

HUMANITARIAN ADVISORY GROUP ANNUAL REPORT 2016-17



5
Fifth Anniversary
Edition

ACKNOWLEDGEMENTS

Authors: Humanitarian Advisory Group

Copy Edit: Campbell Aitken

Graphic Design: Jenny Moody, A&J Moody Design

Published: December 2017

Photo Credits: All photos without captions have been sourced from www.flickr.com, www.pexels.com and www.unsplash.com (no attribution required)

**HUMANITARIAN
ADVISORY GROUP** 

www.humanitarianadvisorygroup.org

17/31 Queen Street, Melbourne, VIC 3000

ABN 17 164 772 936

CONTENTS

What did we do?	6
Where did we do it?	6
How do we do it?	7
Using profit for social good	7
B Corporation	8
What drives us?	9
Timeline	12
Looking at what works	14
What is the state of gender equality in the sector...really?	15
Can things be done differently?	16
How do we help shape current and future humanitarians?	17
Establishing long term relationships	18
Promoting dialogue between suits and soldiers	20
Reasons to be proud	21
What the year ahead looks like	22
Financial breakdown	23
Who we are	24



5

Humanitarian Advisory Group has turned five! This milestone comes with no small amount of pride. Any start-up oscillates between exhilaration and exhaustion; as Directors we have ridden these ups and downs, whilst trying to maintain direction and a clear belief in what we are trying to achieve. Surviving, growing and prospering for our first five years suggests that we're on the right path.

This year many pieces of the HAG puzzle fell into place. We became a certified B Corporation, joining many of the world's leading companies that publicly recognise that making money is not an end in itself. This was a significant step in defining what it means for us to be an ethical company and a social enterprise, and in figuring out how to hold those two identities in balance. We also established our flagship Off the Record program, in which humanitarian gurus – including Paul White, Leanne Smith, Patrick Meier and Aarathi Krishnan – are interrogated to extract their wisdom. And we ('we' being all HAG staffers, who give their time, effort and endless ideas so generously) worked hard to deliver great products and to push the boundaries and assumptions around women, consultants, humanitarianism and what can be communicated in infographics.

The first HAG annual report represents an important milestone in our journey. It shows how our organisation is coming together and gives clarity to the story we want to tell. Thank you for travelling with us! We hope you enjoy reading about our last year.

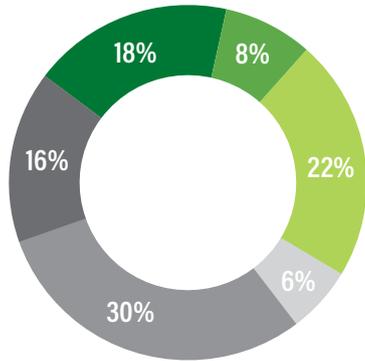
Kate Sutton
Director

Beth Eggleston
Director

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

WHAT DID WE DO?

We provide a unique space for thinking, research, technical advice, monitoring and evaluations and training. As a social enterprise we also fund independent and pro bono work. This work positively contributes to excellence in humanitarian practice.



Money invested in probono and independent work*

Probono \$49,775
Independent \$20,225

* This amount is approximate



Probono

18%



Independent

8%



Research

22%



Monitoring and Evaluation

6%



Training

30%



Technical Expertise

16%

WHERE DID WE DO IT?

This year we worked in 10 countries in four regions.



HOW DO WE DO IT?

Using profit for social good

So, are we a charity or a business?
A consulting firm or an NGO? A multinational or a community group?
We are a unique blend of these things; we are a social enterprise. A social enterprise uses the power of business to address social challenges. This means

we are a commercially viable company operating to benefit the public, not just shareholders or owners. We work with a range of clients on a project basis, which enables us to run independent events, support much-needed research, facilitate workshops and donate to worthy causes.

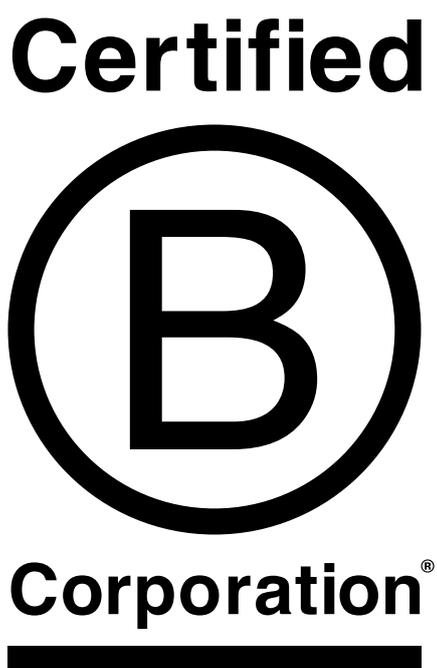
Here you can see where a social enterprise is located along the business continuum.



Adapted from *Social Traders*

B CORPORATION

This year, HAG was very proud to receive **B Corporation** certification. B Corps are companies that harness the power of business to create a positive impact on the world and generate a shared and durable prosperity for all. HAG's B Impact Assessment – a rigorous assessment process that measures factors such as governance, transparency, environmental and social impact – received a score of 122 out of a possible 200. This was one of the highest scores of any organisation globally, and B Lab recognised HAG as 'Best for the World'. During the year our staff attended several B Corp-affiliated events and look forward to continued engagement with the B Corp community in the coming financial year.



What makes us a better company?

B Impact Report

Certified since: June 2016

Summary:	Company Score	Median Score*
Environment	8	7
Workers	38	18
Customers	44	N/A
Community	28	17
Governance	11	6
Overall B: Score	122	55

80 out of 200 is eligible for certification
*Of all businesses that have completed the **B Impact Assessment**
*Median scores will not add up to overall





WHAT DRIVES US?



Promoting women in humanitarian work

At HAG we are proud to promote and support women in humanitarian leadership as a central component of our values. Supporting women in leadership is at the heart of our business model and the work that we do.

So what does supporting women in leadership look like in practice for HAG?

- We are a women-founded business with two female directors
- We provide working practices that go beyond flexibility; we are adaptable to people's personal circumstances to encourage women and men to remain engaged in the workplace
- We are committed to supporting women in humanitarian action and actively promote the importance of women in humanitarian leadership through blogs, think pieces and research
- We strive to promote gender-aware practice – for example, ensuring gender-balanced participation in events and panels
- We have researched the behavioural science of women in the workplace and have adapted our business to reflect this knowledge. We continually seek to identify and support brilliant women to strengthen their confidence in the workplace.



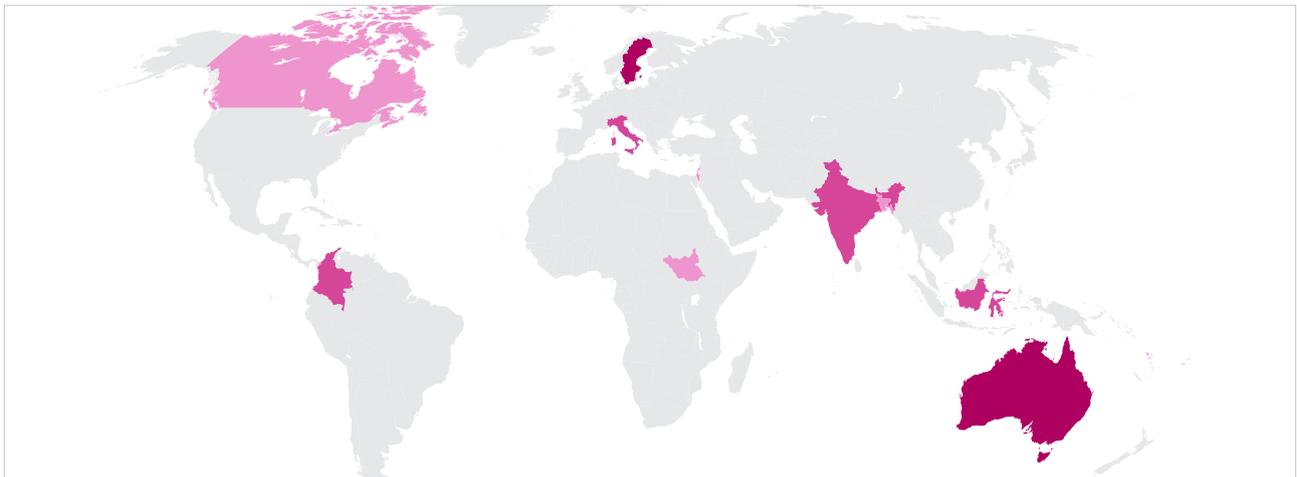
Supporting emerging practitioners

We can all remember the names and faces of people who inspired and supported us in the early stages of our humanitarian careers. People who took the extra time, asked the hard questions, people who forced us to think more deeply. And people who, despite our relative inexperience, believed we brought with us enquiring minds and valuable transferable skills.

Supporting emerging practitioners is a priority for us. Our internship program provides opportunities for students engaged in advanced university study to develop their skills in research, training and technical support. We've built strategic linkages with the University of Melbourne and accepted interns from other universities including Monash University, RMIT University, La Trobe University and the Swedish Defence University. Find out more about our previous interns [here](#).

Where are they now?

Our former interns have gone on to work in a variety of roles for Australia's Department of Foreign Affairs and Trade (DFAT), the Monash Gender Peace and Security Institute, the United Nations International Search and Rescue Advisory Group, Oxfam Australia, Act for Peace, International Organization for Migration, the Canadian Red Cross, and more.



Alejandro
Asela



Alex
Lia



Catherine
Holden



Emma
Jidinger



Monica
Keily



Noah
Taylor



Zoe
Fawcett
Enticott



Working with national consultants

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. We are proud to have worked with national consultants in Fiji, Vanuatu and Indonesia in the past 12 months.



Tanty Reinhart-Thamarin
Indonesia

Tanty provided invaluable support to our work with the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre). The AHA Centre holds monthly emergency response operation exercises internally to test response activation structures. The simulation we led was the first externally facilitated exercise to involve the entire AHA Centre operational staff.



Linda Kenni
Vanuatu



Railala Nakabea
Fiji

Linda and Railala led the localisation research in Vanuatu and Fiji for the Australian Red Cross project. They also engaged in local media and conference presentations to share the results and their reflections on the research.

OUR STORY

Looking back at the last 5 years



Humanitarian Advisory Group founded

Beth Eggleston, Louise Searle, **Kate Sutton** and Phoebe Wynn-Pope came together as Founding Directors. Beth and Kate remain Co-Directors of Humanitarian Advisory Group.



Protection of Civilians

From 2013-2015, we facilitated the development of The Australian Guidelines for the Protection of Civilians.



Protection Mainstreaming Training

In 2013 we commenced partnership with Australian Red Cross to provide protection mainstreaming training.



Civil-military-police coordination in disaster management

In 2013 we partnered with the Australian Civil Military Centre to research civil-military-police coordination in disaster management from the perspective of South-East Asian Countries.



Our team expands

In 2014 and 2015 we expanded our team. Sally Shevach joined as Humanitarian Affairs and Human Rights Specialist, now based in Bangkok as our Regional Associate - Asia. Jo-Hannah Lavey joined us as a staff member, has been on field-based deployment for the last two years and will be re-joining the team later this year.



Training of Trainers

As part of our long-standing training relationship with Australian Red Cross, in 2014 we delivered the first Training of Trainers.



Supporting the AHA Centre

We delivered technical and training support in disaster monitoring and emergency response to the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre) under the 2014-16 New Zealand Aid Programme.

2012

Humanitarian Financing

We took an in-depth look at humanitarian financing in Australia for the Humanitarian Partnership Agreement (HPA).



2013

PHAP Membership

In 2013, we threw our support behind the world's only professional network for individual humanitarians - PHAP. Our team are all members and we've contributed to sector thinking through articles on mentoring and women in humanitarian action.



Government partnership

In 2013 we established a multi-year project with the Australian aid programme, including a review of Australia's humanitarian aid in Myanmar and study exploring how business engages in humanitarian operations throughout the Pacific



2014

Internship Program Launch

In 2014 we officially launched our internship programme. We select the brightest students enrolled in university study, who share our passion for excellence and want to apply their knowledge and skills to real-world opportunities.



Our longest standing NGO Partner

We supported Caritas Australia in the development of their Integral Human Development framework in 2015 and have since supported research projects and facilitated learning events.



Our team expands again

Josie Flint joined us as after proving herself invaluable during a university internship, and is now Humanitarian Affairs Officer. We've also welcomed Nicole Rencoret as Regional Associate - Pacific, based in Suva, Fiji.



Evaluation of Australia's response to the Syria crisis

Our team has been involved in evaluating the Australian Response to the Syrian Crisis in 2014.



2015



University of Melbourne Joint Events Program

In 2015, 2016 and 2017 we co-organised a series of Professional Practice Seminars, career days, and alumni events with the Master of Development Studies at the University of Melbourne.

Australia's National Action Plan on WPS



We lead the Independent Interim Review of Australia's National Action Plan on Women, Peace and Security



Supporting HPA agencies

In 2015 and 2016 we supported the Australia's HPA agencies, acting as Response Committee stand-in chair, facilitating lessons learned events, and researching inclusive practice in the Nepal Earthquake Response.

2016

Evaluation of IHL Program at Australian Red Cross



In 2016 we were commissioned to evaluate the International Humanitarian Law program at Australian Red Cross.



Our team expands again

Ayla Black and Pip Henty join us, in 2016 and 2017 respectively, as Policy and Program Officers providing invaluable support to our team.

Launch of the 'Off the Record' Series



In 2016 we held our inaugural 'Off the Record' event, and continue to host other events in the series.

UNFPA State of World Population Report



In 2015 and 2016, our team contributed chapters to the UNFPA State of World Population Report.



Evaluating Australia's Response to Cyclone Pam

Our team was involved in co-leading the evaluation Australia's response to Cyclone Pam in Vanuatu with the Office of Development Effectiveness of DFAT.

World Humanitarian Summit



We attended the Summit to witness world leaders commit to the Agenda for Humanity. In the lead-up, we conducted research on private sector engagement in the Pacific, attended the Pacific consultation in Auckland, and spoke on women in leadership at the Summit.



B-Corp Certified

In June 2016, Humanitarian Advisory Group officially became a B-Corp certified organisation.

Humanitarian Civil-Military Coordination in Disaster Response



We conducted research on civil-military coordination mechanisms can be established, and regional civil-military coordination guidance as part of disaster responses efforts, focussing on five priority countries: Bangladesh, Indonesia, Myanmar, Nepal and Philippines.



Women in Humanitarian Leadership Research

We conducted research on Women in Humanitarian Leadership, funded by the Centre for Humanitarian Leadership.

The Future of Humanitarian Action in Asia and the Pacific: The WHS and beyond



In partnership with the Centre for Humanitarian Leadership, we co-hosted this event to examine the outcomes of the WHS and the practical implications for Australia and the Asia Pacific region.



Researching Localisation in the Pacific

In partnership with Centre for Humanitarian Leadership and Fiji National University and funded by Australian Red Cross, we conducted research on the localisation of humanitarian aid in the Pacific.

2017

April 2017 - Our fifth birthday!





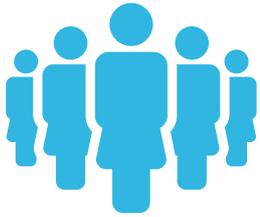
LOOKING AT WHAT WORKS

Australia provides vital humanitarian assistance to countries and communities impacted by conflict and disasters. We need to celebrate that and learn to build on what works to do things even better – to reach more people and to target assistance more effectively. In the past year HAG has been involved in evaluating Australian humanitarian assistance to two major responses in the region – to Cyclone Pam in Vanuatu and to the protracted displacement situation in Myanmar. They

present different challenges and both contexts continue to evolve: Vanuatu recently managed a response to the Ambae volcano eruption threat, and Myanmar responded to the mass displacement of Rohingya from Rakhine state internally and across the border to Bangladesh. The evaluations provide insights into our performance as a community of humanitarian practitioners, and most importantly they provide ideas about what we can do better. Evaluation reports can be found [here](#).



*Internally displaced person in a camp in Rakhine state, Myanmar.
Photo Source: Kate Sutton*



WHAT IS THE STATE OF GENDER EQUALITY IN THE SECTOR...REALLY?

The answer: not so fabulous. In scoping research funded by the Centre for Humanitarian Leadership, HAG identified that the state of women in humanitarian leadership is relatively poor. In the United Nations system, women comprise 42.8 per cent of all employees, with a much greater concentration of women at the entry level (UN Women 2016). As of January 2016, only nine of the 29 UN Humanitarian Coordinators were women (31 per cent) (UNDG 2016).

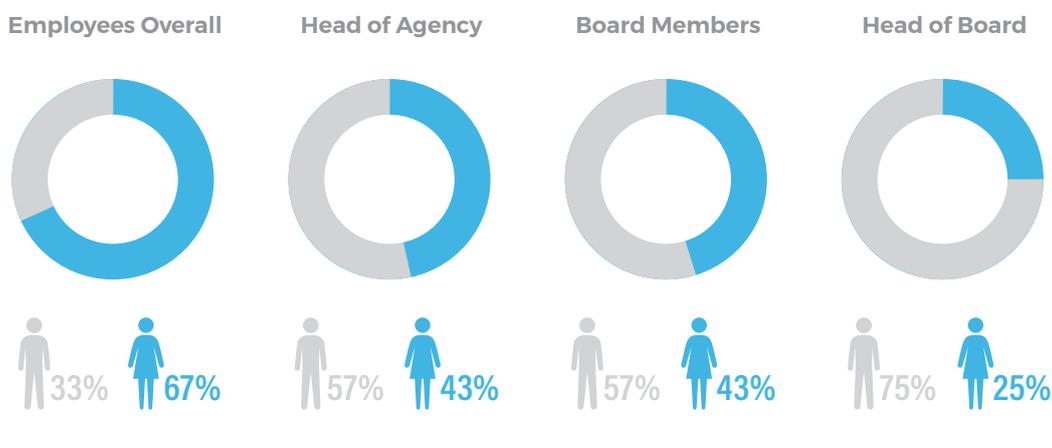
Why? The causes are complex but there is reason to think that

unconscious bias plays a role. How many women experts are quoted in Relief web, versus men? What are the underlying assumptions that we make about women's capacity to deploy? Sadly, there also seems to be a confidence gap - women simply don't or won't promote themselves in the same way men do.

The report, available [here](#), unpacks these and other issues, and provides a way forward for understanding and addressing the gender gap at leadership levels of humanitarian action.

Overview of the Gender Balance in ACFID Member NGOs, 2014-2015

(Data source: ACFID 2015, p. 31)





Linda Kenni, National Consultant in Vanuatu. Photo Source: Josie Flint

CAN THINGS BE DONE DIFFERENTLY?



Research on localisation, commissioned by the Australian Red Cross, suggests it can – at least in the Pacific. The research HAG undertook in partnership with the Center for Humanitarian Leadership and Fiji National University suggests that international actors need to rethink the way we engage in humanitarian action, whether it be human resource practices or financing that maintains control and resources in Australia. The report, [available here](#), provides recommendations for how to get from where we are to where we need to be.



HOW DO WE HELP SHAPE CURRENT AND FUTURE HUMANITARIANS?

We believe in developing and delivering engaging, interesting and relevant training courses for a range of humanitarian actors in order to strengthen capacity to prepare for and respond effectively to humanitarian emergencies. Recent projects include:

- the assessment of training needs for the Kenya-based Humanitarian Leadership Academy;
- design and delivery of training on international humanitarian protection for the Australian Red Cross;

- development and delivery of training of trainers courses; and
- development and delivery of human security training for La Trobe University.

We strive to ensure that individuals and organisations are equipped to respond effectively to the situations they deal with regularly. Our training supports organisations to learn from past responses and plan for future ones.



The AHA centre team in Jakarta. Photo source: Humanitarian Advisory Group

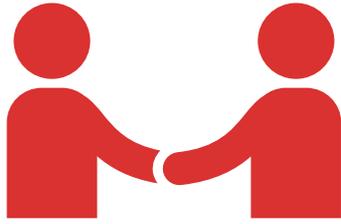


Training

Humanitarian Advisory Group, funded by the New Zealand Ministry of Foreign Affairs and Trade, provided technical and training support to the AHA Centre. We worked with the AHA Centre to enhance cooperation and coordination for joint emergency response among ASEAN member states. Key outcomes included ASEAN member states benefiting from and valuing the disaster monitoring, coordination and deploying function of the AHA Centre, and streamlining data management systems.



Our team in Jakarta (L-R): Tanty Reinhart-Thamarin, Pip Henty, Beth Eggleston and Josie Flint. Photo source: Humanitarian Advisory Group



ESTABLISHING LONG TERM RELATIONSHIPS

We salute all the people and organisations we have worked with from HAG's beginning. The ongoing nature of these relationships allowed us to have truly meaningful engagement.

Australian Red Cross We started working with the Australian Red Cross in 2013 when we partnered with it to run the first International Humanitarian Protection Training program, which is still running today. Over the past two years we have also worked with Australian Red Cross on researching and thinking about localisation.

Australian Civil-Military Centre (ACMC) We have worked with ACMC on research initiatives, policy development, exercises and workshops since 2013. We collaborated on the development of Australia's Protection of Civilians Guidelines. Our latest research focuses on the national disaster management structures of Bangladesh, Nepal, Philippines, Indonesia and Myanmar and how civil-military coordination works in these contexts.



The AHA Centre team during the simulation run by HAG. Photo Source: Pip Henty



Pip Henty leading a panel discussion at the Industry Engagement workshop at the University of Melbourne. Photo Source: Alex Lia

Caritas Australia and the CAN DO consortium Our ongoing partnership with Caritas Australia extended to working with the CAN DO consortium over the past year. It has been great to work with eight motivated and engaged church agencies, which are enhancing Pacific church collaboration and coordination in disaster management. The work has focused on the consortium establishment and learning processes, remaining independent of AHP processes and activations.

Australian Department of Foreign Affairs and Trade For over three years DFAT has engaged HAG to provide research and advisory services to support its humanitarian work. We were excited to enter a new phase of our partnership late this financial year, in which DFAT supported the initiation of the independent research program Humanitarian Horizons.

Humanitarian Partnership Agreement (HPA) HAG has been involved in several research pieces for the HPA, including assessing the impact of disaster risk reduction programming and a study

of inclusion in the Nepal Earthquake response. HAG staff also acted as the chair of HPA activations when required, and facilitated ‘lessons learned’ sessions.

La Trobe University Since 2014 we have designed and delivered the Human Security and Development subject as part of the Master of International Development. The subject explores human security from a humanitarian perspective using contemporary case studies.

New Zealand Ministry of Foreign Affairs and Trade We have just completed a three-year programme with the New Zealand Aid Programme, providing training and technical support for the AHA centre. This programme culminated in a simulation exercise, testing the team as a whole on their most recent procedures and in a multi-country scenario.

University of Melbourne Since 2015, we have collaborated with The University of Melbourne’s Master of Development Studies to deliver high-quality, relevant, cutting-edge enrichment activities for students and practitioners.



Photo source: Australian Defence Force

PROMOTING DIALOGUE BETWEEN SUITS AND SOLDIERS

We continue to seek to enhance the dialogue between humanitarian actors and the military. As aid budgets diminish and military budgets soar, this will become increasingly important.

Our research into humanitarian civil-military coordination links into our work on locally-led responses and provides new guidance on how military actors plug into local structures in Bangladesh, Nepal, Indonesia, Myanmar and the Philippines. These are the priority countries for the Regional Consultative Group on Humanitarian Civil-Military Coordination for Asia and the Pacific. The research was supported by the Australian Civil-Military Centre and the United Nations Office for the Coordination of Humanitarian Affairs.

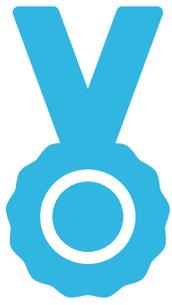
We are continuing to be involved at the highest level of policy development, being on the Advisory Group for the development of the Standards and Best Practice on Humanitarian

Civil-Military Coordination, facilitated by the United Nations. We also engage by providing training and presentations for the Australian Defence Force including its Peace Operations Training Centre, Centre for the Defence and Strategic Studies, and Gender Advisors' Course.

We brought together a range of perspectives on civil-military coordination for the Australasian Aid Conference, and authored a chapter in the recently released *Ethics Under Fire: Challenges for the Australian Army*.



Beth Eggleston at the launch of *Ethics Under Fire: Challenges for the Australian Army*. Photo source: Australian Defence Force



REASONS TO BE PROUD

This year, we expanded our independent portfolio of projects. As we grow we have more opportunities to define the research areas that we consider important and to identify ways to contribute to the sector. We know that this is a privileged position and we will work hard to get it right.

This year we chose to invest in learning from the wisdom and experience of leading Australian humanitarian practitioners. Our [Off the Record series](#) engages with such practitioners in an informal and interactive way. We chatted with humanitarian gurus recently returned from Syria and engaged in discussion about cutting-edge technologies and future thinking to advance humanitarian practice.

We also invested in sharing learning from the World Humanitarian Summit. We partnered with the Centre for Humanitarian Leadership to bring the [outcomes of the Summit](#) to Australian practitioners. DFAT supported practitioners from the region to join the symposium. As Australian-based practitioners, we were able to keep field considerations and priorities at the front and centre of our work.

Working with La Trobe University, we undertook [research](#) into the long-term impact of sexual exploitation and abuse (SEA) by international interveners on peace-building outcomes. The research explored the effectiveness and challenges of policies that aim to prevent or respond to SEA, and the ways in which it relates to other forms of misconduct or failures in peace operations. We conducted primary research in Timor-Leste, Bosnia-Herzegovina, Geneva and at UN Headquarters in New York.



Participants at the World Humanitarian Summit Symposium event. Photo Source: Deakin University



Beth Eggleston chatting with Patrick Meir for Off the Record. Photo Source: Rob Wagner



Probono

This year our team co-authored the protection chapter of the Sphere Handbook. The Handbook is undergoing review, with the update due to be published in 2018; HAG contributed time and technical expertise to this process. Having used the Sphere handbook in the field for many years, it feels right to be able to give back to a document and institution that supported us.



WHAT THE YEAR AHEAD LOOKS LIKE

The next financial year is anticipated to bring new projects, new partnerships and continued enthusiasm. Likely thematic areas for our forthcoming projects include localisation, women in humanitarian leadership, joint funding mechanisms, and real-time evaluations. In addition to furthering our pre-existing partnerships, we are seeking to forge new relationships.

We look forward to welcoming new staff. Sally Airs Shevach, Jo-Hannah Lavey and Alex Lia will be joining our Australia-based team; Linda Kenni will be joining as a Regional Associate based in Vanuatu. We also look forward to welcoming interns from the University of Melbourne, RMIT University, La Trobe University, Uppsala University

in Sweden, Royal Roads University in Canada, and the [CareerTrackers Indigenous Internship Program](#).

Making a formal commitment to reconciliation is one of our objectives for the coming financial year. We intend to put together our first Reconciliation Action Plan (RAP). This will allow us to reflect on the beginning of our reconciliation journey and make commitments towards building relationships with Aboriginal and Torres Strait Islander people and organisations. An intern from the CareerTrackers program, which seeks to connect Indigenous university students with businesses across Australia, will guide and assist with the production of our RAP.



FINANCIAL BREAKDOWN

1 July 2016 - 30 June 2017

Total trading income	\$672,658
Total Cost of Sales	\$207,422
Total Operations	\$438,861
Profit before tax	\$26,653
Profit after tax	\$12,094

WHO WE ARE



Beth Eggleston
Director | Connector | Initiator



Kate Sutton
Director | Pathfinder | Producer



Louise Searle
Director



Josie Flint
Leader | Strategist | Diplomat



Ayla Black
Researcher



Pip Henty
Researcher | Enabler | Mobiliser



Nicole Rencoret
Regional Associate - Pacific



Sally Airs Shevach
Regional Associate - Asia



Linda Kenni
Regional Associate - Pacific



Heidi Froelich
Bookkeeper



Jean Watson
Graphic Designer



Jenny Moody
Graphic Designer



Campbell Aitken
Copy Editor

This year we farewelled Co-Founder and Co-Director Louise Searle, and researcher Ayla Black. We welcomed Pip Henty as a researcher.



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



Team photo (L-R): Kate Sutton, Pip Henty, Josie Flint, Ayla Black, Beth Eggleston

