre for Development Policy Management. Dr. Ishmael is the Global Affairs Advisor and Head of the Expert Groups of the Brussels Diplomatic Academy of the Vrije Universiteit Brussel (VUB). She is the former Ambassador of the Eastern Caribbean States to the Kingdom of Belgium and European Union, past President of the 79-member African, Caribbean & Pacific (ACP) Committee of Ambassadors in Brussels and Commissioner of the Lancet Commission

on COVID-19's Regional Task Force for Latin America. Former roles include that of Director of the United Nations Economic Commission for Latin America & the Caribbean Regional Headquarters; Director General of the Organization of Eastern Caribbean States, Alternate Governor of the World Bank and Director of the Leadership for Environment & Development Foundation (New York) established by the Rockefeller Foundation. She is a Fletcher School Tufts University GMAP Endowment Fellow and member of The Fletcher School Advisory Council. Her academic credentials include a PhD in Development Economics from the University of Pennsylvania, an MA in International Relations and Diplomacy from the Fletcher School Tufts University, an MA in Urban Planning from the City University of New York and a BA, Economics and Geography from the University of the West Indies. Ambassador Ishmael is an international speaker on relations between the West and the Global South and the author of several publications on the New South/Global South, Geopolitics, Africa-EU relations, China, and the Trans-Atlantic/Wider Atlantic relationship. Her most recent book as editor and co-author entitled: *Aftermath of War in Ukraine, the West vs the Global South?* was published by the PCNS in 2023. Other recent publications include *Winds of Change: The Brics Club of Nations and Dawn of the New South* published by TRENDS, Abu Dhabi in September 2024 and *The New South: Breaking with the Past. West-South Engagement in a Changing World* published by IDOS, Bonn July 2024.