



EXTRACTIVES AND EMERGENCIES: THE PAPUA NEW GUINEA EARTHQUAKE RESPONSE

DECEMBER 2018

*Somewhere upstream of Hepa, Papua New Guinea Jungle, PNG - 19-26 March 2014
- Gas Exploration Drilling - Helicopter conveyed rigs - no roads, minimum footprint
and 1 site being restored. Ian Geraint Jones / Shutterstock.com*

HUMANITARIAN HORIZONS PRACTICE PAPER SERIES

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This practice paper is a rapid analysis of the role played by extractive organisations ('extractives') in the 2018 PNG earthquake response. It explores the strengths and weaknesses of their engagement, and proposes that for humanitarian organisations to work more effectively with extractives they need to engage with them more intentionally – to understand, to learn and to plan together. The paper provides a series of questions to guide engagement, in 'Digging Deeper' text boxes throughout the paper, for both humanitarian organisations and extractives.

What do we know?

Businesses are increasingly major contributors to humanitarian response, providing funding, material resources, access to networks and pro bono services. Companies working in the extractive sector are among the largest organisations that operate in contexts affected by humanitarian crises globally. They have significant revenue, sophisticated logistics networks and technical equipment, and close links with governments and communities.

In recent years, humanitarian agencies have rethought the way in which they engage with non-traditional humanitarian actors³ in order to maximise impact, optimise efficiency and diversify resources. Private sector engagement was a key theme of the World Humanitarian Summit in 2016, where platforms such as the Connecting Business Initiative were launched.⁴ Many global guidelines, standards, toolkits and engagement strategies point to how and why humanitarian actors and businesses should collaborate.

Despite this, the involvement of extractives in humanitarian response is a polarising issue. There are diverse perspectives on how – if at all – humanitarian actors should work with extractives to meet the needs of disaster-affected communities. Some organisations, including Médecins Sans Frontières, have specific policies

that prohibit engagement with extractives (including accepting financial contributions).⁵

What's new?

Firstly, the context. Large-scale engagement of extractives in humanitarian response in the Pacific region is a relatively new phenomenon. This paper spotlights that large-scale engagement and draws out lessons that may be applicable more broadly across the Pacific and further afield.

Secondly, the contribution. Extractives contributed significantly to the earthquake response with greater speed and reach than traditional humanitarian actors could achieve. This paper unpacks those contributions to support better understanding of the potential role of extractives in humanitarian response and encourage greater collaboration.

Thirdly, the risks and opportunities. Extractives have little formal training or support to engage in humanitarian response, and their understanding of humanitarian principles and approaches may be more limited, but they have alternative skillsets and resources that have substantial promise. This paper unpacks some of the risks and opportunities of greater collaboration between humanitarian actors and extractives.

What are the implications?

The increasing engagement of extractives in disaster response in the Pacific region has enormous potential. This research suggests that extractives are able to support humanitarian response operations to achieve greater reach, scale and therefore increased impact. This needs to be balanced with the risks of actors operating without the humanitarian frameworks that are traditionally used to guide response operations. The overwhelming implication is that the humanitarian sector needs to get better at working with extractives in the Pacific region. Fortunately, there are existing frameworks and precedents to guide greater collaboration.

3 For example, diaspora groups, the military, individual philanthropists and private sector actors. See <https://www.globalpolicyjournal.com/blog/25/11/2016/book-review-new-humanitarians-international-practice-emerging-actors-and-contested-p>

4 The Connecting Business Initiative brought together 11 national private sector networks globally.

5 Calain, P. (2012). The interaction between humanitarian non-governmental organisations and extractive industries: A perspective from Médecins Sans Frontières. *International Review of the Red Cross*, 94(887), 1115-1124. doi:10.1017/S1816383113000374



The UN Office for the Coordination of Humanitarian Affairs (OCHA) – World Economic Forum (WEF) Guiding Principles⁶ for Public–Private Collaboration in Humanitarian Action outline 10 key principles which serve as a guiding framework for humanitarian and private sector organisations working together.⁷ This paper uses some of these best practice principles to explore the response to the 2018 PNG earthquake.

Relevant principles drawn from the OCHA-WEF Guiding Principles for Public-Private Collaboration in Humanitarian Action



PRINCIPLE 1 Leveraging core competencies



PRINCIPLE 2 Needs driven



PRINCIPLE 3 Standards and codes of conduct



PRINCIPLES 4 AND 5 Relationships with governments and building local capacity



PRINCIPLE 9 Reporting, Monitoring and Evaluation



PRINCIPLE 10 Predictability.

6 https://interagencystandingcommittee.org/system/files/legacy_files/World%20Economic%20Forum%20-%20OCHA%20Guiding%20Principles%20for%20Public-Private%20Collaboration%20in%20Humanitarian%20Action.pdf

7 Other guidelines have been developed, including the IUCN Operational Guidelines for Private Sector Engagement (<https://portals.iucn.org/library/sites/library/files/documents/2006-106.pdf>) and various organisation-specific guidelines and policies such as Oxfam International's 2012 Policy Compendium Note on the Private Sector and Humanitarian Relief (<https://www.oxfam.org/sites/www.oxfam.org/files/hpn-private-sector-and-humanitarian-relief-080312-en.pdf>)

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LEVERAGING CORE COMPETENCIES

PRINCIPLE 1

Partnerships between humanitarian actors and private sector companies should be developed in which the core competencies of both parties are valued and leveraged.

The humanitarian community reached over 110,000 people affected by the 2018 earthquake in PNG.⁸ This section unpacks the competencies and contributions of extractives to the response and examines the extent to which the humanitarian sector valued and leveraged these competencies and contributions.

Geographic reach and logistics capacity

PNG has one of the largest extractive sectors of Pacific Island states, and the extractive sector forms most of its export industry. Eight mines are currently operational in PNG; most focus on precious metals, notably gold. A liquid natural gas (LNG) project operated by ExxonMobil, Santos and Oil Search came online in 2014, replacing declining oil production, and has plants in the Highlands region.⁹ Ok Tedi Mining and Porgera Joint Venture also have mines in the Southern Highlands and Western Province.

The operational footprint of some of the large extractives in PNG means that they also have an important role in filling service provision gaps, even outside the emergency context. Examples of this service provision include direct support to health facilities such as the Tari Hospital, provision of electricity, and other services that otherwise would not be provided by government due to ongoing resource and capacity constraints.

In the response to the earthquake, the significant geographic coverage and logistics capacity of the extractives meant that they were often among the first responders. They mobilised assessment and distribution teams to affected communities, playing a vital role in meeting immediate needs, particularly in hard-to-reach areas. Oil Search facilitated humanitarian coordination through its Moro field base, hosting humanitarian actors and defence force personnel from Australia and New Zealand. Barrick Gold Corporation, Ok Tedi Mining and others provided helicopters and donated flying time. Barrick Gold Corporation initially funded a Mission Aviation Fellowship (MAF) helicopter to deliver relief supplies to locations without an airstrip, and funded subsidies so that MAF could continue to offer discounted pricing to NGOs.¹¹ Oil Search also coordinated medical evacuation of over 70 individuals and distributed 80 Health Centre Kits and nine Aid Post Kits.¹²

“ExxonMobil had a significant presence prior to the earthquake in their project area. Oil Search had considerable presence in Hela and especially in working with the Provincial Health Authority.” (International humanitarian actor)¹⁰

8 <https://ocharoap.exposure.co/reaching-the-most-remote>

9 Extractive Industries Transparency Initiative, 2016

10 Interview 14

11 Interview 8

12 Oil Search Limited (2018). *Earthquake Response Fact Sheet*

“The private sector facilitated considerable logistics and relief supply movement early on as humanitarian organisations could not mobilise as quickly and the scale of the disaster was larger than ability to mobilise and reach especially remote community.”

(International humanitarian actor)¹³

United Nations agencies, international NGOs, national NGOs and bilateral government partners have a significant presence in Port Moresby, and pre-positioned relief supplies that were needed by communities early in the response. However, traditional humanitarian actors had limited networks and logistical capacity in the affected provinces.¹⁴ They implemented humanitarian relief programming, but also worked with extractives to ensure affected communities received relief supplies whilst also supporting the response operation for maximum quality and impact.

“The private sector laid the ground for everyone else to come in, and tried to push the humanitarian community to bring in volume and scale, whilst the HCT [Humanitarian Country Team] brought the quality, long-term protection component.”

(International humanitarian actor)¹⁵

Finance

Multinational corporations contributed significant financial resources to the response. Funding of USD24 million for the earthquake response in 2018 was the largest humanitarian contribution ever reported by the Financial Tracking Service (FTS) for PNG.¹⁶ This figure, however, excludes the majority of private sector donations. The five largest mining and oil companies with presence in the affected area contributed over USD23 million alone to the response, in addition to logistics support and material relief in kind, which for the most part was not quantified. Mining companies also channelled funds for other businesses; for example, KX Nippon and Santos both donated via Oil Search. Newcrest Mining and St Barbara Mining Ltd, which have operations in other areas of PNG, approached corporations with operational presence to offer financial assistance. The Oil Search Foundation was also the recipient of approximately USD500,000 of private sector donations from companies such as Santos, Steamships and Brandell.¹⁷

Snapshot of Private Sector Financial Contribution¹⁸



¹³ Interview 14

¹⁴ Interview 13

¹⁵ Interview 11

¹⁶ FTS, PNG, 2018, as of 14 November 2018

¹⁷ Interview 7

¹⁸ Data from FTS, Reliefweb and corporation press releases



Humanitarian vs. financial imperatives

Loss of export earnings is a key factor for extractives in disasters. Much of the research to date has sought to reveal the drivers for businesses engaging in humanitarian response. This fails to acknowledge the balance that businesses have to achieve between humanitarian imperatives and maintaining profit and achieving business outcomes.¹⁹ This also includes the imperative to continue to operate in order to pay local salaries and suppliers and therefore support economic recovery.

“It was a challenge – balancing community needs with business needs.” (Extractive representative)²⁰

In the aftermath of the earthquake, companies in PNG reported significant financial and material losses. Structural damage caused the temporary shutdown of the PNG LNG plant. Oil Search stated that the shutdown and the subsequent reduced operating capacity contributed to a 24% loss in revenue and 35% loss in oil production in the first quarter of 2018.²¹ Porgera Joint Venture mines operated at significantly reduced capacity four months after the February earthquake, with full production only resumed in June.²² This was due to both structural damage and involvement of personnel in the humanitarian response. Opportunities for enhanced coordination need to be managed carefully, acknowledging the business interests of the private sector.²³

Community engagement

Several corporations are currently collaborating on development and disaster risk reduction and preparedness projects with communities and local organisations, such as ExxonMobil’s partnership with the Advancing PNG Women Leaders Network,²⁴ and ongoing discussions between CARE and Oil Search about health services delivery.²⁵ Both humanitarian and private sector partners stated that long-term established relationships enhanced their ability to work together quickly to assess emergency needs, tap into existing networks, and respond.²⁶

Pre-existing relationships are also important at the community level. With established operations and community liaison networks, extractives were well positioned in many instances to rapidly collect information for decision-making and meet emergency community needs in their areas. Porgera Joint Venture, for example, relied heavily on their established community-level focal points in determining needs and priorities.²⁷ Humanitarian partners appreciated the value added by private sector community liaison networks.

“Community demographics is where we can learn from the private sector – they have a really good community engagement system in place. They know the communities in their catchment area very well... they brought really good perspectives on what the communities wanted, which they offered up to the humanitarian community to use.”

(International humanitarian actor)²⁸

19 OCHA & WEF (2007). Guiding Principles for Public-Private Collaboration for Humanitarian Action; https://interagencystandingcommittee.org/system/files/legacy_files/World%20Economic%20Forum%20-%20OCHA%20Guiding%20Principles%20for%20Public-Private%20Collaboration%20in%20Humanitarian%20Action.pdf

20 Interview 12

21 https://www.oilsearch.com/_data/assets/pdf_file/0015/20382/180417-Quarterly-Report-to-31-March-2018.pdf

22 See <https://www.reuters.com/article/papua-quake-barrick-gold/power-restored-production-resumes-at-pngs-porgera-gold-mine-after-feb-quake-idUSS9N1N501P>

23 Interview 19

24 Interview 1

25 Interview 2

26 Interviews 11 and 12

27 Interview 12

28 Interview 11



Digging Deeper



The following questions provide the basis for dialogue between humanitarian and extractive partners about **leveraging core competencies**.

- ✔ What core competencies and contributions do corporations bring to a response?
- ✔ Are these competencies and contributions adequately recognised and leveraged?
- ✔ Can these competencies and contributions be mapped out and better understood?
- ✔ How do we all take steps to overcome misconceptions and misunderstandings with respect to motivations and contributions?

NEEDS-DRIVEN



PRINCIPLE 2

All parties should work together to ensure that all of their collaborative efforts are aimed at meeting **identified needs and respect the culture, customs, and structures of affected communities.**

Identifying and meeting the needs of the communities affected by the 2018 earthquake was a challenge for humanitarian agencies, government actors and the private sector alike. Reduced access for conducting needs assessments and scarcity of existing data were challenges for humanitarian agencies. Extractives had the resources and logistical assets to facilitate needs assessments in remote areas of PNG, and in many cases were the first to gather and share information about the impact of the earthquake. Some collaborative needs assessments were undertaken, with ExxonMobil helicoptering 10 aid agency experts to the affected areas to support data gathering.²⁹ However, in some instances extractives undertook assessments without humanitarian organisations being involved, resulting in low-quality initial assessment data. In some cases this required follow-up assessments and caused frustration for communities.³⁰

“[We] couldn’t get [humanitarian] people on board the [extractive’s] choppers to do assessments as they insisted on taking food only.”

(International humanitarian actor)³¹

29 Interview 5

30 Interview 17

31 Interview 2



Meeting humanitarian needs was a stated objective for extractives, but in practice the process for distributing relief items did not consistently meet humanitarian best practice standards. Extractives were perceived, in some instances, to be prioritising assistance to communities in their operational areas rather than prioritising communities most in need. For targeted communities, extractives often delivered relief supplies to a central point without onward distribution monitoring in place. Community members reported that minorities and vulnerable groups often missed out on relief supplies as a result.³²

“Oil Search & ExxonMobil focused on project area communities and there was not enough attention to those most affected.” (International humanitarian actor)³³



Digging Deeper



The following questions provide the basis for dialogue between humanitarian and extractive partners about addressing needs.

- ✔ How can organisations support each other to get the best possible assessment data?
- ✔ What assessment data is required and can formats and approaches be agreed upon and shared?
- ✔ How can organisations ensure that relief supplies are appropriate to context and need?

STANDARDS AND PRINCIPLES



PRINCIPLE 3:

Adherence to humanitarian standards – ensure that standards form part of the partnership and build staff capacity against them.

Extractives operating in PNG, such as Oil Search, have policies guiding their adherence to environmental, health and safety standards and to frameworks such as the UN Global Compact, Voluntary Principles for Security and Human Rights, and Sustainable Development Goals. Oil Search, for example, has developed a code of conduct that stipulates adherence to global frameworks on human rights and sustainability, including reporting requirements.³⁴ However, there is currently no industry standard for extractives in humanitarian response contexts. A lack of understanding of humanitarian standards and training to implement them was evident in some aspects of the extractives’ PNG response.

“We couldn’t work with a large corporation due to due diligence issues. We didn’t like the approach where corporations said that the humanitarian community had to adjust to the private sector.” (International humanitarian actor)³⁵

The extractives engaged in this research were forthcoming about their desire to adhere to humanitarian quality standards.³⁶ They proactively approached cluster representatives to understand Sphere Minimum Standards around food and water, sanitation and hygiene (WASH)

³² Interview 6

³³ Interview 2

³⁴ <https://www.oilsearch.com/investors/corporate-governance/policies-and-standards>

³⁵ Interview 2

³⁶ Interviews 5 and 11

approaches.³⁷ For example, Oil Search sought out specific guidance from the WASH cluster on standards, designs and best practice before engaging in WASH interventions.³⁸ Extractives were largely willing and able to adhere to concrete and quantifiable humanitarian standards.

It was much more challenging for extractives to meet qualitative standards and principles, especially those that relate to issues such as protection and accountability to affected populations. They had no established formal feedback and accountability mechanisms, but communities could informally provide their perspectives via the community liaison networks that were already in place.³⁹ Extractives had limited knowledge and understanding of the principles of humanity, neutrality, impartiality and independence that guide humanitarian action, as well as the conflict-sensitive 'Do No Harm' approach. For example, local authorities in the affected areas reported difficulties in working with the private sector, as no end-point distribution strategies ensured targeted, principles-based relief, suggesting that *"(extractives) took relief supplies to rural areas and dumped them there."*⁴⁰ It was clear that of the pillars of humanitarian action - assistance and protection - extractives very much focused on the former.

"Protection is the last thing they would be interested in."


(International humanitarian partner)⁴¹

Standards for private sector organisations in humanitarian response

- ▶ Guidelines on a principles-based approach to the cooperation between the UN and the business sector
- ▶ Humanitarian Principles: Four foundational principles for humanitarian action

- ▶ Sphere Standards: The Sphere handbook is an internationally recognised set of principles and standards for humanitarian response
- ▶ Core Humanitarian Standard on Quality and Accountability (CHS): Nine commitments for organisations involved in humanitarian response to improve quality and effectiveness of humanitarian assistance
- ▶ Building Safety and Resilience in the Pacific Project, Pacific Community's Geoscience Division, Pacific Islands Private Sector Organisation, and Fiji Business Disaster Resilience Council's Disaster Ready Business Toolkit: <https://www.connectingbusiness.org/tools-Disaster-Ready-Business-Toolkit>
- ▶ 24 Principles and Good Practice of Humanitarian Donorship: <https://www.ghdinitiative.org/assets/files/GHD%20Principles%20and%20Good%20Practice/GHD%20Principles.pdf>
- ▶ OCHA, Unsolicited In-Kind Donations and Other Inappropriate Humanitarian Goods: Strategic Plan https://emergency-log.weebly.com/uploads/2/5/2/4/25246358/ubd_report_eng_-_final_for_printing_2.pdf

Digging Deeper

 The following questions provide the basis for dialogue between humanitarian and extractive partners about **addressing standards and principles**.

- ✔ Which standards and principles are most applicable to context?
- ✔ Are any of the standards listed in the text box above useful for guiding a conversation?
- ✔ Are there ways that humanitarian and extractive organisations can share and build capacity on relevant standards and principles that would improve the impact of humanitarian response?

³⁷ Interviews 5, 14 and 11

³⁸ Interviews 11 and 14

³⁹ Interview 10

⁴⁰ Interview 16

⁴¹ Interview 18

RELATIONSHIPS WITH GOVERNMENTS AND BUILDING LOCAL CAPACITY



PRINCIPLES 4 AND 5:

Both parties should engage national and local authorities as much as possible in their collaborative efforts and aim to build local skills and resources.

PNG's disaster management structure is led by the National Disaster Committee, with Provincial Disaster Committees responsible for preparing emergency relief plans at the provincial level and coordinating relief operations. The UN cluster system is established, with UN agencies and other humanitarian partners supporting the government co-leads across 10 sectors. At the field level, the activation of the Highlands Humanitarian Hub (HHH) – previously activated during the El Niño response in 2016 – was an important step in enhancing information flows and coordination. The HHH has membership from all organisations involved in humanitarian response: Provincial Disaster Coordination Committees, NGOs, churches, the Red Cross, businesses and multilateral organisations.⁴²

In the PNG context, supporting locally-led response was challenging for all responding actors, with national representatives from the National Disaster Council spending very little time on the ground in the affected areas.⁴³ This challenge was also reflected at the provincial level, with under-resourcing of Provincial Disaster Committees and capacity gaps undermining

local coordination efforts. Responding actors felt there was a leadership vacuum⁴⁴ that made support to local authorities and decision-makers difficult. Despite these issues, extractives strove to engage government and extend their logistical support to government representatives to respond to the earthquake. Most visibly, the Prime Minister visited the earthquake-affected communities with a delegation that included senior representatives from four major extractives.⁴⁵



Digging Deeper



The following questions provide the basis for dialogue between humanitarian and extractive partners about government and building local capacity.

- What are the motivations for humanitarian and extractives to engage with government? Do these motivations change in a disaster response?
- Are there shared areas of government engagement that could form the basis of collaboration?

42 HHH ToR, https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/highlands_humanitarian_hub_tor.pdf

43 Interview 11

44 Interviews 6, 16, 12 and 17

45 <http://www.pm.gov.pg/pm-oneill-earthquake-recovery-will-take-time-government-and-partners-delivering-co-ordinated-relief/>

REPORTING, MONITORING AND EVALUATION



PRINCIPLE 9:

Parties should **report** publicly on their collaborative efforts in consistent and transparent ways.

Extractives contributed to public, government and humanitarian sector reporting. Some organisations, including ExxonMobil and Oil Search, participated in the humanitarian clusters to support monitoring and reporting, but became frustrated with processes that they perceived to be time-inefficient and lacking in concrete outcomes.⁴⁶

“UN and humanitarian groups organised cluster groupings and the reporting requirements were challenging. With so many different clusters at times it seemed to be duplicating reporting efforts – a full-time resource was engaged to undertake the task.”

(Extractive representative)⁴⁷

Information requirements, communication processes and reporting flows were also unclear to some of the extractives. Their representatives perceived that they fed information into the system without knowing for what purpose and to what effect.

“[There were] a lot of meetings – what was the outcome?”

(Extractive representative)⁴⁸

The result was that reporting, monitoring and evaluation in the response related to the contributions of extractives was limited. This was in part because the humanitarian community and extractives struggled to coordinate information requests and data sharing, and in part because extractives and the humanitarian sector are unfamiliar with each other’s standard monitoring and reporting processes for response operations.

Extractives which contributed to the PNG response recognised the value of strengthening the measurement and understanding of their individual and potential collective impact in the future. They had no shared understanding of the impact of their activities, and what metrics could be used to measure it in the response.

“We did a debrief on the activities – [there was] no measuring of impact.”

(Extractive representative)⁴⁹

There were, however, some best practice exceptions. For example, the Oil Search Foundation sought technical expertise to develop a monitoring and evaluation framework for their interventions.⁵⁰

46 Interviews 5, 12 and 13

47 Interview 5

48 Interview 9

49 Interview 12

50 Interview 13



PREDICTABILITY

PRINCIPLE 10: Parties should work together to develop partnerships that are **predictable** in nature. Ideally, long-term partnerships should be developed in which risk, needs and support priorities are identified in advance, along with all relationships and processes.

Actors engaged in the response saw significant opportunity for improving preparedness and planning work for collaboration in future emergencies. Increased predictability of humanitarian financing is a commitment from the World Humanitarian Summit, and as such should be a key consideration for responding actors in PNG in future.

“The preparedness work of the cluster was not really adhered to across the board; the private sector needs to be brought into preparedness discussions.”

(International humanitarian actor)⁵²

Many actors spoke about the need for improved planning processes, for a shared understanding of motivations, and for capacities to be discussed as a preparedness measure. These discussions will support the principle of predictability, which encourages progression from ad hoc engagement towards long-term and institutional relationships and planning processes.

“We didn’t even know they would do that [play an operational role] ... in the future [if] we know they [extractives] are a player, we need to do some outreach from the beginning on advocacy, knowledge transfer, program design, sustainability – have that conversation in the beginning.”

(International humanitarian actor)⁵³

Investment in coordinated provincial-level disaster management planning is crucial in leveraging the capacities of all partners with operational response capacities. Pre-disaster planning at the provincial level needs to acknowledge and include all stakeholders to support local government leadership in response. Planning for response based on actor and capacity mapping at the provincial level will optimise coordination and operations.⁵⁴ This includes scoping opportunities offered by individual versus collective business networks, as highlighted in recent research and network initiatives.⁵⁵

52 Interview 11

53 Interview 17

54 Interviews 4 and 16

55 Humanitarian Policy Group, Humanitarian crises, emergency preparedness and response: The roles of business and the private sector, 2013-2014; UN OCHA, The Business Case: A study of private sector engagement in humanitarian action, 2017; Wendy Woods et al., In a crisis companies are better off working together, The Boston Consulting Group, 2018; and Connecting Business Initiative Networks, www.connectingbusiness.org



“Work on a Provincial Disaster Management Plan is underway and will look to capturing possible private sector engagement in disasters with respect to their capacities and mandate.”
(Bilateral partner)⁵⁶



Digging Deeper



The following questions provide the basis for dialogue between humanitarian and extractive partners about **predictability**.

- ✔ How can humanitarian and extractive organisations work together in advance of a disaster to make collaboration easier in a response? (partnerships; reporting; communication protocols; motivations; potential contributions; predictable funding; business networks)?
- ✔ How can humanitarian and extractive organisations jointly contribute to government preparedness and planning processes?

WHERE TO FROM HERE?

“We have to think differently - we’re so engrained in how we do things that we’re missing opportunities and lives will be lost.”

(International humanitarian actor)⁵⁷

The 2018 earthquake response opened the eyes of the humanitarian community in PNG to the possibility of new ways of working with extractives. The extractives stepped up and showed a willingness to engage in disaster response that hadn’t been understood or planned for to date.

The priorities now are for the humanitarian and extractive sectors to understand each other better, prepare and plan better, and measure and communicate impact more effectively. Doing so will require intentional engagement. This paper has provided some questions to frame conversations between extractives and humanitarian actors.

56 Interview 4
57 Interview 9

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