

HUMANITARIAN HORIZONS 2021-24: Monitoring and Evaluation Framework (MEF)



Acknowledgements

Humanitarian Horizons is a research program, delivered in partnership and funded by the Australian Government, that contributes to effective and ethical humanitarian action in Asia and the Pacific.

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About Humanitarian Advisory Group

Humanitarian Advisory Group (HAG) was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that contributes to excellence in humanitarian practice.

Certified



Humanitarian Advisory Group is BCorp certified. 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 the highest social, environmental and ethical standards, setting ourselves apart from business as usual.



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1. Introduction

Humanitarian Horizons is a three-year research program designed and delivered by [Humanitarian Advisory Group \(HAG\)](#) in partnership with trusted national and regional partners and the Australian Government's Department of Foreign Affairs and Trade (DFAT). The program aims to generate evidence through research to support more effective and ethical humanitarian action in the Asia and Pacific regions. It comprises three interlocking research streams: 1) Power, People and Local Leadership, 2) Greening the System, and 3) Real Time Analysis and Influence. A fourth stream which consists of governance, accountability, inclusion, and monitoring, evaluation and learning processes, anchors the program.

Humanitarian Horizons 2021–24 builds on the achievements of its first iteration, [Humanitarian](#)

[Horizons 2018-2021](#), which were documented in the program's 2020 independent [Mid Term Review](#).

HAG's partnership-based approach to research underpins the influence and reach of the first program, reflecting organisational values and the need for more locally grounded and relevant research in and on the humanitarian sector. This collaborative approach, carried over and enhanced in the program's current iteration, contributes to the formulation of innovative methodologies that help to build sector-wide knowledge and evidence. It allows the development of practical tools that help to drive change in humanitarian response on the ground, highlighting the gap between intention and action, and providing ways to bridge it.

Why Humanitarian Horizons?

The Humanitarian Horizons research program reflects a sector-wide need for more locally grounded and relevant research in and on the humanitarian sector, particularly in our region. The program contributes to 'more effective and ethical humanitarian action in the Asia and Pacific regions' and also to DFAT's capacity to engage with, learn from and adapt to the evidence that the program produces. In this sense, the purpose of the program can be understood as two-fold: generating evidence that actors in humanitarian settings can integrate into their decision-making and practice while at the same time assisting the Australian Government, through its humanitarian policies and programming, to do the same.

2. Overview of the MEF

This Monitoring, Evaluation and Learning Framework (MEF) sets out the approach to assessing the performance of the Humanitarian Horizons Research Program from 2021-2024. It is a mechanism through which to capture both progressive and end-of-program results. Ultimately, the MEF seeks to ensure that Humanitarian Horizons has the tools needed to make well-informed, evidence-based decisions across the life of the program.

The MEF comprises a program logic (the 'what' and 'why' of the program) and an expanded logic with indicators that identifies the 'how', ie: how program

performance will be tracked, evaluated and learned from.

The MEF also presents:

- Key evaluation questions to guide monitoring, evaluation and learning activities
- Tools to support regular data collection (in development)
- Strategic and evaluative activities to provide a deeper understanding of the program (intended and unintended impacts; positive and negative)
- Assumptions and risks

- Ethical standards and safeguarding
- How MEF information will be used to enhance program delivery and performance
- Schedule of M&E and reporting activities

To ensure a degree of continuity across the 2018-2021 and 2021-2024 iterations of the program, the MEF builds on the M&E Framework¹ that was in place for the first program. Some outcome language

and a range of indicators are common across the two programs to facilitate longer term tracking.

The MEF is informed by DFAT's Monitoring and Evaluation Standards² and Aid Programming Guide. As Humanitarian Horizons is a research program that aims to influence humanitarian policy and practice, it also leans on a relevant Research Excellence Framework Impact Toolkit developed by ODI.³

3. Key program stakeholders

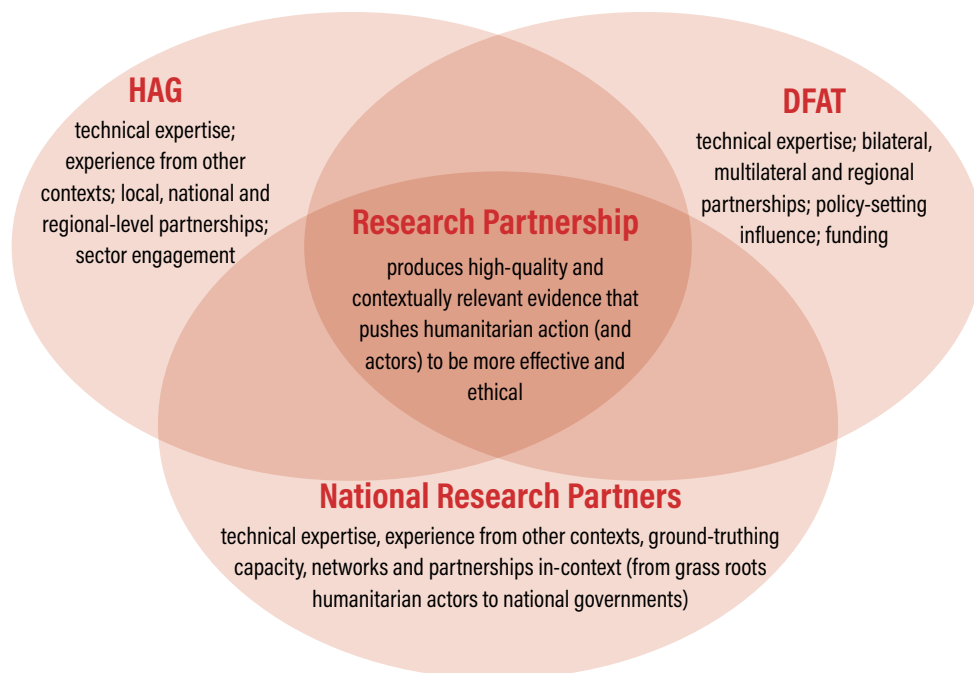
Humanitarian Horizons is delivered in partnership with the following key program stakeholders:

- Humanitarian Advisory Group
- National Research Partners:
 - ▶ CoLAB Consulting – Fiji
 - ▶ GLOW Consultants – Pakistan
 - ▶ InSights (Institute for Gender – Bangladesh)
 - ▶ Pacific Islands Association of Non-Governmental Organisations – Pacific Regional
 - ▶ Pujiono Centre – Indonesia

- Australian Government Department of Foreign Affairs and Trade

Alongside these partners, the program draws on the expertise and insights of a range of government, humanitarian and private sector actors in Australia and across Asia and the Pacific.

What does each partner bring to the Humanitarian Horizons partnership?



1 The program's first M&E Framework (HH1; 2018-2021) took an exploratory approach to allow for innovation, testing and learning. This was appropriate for a pilot program. The HH2 MEF, this document, intends to progress from this phase to understanding and articulating causal links between Humanitarian Horizons research and more systemic outcomes.

2 April 2017 Standards. The MEF will be reviewed and updated once DFAT's refreshed Standards are made available.

3 Overseas Development Institute: <https://odi.org/en/>

4. Program logic

The program logic articulates the relationship between Humanitarian Horizons' activities (partnership activities; research inputs and outputs), the changes it expects to bring about (intermediate outcomes) and the longer-term outcomes and impact (research program outcome and long-term goal). This 'results chain' can be simplified as follows:



For Humanitarian Horizons; 2021-2024:

- The **long-term goal** is: The program makes a measurable contribution to more effective and ethical humanitarian action in Asia and the Pacific
- The **research program outcome** is: The program generates evidence and action that supports more effective, ethical humanitarian action in Asia and the Pacific
- Research program **intermediate outcome 2** is: Evidence is used by targeted stakeholders and partners to inform policy and practice change
- Research program **intermediate outcome 1** is: Evidence is communicated to targeted stakeholders in ways that are both accessible and timely
- The **three research streams**, through which program **inputs and outputs** are delivered, are:
 - **Research Stream 1: Power, People and Local Leadership**
 - ▶ Stream outcome: The program supports a shift to a more localised system that facilitates more effective and equitable humanitarian action
 - **Research Stream 2: Greening the System**
 - ▶ Stream outcome: The program supports the sector to reduce the negative environmental impact of humanitarian response
 - **Research Stream 3: Real Time Analysis and Influence**
 - ▶ Stream outcome: The program informs and influences humanitarian practice in real time
- The **Governance Stream** promotes good management, accountability, learning and sharing. It ensures that relationships are healthy and the enabling environment for Humanitarian Horizons is conducive to success.

The logic of the program can be understood as:

*If local and international humanitarian actors are informed of, and better understand, humanitarian practice issues **and** they are supported with relevant, accessible, evidence and tools to change their practice and that of others within their sphere of influence, **then** they will be better able to bring about change at the local, regional and national policy and practice levels. This change should, according to the logic, contribute to more effective and ethical humanitarian action in Asia and the Pacific.*

In line with this logic, the MEF includes a range of indicators at the program level and at the level of individual research outputs (usually 'products'). These are articulated as 'program-level indicators' and 'product-level indicators' in the Framework. They seek to track a product's 'journey' from inception to impact.

Whilst Humanitarian Horizons has a relatively linear program logic, the reality is that the program is seeking to influence policy and practice in a multitude of complex operating environments. This is never linear. Regular dialogue between HAG, national research partners, DFAT and national governments/ regional partners, will help to make the links between research outputs and expected outcomes more likely and more tangible. Additionally, HAG intends to identify organisations/agencies/donors that have leaders, at all levels, who are likely to be open to the program and will actively build relationships with them.

5. Policy priorities

Humanitarian Horizons reflects both HAG's organisational values and Australian Government humanitarian policy priorities. The program is well aligned with DFAT's strategic priorities (geographic and thematic) which include:

- Support to Asia and the Pacific, including alignment with Australian Government regional and bilateral policies
- Localisation
- Climate change and climate resilience

- Gender equality (incl. [Australia's National Action Plan on Women, Peace and Security](#))
- Disability inclusion
- Social inclusion

All three research streams consider and incorporate these policy priorities. They are integrated into the program through both mainstreaming and targeted indicators. HAG will track and report against these as a matter of priority. Humanitarian Horizons is well aligned with relevant DFAT policy documents.

6. Ethical standards and safeguarding

The Humanitarian Horizons research program adheres to [ACFID's Principles and Guidelines for Ethical Research and Evaluation in Development](#). Respect for and commitment to these principles is reflected in the work that HAG does and the way that the organisation is structured. In addition, the program is guided by national research partners on the most appropriate ethical approaches for all in-country work. Practically, the program is guided by a Research Advisory Committee (RAC), the purpose of which is to ensure adherence to ethical standards and the consideration of local/national research practices and policies. The RAC meets twice a year and is comprised of representatives with diverse backgrounds from the humanitarian, academic and private sectors. National and regional research partners will participate in the committee on a rotating basis, and where possible national governments and NDMOs will be invited to participate in or present to the RAC.

RAC objectives include:

- Maintain adherence to ethical standards and research objectives
- Interrogate quality of research design, process, product and dissemination

- Access expertise on research design, process and outputs
- Elevate the reach and impact of the research through their networks
- Ensure research impact and influence is reported as per the MEF
- Enable accountability to partners

Safeguarding

Humanitarian Horizons has effective safeguarding at its heart. All research and partnership activities will adhere to [DFAT's Preventing Sexual Abuse and Harassment Policy](#) and its [Environmental and Social Safeguard Policy](#). Any engagement with children, while not typical for the program, will be subject to the strict requirements of [DFAT's Child Protection Policy](#).

7. Assumptions (risks to program delivery)

We assume that research matters and that we can influence change

- We are seeking to influence change in a multitude of complex environments and we know that we rely on a web of inputs leading to outputs, with only some discernible end points.
- We are investing in our partnerships and our program monitoring and communications to ensure that we are positioned to influence change. We will utilise different M&E approaches that take this complexity into account, for example Outcome Mapping. We will regularly learn from what is not working and ‘follow loose threads’ that may lead to unexpected outcomes.

We assume that we can deliver evidence in a way that is useful and accessible

- We understand our point of difference. The program continues to generate research that is high quality, accessible, digestible, contextualised, timely and developed in partnership. We utilise the MEF to track how the research is progressing.

We assume that our partners will tap into their rich networks

- We will support our partners to access and develop their networks where possible. We will ensure we have regular dialogue with research partners and that, within our own networks, we are active connectors of people and organisations.

We assume that DFAT’s interests and policy direction will continue to align with our intended audiences

- The program has been developed in close partnership with DFAT, ensuring it aligns with Australian Government bilateral and regional strategies (which reflect bilateral and regional priorities) and following sector-wide engagement.⁴ As Humanitarian Horizons matures, governance and M&E processes will periodically test this assumption to ensure alignment for the life of the program.

8. Understanding results

The program will be subject to regular monitoring. The following outlines the form and shape this will take:

- **Regular analysis:** From the finalisation of the MEF (on a six-monthly basis), the HH MEF Manager will facilitate discussion with national research partners on HH’s performance. This will involve reviewing M&E data, risks, and the functioning of HH systems with a view to identifying emerging themes,
- **Reflective workshops:** The HH MEL Manager will facilitate workshops (annually, from the finalisation of the MEF) to promote collaborative reflection and sense-making of experiences with the program and its performance. Workshops will review HH’s progress, successes and challenges; consider the implications of performance data

systemic performance issues and opportunities for improvement. Findings from this process will be shared with DFAT via regular monitoring updates.

⁴ 634 responses were received to a sector-wide survey by HAG which asked respondents which research topics were most important to them.

and feedback from key stakeholders; update HH's program logic and assumptions if required; and support adaptive management and continuous improvement.

- **A program-wide review:** In its third year, HH will be subject to an independent review of its

performance from 2021 and 2024. Analysis of the Humanitarian Horizons pilot program (2018-2021) will be integrated into this process to facilitate a longer-term view of results, covering impact over time, barriers to impact and lessons learned.

Exploring the use of 'Outcome Mapping' for Humanitarian Horizons:

'Outcome Mapping (OM) was first introduced by Sarah Earl, Fred Carden and Terry Smutylo from the International Development Research Centre (Earl et al., 2001). It focuses on outcomes defined as changes in behaviour, practices, relationships, activities and actions, and in doing so recognises early changes and progress towards higher-level goals. OM differs from conventional logic models by recognising that different actors affected by activities exist in different environments, and it is explicitly designed for nonlinear, systemic change processes. It does not try to attribute outcomes but rather explores plausible contributory links between interventions and behaviour changes, therefore allowing for complex and non-linear relationships between activities and results.'

– ODI Research Excellence Framework, p2

9. Key evaluation questions

Key evaluation questions are high level questions designed to frame the analysis of progress and the performance of Humanitarian Horizons. They will be used by the program to help guide regular analysis and reflective M&E processes.

1. Effectiveness

- What have been the outcomes/results (intended and unintended, positive and negative) of the program for research partners and sector actors at the local, national and regional levels, including national governments in Asia and the Pacific?
- To what extent are there tangible, measurable examples of knowledge and evidence being generated by the program that has contributed

to humanitarian policy and practice change in Asia and the Pacific? How are these examples addressing existing inequalities and inefficiencies in the humanitarian system?

- To what extent has the program, through its research and partnerships, contributed to the following cross-cutting Australian Government policy priorities:
 - ▶ Localisation
 - ▶ Climate change and climate resilience
 - ▶ Gender equality
 - ▶ Disability and social inclusion

2. Relevance:

- How relevant is the program to the priorities of humanitarian actors and national governments in Asia and the Pacific, and to the priorities of the Australian Government?
- What is the program offering that is unique?

3. Efficiency:

- How efficiently is the program being delivered, including achieving its research outputs as intended (of high quality, on time, on cost)?

4. Sustainability:

- To what extent is the program laying the groundwork for results to be sustained?
- What evidence is there that the program is learning from and improving its approaches to research for positive change, including through trialling new approaches?

10. Data sources

The Humanitarian Horizons MEF will look to a mix of data sources (captured using a range of methods) to understand progress, pain points and overall performance. These will include:

- Interviews and/or FGDs with key program stakeholders, both 'inside' (eg. NRPs) and 'outside' (targeted stakeholders) of the program. Policy documents (Australian Government, humanitarian sector, national government and regional policies)
- Conference and relevant fora materials
- Emerging partnerships and projects; where documentation is available
- Website analytics, including pages for Humanitarian Horizons research products
- Targeted surveys
- Media monitoring; targeted analysis of the Australian, Asian and Pacific media landscapes
- Sector monitoring; analysis of trends/changes among sector actors and relevant fora

11. Communication

The program will have Communications Plans in place for all products generated under all three research streams. These will be developed with the program-level and product-level indicators outlined in this MEF, to ensure consistency of communications

and monitoring across all activities. The MEF will also capture program-level communications and engagement results (see Governance Stream; *Communicating for impact*.)

12. MEF roles and responsibilities

| Organisation/Function | Responsibility |
|----------------------------|---|
| HAG Directors | <ul style="list-style-type: none"> ■ Ensure program governance is in place and functioning well ■ Oversee overall program and budget against activities ■ Engage in learning processes (eg. workshops, reviews) |
| HAG Executive Team | <ul style="list-style-type: none"> ■ Manages the day-to-day HH partnership with DFAT ■ Manages the development and implementation of the MEF, including development of tools ■ Manages communication with Stream Leads and broader HAG team on HH M&E needs ■ Lead on learning processes (eg. workshops, reviews) |
| HAG Impact Support | <ul style="list-style-type: none"> ■ Supports the development of tools to support the MEF ■ Leads and reports on regular MEF tracking processes ■ Support/lead on learning processes (eg. workshops, reviews) |
| HAG Stream Leads | <ul style="list-style-type: none"> ■ Work closely with M&E staff on stream product development, incl. communications plans and monitoring ■ Contribute to M&E (incl. learning and adaptation) processes for their streams ■ Engage in learning processes (eg. workshops, reviews) |
| National Research Partners | <ul style="list-style-type: none"> ■ Support the development and implementation of the MEF ■ Collect agreed data at regular intervals to inform M&E processes ■ Engage with their networks to feed and enhance M&E ■ Engage in learning processes (eg. workshops, reviews) |
| DFAT | <ul style="list-style-type: none"> ■ Promotes DFAT internal engagement on HH, including research uptake (upwards and across the department) to enhance M&E and learning ■ Reviews quarterly monitoring update and feeds back on action points ■ Engages in learning processes (eg. workshops, reviews) |

13. Schedule of M&E activities

The following schedule of M&E and reporting activities reflects Section 8 of this MEF (*Understanding results*).

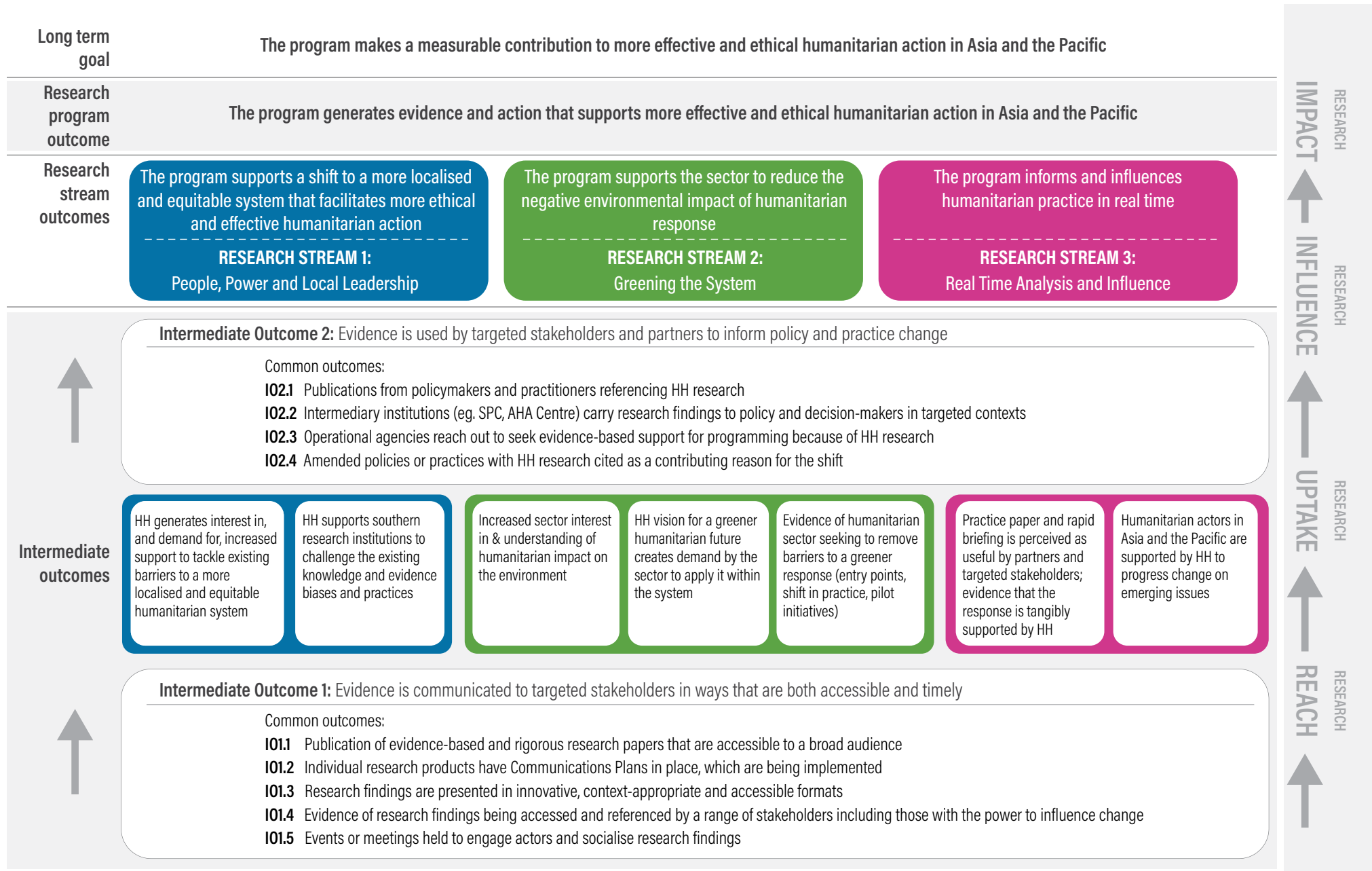
| TIMING | OUTPUT/ENGAGEMENT | RESPONSIBILITY |
|----------------|---|-----------------------|
| Monthly | Program updates | HAG to lead |
| Six-monthly | Monitoring point (data collection and light analysis) with NRPs | HAG to lead with NRPs |
| Annually | M&E reflective exercise | HAG to lead |
| Annually | Annual partnership review process (two-way process of monitoring health of partnerships across the program) | HAG to lead |
| Annually | HH annual planning and adaptation process | HAG to lead |
| Annually | DFAT's internal partnership monitoring processes (eg. PPA) | DFAT to lead |
| End of program | Independent review/evaluation | DFAT and HAG to lead |

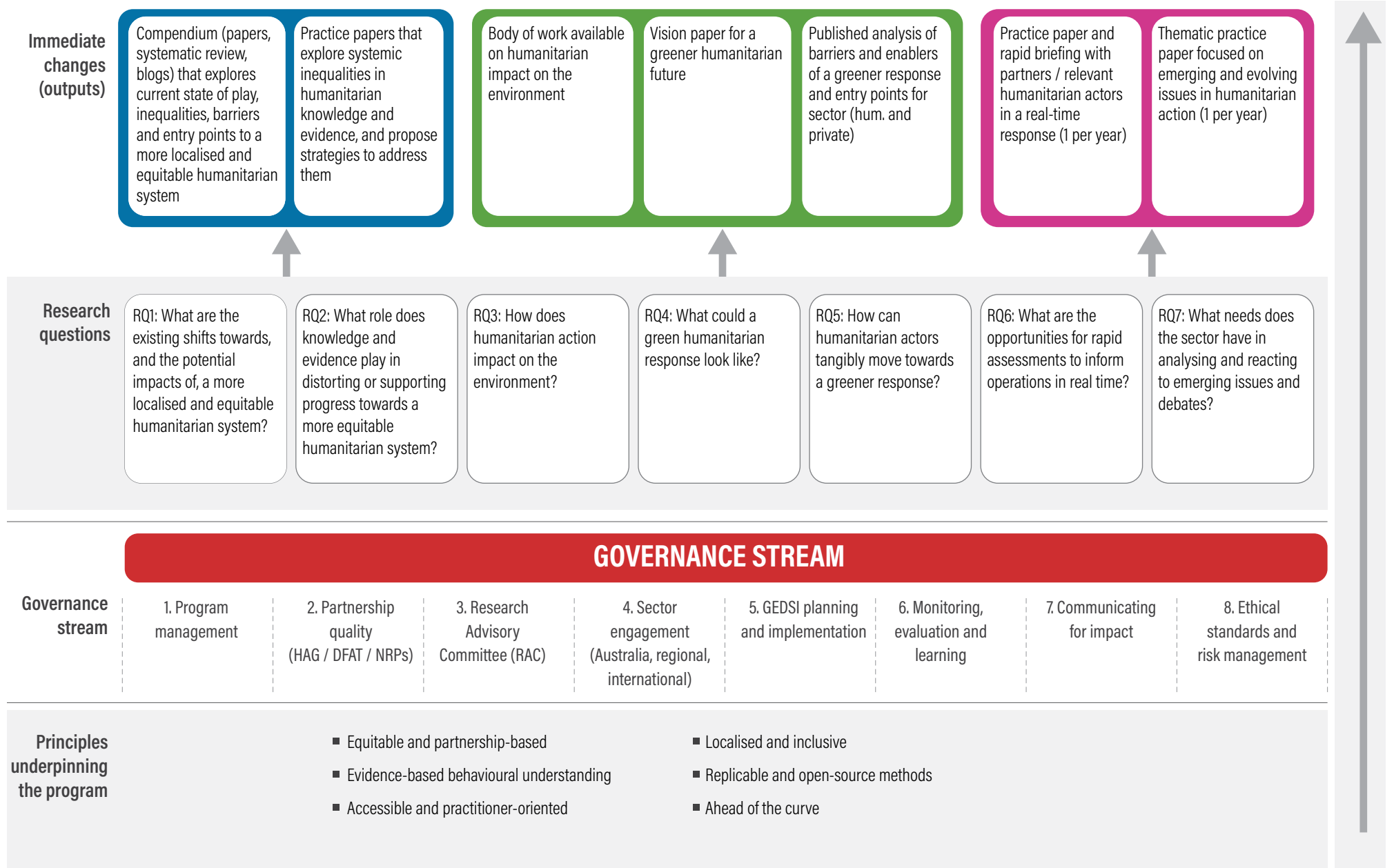
*NRPs = national research partners

14. Abbreviations and acronyms

| | |
|--------|--|
| ACFID | Australian Council for International Development |
| CP | Child Protection |
| DFAT | Department of Foreign Affairs and Trade |
| HAG | Humanitarian Advisory Group |
| HH | Humanitarian Horizons |
| ICVA | International Council of Voluntary Agencies |
| INGOs | International Non-Government Organisations |
| JIHA | Journal of International Humanitarian Action |
| MEF | Monitoring and Evaluation Framework |
| MEL | Monitoring, Evaluation and Learning |
| MFAT | Ministry of Foreign affairs and Trade |
| MOV | Means of Verification |
| NGOs | Non-Government Organisations |
| NRP | National Research Partners |
| NZ CID | New Zealand Council for International Development |
| PSEAH | Protection against Sexual Exploitation, Abuse and Harassment |
| RAC | Research Advisory Committee |
| RQ | Research Question |

15. HUMANITARIAN HORIZONS PROGRAM LOGIC





16. HUMANITARIAN HORIZONS M&E FRAMEWORK

| Long Term Goal: The program makes a measurable contribution to more effective and ethical humanitarian action in Asia and the Pacific | | | | | |
|--|--|--|---|--|---|
| Research Program Outcome: The program generates evidence and action that supports more effective and ethical humanitarian action in the Asia and Pacific regions | | | | | |
| Research Program Intermediate Outcome 2: Evidence is used by targeted stakeholders and partners to inform policy and practice change | | | | | |
| Research Program Intermediate Outcome 1: Evidence is communicated to targeted stakeholders in ways that are both accessible and timely | | | | | |
| HH Stream (1-4) | Outputs | Output-level Indicators | Stream Outcome | Outcome-level Indicators | Means of Verification (Data Source) |
| 1. RESEARCH STREAM 1: Power, People and Local Leadership | <p>Compendium (papers, systematic review, blogs) that explores current state of play, inequalities, barriers and entry points to a more localised and equitable humanitarian system</p> <p>Practice papers that explore systemic inequalities in humanitarian knowledge and evidence, and propose strategies to address them</p> | <p># of events held (in partnership or with research partners leading) to engage stakeholders/socialise research</p> <p># of outputs that reference HH research as impacting their approach / decision-making in relation to people, power and local leadership</p> <p># of publications that make reference to power, people and local leadership research findings</p> | The program supports a shift to a more localised system that facilitates more effective and equitable humanitarian action | <p>Operational actors/ funding agencies proactively reach out to seek advice/support on specific initiatives to support local leadership</p> <p>Knowledge brokers proactively reach out to seek advice/support on specific initiatives related to humanitarian knowledge/evidence</p> <p>Operational agencies/funding agencies have amended elements of their policies with regard to supporting a more equitable humanitarian sector, citing HAG's research as an influencing factor</p> <p>Responses in the Asia-Pacific region are increasingly demonstrating a more equitable response</p> | <p>EXAMPLES:</p> <ul style="list-style-type: none"> ■ Program Document Review (Partnership Documentation - MOUs, Agreements, Partnership Plans) ■ Partnership Reporting ■ Organisational Policies ■ Self-Assessment Surveys ■ Partnership Surveys ■ Perception Surveys ■ Sector Surveys ■ DFAT Policy Docs ■ DFAT Investment Docs ■ National Govt. Policy Docs ■ Humanitarian Strategy and Policy Docs |

| HH Stream (1-4) | Outputs | Output-level Indicators | Stream Outcome | Outcome-level Indicators | Means of Verification (Data Source) |
|--|---|--|---|--|-------------------------------------|
| 2. RESEARCH STREAM 2: Greening the System | <p>Body of work available on humanitarian impact on the environment</p> <p>Vision paper for a greener humanitarian future</p> <p>Published analysis of barriers and enablers of a greener response and entry points for sector (hum. and private)</p> | <p># of events held to engage stakeholders/socialise research</p> <p># of new publications from operational agencies and research institutions referencing/citing our research</p> <p># of presentations by HAG and partners in global/regional meetings/ platforms and or conferences</p> | The program supports the sector to measurably reduce the negative environmental impact of humanitarian response | <p>Operational/funding agencies proactively reach out to seek advice/support on specific initiatives to green their operations</p> <p>Operational agencies/funding agencies have amended elements of their policies or practices, citing HAGs research as an influencing factor</p> <p>Responses in the Asia-Pacific region are increasingly demonstrating a shift towards mitigating negative environmental impacts</p> | |
| 3. RESEARCH STREAM 3: Real Time Analysis and Influence | <p>Practice paper and rapid briefing with partners / relevant humanitarian actors in a real-time response (1 per year)</p> <p>Thematic practice paper focused on emerging and evolving issues in humanitarian response (1 per year)</p> | <p># of events held to engage stakeholders/socialise practice paper</p> <p># of presentations by HAG and partners on practice paper findings</p> <p># of outputs that reference HH research as impacting their approach / decision-making in relation to practice paper themes</p> | The program informs and influences humanitarian practice in real time | <p>Operational/funding agencies proactively reach out to seek advice/support on specific initiatives covered in practice papers</p> <p>Responses in the Asia-Pacific region demonstrate improved response practices, with plausible links drawn to HH practice papers</p> | |

| HH Stream (1-4) | Outputs | Output-level Indicators | Stream Outcome | Outcome-level Indicators | Means of Verification (Data Source) |
|-----------------------------|---|--|---|--|-------------------------------------|
| 4. GOVERNANCE STREAM | | | The program's governance processes are relevant and functioning well | | |
| | 1. Program management | Quarterly HH program updates between HAG and DFAT | # of HH program update meetings held throughout the year (HAG and DFAT) # of issues raised and resolved through regular program management processes | DFAT's internal monitoring processes demonstrate good HH program management | |
| | 2. Partnership quality (core partners: HAG, NRPs, DFAT) | 6-monthly partner accountability platforms meeting | Partner accountability platforms meeting reports are available End of project debrief reports are available | Partner accountability mechanisms demonstrate that relationships are healthy, and emerging issues are raised and resolved | |
| | 3. Research Advisory Committee (RAC) | RAC membership details; RAC meeting minutes and reports | Evidence that RAC composition is diverse and representative; members are active # of RAC-initiated program adjustments, suggestions or new connections that are embedded in HH | The RAC is providing quality input that is adding value to the program | |
| | 4. Sector engagement (Aust, regional, international) | HH meetings, briefings, events, panels or other external initiatives | # of Australian-based meetings, briefings, events, panels or other initiatives with HH presented/referenced # of regional meetings, briefings, events, panels or other initiatives with HH presented/referenced At least one joint HH event or initiative in the Pacific with national government or key regional actor involvement At least one joint HH event or initiative in Asia with national government or key regional actor involvement | Australian sector actors, incl. DFAT, increasingly engage with HH research HAG and NRPs are collectively strengthening the program's visibility and reputation in the region HH is aligned with and positively influencing DFAT's bilateral and regional humanitarian packages HH demonstrates a plausible contribution to at least one humanitarian policy outcome or practice change in Australia, Asia or the Pacific as a result of the program | |

| HH Stream (1-4) | Outputs | Output-level Indicators | Stream Outcome | Outcome-level Indicators | Means of Verification (Data Source) |
|--|---|--|----------------|---|-------------------------------------|
| 5. GEDSI planning and implementation | GEDSI considerations/priorities are evident across HH research streams, partnerships and communications | # of GEDSI-related mentions, findings and recommendations across all HH outputs Compelling examples of HH addressing GEDSI needs/priorities | | HH is making a contribution to strengthening GEDSI in humanitarian action, in line with AG and sector priorities | |
| 6. Monitoring, evaluation and learning | HH MEF; quarterly updates; partnership monitoring; annual reporting | HH monitoring, evaluation and learning processes are in place | | HH monitoring, evaluation and learning processes are regular and functioning well HH MEF is generating evidence of (i) research outcomes and impact, and (ii) learning being fed back into the program | |
| 7. Communicating for impact | HH communications and engagement strategy HH communications outputs At least one example of external media coverage for HH per year | # and nature of HH communications outputs and events Examples of innovative HH communications approaches trialled Compelling examples of HH research and/or partnerships mentioned in communications by key stakeholders | | HH is being publicly communicated in ways that are innovative, inclusive and reaching intended audiences in Australia, Asia and the Pacific | |
| 8. Ethical standards and risk management | HH Risk Register; Policies and Codes of Conduct; Ethical Standards | HH personnel demonstrate evidence of regular risk monitoring/reporting and knowledge of ethical standards | | HH personnel are risk-aware and adhere to ethical standards | |

| Product-level Indicators | | |
|--------------------------|--|-------------------------------------|
| HH Stream (1-3) | Indicators | Means of Verification (Data Source) |
| | <ol style="list-style-type: none"> 1. product reach: # product page hits and downloads (with download data where possible); product dissemination data (# and nature of external product mentions, shares and references) 2. # of (formal and informal) approaches to HAG or NRPs that can be linked to the product 3. extent to which targeted audiences (disaggregated by global south and north actors) report that the product: <ol style="list-style-type: none"> a. aligns with and affirms their beliefs about the themes explored b. provides a new and needed perspective from a respected voice in the sector c. provides a platform to challenge the status quo: the product builds the case for them to advocate to influencers and decision-makers in their own contexts (provides a talking point for engagement and influence) d. resulted in a discernible shift in attitudes or behaviours within their own contexts 5. # of instances and nature of product dissemination by DFAT within DFAT (across the department and upwards) | |
| Program-level Indicators | | |
| | <ol style="list-style-type: none"> 1. extent to which the product generates dialogue and debate among targeted audiences (with equal regard given to positive and negative reactions) 2. # and nature of new initiatives, partnerships or other kinds of sector engagement that are generated by (or can be plausibly linked to) the product 3. extent to which the product has made (or is making) a plausible contribution to a humanitarian policy or practice change, or is positively influencing existing policies and practices | |

17. USEFUL RESOURCE LINKS

| Useful resource links | | |
|-----------------------|---|---|
| | DFAT – M&E Standards (April 2017; refreshed standards coming soon) | https://www.dfat.gov.au/sites/default/files/monitoring-evaluation-standards.pdf |
| | DFAT – Aid Programming Guide | https://www.dfat.gov.au/about-us/publications/aid-programming-guide |
| | DFAT – Partnerships for Recovery | https://www.dfat.gov.au/development/australias-development-program/partnerships-recovery-australias-covid-19-development-response |
| | ALNAP – Transforming Change: How Change Really Happens and What We Can Do About It | https://www.alnap.org/help-library/transforming-change |
| | ODI – Research Excellence Framework (REF) Impact Toolkit | https://www.alnap.org/help-library/research-excellence-framework-ref-impact-toolkit |
| | JIHA – Journal of International Humanitarian Action (selected articles) | https://jhumanitarianaction.springeropen.com/ |
| | ELRHA – From Knowing to Doing: Evidence Use in the Humanitarian Sector | https://usingevidence.com/publications/ |
| | DFAT – Knowledge Sector Initiative Indonesia (development program that aims to track how better knowledge influences policy-making) | https://www.dfat.gov.au/about-us/publications/Pages/indonesia-knowledge-sector-initiative-final-program-implementation-strategy |
| | Devpolicy: Monitoring and Evaluation for Adaptive Programming | https://devpolicy.org/monitoring-and-evaluation-for-adaptive-programming-20180918/ |
| | Fred Carden – Knowledge to Policy: Making the Most of Development Research | https://www.idrc.ca/sites/default/files/openebooks/417-8/index.html#page_50 |
| | DFAT – Good Practice Evaluation Examples | https://www.dfat.gov.au/development/how-we-measure-performance/other-work/good-practice-evaluation-products |
| | Better Evaluation – Reporting and Supporting Evaluation Use and Influence: Tips from Evaluators | https://www.betterevaluation.org/en/blog/reporting-and-supporting-evaluation-use-influence |
| | A Systematic Approach to GEDSI: Discussion Paper and Recommendations to DFAT (2020) | Download link here |
| | Australia's National Action Plan on Women, Peace and Security; 2021-2031 | https://www.dfat.gov.au/publications/australias-national-action-plan-on-women-peace-and-security-2021-2031 |