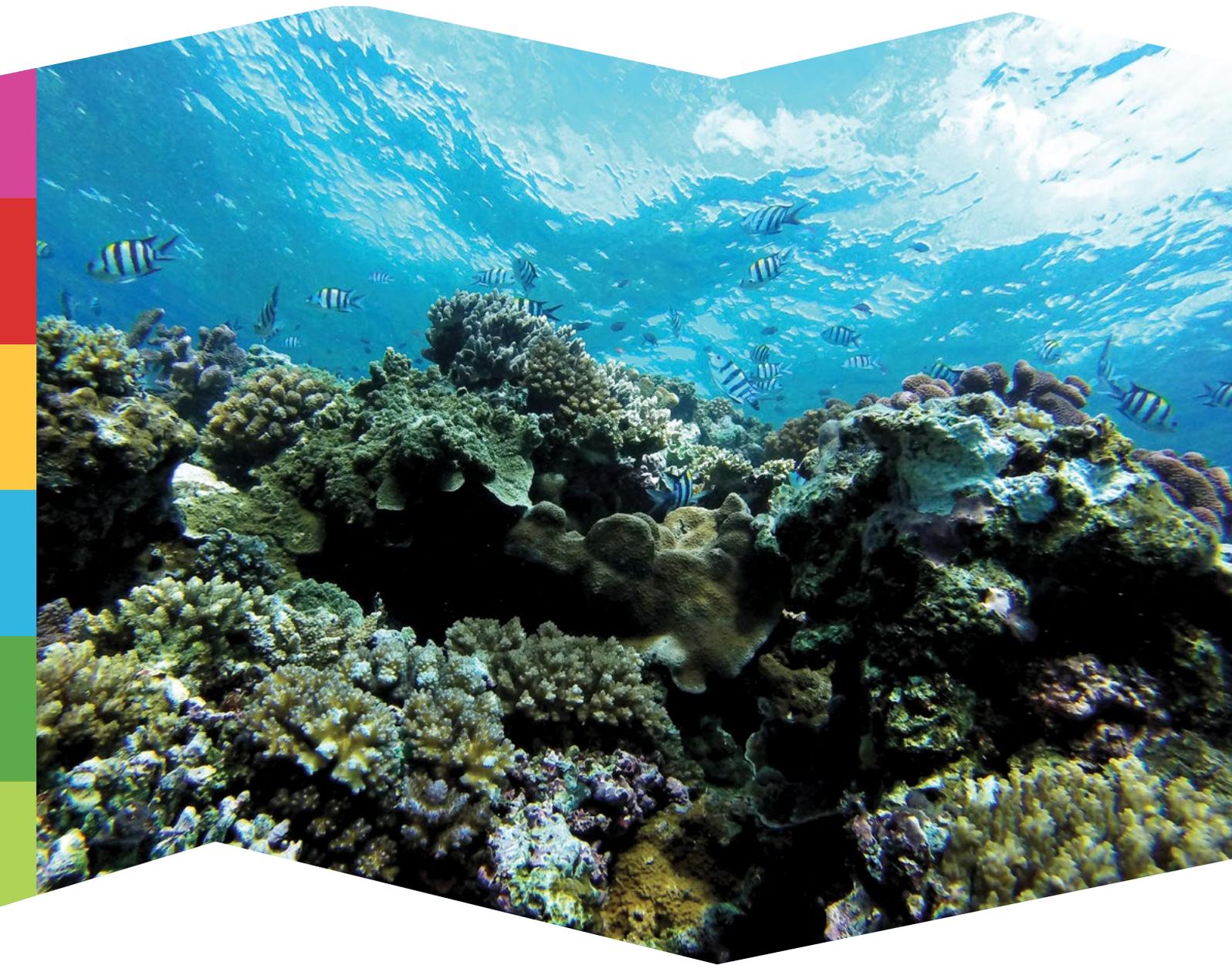


HUMANITARIAN ADVISORY GROUP

ANNUAL REPORT 2017-18



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**HUMANITARIAN
ADVISORY GROUP** 

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The small business cycle is sometimes depicted as Truth, Growth, Repeat.¹

TRUTH: We are six years old and this year we nailed the Truth stage. We shared with each other our genuine motivations for being in business, and set a bold vision: to bring fresh thinking to the humanitarian sector and to challenge the status quo. We also agreed we wanted to enjoy our work and enjoy working with our partners and each other, and whilst this might seem frivolous,

fresh thinking really only emerges from happy minds and partnerships. We wanted to articulate what this actually looked like and hence spent a good deal of time at our HAG retreat writing letters to our future HAG selves.² We have shared some of the ideas from those letters in an amalgamated vision letter on the next page – enjoy and please hold us accountable for years to come!

We also defined our values (check them out on page 8) and whilst we always intrinsically knew we wanted to be driven by ‘the good stuff’, being able to describe precisely what that means for us has been enormously important. And the business manuals are right on that one. Once you have clear values it becomes easier for staff to start living them and for us to start communicating what we stand for.

GROWTH: We had to make hard decisions. Do we prioritise making enough money to be ethical or being ethical because the business demands it? It might sound like the same thing, but each business decision is a balance that can tip one way or the other. We choose to place ethics and our social enterprise objectives at the top of the decision-making tree. We don’t plan on going broke, but we don’t plan on getting ethically lost either. So this year we didn’t grow in monetary terms but we did work with some new and wonderful partners and we did welcome some amazing new staff to the team. And we balanced the books.

REPEAT: We have identified some core business practices that we want to repeat every year.

In 2017-18 we published our first independently funded think pieces – something we had dreamed about when starting HAG – a way to put leading-edge ideas into the sector as our unique contributions. We want to do more and look forward to Australian humanitarian agencies helping us decide what topics will best inform and shape their ongoing work.

We also supported a Careers Trackers intern for the first year. As a very small business, supporting a Career Trackers intern is no small feat, but the benefits our team gained from Tyrone’s presence went far further than we could have expected. We are beginning to walk the talk on our reconciliation journey and explore how we can add value in this critical area. We recognise we have a way to go and working with Career Trackers is a great starting point.

And so for 2018-19. We feel confident that we have a stronger framework and vision to guide our decision making. And we have a kick arse team that will help get us there. We are really looking forward to the challenges and joys of the year to come and walking the talk of our values.

¹ Edmonds, M., Truth. Growth. Repeat. A Business Manual for Generation Why, 2018
² This was also a first as we managed to take the whole team away for a retreat and fueled our HAG thinking minds with Goodwill Wines <http://www.goodwillwine.com.au>

Kate Sutton
Co-Founder

Beth Eggleston
Co-Founder

HAG (n). From ‘hægtesse’, a wise female orator, a figure greatly feared and respected.
From ‘hegge’, a foot in two realities – the world of the village (home) and the wild world beyond

VISION LETTER

We were thrilled to finally take our whole team away to beautiful Daylesford on a retreat - to reflect, re-energise and recommit to our values. Fuelled by new ideas and Good Will Wines, we wrote letters to our HAG selves in ten years time. We have shared an amalgamated team letter here to give you a taste of the ideas and dreams we hold for the future.

Dear HAG,

In 10 years' time, you will be a teenager – perhaps an unruly one – but we hope you have maintained your energy and purpose. You are now 10 years wiser, bolder and more seasoned. We hope that you still trust your potential and your ability to influence change, and that your appetite for daring to be different hasn't faltered.

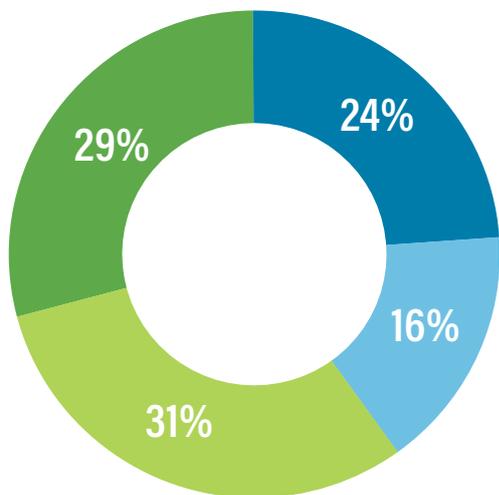
We hope that there is an even longer list of successes to celebrate, but also failures to commemorate and to learn from. We hope that you've stayed agile, people centred, independent, creative, fun and forward thinking... maintaining the beauty of what HAG is, as well as what HAG does.

We hope that your team and flourishing network of national consultants across the region has remained the bedrock of our organisation and our success. We hope that you have managed to stay small, focused and efficient and that your team members have the utmost respect for each other and the different skills and personalities we all bring – diverse and brilliant. We hope the HAG spirit has remained the same; a mix of the utmost professionalism with constant self-reflective humour that holds the organisation to account.

We hope that by now you will have been recognised for contributing to transformational, systemic change in the humanitarian system by placing local leaders first and speaking the truth. We hope that the international system is fundamentally different to what it is now – that localisation has become a reality.

But, none of this matters if you lose sight of those facing uncertain futures at the hands of the complex humanitarian crises over the next 10 years. We sincerely hope that you continue to keep this at the front and centre of all your work.

WHAT DID WE DO?



Monitoring & Evaluation

16%



Research

24%



Training

31%



Advisory Services

29%



29% of our work is Pro Bono or Independent

WHERE DID WE DO IT?

This year we worked in 11 countries in 4 regions.



HOW DO WE DO IT?

Humanitarian Advisory Group brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. This year we had our first annual retreat over two and a half days in Daylesford, Victoria. We reflected on our highlights and

challenges. We have always been values driven and wanted to refresh our values to reflect our growth as a business.

The way we work is everything. Values drive our work decisions and behaviours. We believe that it is possible to be both likeable and effective, and strive every day to live that truth.



Brave

The humanitarian world has many contentious issues. We explore them bravely and authentically because we believe the best solutions lie in the art of an honest and evidence-based debate.



Continuously enabling

We believe in giving generously of our ideas, energy, time and networks. We start from a position of 'yes'.



Ridiculously flexible

We understand that life and work don't run to schedule. We support each other and our partners through changing deadlines, competing priorities and evolving goals to achieve the best possible outcomes.



Unfailingly curious

We constantly test our own assumptions and those of the humanitarian world. We explore both the why and the how. We are eager to listen and learn, recognising that knowledge and wisdom often comes from unexpected places.



Ethical

Boundaries can get blurred. We want ours to be crystal clear and we want to be held accountable. We work with B Corps and adhere to ethical standards so we can hold our heads high and have confidence in our practices.



B CORP RECERTIFICATION

In 2018 we found our feet as a social enterprise and achieved **B Corp** recertification – demonstrating that our contributions to the sector are ethical, authentic and meaningful. This year, B Corp chose us to dive deeply into our certification as part of their audit processes, finding out more about how we work. We are thrilled to have received recertification with a score of 104 (the average score for ordinary businesses is 50.9).





SUPPORTING EMERGING PRACTITIONERS

Our internship program provides opportunities for students engaged in advanced university study to develop their skills in research, training and technical support. This year we had six interns join us for our internship program from five countries.



Tissa Riani

Tissa interned with us during her final semester of her Master of Development Studies at the University of Melbourne. During her time with us Tissa worked on several projects, including research on the use of Blockchain in the humanitarian sector, and supporting the professional practice seminar series run in partnership with the University of Melbourne. Tissa is now Junior Programme Officer for the Sustainable Development Goals at the Indonesian Ministry of National Development Planning.



Zoe Thomaidou

Zoe interned with us as part of her final capstone project in a Master of International Development at RMIT University. During the internship, Zoe developed a communication and engagement strategy for the Humanitarian Horizons Research Program to extend the reach of research findings and support targeted engagement of key actors in Australia and the Pacific.



Tyrone Bean

Tyrone is a proud Aboriginal man from Kabi Kabi and Bindal country in Queensland, and our first Career Trackers intern. During his time at HAG, Tyrone worked on projects including analysing Australia's Foreign Policy White Paper and facilitating HAG's first internal cultural awareness training. Tyrone is now a teacher at Wesley College.



David Ross

David Ross joined us from Ottawa, Canada during his final year in the Master of Arts in Disaster and Emergency Management program at Royal Roads University, located in Victoria, British Columbia. During his time at HAG, David worked on a large variety of projects including gender bias in the media, the challenges of integrating environmental considerations in emergency response, and the rapid advance of unmanned aerial vehicle technology in the humanitarian sector.



Fanny Berg

Fanny interned with HAG for the final component of her Bachelor Program in Peace and Development Studies at Uppsala University, Sweden. Fanny worked on research into Diverse Humanitarian Leadership, the inclusion of disaster response in the next Australian National Action Plan on Women, Peace and Security, contributed to the development of a discussion paper on protection of civilians, supported and participated in workshops with the Red Cross and Caritas International, drafted outcomes documents, scoped indicators for use in the new Disaster Ready initiative as part of the Australian Humanitarian Partnership, and provided support for the evaluation of the Transforming Surge Project - START network. Fanny is now working for the Swedish Migration Agency.



Aga Macura

Aga, originally from Poland, joined us in her final semester of Master of International Relations at Melbourne University. During her time at HAG, Aga conducted background research on health security in the Indo-Pacific region and on the long-term recovery from Cyclone Pam in Vanuatu, provided research assistance for a discussion paper on developments in the United Nations' Protection of Civilians agenda since 2015, and conducted preliminary research on the differences and similarities of domestic and international emergency response.



HOW WE ARE DOING THINGS DIFFERENTLY?

The humanitarian system is transforming, and we need to transform with it. Localisation is not just for operational actors but something for everyone to embrace, so we have made it part of our business model. We seek to engage national consultants or actors for all our projects that involve in-country work. We have also committed to engaging national consultants from countries where we engage

in humanitarian consulting; working alongside them to provide independent research and analysis is one of the best ways we can contribute to shifting the power dynamics of the existing system. In 2017-18 we are proud to have worked with the following national consultants in Vanuatu, the Philippines, Pakistan and Bangladesh.



Linda Kenni

Regional Consultant Pacific



Pamela Combinido

National Consultant Philippines



Saeed Khan

National Consultant Pakistan



Dr Md Nadiruzzaman

National Consultant Bangladesh



Piango

Pacific Islands



Nirapad

Bangladesh



Won SmolBag

Vanuatu



VPride

Vanuatu

HUMANITARIAN HORIZONS

*The humanitarian space is facing unprecedented challenges. With more protracted crises in the world than ever before and demand for humanitarian funding at an all-time high, humanitarian actors need to be more effective and efficient. The **Humanitarian Horizons** program adds unique value to humanitarian action in the Asia and Pacific contexts by generating evidence-based research and creating conversation for change. The program is supported by the Australian Department of Foreign Affairs and Trade.*

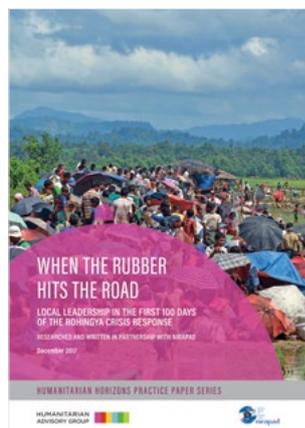
Partnerships for research impact

Developing partnerships for research impact has been a core theme of the first year with relationships with umbrella bodies, local research organisations and civil society bodies created. The Intention to Impact stream has established a partnership with the Pacific Islands Association of Non-government Organisations (PIANGO) and has conducted three consultations on a Pacific approach to measuring localisation in Fiji, Vanuatu and Tonga in May and June 2018. A

research partnership with Humanitarian Policy Group was formed, with design and implementation of a thematic research project in 2018 under the Intention to Impact stream on protection and localisation in the Pacific. Partnerships have also been formed with the Australian Red Cross, Network for Information Response and Preparedness Activities on Disaster (NIRAPAD), VPrize Foundation and Wan Smolbag.

September 2017

1st Research Advisory Committee meeting



Practice Paper

When the Rubber Hits the Road:
Rohingya Crisis Response



Localisation Research Project

Intention to Impact:
Measuring Localisation



Localisation

The current momentum for supporting localised humanitarian action will only persist with evidence that demonstrates its impact. This stream of Humanitarian Horizons addresses the localisation measurement gap. It will explore and test approaches to measuring the activity and impact of localised humanitarian action.



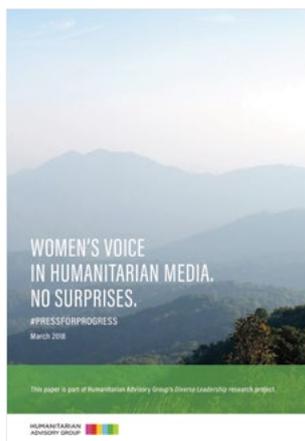
Diverse Leadership

Humanitarian leadership does not currently reflect the broad diversity of talent across gender, age, ethnicity and culture; anecdotal evidence suggests that this hinders humanitarian effectiveness. This stream focuses on understanding the real and potential benefits to organisations and disaster-affected populations of diversifying humanitarian leadership.



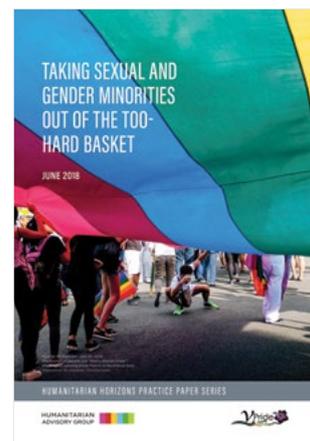
Practice Papers

Just as important as what is researched is how it is researched, communicated and debated. Humanitarian Horizons will leverage its research outputs to influence policy and practice in the region and globally. It will amplify Australian and Indo-Pacific voices on humanitarian policy, build knowledge and collaboration, and communicate strategically for greater impact



March 2018

2nd Research Advisory Committee meeting



Diverse Humanitarian Leadership Research Project

Women's Voices in Humanitarian Media: No Surprises
#PressforProgress

Practice Paper

Taking Sexual and Gender Minorities out of the Too-Hard Basket

TAKING THE LEAD

Bringing the humanitarian sector together

At HAG, we think about specific humanitarian contexts, alternative approaches, and humanitarian dilemmas. We bring people together with things to say and perspectives to share through our facilitated events such as our industry engagement program, consultations and training events.

Women and Media Launch

This year, we launched our new paper: 'Women's Voice in Humanitarian Media. No surprises' on International Women's day, marking a call for action to accelerate gender parity. Gender parity in humanitarian media is important to address inequalities in humanitarian action and how people perceive the role of women in it. We found that gender parity does not exist for women's voices in humanitarian media. The event brought together media and humanitarian experts to reflect on and discuss ways to improve gender parity when reporting on humanitarian issues.



Rohingya Roundtable

In partnership with RedR Australia, we co-hosted a roundtable discussion, entitled 'Australia's consolidated contribution to protection and localisation in the Rohingya Crisis', to take stock of what has been achieved, to understand the complexity of the issues and to prepare for the next phase of the response. Dennis McNamara from the Centre for Humanitarian Dialogue presented his insights on the dynamics of the region and the prevailing humanitarian impact and led the discussion on key protection and localisation challenges in the crisis response.



HPG/IRIN -

Systems Change Round Table

Humanitarian Advisory Group hosted Christina Bennett, Head of Humanitarian Policy Group and Heba Aly, Director of IRIN, at a **roundtable**, who shared their global perspectives on the future of the humanitarian system and the underlying need for system change. The roundtable participants discussed what this means in the Australian and Asia Pacific regional context.



Atlassian

We hosted a workshop, run by Atlassian, to help humanitarian organisations to improve team effectiveness and explore new, innovative and simple strategies for their work. The workshop aimed to provide organisations with a better understanding of strengths and options for a bunch of 'plays' that help teams to address weak spots.



Off the Record

Our independent event series entered its third year, hosting two brilliant speakers: Glen O'Neil, the founder of evaluation and research consultancy Owl RE, based in Geneva, Switzerland, discussing the future of surge in humanitarian response; and Manisha Thomas, the Coordinator of the Emergency Appeals Alliance and leader in the humanitarian sector, discussing joint funding mechanisms for humanitarian response.

University of Melbourne - Joint Events program

HAG co-facilitates an industry engagement events program with the Master of Development Studies program at the University of Melbourne.

Trumping Development - What does the Trump era mean for aid and development?

Industry Engagement - Supporting and guiding students to have a successful career in aid and development

The promise and pitfalls of technology for global development - how will advanced technologies, such as artificial intelligence, affect development and humanitarian response?



PRESENTING OUR RESEARCH

This year, we engaged with the humanitarian sector in many different ways – through conferences, consultations, panel presentations, simulations and national, regional and global forums to contribute to global debate and discussion and policy development.

A snapshot of our engagement:

Australasian Aid Conference

Team members Kate and Josie presented at the 2018 Australasian Aid Conference, held in Canberra on 12-14 February. Josie and Kate presented 'Measuring the impact of localisation'. Kate also presented a three-minute aid pitch in a session aimed at presenting ideas to improve Australian development policy, discussing what the humanitarian sector can learn from Aussie Rules football.

The Pacific Humanitarian Partnership meeting - Fiji

Beth attended the Pacific Humanitarian Partnership meeting in Suva on 2-3 October 2017, moderating a panel on operationalising Reform Commitments in the Pacific.



Pride in the Humanitarian System Consultation - Bangkok

Following the launch of our practice paper 'Taking gender and sexual minorities out of the too hard basket', Pip attended the Pride in the Humanitarian System Consultation, 4-7

June 2018. The first of its kind, the consultation brought together humanitarian and disaster risk reduction actors and civil society representatives to discuss the inclusion of LGBTIQ+ communities and promoting LGBTIQ+ rights in resilience-building, response, and recovery interventions in humanitarian settings.



AIIA - careers conference

Beth presented at the International Careers Conference 2017 – organised by the Australian Institute of International Affairs – as a panel member (August 2018, Melbourne). Held annually, the aim of the conference is to allow attendees to gain insights into the opportunities and realities of international careers, engage directly with speakers, and network with like-minded others.





REASONS TO BE PROUD

This year, we expanded our independent portfolio of projects by launching our Independent Think Piece series. Think Pieces are independently funded and researched by Humanitarian Advisory Group to contribute to thinking, research and collaboration for the sector.

Joint Funding Mechanisms for Humanitarian Response

Currently, several countries have operational coalitions or mechanisms for joint appeals for humanitarian response. In recent years, several countries, including Australia, have examined the possibility of establishing joint appeal mechanisms for humanitarian response. This Think Piece explores the evidence for effectiveness, including advantages and challenges of existing joint mechanisms to enhance understanding on relevance and applicability in the Australian context.



From an Ombudsman to a Humanitarian Passport: How should we be addressing abuse in the international aid sector?

Tackling sexual abuse and exploitation in the aid sector has never been so crucial. This Think Piece explores key issues in relation to safeguarding and raises questions about what recent developments mean for the Australian context. It is intended to contribute ideas and promote thinking about how the Australian aid sector can both learn from and influence global conversations and action.



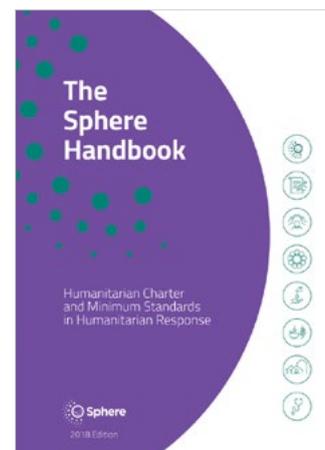
Talisman Sabre

As a part of HAG's commitment to improving humanitarian civil-military coordination, Beth took part in Exercise Talisman Sabre, a biennial joint Australia-United States military exercise involving more than 33,000 Australian and US troops, in July 2017. Beth was involved in the 'humanitarian cell' role playing, helping train members of the Humanitarian Country Team about various humanitarian civil-military guidelines, humanitarian principles and the Women, Peace and Security agenda.



Sphere

We are proud to have committed some of our pro bono time to co-writing the protection chapter of the updated Sphere Handbook. The process of the revision of Sphere started some 18 months ago. The process was to undertake a



'light touch' review of the principles and ensure that protection was well mainstreamed into the technical chapters. We were particularly committed to maintaining the principles that had resonated and supported humanitarians to date, and wherever possible to simplify them even further. Our goal was to make the chapter as accessible as possible to people with no protection background or expertise, as well as a resource for those with more experience.

Mentoring

We were involved in several mentoring programs this year, including Monash's Colab M and La Trobe's PhD mentoring program. We also spent considerable time working informally with emerging humanitarian practitioners.



OUR COMMITMENT TO RECONCILIATION

HAG acknowledges Aboriginal and Torres Strait Islander peoples as the first Australians.

Our vision for reconciliation is an inclusive community built on mutual respect, real opportunities and strong relationships with Aboriginal and Torres Strait Islander peoples and communities. We believe that respectful and meaningful partnerships are key to driving positive and sustainable change in our community, and that our business can learn much from the diverse knowledge and talent of Aboriginal and Torres Strait Islander peoples.

Over this year, we are proud to have hosted our first Career Trackers Intern, Tyrone Bean. Career Trackers is an Indigenous Internship Program which seeks to connect Indigenous students with businesses throughout Australia. We are also excited to be hosting our second Career Tracers intern in November 2018, Indiah, who specialises in diversity and inclusion.

Over the next 12 months, HAG will implement our first Reconciliation Action Plan as a formal acknowledgment of our role, and the role of the humanitarian sector, in the process of reconciliation. Our first RAP will be an opportunity to reflect on our own awareness of reconciliation and the ways in which we can better our engagement with Aboriginal and Torres Strait Islander peoples and communities.

As HAG prepares itself for its next year of exploration and adventure, we will continue our efforts towards meaningful reconciliation through continued engagement with the Aboriginal and Torres Strait community. We will strive to raise awareness and understanding of traditional knowledge in emergency response and through the promotion of the inclusion of an Aboriginal and Torres Strait Islander response in emergency response.



WHAT THE FUTURE LOOKS LIKE

We are committed to our ways of working – supporting localised humanitarian action, having a positive social impact, and to our five core values – brave, ethical, unfailingly curious, continuously enabling and ridiculously flexible. As the sector and world continue to change around us, we will reflect on our practice, learn from our partners, and evolve.

On the thematic front we will continue explore challenges to humanitarian practice and propose ideas and alternative thinking. In partnership with PIANCO we are excited to start tracking progress towards localisation in the Pacific, as well as exploring the challenges and opportunities for protection in more locally-led humanitarian action. Other thematic areas of work will include protection of civilians, the role of the private sector in humanitarian response, China’s role in the region, and humanitarian leadership.

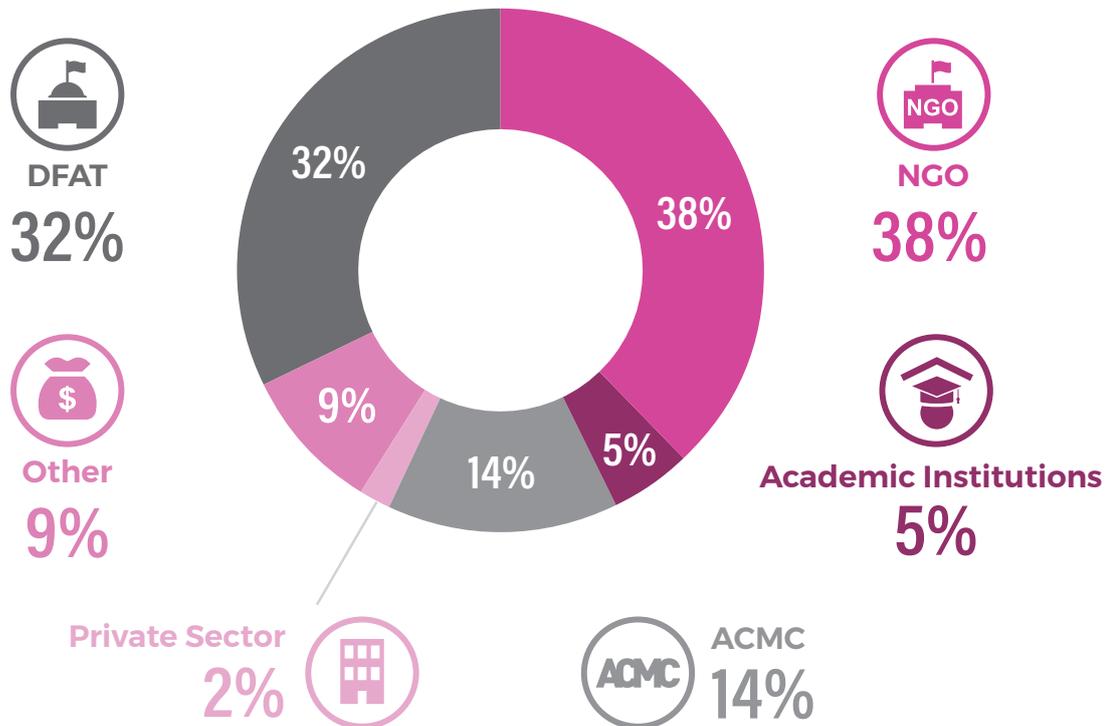
On the team, we look forward to welcoming Jess Lees as a Leader in our Australian-based team, and Seeta Giri as our Regional Advisor for Asia. We are also excited to be hosting interns from the Career Trackers Indigenous Internship Program, The University of Melbourne, RMIT, University of Western Sydney, and RWTH Aachen University in Germany.

And on our horizon... well... anything goes. We want to explore diversifying our HAG team that just might include a male HAG. We strive to influence humanitarian practice and we need to learn how to measure and track that influence. We want to push our personal and professional boundaries that allows for personal triumph and failure; celebrating both in equal measure for the sheer bravery of trying. We want to have an entire suite of ethical suppliers that translates into embracing and supporting a new way of doing business. And we want to be challenged, so bring it on!



WHERE OUR FUNDING HAS COME FROM

1 July 2017 - 30 June 2018



OUR TEAM



This year we welcomed Jo-Hannah Lavey as an Executive and Sally Shevach as an Executive.



*Humanitarian Advisory Group staff are members of the International Association for **Professionals in Humanitarian Action and Assistance (PHAP)**.*



