



Clare Condillac

Profile

With more than two decades of experience in HR, organisational development and safeguarding across the private, public and not-for-profit sectors, I bring a unique blend of technical expertise and a global perspective shaped by the privilege of living and working in more than twenty countries across Africa, Asia and the Americas. My areas of expertise include HR & OD strategy, HR in emergencies, organisational transformation, design and change management, and leadership development.

My career spans frontline humanitarian response – as part of Oxfam GB’s Humanitarian Support Personnel surge pool and as HR Delegate for the British Red Cross’ largest bilateral aid programme in Aceh – through to regional leadership as Plan International’s Regional HR & OD Director for Asia. These roles immersed me in the realities of crisis response and the on-the-ground HR&OD implications for organisations delivering humanitarian assistance. Since 2023, I have served as Vice President of the Global People Team and now Acting Chief People Officer and member of the Executive Leadership Team at Mercy Corps, guiding the organisation through profound change following abrupt and deep US Government funding cuts. This has required difficult decisions – programme closures, Country Office exits, and restructuring – while ensuring our mission, accountability to the communities we serve, safeguarding and staff care remain anchors as we adapt to new realities.

From 2016–2023, I founded and was Director of Bongo HR, an HR&OD consultancy that partnered with a diverse range of organisations – from the Green Climate Fund and large UN agencies to INGOs and smaller national NGOs. Unlike an embedded operational role, I was engaged to support as a trusted external advisor to help address complex organisational challenges. This vantage point gave me unique insight into how a diverse range of organisations approach accountability, safeguarding, talent, leadership and change – and how external perspectives can unlock solutions internal teams may not see. A core principle of Bongo HR was reinvesting profits and resources to strengthen smaller local organisations, reflecting my conviction that strong local organization capacity is fundamental to an accountable and effective humanitarian system.

This conviction has also guided my thought leadership, including developing guidance such as ‘Building organisations for locally-led humanitarian action’ launched at the 2019 ALNAP conference and exploring the role of leaders in strengthening safeguarding. I also bring governance experience, having served as a Trustee of the North West Federation of Museums and Art Galleries and currently as a volunteer Director of a small social business, Friendship Fusion, established to strengthen youth services in Southport after the tragic 2024 mass stabbing.



I bring to Board service operational leadership experience and a strategic, system-level perspective, but also a style grounded in listening, curiosity and humility – qualities I believe are essential for advancing the CHS Alliance's mission to build a safer, more accountable and people-centred humanitarian system at a time of profound change.

Why is the CHS Alliance important to the sector?

The humanitarian sector is at an inflection point: needs are escalating while resources decline, trust is eroding, and shifting geopolitics, demographics and technology are transforming our operating environment. In such turbulence, the CHS Alliance provides much-needed clarity and coherence. It anchors the sector to people-centred commitments and safeguards and transforms shared values into measurable practice. By harmonising standards, reducing duplication, and amplifying the perspectives of affected communities, the Alliance helps diverse actors collaborate rather than compete. It is one of the few spaces where the sector can hold itself collectively accountable and chart a principled course through great uncertainty.

What motivates you to join the Alliance's Board?

I am motivated by a conviction that in times of disruption, principled and people-centred leadership and accountability matter most. My career has focused on strengthening organisations so that they uphold dignity and safety and adapt to change without losing sight of their mission. The CHS Alliance embodies these commitments and can influence our sector at scale. In this season of profound change and crisis, joining the Board would allow me to contribute my experience in organisational transformation, HR, safeguarding and leadership to this collective endeavour, while serving as a steward of the values that first drew me to humanitarian work.