



HUMANITARIAN ADVISORY GROUP

ANNUAL REPORT 2019-20

HUMANITARIAN
ADVISORY GROUP



ACKNOWLEDGEMENTS

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**HUMANITARIAN
ADVISORY GROUP**



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CONTENTS

Letter from the Directors	5
Introduction	6
Our research	8
Our COVID-19 response	17
Our team	18
Our purpose	24
Our future	29
Our operations	31





Image Credit: Robert Wagner Photography

On a dark Melbourne winter night, curtains drawn, leaning intently over tables and peering into computer screens, the Directors' challenge was set. A haiku to capture the year, the Directors' sentiments – a few lines to say it all. So, here they are. They reflect our pride in what we have achieved; our sorrow at what the year has brought for so many; and our hope for summer days that involve more interpersonal connections and less 'you're on mute'.

*In times such as these
thank stars and good fortune for
a team such as this.
Ideas unfurl, bloom
into questions, suggestions
Hoping answers bring relief.*

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

INTRODUCTION

As we rounded out the decade in which Humanitarian Advisory Group (HAG) was born, the momentum of the previous years' work pushed us forward into an era of change, transition and growth as a business, as humanitarians and as global citizens.

Since HAG was established in 2012, our numbers have almost tripled. We round out the 2019-20 financial year with 11 HAG employees, having gathered four brilliant new minds into our ranks this year. This meant recruiting on a scale we'd not attempted before, whilst remaining true to our core values, which remain ever-present in everything we do.

This financial year presented one unique challenge after another for our dynamic but intentionally small and flexible team. The beginning of the financial year saw HAG Directors Kate and Beth step across the seas for their own adventures in far-off time zones, temporarily handing the business operations over to their capable team of five (at the time) in Australia.

Kate worked from the UK for a while, connecting in person with incredible HAG research partners like Humanitarian Policy Group (HPG), before taking off across Europe

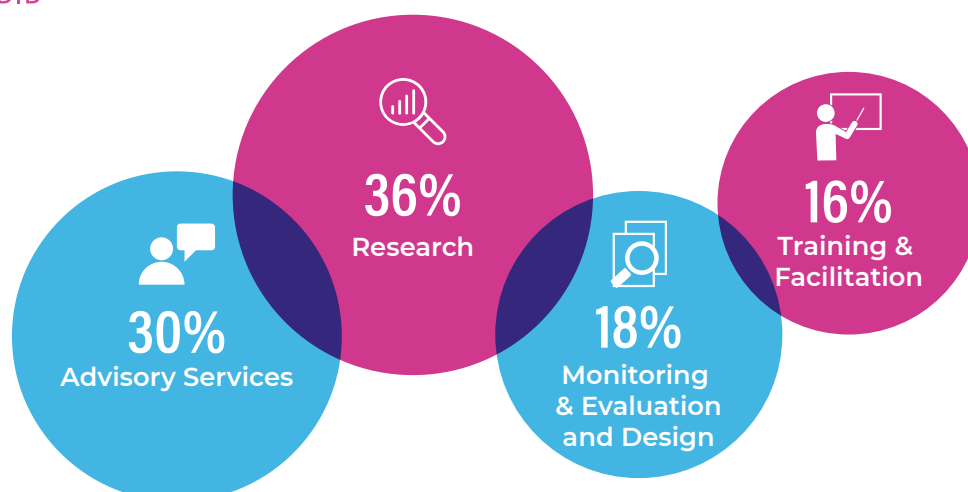
for some well-earned headspace, to keep coming up with those marvellous, out-of-the-box fresh ideas. Beth packed up and shipped out to the Naval War College in Rhode Island, USA, to undertake a well-deserved Fulbright Scholarship, taking her ever-increasing passion for civil-military coordination to the next level, bringing back both an unbelievable wealth of knowledge and a renewed appreciation of doughnuts.

As the year progressed, the team continued to kick goals whilst upholding the purpose and value-driven standards that define what HAG is all about.

In November, we held a brilliant HAG strategy retreat in beautiful Kinglake. It gave us the opportunity to bring Jo-Hannah down to Melbourne to join the team in person, and to bring in three new HAG minds for some exposure therapy before they began with us in January. A fourth shining new HAG followed them in February.

The summer of 2019-20, however, was a solemn one in Australia as devastating bushfires captured the attention of the world, and began to reframe how we view humanitarian action in Australia. It was heartwarming to see

WHAT WE DID



the outpouring of support from the regional neighbours with whom we work so closely in Asia and the Pacific, who understand deeply what disasters mean to a nation. We owe a debt of gratitude to the compassion expressed during that time, and of course during the months that followed as well.

HAG always strives to test uncharted waters and embrace change and transition, but we did not expect the last two quarters of the 2019-20 financial year to be a time of such change for everyone. We have always worked remotely, making our transition to isolation fairly seamless – though we do sorely miss our time together in person. While the future remains uncertain, we continue to search for silver linings and maintain our solutions-focused, optimistic attitude – leading us to offer pro bono support to help humanitarian organisations transition into the new world these circumstances have imposed upon us all.

We don't wish to downplay in any way the devastating effects of the last several months' hardships on people all over the world, and most especially the vulnerable people in humanitarian response contexts everywhere. Our collective compassion is for the affected people of Vanuatu, Fiji, Tonga and the Solomon

Islands following Tropical Cyclone (TC) Harold; the people of coastal Bangladesh, Myanmar and India following Cyclone Amphan; all affected people in conflict and crisis zones, refugee camps, remote and isolated communities; all those without robust and reliable healthcare; and with every frontline healthcare and essential services worker who has been holding our own community, and those everywhere, together with a grace and dignity they frankly don't get paid enough to maintain.

In this strange time, we've turned our attention to what we can do to make a positive contribution. We've been publishing guidance, as fast as we can produce it, to share some of the knowledge and expertise we have gathered over our years of working remotely, flexibly and differently. We are keeping the community connected by hosting our HAG drinks online. And, we are doing what HAGs do best – leave people smiling.

So, with all that context, we present to you our 2019–20 annual report. It has been a year of growth in ways we couldn't have ever imagined last June. It has been a year of transitions, and growing pains, and joyous connection, gratitude and renewed understanding. Bring on the new decade!

WHERE WE DID IT



OUR RESEARCH

Humanitarian Horizons

About the program

The humanitarian landscape is facing unprecedented challenges and changing rapidly, with escalating need, funding shortfalls and increasingly complex disasters. With pressure mounting, there is a need for the sector to respond to crises even more effectively and efficiently. Through the Humanitarian Horizons program, we aim to stimulate transformative change together with traditional and new humanitarian partners. This research program underpins our aspiration to thought leadership on humanitarian action in the Asia-Pacific region. The program is supported by the Australian Department of Foreign Affairs and Trade.

Research Streams

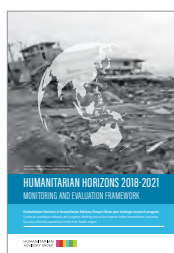
The Humanitarian Horizons program consists of four research streams, each with their own objectives and research teams. These streams are: **Intention to Impact – Localisation of Humanitarian Action**; **Diverse Humanitarian Leadership**; **Building a Blueprint for Change**; and **Partnerships and Practice**. All work done in Humanitarian Horizons shares a common goal, which is to build an evidence base upon which the humanitarian sector may begin to shift toward more inclusive, effective and progressive approaches to aid. As we enter our third and final year of the program, we are excited to showcase the progress all streams made in FY19-20.

Localisation in Fiji: Demonstrating change

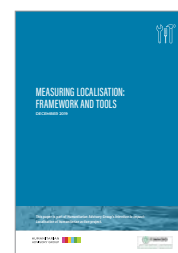


October 2019
Research Advisory
Committee Meeting #3

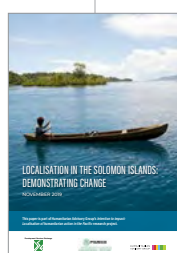
Humanitarian Horizons 2018-2021 Monitoring and Evaluation Framework



Measuring Localisation: Framework and tools



Data on Diversity: Humanitarian leadership under the spotlight



Localisation in the Solomon Islands: Demonstrating change



Positive Disruption? China's humanitarian aid

Exploring and understanding the impact of our research program

In 2019–20 the Humanitarian Horizons Monitoring and Evaluation (M&E) Framework was systematically used to track the influence and impact of the research program in its second year. It is designed to ensure a sound understanding of the reach and impact of our research and create a stronger learning loop in the program.

We produced a pilot research impact and influence dashboard using the indicators outlined in the framework. The dashboard tracks aspects such as responsiveness to regional knowledge needs, the extent to which we are using innovative and localised methodologies, and whether we are communicating evidence to the right stakeholders. The dashboard tracks research influence and impact six-monthly and cumulatively. The second dashboard will use the learning generated from the pilot process, and focus more on exploring the qualitative aspects of the research.

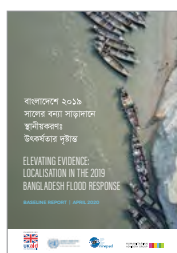
We have learnt that the influence of research occurs across multiple timeframes and in multiple ways. Our M&E Framework enables us to capture and explore this impact. Research impact also happens over the long term as an evidence base accumulates, as we have witnessed across the Localisation and Diverse Leadership streams. The Diverse Leadership stream, for example, has encouraged conversations in the sector to focus more on diverse leadership rather than just on gender, as well as ongoing conversations about how to effect change with specific organisations, such as the Red Cross Red Crescent (RCRC) Movement. In particular, the uptake of our work in academic spheres has a longer timeframe; one to two years from publishing our work, we are now witnessing its use in academic papers.



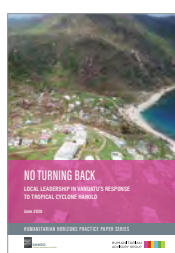
Building a Blueprint for Change: Humanitarian reform at the country level



Elevating Evidence: Localisation in the 2019 Bangladesh flood response



No turning back: Local leadership in Vanuatu's response to Tropical Cyclone Harold



Remote humanitarian facilitation



April 2020
Research Advisory
Committee Meeting #4



Remote humanitarian
management and programming



Remote humanitarian monitoring

Intention to Impact: Localisation of Humanitarian Action

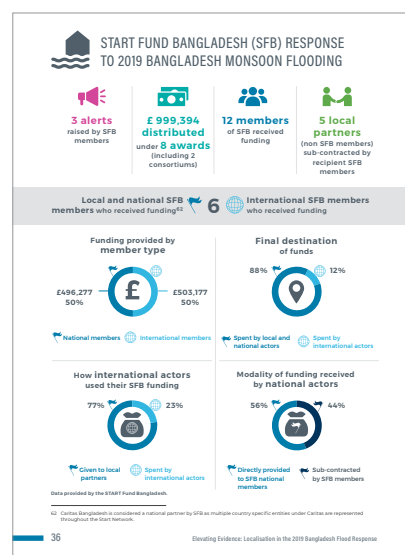
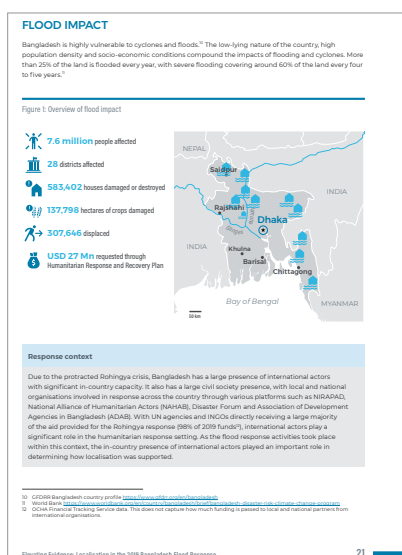
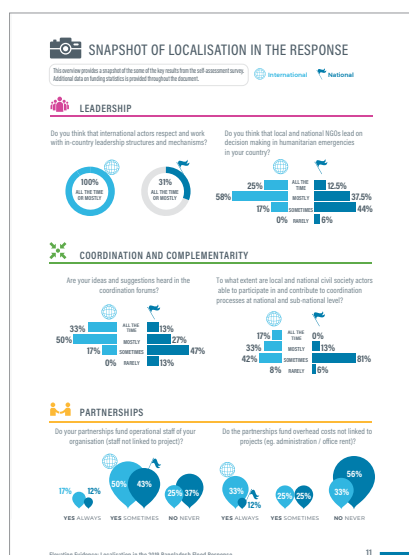
In the third year of the Localisation stream, we focused on understanding the impact of the research, consolidating the measuring localisation framework and baselines that we developed with the Pacific Islands Association of Non-Governmental Organisations (PIANGO), and establishing new partners and countries.

Our research was discussed in many forums across the humanitarian sector – with donors, international stakeholders and national actors. Fiji Council Of Social Services and Development Services Exchange launched the baselines in Fiji and the Solomon Islands, and PIANGO and its national liaison units (NLUs) continued to use the research and evidence base to advocate and inform regional and national policy development, humanitarian programming and approaches. With the arrival of COVID-19, we pivoted to examine how humanitarian actors could support locally led disaster response in the Pacific during the pandemic. Finally, we began to explore the impact of the research across the Pacific, to understand how our partnership with PIANGO and the NLUs had contributed, and to ask how we are ‘walking the talk’ on localisation in our partnerships.

Actors outside the Pacific region have adopted our research approach and methodology. In April 2020, we released our report [Elevating Evidence: Localisation in the 2019 Bangladesh Flood Response](#), in partnership with Network

for Information, Response and Preparedness Activities on Disasters (NIRAPAD) and the United Nations Resident Coordinator's Office (UNRCO), the first baseline report on non-Rohingya response operations in Bangladesh. This unique report is being used to guide ongoing humanitarian responses in Bangladesh, including the COVID-19 response. This was a groundbreaking piece of research for us because of its entirely remote approach, with NIRAPAD managing all data collection and initial analysis from Bangladesh. Our Melbourne team conducted remote interviews and collaborated on data analysis and report writing.

Shared widely by the UNRCO, the paper has garnered widespread interest. Bangladesh's Humanitarian Preparedness and Response Plan for Climate-related Disasters in 2020 and the HRP for Cyclone Amphan have integrated recommendations, including overall and cluster level commitments to increase localisation elements in the response. Enacting another recommendation, a Localisation Technical Working Group has been established under the country's humanitarian coordination structure.



Diverse leadership

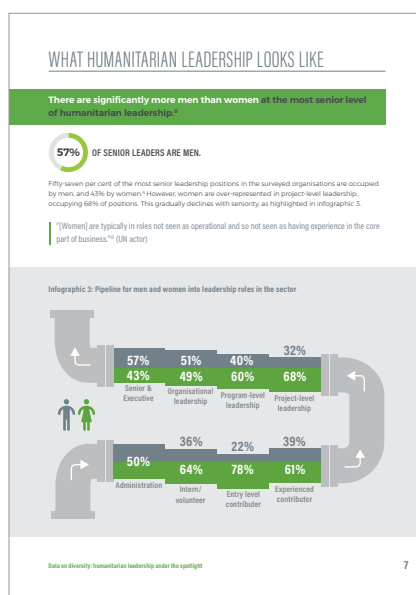
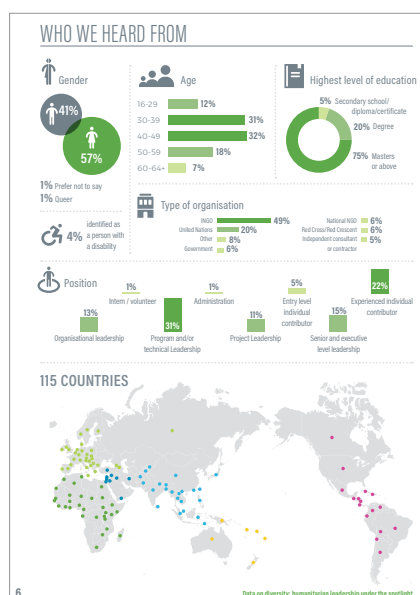
This stream, in partnership with operational humanitarian agencies, explores how diverse and inclusive leadership can contribute to tackling some of the challenges that face the humanitarian system.

This year, the Diverse Leadership stream published the **Data on Diversity: Humanitarian Leadership Under the Spotlight** report, which describes a foray into collecting primary data on diversity in humanitarian leadership, and our analysis of the perceived links between diversity and effective leadership in the sector. This report – documenting the largest survey in HAG's history – was a massive milestone for this research stream.

We have presented this research in several exciting forums. Stream lead Pip Henty had lots of fruitful discussions while in Europe at the end of 2019, including presenting to START Network and Internews in London. While HAG Director Beth Eggleston was in the US on her Fulbright scholarship, she presented this exciting research at Brown University. We were also very grateful to be able to present it at the Canadian Humanitarian Response Network Head of Agency meeting, as well as at the Canadian Red Cross International Women's Day event, with GLOW Red.

Capitalising on the momentum generated by Data on Diversity, we began to form relationships and have conversations with key humanitarian organisations, both in our sector and around the world, about the next phase of the research. We intend to gather in-country data on humanitarian effectiveness and on diversity of staff and leadership and investigate the relationships between them. We held some fantastic consultations, and the research project is all lined up. Data collection was meant to kick off in May 2020, but has been delayed due to COVID-19 travel restrictions.

The pandemic demanded that HAG exercise its prized flexibility, and the research team has pivoted this stream accordingly. In partnership with International Committee of the Red Cross, International Federation of the Red Cross and GLOW Red, the team is conducting an exciting piece of research that examines how leaders are responding to COVID-19. The process has just commenced, and we look forward to sharing the results with you in the next financial year.



Building a Blueprint for change

The Building a Blueprint for Change research stream aims to provide an evidence base to progress transformative change in the humanitarian system at the country level. A synopsis of this research was published this year.

Blueprint for Change began in June 2019 with scoping in the Pacific and Indonesia. Phase Zero: Scoping aimed to assess the feasibility of the Blueprint for Change research and identify countries where the research could be most useful. Each scoping mission was undertaken with local partners: PIANGO in Fiji, and the Pujiono Centre in Indonesia. Interviews were conducted with a broad range of stakeholders, alongside a document review.

The scoping missions found a momentum and appetite for change and documented existing change processes already underway in Indonesia. The Government in Indonesia has been particularly active in requiring change towards more regionally and locally led response. We further found that the research was unlikely to complement ongoing initiatives in the Pacific. Blueprint for Change has therefore focused on Indonesia, in partnership with the Pujiono Centre.

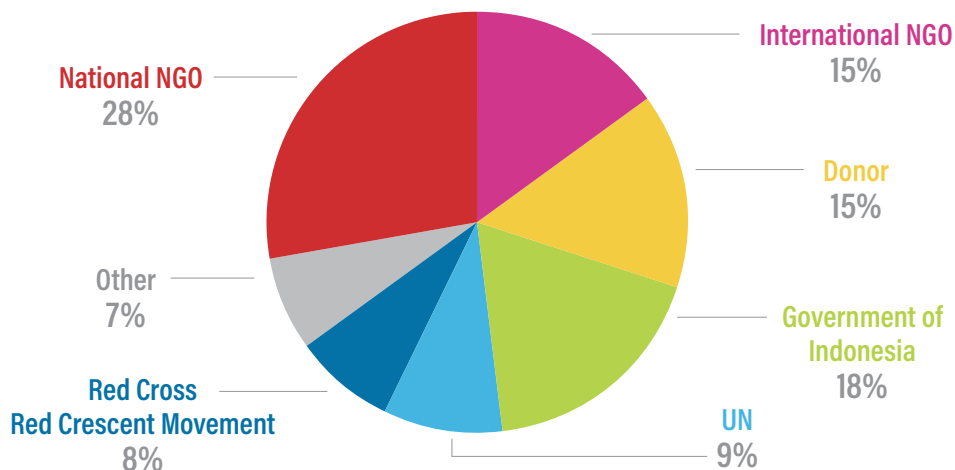
The Pujiono Centre's mission is to build effective multidisciplinary and intersectional knowledge by expanding the capacities of practitioners and learners via innovation, tools and services. The Pujiono Centre promotes evidence-based policymaking in disaster management and climate risk reduction through the provision of credible information.

Phase 1 – Laying the Foundations

Phase 1 aimed to identify and prioritise catalytic changes to transform the humanitarian system in Indonesia. HAG and the Pujiono Centre worked with CARl, an Indonesian-based data analytics organisation, to apply systems-thinking methodologies. Three workshops were held in Indonesia, engaging local, national and international humanitarian actors. Participants identified the main areas in which the humanitarian system needed to change, mapped the humanitarian system in Indonesia and worked to identify leverage points for systemic change.



65 people
attended the
3 workshops



Steering committee guidance

A steering committee was established, with members representing Muhammadiyah Disaster Management Center (MDMC – an Indonesian NGO), the Australian Government (donor), the RCRC Movement and UN Office for the Coordination of Humanitarian Affairs (OCHA) (coordination). It met twice during Phase 1, providing strategic guidance for the research.

Findings

Phase 1 research concluded that there was no single entry point to catalyse systemic, transformative change. In order to achieve systemic change, it is important to work across four aspects of the humanitarian system in concert: accountability, coordination, information and capacity.



Temporary COVID-19 pivot:

The momentum leading from Phase 1 into Phase 2 was interrupted by the significant changes in context brought about by COVID-19. The focus of key stakeholders in Indonesia, including the Pujiono Centre, was shifted towards the in-country COVID-19 response. Whilst this required a pause in the progression towards Phase 2, it also enabled the research team to pursue an action research approach in Indonesia to collect learnings to augment what we already know.

The Pujiono Centre, in collaboration with Oxfam Indonesia and MDMC, formed the SEJAJAR network to support cross-sectoral collaboration during the COVID-19 pandemic.

SEJAJAR's mission is to develop and provide services that add value to civil society and the general public in terms of information exchange, strategy development and collaboration between fellow community service organisations, with government and other stakeholders, at national, provincial and district/city levels and even at the grassroots level.

SEJAJAR's objectives link closely to the priority areas identified through Phase 1. With support from HAG through the Blueprint Stream, an M&E framework for the network has been developed to ensure that evidence and learning can inform the next phase of Blueprint consultations and design.

Photo by Martin Sanchez on Unsplash

Partnerships and Practice

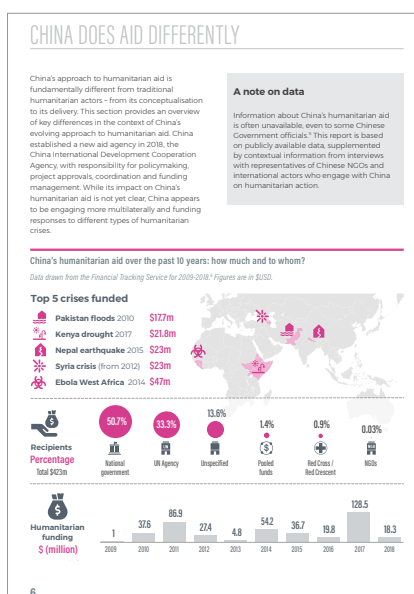
This research stream's practice papers are critical tools for informing and engaging practitioners and influencing policy in real time. Usually short papers produced relatively quickly, practice papers aim to synthesise and progress humanitarian policy debate at key junctures.

In December 2019, we released our first practice paper for the financial year: **Positive Disruption? China's Humanitarian Aid**. This paper focused on the emergence of China as a major humanitarian donor, and began to unpack the differences between China's approach to aid and humanitarian funding and those of major donors in the sector. It suggests practical points of engagement for Chinese and major humanitarian actors.

Our practice paper series is designed to be responsive to emerging research needs – which is why we produced three papers in rapid succession during the beginning of the

COVID-19 pandemic to help inform remote working in the humanitarian sector. Our Remote Working guidance note series included helpful and timely information for actors about remote management & programming, remote monitoring, and remote facilitation.

Our Research Advisory Committee (RAC), consisting of experts across the private, non-government and academic sectors in the Indo-Pacific region, met twice in this period, significantly shaping and strengthening the research. It met in Melbourne in October 2019, and we piloted our first completely remote RAC meeting in April 2020.



At a glance: differences in humanitarian aid

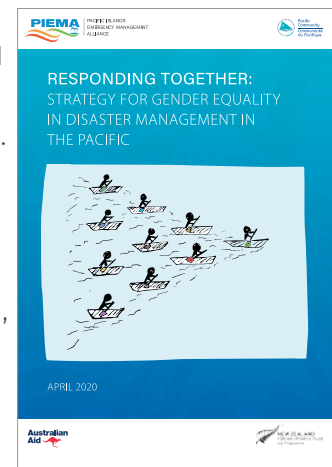
Category	Differences
Conceptual approach	Traditional actors commonly treat humanitarian and development aid separately, while China conceptualises humanitarian aid as a core part of its development aid . ³
Funding	China is a significant humanitarian donor compared to non-DAC countries, ⁴ but not when compared to traditional donors. Its largest contribution to date occurred in 2017, constituting less than 1% of total reported humanitarian funding. ⁵
Delivery modes	While traditional donors have public humanitarian policies and established national priorities that guide their allocation of humanitarian funding, China's contributions to humanitarian crises are more ad hoc . ⁶ Over the past 10 years China's annual humanitarian contributions have varied from US\$1 million to US\$129 million. ⁷
Disaster v crises	Traditional donors tend to provide humanitarian aid through multilateral and civil society partners. China has provided over half of its humanitarian aid bilaterally . ⁸
Policy and strategy	The Chinese Government predominantly coordinates directly with host governments rather than through the international humanitarian system. ⁹
Quality	There is no commonly understood "system" for Chinese humanitarian aid. ¹⁰ While a system has been described, ¹¹ it is not always clear, even to some Chinese actors. ¹²

Other cool projects and partnerships

Pacific Islands Emergency Management Alliance's (PIEMA) Responding Together strategy

We were delighted that PIEMA engaged us to help it develop its internal strategy for the promotion of gender equality in leadership. We developed this strategy in close consultation with PIEMA, its alliance agencies, and agency members for whom the strategy needed to be relevant and useful.

The 'Responding Together' strategy outlines how the PIEMA project should engage leaders across the alliance agencies to promote gender equality and support greater effectiveness in disaster response. It is intended to outline what PIEMA wants to achieve (outcomes and outputs), how to do it (activities), and what to measure (indicators). The document that accompanies this strategy, Learning Pathways, articulates how the strategy can be applied to build individual and organisational skills and to strengthen gender equality.



DFAT's Design for Bangladesh and Myanmar Humanitarian Responses

HAG is pleased to have worked with Australia's Department of Foreign Affairs and Trade (DFAT) to develop its multi-year investment design for the humanitarian response to the Rohingya crisis in Bangladesh, and to assist in finalising the design for humanitarian action in Myanmar. The region is in grave crisis, with over 1.2 million people needing humanitarian assistance in Cox's Bazar, Bangladesh and a further million needing humanitarian assistance and protection in Myanmar and on the Thai-Myanmar border.

HAG Executive Jo-Hannah Lavey and Regional Advisor Seeta Giri went to Bangladesh with DFAT to consult potential partners, government and communities as part of the design process in 2019. The team is currently finalising M&E tools, together with DFAT and its implementing partners, that will help DFAT to uphold strong accountability and performance standards while offering multi-year, flexible funding to multi-lateral humanitarian actors.

AHP Support Unit Bangladesh Design

HAG was contracted to form an independent design team for the Australian Humanitarian Partnership (AHP) Bangladesh Consortium. HAG Director Kate Sutton and Lead Jessica Avalon, in collaboration with long-time HAG friend and colleague Richard Young and NIRAPAD's Dr Sarker, undertook a collaborative, inclusive and field-led design process, which supported the creation of a novel collective, partnership-driven response mechanism in Bangladesh. The AHP Bangladesh Consortium is designed to maximise the comparative advantage of each partner NGO in the context; ensure coordinated delivery, stakeholder engagement, M&E and communications; and ultimately, to achieve greater collective impact.

Before visiting Bangladesh, the team held key informant interviews, conducted an online survey and outlined scope, governance structures and intended ways of reaching decisions within the design process itself. During the visit to Bangladesh, the design team facilitated a series of workshops with staff members from the AHP agencies and their partner organisations. The design team sought to empower staff at field level to lead on programming decisions. After the in-country process, HAG penned the final Consortium program design in close consultation with all involved. DFAT approved the design in June 2020.

The Lowy Interpreter

We have been very excited to have had three blogs featured on the Lowy Interpreter during April–June 2020. This has been a great opportunity to draw on our research, partnerships and expertise to produce shorter-form written pieces to help inform the sector.

Our first piece – *Double disaster: Emergency Preparedness in the era of COVID-19. A new humanitarian crisis in the current global environment would be a shock. Now is the time to get ready* – built on research and thinking compiled in our thinkpiece on the same subject. It began a timely conversation about the need for humanitarian agencies to be prepared for a natural disaster or emergency response during the restrictions imposed by the pandemic.

The next piece – *Unpacking China's overseas aid program. China's approach to aid has the*

potential to shake up a staid international humanitarian system – built on our practice paper research to comment on the emerging trend of China's humanitarian donorship.

We wrote the most recent blog piece – *Going local: Lessons from the COVID response in Indonesia. After recent disasters, policy changes shifted the model of humanitarian aid. The COVID crisis put it to the test* – in partnership with Puji Pujiono of the Pujiono Centre, our close partner in Indonesia. The piece reveals how the existing country-led and locally-led response systems in Indonesia played out during the country's response to COVID-19.

We look forward to continuing to work with the Lowy Interpreter to produce timely written pieces on our areas of expertise and passion.

The Pujiono Centre

HAG began working with the Pujiono Centre in 2018 to produce a practice paper assessing localisation in the response to the Sulawesi disaster. This was the beginning of a partnership which continues to grow stronger. HAG and the Pujiono Centre have since agreed to a formal memorandum of understanding which outlines our partnership, its principles and ways of working together. We have since collaborated on the two-year Blueprint for Change research project, which, in addition to leveraging each other's expertise and connections, includes capacity-building, joint publications and joint regional and global events.

The Pujiono Centre's mission is to build effective multidisciplinary and intersectional knowledge by expanding the capacities of practitioners and learners via innovation, tools and services. The Pujiono Centre promotes evidence-based policymaking in disaster management and climate risk reduction through the provision of credible information.

OUR COVID-19 RESPONSE

HAG AND COVID 19: WHAT ARE WE DOING?



Pro bono support to the sector:

AUD15,426 in pro bono support to 12 partners (including Australian-based NGOs, national partners, UN agencies and universities)



Financial support:

Donated AUD2,000 to **Kinfolk**, and purchased AUD1,200 of gifts from **Sisterworks** to help keep their businesses going during the crisis.



Influencing practice:

Launched an independent think piece *In case of Emergency – L3 response in the era of COVID-19*, which influenced dialogue and practice across the sector.

This piece had companion works in the form of articles in both **Devex** and the **Lowy Interpreter**

Examples of impact:

- ▶ Used by International Council of Volunteer Agencies regionally to guide discussions around contingency planning
- ▶ Used by the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre) in dialogue with OCHA around regional preparedness
- ▶ Used by the Movement for Community-Led Development to inform points of advocacy and strategic planning
- ▶ Referenced as a key resource in Active Learning Network for Accountability and Performance's (ALNAP) Guidance for Humanitarian Agencies Responding to COVID-19.

OUR TEAM



Photo credit: Shutterstock

Our staff

Kate Sutton

Director | Pathfinder
Producer



Beth Eggleston

Director | Connector
Initiator



Seeta Giri

Regional Associate
Asia



Josie Flint

Leader | Strategist
Diplomat



Linda Kenni

Regional Associate
Pacific



Pip Henty

Leader | Enabler
Mobiliser



Fanny Coussy-Chittick

Leader | Facilitator
Storyteller



HUMANITARIAN
ADVISORY GROUP



Jess Lees

Leader | Operator
Adapter



Jesse McCommon

Researcher | Collaborator
Enthusiast



Jo-Hannah Lavey

Executive | Innovator
Challenger



Jessica Avalon

Leader | Analyst
Evaluator



Hannah Blackney

Researcher | Simplifier
Stabiliser



Eranda Wijewickrama

Leader | Seeker | Pragmatist



Support Crew



Heidi Froelich

Bookkeeper



Jean Watson

Graphic Designer



Jenny Moody

Graphic Designer



Campbell Aitken

Copy Editor



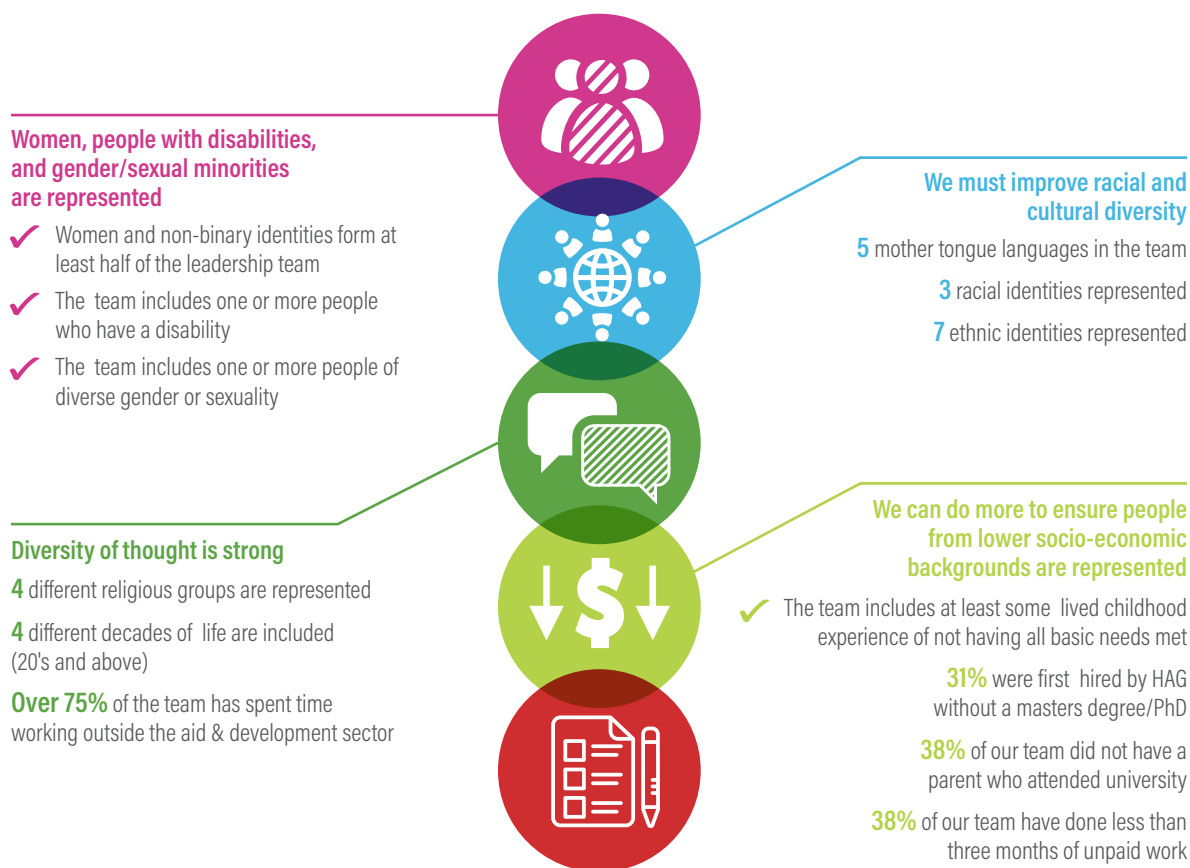
Robert Wagner

Photographer

Reflecting on our own Diversity and Inclusion

Long term followers will know of our ongoing focus on diversity and inclusion within the humanitarian sector. Our research shows that people perceive that leadership teams which are more diverse perform better (See Data on Diversity, 2019). We are now taking our research one step further - to test whether there is any correlation between measures of diversity and inclusion, and measures of humanitarian performance. To do this, we developed a diversity and inclusion scorecard that provides a way to measure and understand the diversity of teams. And what better way to test our early prototype, than to try it on ourselves, and show it to the world?

Diversity and Inclusion scorecard



Our leadership team is inclusive

- 92% of our team see the leadership as inclusive
- 85% of our team feel the leadership mostly or always seeks advice and input from all team members
- 85% of our team feel they can safely raise concerns about discrimination with the leadership team
- 85% of our team feel people from all religions, ethnicities, cultures and nationalities can succeed
- 0% of our team feel gender, age, and disability are a barrier to career progress

...but could definitely be more representative

- 62% of our team view the leadership as diverse and representative
- 46% of our team think the leadership team has an appropriate level of diversity regarding age, gender, and disability
- 15% of our team feel that the leadership team reflects the ethnicity, culture, and race of the population/communities they work with
- 62% of our team feel that the leadership team's ethnicity, culture and race represents the wider staff
- 62% of our team feel that the leadership team come from a similar economic background to the other staff

Using the tool within our own team has been an interesting and insightful process. It has both supported the rigour of the tool for our broader research, but also provided us with baseline data for our own team. As part of our business journey to be ethical and inclusive we hope to use the data to inform conversations in the team and to be held accountable. In presenting this data we strive to be brave. And we are curious - what do you think?

Note: This survey reflects the team members present in HAG at the end of the FY 19/20. The tool will be published once final.

Our Internship Program

We had the pleasure of hosting another brilliant new cohort of superstar interns this year. Our internship program is designed to help emerging humanitarian aid and development practitioners finish their studies and learn the skills they'll need to transition into the working world, no matter where their excellence takes them.

One of our 2019 interns, Jesse McCommon, has since joined the team. Jesse graduated from the University of Melbourne at the end of last year, and has gone on to formalise our Internship Program in writing. Within one year, she's grown from our intern to the leader of our internship program, applying all she learned with us and mixing in her undying enthusiasm and fresh perspective.

Our interns this year brought a fabulous and diverse range of skills and backgrounds to HAG. Meet our 2019–20 interns:



Ivy Ziqian Wang

Ivy interned with HAG while completing her final year in her Masters of Public Policy and Management degree at the University of Melbourne. She is originally from China and did her Bachelor's degree in Marketing at the State University of New York at Buffalo. Ivy moved to Addis Ababa, Ethiopia, after completing her Bachelor's degree and worked in foreign aid mobilisation in the development sector. Ivy believes in the importance of private sector involvement in the foreign aid and humanitarian aid sector. Ivy is currently Operations Manager at the Australia Africa Chamber of Commerce Inc.



Jesse McCommon

Jesse's HAG internship contributed to her final semester of the Masters of International Relations at the University of Melbourne. Within the humanitarian sector, she is interested in the localisation of response and how the growing emphasis on local and national actors in recovery can produce a more sustainable impact and build resilience among vulnerable populations. Jesse is now a Researcher with HAG.



Gemma Turner

Gemma interned with us while finishing up her Master of International Development at RMIT. Having formerly completed a Bachelor of Laws and a Bachelor of Government & International Relations at Griffith University, Gemma now hopes to utilise both the knowledge she acquired in her studies and her strong partiality towards research to contribute to the betterment of development practices.



Iñigo Koh

Iñigo is a Filipino who, at the time of his internship, was completing the final component of his Masters of International Relations Degree at La Trobe University, having finished his undergraduate degree in International Relations majoring in European Affairs, which he completed in the Philippines. He developed a keen interest in the humanitarian sector after assisting in the relief operations for Typhoon Haiyan in central Philippines. Iñigo is a supporter and advocate for peace in Southern Philippines, where he intends to return once international borders open once more; in the meantime, Iñigo intends to explore Australia while he's here.



Hana Heida

Originally from Cairo, Hana worked in economics before coming to Australia, via some detours, to complete her Master of Public Administration, which included an internship with HAG during the summer of 2019–20. Hana is particularly interested to learn from the dynamics of Australia's three-layered governance model and about the development of public policies. She has an interest in reconnecting to the humanitarian sector and has a passion for development, and wants to work for the benefit of her community in Egypt, where she plans to return once international borders re-open.



Robel Tesfamichael

Robel joined us while he completed his Master of International Development at RMIT. Robel's internship took place entirely remotely due to COVID-19 restrictions. Coming from a background in engineering, Robel's decision to move into the humanitarian sector stems from his background as an Eritrean and his parents' story as refugees. He has always had an interest in aid, politics and international relations, and over time developed the perspective of a global citizen – someone who is aware of and understands the wider world and their place in it. His internship finished in late June.



Lauren Blanche

Lauren interned with us while she finished the final components of her Master of International Development at RMIT. With a keen interest in women, peace and security and gendered dimensions to peace-building, Lauren came into her internship hoping to understand how HAG supports localised efforts to improve the safeguarding of women, especially with regard to conflict settings. Lauren's internship occurred remotely due to COVID-19 restrictions.



Gabe Scomazzon



Gabe's internship began after he returned to Australia following a research and study semester in Yogyakarta, Indonesia. Upon his return, he began the final components of his Bachelor of Arts (International Studies) at RMIT, of which this internship is part. His internship took place remotely due to COVID-19 restrictions. Gabe kindly shared the following reflections on his experience:

From a technical standpoint, my internship was a core part of my International Studies degree at RMIT, but through my work with the team at HAG it became something far more personal. It wasn't simply the warmth of the welcome, but the attempts that each member of HAG made to introduce me to a plethora of new ideas and projects, all the while supporting me in achieving these global outcomes. Despite having to intern from home, my colleagues brought me into the diverse world of humanitarian work, first with the construction of a watching brief for West Papua, and then into the wider Indo-Pacific through involvement in HAG's Blueprint project. I was then introduced to civil-military affairs through HAG's collaboration on an ACMC project which allowed me to conduct research on nations throughout the Asia-Pacific. This is to say nothing of the various scoping and mapping tasks I conducted on topical issues, ranging from the recent Australian bushfires, gender inequality, COVID-19, and climate change-induced natural disasters. I can't express how much I appreciated the level of trust and the autonomy and responsibility HAG gave me – a 'Grand Bargain' I benefited from endlessly. I'm indebted to the team at HAG, and particularly to my supervisor, Jesse McCommon, who broadened both my perspective and my experience, allowing me to develop further in this sector and cultivate my skills in a way that no amount of prior academic study or volunteer work could've allowed.

Thank you!



Humanitarian drinks

We continued our beloved tradition of organising Humanitarian Drinks in Melbourne this year, with our final pre-COVID in-person drinks occurring during the holiday season in December at our usual haunt, The Bank on Collins.

We also pioneered our first virtual Humanitarian Drinks in late April via Zoom. Whilst it was sad not to be able to see everyone and clink glasses, it was so fantastic to see so many people join in from home (strictly BYO). Thank you to everyone who joined the meeting and helped keep Humanitarian Drinks alive during isolation! It was a great comfort to see so many familiar and new faces, joining from all over the world; special mention to ex-intern David for joining at 4am in Canada!

HAG Adaptability

In 2019 Kate and Beth both spent time away from HAG. This allowed the team to reveal its full brilliance – it probably functioned better than when they were here!

Beth in the USA

Beth used her Fulbright Scholarship to work at the United States Naval War College on Rhode Island, where she worked with the Humanitarian Response Program, from the beginning of July until the end of September 2019. Beth met a wide range of experts, academics, practitioners, students and leaders in her time in the US, learning more about how the US military interacts with

humanitarian agencies, and the differences between US and Australian approaches. Beth also completed a course at Harvard on urban emergencies, participated in a pandemic war game, supported the training of Navy reservists in humanitarian assistance and disaster relief operations in San Diego, and engaged in a civil-military simulation experience at MIT.

My Fulbright Experience in Numbers



Kate in the UK



Kate at Wilton Park for the Centre for Humanitarian Data conference on data responsibility in humanitarian action

Kate: 'I spent four months in the UK with my extended family between April to August. HAG was set up to enable flexibility, and being able to work from my family home in the UK was a real privilege. I was so grateful for the hospitality of HPG and the START Network – they welcomed me into their offices, enabling me to remain connected to the broader humanitarian community. This welcome

extended far beyond a desk to a rich exchange of ideas that stretched, and at times challenged, my professional self. Joining the HPG research planning workshop was an amazing experience; I learned the careful art of balancing challenge and support for colleagues' ideas. The HPG team was so adept at listening, questioning, reflecting and extending networks and support. Other highlights from my trip included participating in a Global Innovation Day hosted by the START Network in London; sharing our research at an ECOSOC localisation side event in Geneva; joining a Wilton Park meeting on data responsibility in humanitarian action; and (re-) connecting with so many colleagues in London and Geneva – as COVID has taught us, we need to cherish those moments of person-to-person connection for the richness and warmth they bring. Thank you to everyone who supported my time in my homeland, not least the HAG team.'

OUR PURPOSE

B-Corp, Social Traders and Us

HAG's identity as a social enterprise continues to grow and drive our purpose. To us, being a social enterprise means to take all the innovation and self-determination available in the private sector and harness it for good.



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.

It's also why we work hard to maintain our status as a B-Corporation and our membership with Social Traders. We believe these frameworks help us hold ourselves accountable to the highest ethical standards, and keep us pushing forward as a business. The humanitarian side of what we do often gets the spotlight, but how we're doing it is just as important to us. We celebrate another year of meeting our own lofty goals and setting newer, loftier ones all the same.



Image Credit: Robert Wagner Photography

Events

Off the Record

Our favourite event every year is our Off the Record interview; we get a brilliant humanitarian practitioner to engage in open, honest conversation under Chatham House Rule. This year, we got to sit down with Marian Casey-Maslen in our Melbourne CBD office (before the pandemic lockdown!). Marian is the Executive Director of the Communicating with Disaster Affected Communities (CDAC) Network, which focuses on information, communication and community engagement. She has over 25 years of experience in humanitarian response and development work.

From 1993 to 2007, Marian lived in Sudan, South Sudan, Ethiopia and Kenya, working with NGOs and donor agencies on a wide range of sectoral issues. In 2007, she joined the ACT Alliance in Geneva working on policy issues

including accountability, climate change, disaster risk reduction, gender equality, security, protection and psychosocial support. In 2012 she took up the position of Executive Director of HAP International and contributed to the development of the Core Humanitarian Standard (CHS) and the establishment of the CHS Alliance and the Humanitarian Quality Assurance Initiative. She began her career in the 1980s as a nurse and midwife, and has a Masters degree in Development Studies (Dublin) and a Masters in International Law in Armed Conflict (Geneva).

We were delighted to host Marian for an engaging evening of conversations about the sector's most pressing issues, over a glass of Goodwill Wine, for what turned out to be a last hurrah before a 3-month lockdown.



*Off The Record event at The Cluster with Marian Casey-Maslen from the CDAC Network.
Image Credit: Robert Wagner Photography*

University of Melbourne Master of Development Studies events

We continued to partner with the University of Melbourne's Master of Development Studies (MDS) program to deliver engaging and fun events for students, alumni and practitioners alike. We conducted only two events this financial year, with the first semester 2020 events postponed due to pandemic restrictions, but they were a great success!

In September, we hosted the third Professional Practice Seminar for 2019: 'Taking Pride: Including sexual and gender minorities in aid programming'. The panel session, moderated by HAG's Kate Sutton, involved a discussion on the current state of affairs with respect to the inclusion of sexual and gender minorities in

the aid and humanitarian sectors. Our brilliant expert panellists were Elena Robertson, Paul Daly, Gillian Fletcher and Elsa Carnaby.

Then in October, we hosted the program's Alumni Cocktail Party, bringing together past and present students of the program to talk about the humanitarian sector, their experiences since leaving the program, and the future of aid and development – a hugely fun evening which created many new connections between MDS graduates and soon-to-be-graduates. The catering for this event was completed entirely without disposable plastic, cutlery or crockery of any kind, by fabulous local Melbourne caterers Essential Catering + Events.



The Masters of Development Studies alumni event at the University of Melbourne. Image Credit: Robert Wagner Photography

Training & Facilitation

Education, training and facilitation have always been a core part of our work, and this year more so than others. We continued our partnerships with major Victorian universities to deliver timely lectures to their students, notably a series of lectures conducted for a Masters program at La Trobe University.

This year also saw the beginnings of an exciting new frontier of training and facilitation for us – remote training and facilitation (a subject on which we've published a guidance note). During the first few weeks of COVID lockdown, we reworked our usual facilitation preparation for a workshop with Caritas Australia, transitioning everything into the online webinar format. It was a big change, and working alongside

Caritas, we managed to pull it all together and achieve really amazing results. We went on to facilitate many other online workshops, meetings and seminars throughout the last few months of the financial year, including working with Save the Children Australia to facilitate online discussions in April.

While the online format presents unique challenges, we began to uncover the many advantages of moving traditional events online. Most excitingly, one is the ability to include people from all over the world who might otherwise have been prevented from joining in and sharing their experiences, knowledge and unique perspectives.

NetZero2030

This year we proudly made a commitment to become a NetZero enterprise, with a target of doing so before the year 2030.

Excitingly, in little time we've been able to make a lot of progress. We worked with Carbon Neutral to measure our organisational carbon emissions for the financial year. We are proud to announce that following this measurement process we also offset our annual emissions, making FY 19-20 our first NetZero year. Our offsets contributed towards restoring the Yarra Yarra Biodiversity Corridor in Southwest Australia. The project aims to revegetate the landscape of the corridor and return the environment to its original state, whilst removing carbon from the atmosphere.

We're now going to take steps to make every year a NetZero year through reducing our emissions and offsetting what we can't. We hope one day to go beyond NetZero and start making a net positive impact on the environment as a business.



Sisterworks

This year we engaged the wonderful people at SisterWorks to make a longstanding HAG dream come true – the much (internally) anticipated HAG bags. SisterWorks is a not-for-profit social enterprise, based in Melbourne. Through work and entrepreneurship, their mission is to support women who are refugees, asylum seekers or migrants to improve their confidence, mental wellbeing and sense of belonging. They believe in a future Australia in which all migrant women are economically empowered. To date, SisterWorks have supported more than 492 women from 56 countries to achieve this goal.

SisterWorks Empowerment Hubs are workplaces and training centres that provide female refugees, asylum seekers or migrants with meaningful education, employment, entrepreneurship and leadership opportunities. One of these initiatives began in April this year – production of our rhyming, smiling HAG canvas bags, which we shall all begin to cherish once restrictions ease and we can hand them out to the HAG family (immediate and extended). We are so happy with the HAG bags, and very grateful to SisterWorks for helping our dream come true. We are always thrilled to support other local social enterprises, especially ones whose awesome work is so true to the HAG values.

Head to sisterworks.org.au to explore the brilliant stuff going on over at SisterWorks and learn more about them.

Cartoons

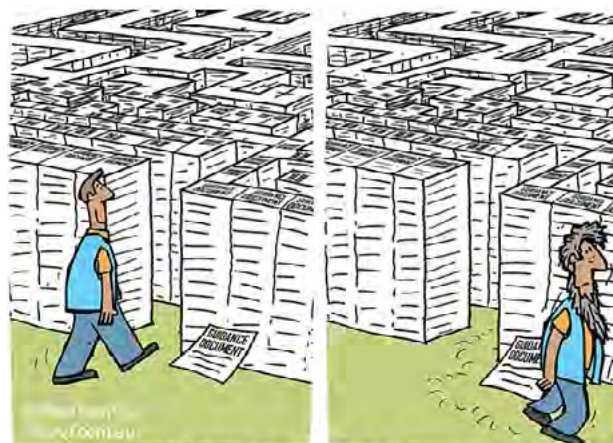
This year we trialled commissioning our very own HAG cartoons. We learned a lot about the process, and look forward to trying it out again in the future. Here's a sample of what we came up with:



THE LATEST BALL TO JUGGLE



PASSING THE COVID-19 RISK BATON TO LOCAL NGOS



'Just read it on the flight' they say..

© INKCINCT Cartoons www.inkcinct.com.au

OUR FUTURE

HAG retreat



Image Credit: Robert Wagner Photography

In the first week of December, the HAG team packed up and shipped out to stunning Kinglake for the annual strategy retreat. The retreat is an opportunity for staff to reflect on the year behind us, and to reset and define our goals for the future.

The 2019 HAG dream team was joined by our brilliant new recruits Eranda, Jessica and Jesse for the first time at this retreat. They brought fresh thinking and perspectives to our discussions on the future of HAG and the humanitarian sector, and our vision for where we are heading as a company.

Across three days, we put our heads together to create a HAG Writing Style Guide together, understand and rework our organisational objectives and key results (OKRs), fully articulate our partnership approach, understand our goals as a social enterprise, and eat some delicious food. We also had our fabulous photographer Robert Wagner come to our Kinglake retreat to take some photos of the new HAG team.

Sustainable Development Goals

In 2015, the United Nations Member States adopted the 2030 Agenda for Sustainable Development, which had at its core the Sustainable Development Goals (SDGs). These goals have also been integrated into the B-Corp model, which provides avenues for tracking progress toward these 17 goals. At HAG, we are excited to begin tracking our ability to create sustainable change. This year we began looking into the SDGs, and we have grouped our work under three of the goals and hope to focus on these going forward.

Our focus will be on these three goals:



Adapting to the new size and shape of our business

Only three years ago, HAG had a core staff of six, including only one staff member at the Leader level. We round out this financial year with a core staff of 11 – five of whom are Leaders. Three years ago, we had only launched 22 public-facing pieces on our website since our inception in 2012, and we hadn't begun our Humanitarian Horizons research program. Since then, we have launched a massive 36 public-facing pieces in just three years. Our multi-year funding for the Humanitarian Horizons research program revolutionised our ability to conduct meaningful research for the sector, and created a stable platform from which our business has flourished far beyond our initial dreams.

This growth has required us to create a whole range of processes and structures to ensure the effective coordination of our team members as they work remotely – something we've been doing since before it was compulsory – and led to a review of our operations this year. This is a critical juncture in the growth of any small business, where we are striving to hold ourselves accountable to the highest standards whilst maintaining the flexible and dynamic nature of our nimble and efficient team. This journey is not over, but will be an iterative process of maintaining all the best that HAG has to offer, while keeping up with the most important security, operational and technical knowledge and systems we can implement.

Amplifying local voices

One of our most important goals as an organisation is to continue to use our platform to amplify the voices of the Asia-Pacific's local humanitarian community. Our partnerships with PIANGO and Indonesia's Pujiono Centre have significantly enhanced our research and our understanding of the issues most important to the nations in our region. All the work we do is reliant on the expertise, creativity and generosity of our national consultants, local partners and regional advisors.

Our goal as an organisation is truly equal partnership and collaboration. Ideally, if we do our job well enough, we will eventually do ourselves out of work, by elevating, accompanying and supporting the growth of local Pacific and local Asian humanitarians as they evaluate, study and report on the issues prevalent in their own communities.

As part of our Grand Bargain commitments to localisation, we aim to achieve a financial transfer of 25% of our gross annual income directly to our national consultants, local partners and regional advisors. We're not quite there yet, but we're working on it.

This financial year we transferred \$188,856.28 to national consultants, regional advisors and local partners; this makes up 39.15% of all purchasing this financial year. Whilst this figure hasn't yet reached our goal of 25% of our total income, we will continue to strive to increase this figure in the next financial year. As we improve our operational systems and processes, we aim to streamline our operational costs and free up more funding for our wonderful network of established and emerging humanitarians in the Asia-Pacific.



VANGO
Vanuatu Association of NGOs



PIANGO

Pacific Islands Association of
Non-governmental Organisations | Association Des Ongs
Desiles Du Pacifique



OUR OPERATIONS

Financial disclosure

1 July 2019 - 30 June 2020

Total trading income	\$1,374,303
Total other income	\$50,424
Cost of Sales	\$396,110
Cost of Operations	\$987,281
Profit	\$41,336



Client list

Thank you to all our splendid clients who enabled us to do what we do best this financial year:

Australian Department of Defence
 Australian Department of Foreign Affairs and Trade
 Australian Humanitarian Partnership Support Unit
 Australian Lutheran World Service
 Australian Civil Military Centre
 Australian Red Cross
 Australian Volunteers International
 Cardno
 Caritas Australia
 Church Agencies Network Disaster Operations (CAN DO)

Georgetown University
 Glow Consultants
 International Committee of the Red Cross
 International Medical Corps
 La Trobe University
 RedR Australia
 Pacific Islands Emergency Management Agency
 RMIT University
 Transform Aid International
 Trocaire
 University of Melbourne
 Victoria University



Governance structure

At HAG we are proud of our flat and flexible organisational structure. Our staff are famous for their ability to 'manage up', and our most creative and innovative ideas come from the equal and open collaboration of all our staff. We admit that sometimes when we put our heads together we can enter the internally infamous HAG 'positive spiral', always thinking of more and better ways to kick goals and make a meaningful difference.

We don't have a board of directors or a managing governance structure outside of our organisation. We have a dedicated Research Advisory Committee for our Humanitarian Horizons research program, whose oversight is specifically in regard to the research undertaken under that program. All major decision-making for the organisation goes through HAG's Directors - currently, Kate Sutton and Beth Eggleston - who have a once-monthly Director's meeting to discuss critical organisational decision-making, accountability and progress.

Tax reporting breakdown + tax 'philosophy' (because of B-Corp)

What is our philosophy on taxes as an organisation?

When it comes to taxes, unless circumstances dictate otherwise, HAG pays on time and in full. We abide by both Australian Taxation Office (ATO) regulations and all taxes required by the state of Victoria. This includes paying income tax on our net profit, goods and services tax on all applicable trade transactions, and the state payroll tax. We also pay the pay-as-you-go

tax on behalf of employees direct to the ATO. We minimise profit only in ways that benefit staff and/or contribute to worthy causes - this is part of our ethos as a social enterprise. We comply by all rules and regulations that apply to us, and believe that taxes are a necessary and logical means to maintain the community and civilisation of which we are a part.

Demonstrating our Social Purpose



What we do

The very essence of why Humanitarian Advisory Group exists is to challenge the status quo in humanitarian aid - we are committed to enhancing how people are protected and supported during times of conflict and disaster.

What does this look like?

Providing research on better ways to operate, training up aid workers to deliver better protection and assistance during emergencies, helping shape policies that will bring about change, and evaluating humanitarian programs to ensure they have learning to constantly improve.

We work with like-minded organisations who are non-governmental organisations (like Caritas, World Vision, WaterAid, CARE), universities (like La Trobe, Melbourne, Monash, RMIT), governments (Australian Department of Foreign Affairs and Trade, New Zealand Ministry of Foreign Affairs and Trade) intergovernmental organisations (United Nations, ASEAN, Pacific Community (SPC)) and independent organisations like the International Red Cross and Red Crescent Movement.

What is a social enterprise?

Using the power of the marketplace to solve the most pressing societal problems, social enterprises are commercially viable businesses existing to benefit the public and the community, rather than shareholders and owners.



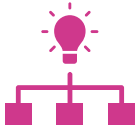
The enterprise has a defined primary social purpose, environmental or other public benefit



The enterprise derives a substantial portion of its income from trade



The enterprise reinvests 50% or more of annual profits towards achieving the social purpose



How we do it

We operate as a social enterprise and ensure that our business approach creates as much good as our client work.

What does this look like?



1 Maintaining our ethical certifications

We are a certified **B Corporation** which means we 'meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose'.

We are also certified with **Social Traders** - confirming we are a social enterprise that has 'a social, cultural or environmental purpose as its primary objective, that a substantial portion of its revenue is derived from commercial trade, and that the majority of the organisation's efforts and resources are invested into the social purpose.'

2 Investing our time and money

We track our pro bono time which includes research, events, mentoring, education and training, supporting local partners, promoting ethical business and community volunteering. We also track the donations we give as well costs we put up to run events and support interns.

3 Reducing our environmental impact

We have committed to becoming NetZero by 2030. We track and offset our emissions and have a comprehensive environment policy that covers our travel, commuting, office supplies, and events.

4 Purchasing ethically

We work to an ethical procurement framework to support other social enterprises and certified businesses. We prioritise purchasing through **Supply Nation**, **Social Traders Buyer's Portal** and the **B Corp Directory**. For example, in the financial services areas, we choose Australian Ethical as our default super provider who are also B Corp certified. In the catering area we buy from Goodwill Wines who are certified with Social Traders, and for our branding we buy from SisterWorks, a social enterprise whose mission is to 'support women who are refugees, asylum seekers or migrants so they can improve their confidence, mental wellbeing, sense of belonging and economic outlook.'

5 Supporting local partners

We aim to support localisation principles and to support local organisations, networks and consultants in the countries where we work. We aim to shift financial resources to support this approach, and have a target of 25% of all international project budgets to be transferred to local partners. In addition to this, we believe that partnership is more than a contractual relationship and we invest in and collaborate with our partners outside of formal projects.



An example of some of our pro bono work:

This year Pip travelled to NATO, Brussels for HAG as the Australian representative to the fourth Annual Meeting of the Civil Society Advisory Panel (CSAP) on Women, Peace and Security. The CSAP was established to draw upon the insights and expertise of civil society, and to benefit from civil society contributions as NATO continues to take the WPS agenda forward. Discussions focused on the importance of strengthened cooperation between NATO and civil society in order to promote a grassroots understanding of conflict, peace and security.



Photo credit: Pip Henty



This little logo means we work hard to ensure that our business is a force for good. We have chosen to hold ourselves accountable to highest social, environmental and ethical standards, setting ourselves apart from business as usual.





HUMANITARIAN
ADVISORY GROUP

