

HUMANITARIAN HORIZONS RESEARCH PROGRAM 2021-2024: THE FIRST YEAR

Laying the foundations for strong partnerships and an effective program



ABBREVIATIONS

CID	Council for International Development (NZ)
CoLAB	Collaborate Consulting Pty Ltd
DFAT	Department of Foreign Affairs and Trade
GLOW	Glow Consultants
GTS	Greening the System
HAG	Humanitarian Advisory Group
HH	Humanitarian Horizons
HPD	Humanitarian Policy Group
ICVA	International Council of Voluntary Agencies
InSights	The Institute of Innovation for Gender and Humanitarian Transformation
LTWG	Localisation Technical Working Group
MEF	Monitoring and Evaluation Framework
NIRAPAD	Network for Information, Response And Preparedness Activities on Disaster
ODI	Overseas Development Institute
PC	Pujiono Centre
PIANGO	The Pacific Islands Association of Non-Governmental Organisations
PPLL	Power, People and Local Leadership
PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
RAC	Research Advisory Committee
RTA	Real Time Analysis and Influence

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1. INTRODUCTION

Humanitarian Horizons 2021-2024 has just concluded its foundational year of work. This report details the work undertaken throughout 2021-2022 to develop genuine partnerships, embed governance and accountability processes, develop program frameworks and tools, and **bring the three research stream agendas to life**. It provides an overview of the program's Monitoring and Evaluation Framework (MEF), developed in 2022. It also provides some early indications of where we are seeing engagement that will inform future reporting on emerging outcomes, impact or learning. This report

documents the work of HAG and national research partners, in close collaboration with DFAT, to establish the program and provide solid ground for the next two years.

"I think it's rather exemplary, the way we have built the partnership... the relationship is not sub-contracting... it is two-way institutional capacity building. It is not a task-oriented relationship, it is a wholesome relationship".
(Dr. Puji Pujiono, Senior Advisor, Pujiono Centre, May 2022)

Highlights at a glance:



Successful partnership brokering process, which led to the formation of **five mutually strategic national research partnerships**



HAG and NRPs benefited from four **research coaching sessions** in early 2022 with industry and thematic leaders, covering: *good research design; methodology development; evidence gathering and data; and research ethics*.



Good governance processes embedded, including the establishment and kick-off of the program's *Research Advisory Committee and Partner Accountability Mechanism* (more details on p. 16); [MEF](#) and **communications and engagement plans** jointly developed.



In partnership, the program's **three Research Streams have been brought to life**, with the development and launch of the [Power, People and Local Leadership Platform Paper](#) and the [Greening the System Vision Paper](#), as well as the program's first [rapid practice paper](#) under the [Real Time Influence and Analysis](#) stream, which looked at the environmental impact of the Tonga volcano response.



Perhaps most excitingly, we are **already starting to see very strong sector engagement across the three streams**. For Greening the System and following the Tonga practice paper, Australian agencies including DFAT, Griffith University, Australian National University and the Australian Humanitarian Partnership have sought to engage. We're also seeing interest at the global level, for example from ECHO representatives that lead its greening portfolio across EU-based humanitarian agencies.



With a well-established '**localisation footprint**' already, we are continuing to see the **impact of this work over time**, with tangible results from the program's first phase, and emerging interest in the PPLL stream's focus on **power dynamics and inequalities in the humanitarian sector** – for more on this, see page 8.

2. HUMANITARIAN HORIZONS 2021-2024: THE FIRST YEAR

2017-2018

Humanitarian Horizons pilot phase – exploring what the partnership and program could be

2018-2021

Humanitarian Horizons 2018-2021 (HH1) – the first iteration of the program

2020

HH1 Independent Mid-Term Review



2020-2021

Humanitarian Horizons 2021-2024 ('HH2') design process gets underway – re-imagining the program for the next phase

Oct 2021

Humanitarian Horizons 2021-2024 (HH2) kicks off with the four re-imagined Streams



May-Aug 2021

HH2 Research Program Design Proposal submitted to DFAT; program subsequently approved

March-May 2022

Research Coaching Sessions – HAG and national research partners participate in 4x 1.5hr sessions with industry/thematic leaders:

- Session 1: Designing good research
- Session 2: The importance of a good methodology
- Session 3: Evidence gathering and data
- Session 4: Research ethics

May 2022

1st Partner Accountability Mechanism meeting held (a space for research partners only, who discuss how the partnership is working and feed back to HAG)

March-June 2022

Work begins on developing the program's Monitoring and Evaluation Framework (MEF), which includes:

- Review of HH1 and HH2 key documents to ensure alignment across phases and longitudinal tracking
- Development of two-pager for national research partners on Defining and Tracking Impact (see Annex 2)
- Engagement with (and technical input from) partners on M&E design for the program
- Engagement with DFAT and development of draft MEF

March 2022

Stream work begins, with HAG and national research partners reaching out to the sector and undertaking comprehensive literature reviews to inform research direction

Oct-Feb 2022

Extensive partnership brokering process gets underway – investing in people, partnerships and processes at the front end

- 5x partnership workshops held from Oct-Dec 2021 between HAG and research partners
- Explored ways of working, roles and responsibilities for each party
- Developed 5x partnership overviews (see Annex 3)
- Finalised 5x MOUs – all signed by Feb 2022
- All MOUs provide multi-year funding to national research partners (incl. administration costs) for: capacity development, institutional strengthening, personnel support, and communications/impact
- Two-way risk and compliance checks undertaken (eg. child protection, fraud, PSEAH)



August 2022
PPLL Stream Platform Paper is published



August 2022
Treading Gently - The Tonga Volcano Response rapid practice paper is published under the RTA Stream

June 2022
7th Session of the Global Platform for DRR - HAG, Pujiono Centre and other HH stakeholders convene to discuss all things HH in Bali, Indonesia

June 2022
PPLL Stream members brief the Australian Government on key localisation issues ahead of the 2022 Grand Bargain Annual Meeting

August 2022
HH team members brief the sector on the program via the Humanitarian Reference Group (HRG), focusing on PPLL and the upcoming Tonga practice paper

July 2022
RTA Stream concept note approved for next rapid practice paper - *Humanitarian Surge Since the Pandemic*

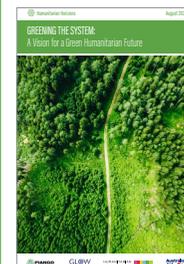
July 2022
Public launch of Humanitarian Horizons 2021-2024



August 2022
The Humanitarian Horizons 2021-2024 MEF is launched

August 2022
HH team members present PPLL Stream and the Tonga practice paper to New Zealand's CID

August 2022
GTS Stream Vision Paper is published



August 2022
Three-part blog series for the PPLL Stream kicks off

Sep 2022
GTS Stream methodology workshop held in Canberra, bringing together leading environmental and humanitarian thinkers and doers to inform the future of the stream

Sep 2022
WaterAid reaches out to HAG as a potential partner for the PPLL Stream

Sep 2022
Monitoring and evaluation - Consultations held with national research partners to plan for implementation of the MEF in Year 2

Sep 2022
1st HH Research Advisory Committee (RAC) Meeting is held, finding that the foundations for success are being laid

Sep 2022
PPLL Stream Lead presents work to date at the Gender in Humanitarian Action (GiHA) Working Group meeting

Sep 2022
HAG & national research partners collectively showcase HH research and agenda at the Asia-Pacific Ministerial Conference on DRR in Brisbane, Australia, attended by 3000+ delegates

June 2022
GTS Stream blog *From offices to operations and everywhere in between* is published

3. DEVELOPING THE MONITORING AND EVALUATION FRAMEWORK (MEF)

The process for developing the program's MEF in Year 1 built upon work completed during its first iteration (2018-21) and the opportunities for greater accountability and impact that phase revealed. The independent [Mid-Term Review](#)¹, undertaken in 2020 by Fiji-based (current national research partner) CoLAB, served to formally document these opportunities. The design for Humanitarian Horizons 2021-2024 incorporated the Review's valuable findings and recommendations.

With this foundation, HAG and research partners set about developing a [MEF](#) in Year 1 that reflected the genesis of the program, its ambitious agenda, and the realities (and practicalities) of monitoring and evaluating a humanitarian *research program*. M&E for **research intended to generate action, change, influence and impact on policy and practice** brings its own challenges compared to M&E for operational programs. ODI's 2018 [Research Excellence Framework \(REF\) Impact Toolkit](#)² provided helpful direction on this, as did conversations with DFAT and sector representatives, encouraging us to be clear on who, very specifically, we seek to influence. We have also learned that critical entry points for impact and influence on policy and practice

Humanitarian Horizons 2018-2021 [Mid-Term Review](#), undertaken in 2020 by national research partner, CoLab:

Recommendation 9: Consult and include program stakeholders and research partners to develop/refresh the next iteration of the program's MEF. This joint process will help promote ownership, define what success looks like for the program, and enhance overall rigour in tracking impact.

exist all the time, not just when a research product is in its final stages, and well before publication. The MEF and accompanying communication-engagement activities recognise that Humanitarian Horizons' impact will be about building an evidence base from concept to inception to publication – **and bringing those we seek to influence with us.**

The timeline presented in this report (see pages 4 and 5) details the approach we've taken to date and Table 1 provides an overview of partner engagement with and ownership of the MEF. The MEF itself, which comprises a narrative overview, program logic and indicators table, is included as an annex to this report.

- 1 See Lessons Learned (L8-L11) and Recommendations (R8-9) on [page 13](#) of the Mid-Term Review, which relate to monitoring and evaluation processes for the next iteration of the program.
- 2 This toolkit informed the development of the Humanitarian Horizons MEF and describes the importance of contextual analysis at the commencement of a research program, such as that undertaken in the HH stream design phase and in the development of the [PPLL Platform](#) and [GTS Visioning](#) papers. This work will inform a moderate HH baseline, with HAG and partners to confirm 2-3 key baseline points for each Research Stream (incl. Governance) in Nov 2022; see Table 1. The Toolkit authors state: 'Analysing the context: This first step is often overlooked, but it helps to develop a good baseline and thus a more accurate analysis of how change may happen and the impacts that may be possible. The depth of analysis done at this stage may range from a full-blown political economy analysis to a more focused understanding of the relationship between research, evidence and policy.' p.19.

IMPACT OVER TIME: HUMANITARIAN HORIZONS' EVOLVING CONTRIBUTION TO LOCALISATION

Increasing locally-led humanitarian action is a thread that ties the program's first phase (2018-2021) and its current phase (2021-2024), together. The first phase took a practical approach to unlocking the barriers to, and opportunities for, increased local leadership.

This work has deepened in the program's current phase, with the [PPLL Stream](#) examining the power dynamics and systemic inequities that underpin – and undermine – progress.

Across its two phases, the program is continuing to **reach, influence and impact the sector**. Here's a snapshot of what we are seeing:

- ▶ HAG developed the [first framework](#) to **measure progress on localisation** in a holistic way, using ideas from the START Network, an innovation that was influential in this early (post-2016) period as more actors in the sector began to look for evidence of progress and practical support.
 - ▶ The framework was used by [ICVA](#) and UNICEF to structure their localisation work and analysis.
 - ▶ The framework has been contextualised and piloted in [Vanuatu](#), [Tonga](#), [Fiji](#), [Solomon Islands](#) and [Bangladesh](#), providing an important baseline for each context. In the case of Bangladesh, this work has supported the most observable changes, including the formal creation of a [localisation technical working group \(LTWG\)](#) included under the Government of Bangladesh-approved humanitarian coordination structure. It also led to the inclusion of localisation targets in response plans, which are monitored by the LTWG (co-led by our partner, [NIRAPAD](#)).
 - ▶ Working with ICVA, the framework was contextualised to enable national civil society in Yemen to produce a localisation baseline to support their collective advocacy on localisation.
 - ▶ In 2020, HAG worked closely with partners in Myanmar to produce [rapid analysis](#) on the extent to which COVID-19 opened up opportunities to progress localisation, but also exacerbated existing challenges. Similarly, we investigated the impacts of COVID-19 on locally-led humanitarian action in [Afghanistan and Pakistan](#).
- ▶ Following Humanitarian Horizons' [PPLL Platform Paper](#) launch in August 2022, humanitarian actors such as [CID](#), [WaterAid](#), [IOM](#), [Terre des homes Bangladesh](#) and the [GiHA Working Group](#) reached out to HAG and national research partners for support to advance their own localisation efforts.
 - ▶ Our research on [working in partnership to support localisation](#) has been influential across the sector, including informing [HPG](#)'s thinking and approach to programming.
 - ▶ HAG is continuing to provide technical support on localisation to the [AHP](#), working with AHP partners to ensure localisation is integrated into its *Disaster Ready* program, including working with the CAN DO consortium, and ChildFund on a contextualised framework for Fiji with the Plan consortium and [FCOSS](#).
 - ▶ HAG contributed to the localisation research and analysis component for the [2022 State of the Humanitarian System](#) report.
 - ▶ National research partner, GLOW Consultants, was invited to share localisation insights at [IMC's](#) Country Director Forum.
 - ▶ Finally, HAG contributed to EHA's *Landscape Paper* on localisation, was invited to present localisation learning at MSF's annual Country Director Retreat and was approached in early 2022 to support a localisation review for the Ukraine response.

"The [partnership and intermediaries] research comes from a 'walking the talk' genuine place, bringing new information... what new localisation research sometimes fails to do." (Representative from Save the Children, Denmark, 2022)

4. PARTNERSHIP BROKERING PROCESS – INVESTING IN MUTUALLY SUPPORTIVE PARTNERSHIPS

Partnership lies at the heart of Humanitarian Horizons. And not just partnership as a means to an end, but as an agreed and mutually supportive way of working that benefits everyone involved in delivering the program. For this reason, investing time and resources into building a strong foundation for DFAT, HAG and national research partners was a priority in Year 1.

HAG had existing engagement through Humanitarian Horizons with some of the five national research partners and had worked in a client capacity with others. These relationships were therefore at different stages and required different conversations. From October to December 2021, HAG led a partnership brokering process with partners to understand ways of working and thematic areas of shared interest, to share skills and knowledge in the research space, to establish partnership principles, and to explore the program's research streams. This was a step that came well before discussions about MOUs,

budgets, [DFAT Due Diligence](#) requirements and other more formal checks and processes. Creating this space in the beginning was important – it led to more frank conversations, more questions and more mutual understanding.

Five partnership workshops

As part of this process, HAG facilitated five 3-hour partnership workshops with individual research partners to get into more depth on program specifics. Objectives included partnership building, ethically and collectively meeting donor requirements, ethical research approaches, finance and risk considerations, and ways of working to promote efficiency. This was a two-way engagement, with HAG subsequently providing support to some partners (for example on policy development) and receiving support from others (for example, from two national research partners with child protection expertise).



Photo: Humanitarian Horizons' national research partner representatives, together with Mr. James Gilling and Ms. Caitlin Wilson, Humanitarian Partnerships Division, DFAT, at the Asia-Pacific Ministerial Conference on Disaster Risk Reduction, in Brisbane, Australia, September 2022.

Key partnership milestones



5 x Partnership Overviews developed (see Annex 3)



5 x MOUs finalised by February 2022



Separate from research products, multi-year funding (including administration costs) was secured for partners to cover capacity, institutional strengthening, personnel support and communications/impact



Two-way risk and compliance checks undertaken (HAG to partners; partners to HAG)



4 x Research Coaching sessions held online, with all partners and HAG participating



Formation of Partnership Accountability Mechanism and first meeting in May 2022, creating a process for partners to hold HAG to account – a space that HAG is not in.



Partner engagement in Monitoring and Evaluation Framework (MEF) design



Joint launch of the PPLL Platform Paper with all partners – this was an intentionally collaborative approach



Partner representation (GLOW and PIANGO) at first RAC Meeting in Sept 2022 (see Annex 4 for TOR)

“We’re aware that our organisation needs to be strengthen[ed], our partnership with HAG **has given legitimacy** to us so we can go this far, not only at national but also at regional and international level!”

“Another enabler for our organisation is partnerships like HAG that believe in our model and engage local organisations in a meaningful and equal way. **This is rare.**”
(National research partner representatives, during a workshop in 2022.)

“On the huge importance of [knowing your] audience... I never really gave too much importance to it and I struggled being able to explain it. It was a real struggle, I tell you. But after the sessions, **I’ve been able to map out my audience clearly** and it has saved me time, resources and brain power.”
(National research partner representative, following the Research Coaching sessions, March 2022.)

5. PARTNER ENGAGEMENT – LOOKING BACK AND LOOKING FORWARD

The following table provides an overview of the program’s **five national research partners** – their organisations, their engagement with and contribution to Humanitarian Horizons throughout Year 1, and their commitment to engaging in research, impact and learning processes as we head into Year 2.

Table 1: Partnership engagement in Year 1; Planning for Year 2

Partnership + Areas of Strategic Interest:	Y1 Research Stream Engagement:	Y1 Governance Stream Engagement:	Y2 Planned Engagement:
	<p>1. CoLAB is a Fiji-based development consultancy company managed by Co-Directors Iris Low and Leaine Robinson, who have over 25 years of combined experience in Fiji and the Pacific. Since its inception in June 2019, CoLAB has delivered consultancies with diverse partners in the Pacific, Asia, Africa and Europe.</p>		
<p>1. Localisation and local leadership;</p> <p>2. Monitoring, evaluation and learning;</p> <p>3. Protection and safeguarding; and</p> <p>4. Identifying and applying innovation approaches</p>	<p>PPLL Stream</p> <p>Platform Paper: As the foundational piece for the stream, CoLAB was involved in the brainstorming, conversations and discussions to identify critical issues around localisation, operational inequalities, and bias and power in knowledge and evidence space, pulling examples from the Pacific.</p> <p>Elevating Local Voices research: CoLAB were involved in the co-design, methodology development and data collection. They co-designed and facilitated Listening Workshops, which created the space for 30 participants to comfortably share their experiences and challenges as Global South researchers and consultants. CoLAB will peer review this piece.</p> <p>Mapping Localisation research: Involved in design and data collection. They led the stakeholder mapping and consultation with six stakeholders in the Pacific (alongside PIANGO, see below). CoLAB will also peer review this piece.</p> <p>Impact of Localisation research: CoLAB is one of two key partners (along with GLOW Consultants) working closely with HAG in the development of this piece. They will be involved in the design (Y1), data collection, data analysis and write-up (Y2).</p>	<ul style="list-style-type: none"> ▶ Consulted in the development of the MEF, and provided indicators and entry points for policy dialogues specific to the Pacific (Note: CoLAB undertook the Mid-Term Review for HH1; Rec. 9 relates to strengthening partnership engagement in the HH2 MEF) ▶ Engaged in the formation of the Partnership Accountability Mechanism and participated in the first meeting with all HH partners (except HAG) to discuss how they want to use this space to hold HAG to account ▶ Participated in the 4 online Research Coaching sessions (Provided input (both technical and contextual) on the final MEF and agreed approach for its implementation in Year 2 	<p>Planned Year 2 Engagement with CoLAB:</p> <p>With the program now well established, the positive M&E engagement from national research partners in Y1 will increase for Y2. In line with the MEF (see pp.12-13 for Roles and responsibilities and Schedule of M&E activities respectively) and multi-year funding allocated for M&E input, partners will support the periodic collection of M&E in their contexts as well as overall program monitoring and sensemaking. An annual Partners’ M&E Reflective Exercise, as per the MEF, is confirmed for Nov 2022, which will cover the following:</p> <ul style="list-style-type: none"> ▶ M&E workplans for Y2 ▶ Targeted stakeholder mapping (using tool) ▶ Contribution to GEDSI outcomes in Y2 ▶ Communications priorities and activities ▶ Early M&E insights and emerging learning <p>Outcomes from this exercise will be shared with DFAT in early December 2022.</p>

Partnership + Areas of Strategic Interest:	Y1 Research Stream Engagement:	Y1 Governance Stream Engagement:	Y2 Planned Engagement:
	<p>2. GLOW Consultants, based in Pakistan, is a leading national entity providing practice solutions and field implementation support to donors, their implementing partners and research institutions. GLOW has successfully completed more than 100 third-party monitoring and evaluation assignments.</p>		
<p>1. Sustainability, climate change and resilience;</p> <p>2. Monitoring, evaluation and learning;</p> <p>3. Ongoing situation in Afghanistan and the impact on Pakistan; and</p> <p>4. Gender and social inclusion</p>	<p>PPLL Stream</p> <p>Platform Paper: Involved in the brainstorming and discussions to identify key issues around localisation, operational inequalities, and bias and power in knowledge and evidence space, pulling examples from their own experience and the Pakistan context.</p> <p>Elevating Local Voices research: Involved in the co-design, methodology development and data collection. Co-designed and facilitated Listening Workshops, which created the space for 30 participants to comfortably share their experiences and challenges as Global South researchers and consultants. GLOW will peer review this piece.</p> <p>Mapping Localisation research: Involved in the design and data collection of the research. Led the stakeholder mapping and consultation with 14 Afghanistan- and Pakistan-based representatives. GLOW will peer review this piece.</p> <p>Citation Analysis research: GLOW supported data collection by conducting interviews with Global South researchers.</p> <p>Impact of Localisation research: GLOW is one of two key partners working closely with HAG in the development of this piece. They are involved in the design (Y1), data collection, data analysis and writing for this piece (Y2).</p> <p>GTS Stream</p> <p>Greening the System Visioning Paper: GLOW was consulted as part of the hybrid workshop that informed the Visioning Paper.</p>	<ul style="list-style-type: none"> ▶ Consulted in the development of the MEF, and provided indicators and entry points for policy dialogues specific to the Pakistan context ▶ Engaged in the formation of the Partnership Accountability Mechanism and participated in the first meeting with all HH partners (except HAG) to discuss how they want to use this space to hold HAG to account ▶ GLOW is one of two partner representatives on the RAC (see Annex 4) ▶ Participated in the 4 online Research Coaching sessions ▶ Provided input (both technical and contextual) on the final MEF and agreed approach for its implementation in Year 2 ▶ Participated in the APMCDRR and held side meetings to discuss research findings with DFAT ▶ Partners' M&E reflective exercise, as per the MEF, confirmed for Nov 2022: ▶ M&E workplans for Y2 <ul style="list-style-type: none"> Targeted stakeholder mapping (using tool) Contribution to GEDSI outcomes in Y2 Communications priorities and activities Early M&E insights and emerging learning 	<p>Planned Year 2 Engagement with GLOW Consultants:</p> <p>With the program now well established, the positive M&E engagement from national research partners in Y1 will increase for Y2. In line with the MEF (see pp.12-13 for Roles and responsibilities and Schedule of M&E activities respectively) and multi-year funding allocated for M&E input, partners will support the periodic collection of M&E in their contexts as well as overall program monitoring and sensemaking. An annual Partners' M&E Reflective Exercise, as per the MEF, is confirmed for Nov 2022, which will cover the following:</p> <ul style="list-style-type: none"> ▶ M&E workplans for Y2 ▶ Targeted stakeholder mapping (using tool) ▶ Contribution to GEDSI outcomes in Y2 ▶ Communications priorities and activities ▶ Early M&E insights and emerging learning <p>Outcomes from this exercise will be shared with DFAT in early December 2022.</p>

Partnership + Areas of Strategic Interest:	Y1 Research Stream Engagement:	Y1 Governance Stream Engagement:	Y2 Planned Engagement:
	<p>3. inSights (the Institute of Innovation for Gender and Humanitarian Transformation) is a Bangladesh-based social enterprise providing insights that challenge the current ways of working in humanitarian aid and gender affairs. inSights aims to transform ideas within the humanitarian, social and businesses sectors, turning them into innovations, knowledge and strategies.</p>		
<p>1. Localisation; 2. Gender and inclusion; 3. Humanitarian development nexus</p>	<p>PPLL STREAM</p> <p>Platform Paper: Involved in the brainstorming, conversations and discussions to identify critical issues around localisation, operational inequalities, and bias and power in knowledge and evidence space, pulling examples from Bangladesh.</p> <p>Elevating Local Voices research: inSights supported data collection by participating in the Listening Workshops, in which they shared their experiences and challenges as a Global South researchers and consultants. inSights will peer review this piece.</p> <p>Mapping Localisation research: Involved in the design and data collection. Led the stakeholder mapping and consultation process with 10 stakeholders in Bangladesh (alongside PIANGO). inSights will peer review this piece.</p> <p>Citation Analysis research: Supported data collection by conducting interviews with Global South researchers based in Bangladesh.</p>	<ul style="list-style-type: none"> ▶ Consulted in the development of the MEF, and provided indicators and entry points for policy dialogues specific to Bangladesh ▶ Engaged in the formation of the Partnership Accountability Mechanism and participated in the first meeting with all HH partners (except HAG) to discuss how they want to use this space to hold HAG to account ▶ Participated in the 4 online Research Coaching sessions ▶ Provided input (both technical and contextual) on the final MEF and approach for its implementation in Year 2, including specific points on the measurement of indicators and ways to improve this to maximise impact. ▶ Participated in the APMCDRR and held side meetings to discuss research findings with DFAT 	<p>Planned Year 2 Engagement with inSights:</p> <p>With the program now well established, the positive M&E engagement from national research partners in Y1 will increase for Y2. In line with the MEF (see pp.12-13 for Roles and responsibilities and Schedule of M&E activities respectively) and multi-year funding allocated for M&E input, partners will support the periodic collection of M&E in their contexts as well as overall program monitoring and sensemaking. An annual Partners' M&E Reflective Exercise, as per the MEF, is confirmed for Nov 2022, which will cover the following:</p> <ul style="list-style-type: none"> ▶ M&E workplans for Y2 ▶ Targeted stakeholder mapping (using tool) ▶ Contribution to GEDSI outcomes in Y2 ▶ Communications priorities and activities ▶ Early M&E insights and emerging learning <p>Outcomes from this exercise will be shared with DFAT in early December 2022.</p>

Partnership + Areas of Strategic Interest:	Y1 Research Stream Engagement:	Y1 Governance Stream Engagement:	Y2 Planned Engagement:
	<p>4. The Pacific Islands Association of Non-Governmental Organisations (PIANGO) functions as a regional secretariat to a network of umbrella organisations or platforms that are registered in 24 countries, territories and states across the Pacific region. PIANGO's primary role is as a catalyst for collective action, to facilitate and support coalitions and alliances on issues of common concern, and to strengthen the influence and impact of nongovernmental organisations' efforts in the region.</p>		
<p>1. Accountability to affected communities;</p> <p>2. Pacific way of sharing knowledge;</p> <p>3. Local leadership; and</p> <p>4. Climate change</p>	<p>PPLL STREAM</p> <p>Platform Paper: Involved in the brainstorming and discussions to identify critical issues around localisation, operational inequalities, and bias and power in knowledge and evidence space, pulling examples from the Pacific.</p> <p>Mapping Localisation research: Involved in design and data collection. Led the stakeholder mapping and consultations with 8 Pacific-based stakeholders (along with CoLAB). PIANGO will peer review this piece.</p> <p>Elevating Local Voices research: Supported data collection by participating in the Listening Workshops, in which they shared their experiences and challenges as Global South practitioners. PIANGO will peer review this piece.</p> <p>GTS STREAM</p> <p>Visioning Paper: PIANGO was consulted as part of the hybrid workshop that informed the Visioning Paper.</p>	<ul style="list-style-type: none"> ▶ Consulted in the development of the MEF, and provided indicators and entry points for policy dialogues specific to the Pacific. ▶ Engaged in the formation of the Partnership Accountability Mechanism and participated in the first meeting with all HH partners (except HAG) to discuss how they want to use this space to hold HAG to account. ▶ GLOW is one of two partner representatives on the RAC (see Annex 4) ▶ Participated in the 4 online Research Coaching sessions ▶ Provided input (both technical and contextual) on the final MEF and agreed approach for its implementation in Year 2 ▶ Participated in the APMCDRR and held side meetings to discuss research findings with DFAT 	<p>Planned Year 2 Engagement with PIANGO:</p> <p>With the program now well established, the positive M&E engagement from national research partners in Y1 will increase for Y2. In line with the MEF (see pp.12-13 for Roles and responsibilities and Schedule of M&E activities respectively) and multi-year funding allocated for M&E input, partners will support the periodic collection of M&E in their contexts as well as overall program monitoring and sensemaking. An annual Partners' M&E Reflective Exercise, as per the MEF, is confirmed for Nov 2022, which will cover the following:</p> <ul style="list-style-type: none"> ▶ M&E workplans for Y2 ▶ Targeted stakeholder mapping (using tool) ▶ Contribution to GEDSI outcomes in Y2 ▶ Communications priorities and activities ▶ Early M&E insights and emerging learning <p>Outcomes from this exercise will be shared with DFAT in early December 2022.</p> <p><i>(Note: PIANGO Council Meeting in mid to late Nov – for PIANGO, this exercise will need to take place in early Dec)</i></p>

Partnership + Areas of Strategic Interest:	Y1 Research Stream Engagement:	Y1 Governance Stream Engagement:	Y2 Planned Engagement:
	<p>5. The Pujiono Centre is a not-for-profit company established by disaster management practitioners in Indonesia as a new modality, institutional arrangement, and platform for obtaining, sharing and disseminating knowledge about disaster management by supporting evidence-based assessments for policymakers.</p>		
<p>1. Local leadership; 2. Humanitarian Reform and GB 2.0; 3. Creating Knowledge and Evidence; 4. Building Global South Solidarity</p>	<p>PPLL STREAM</p> <p>Platform Paper: Involved in the brainstorming and discussions to identify critical issues around localisation, operational inequalities, and bias and power in knowledge and evidence space, pulling examples from their own experience and Indonesia.</p> <p>Mapping Localisation research: Involved in design and data collection. Led the stakeholder mapping and consultations in Indonesia with 14 stakeholders. PC will peer review.</p> <p>Elevating Local Voices research: Supported data collection by participating in the Listening Workshops, in which they shared their experiences and challenges as Global South practitioners. PC will peer review.</p>	<ul style="list-style-type: none"> ▶ Engaged in the formation of the Partnership Accountability Mechanism, and participated in the first meeting with all HH partners (except HAG) to discuss how they want to use this space to hold HAG to account ▶ participated in the 4 online Research Coaching sessions ▶ rovided input (both technical and contextual) on the final MEF and agreed approach for its implementation in Year 2 ▶ Participated in the APMCDRR and held side meetings to discuss research findings with DFAT 	<p>Planned Year 2 Engagement with the Pujiono Centre:</p> <p>With the program now well established, the positive M&E engagement from national research partners in Y1 will increase for Y2. In line with the MEF (see pp.12-13 for Roles and responsibilities and Schedule of M&E activities respectively) and multi-year funding allocated for M&E input, partners will support the periodic collection of M&E in their contexts as well as overall program monitoring and sensemaking. An annual Partners' M&E Reflective Exercise, as per the MEF, is confirmed for Nov 2022, which will cover the following:</p> <ul style="list-style-type: none"> ▶ M&E workplans for Y2 ▶ Targeted stakeholder mapping (using tool) ▶ Contribution to GEDSI outcomes in Y2 ▶ Communications priorities and activities ▶ Early M&E insights and emerging learning <p>Outcomes from this exercise will be shared with DFAT in early December 2022.</p>

HUMANITARIAN HORIZONS' RESEARCH ADVISORY COMMITTEE (RAC)

The RAC **provides strategic input and insights** to inform Humanitarian Horizons' **research direction, processes and progress**. Meeting twice per year and engaging regularly throughout the year, the RAC is an important **accountability mechanism and enabler** for the program. It is made up of a small group of leaders with diverse backgrounds from across the humanitarian sector. Two seats are also dedicated to representatives from the five national research partners, to join and share partner input; PIANGO and GLOW held this role for the first meeting in September 2022.

Current RAC members:

Helen Durham, former Director of International Law and Policy - International Committee of the Red Cross (ICRC)

Andrew Johnston, Senior Advisor Monitoring, Evaluation, Research and Learning - Ministry of Foreign Affairs and Trade (MFAT) New Zealand

Kazi Shahidur Rahaman, Humanitarian Affairs Specialist - United Nations Bangladesh (with Resident Coordinator's Office)

Jeremy Wellard, Head of Coordination - International Council of Voluntary Agencies (ICVA)

Nanette Antequisa, Executive Director - ECOWEB Philippines

Litea Biukoto, Team Leader Risk Reduction - The Pacific Community (SPC)

PARTNERSHIP ACCOUNTABILITY MECHANISM – *first meeting in May 2022*

As part of our commitment to accountable and equitable partnerships, HAG proposed establishing an accountability mechanism led by national research partners to provide feedback on HAG's performance and approach to partnering. **It is a space that HAG is not in but receives feedback for action from.**

The Mechanism:

- ▶ is comprised of representatives from each of the five member organisations
- ▶ is coordinated by two partners per year on a rotating basis (PIANGO and GLOW in Year 1)
- ▶ meets on a six-monthly basis before every RAC Meeting, to feed into that process

Following the first meeting in May 2021, partners **reported no issues of concern**. They described inclusivity as a key strength, with unanimity among partners regarding their involvement in the program, confirming they have the opportunity to participate in the full cycle of research. They reported that **the partnership provides an open space** in which individuals are not afraid to share opinions and have informed debate. Tight timelines were cited as a challenge for all, but partners felt this has not impeded their ability to contribute nor the rigor and quality of the emerging research.

6. ANNEXES

ANNEX 1: HUMANITARIAN HORIZONS MONITORING AND EVALUATION FRAMEWORK (MEF)

[Humanitarian Horizons Monitoring and Evaluation Framework \(MEF\)](#)

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.

Disclaimer: This publication has been funded by the Australian Government through the Department of Foreign Affairs and Trade. The views expressed in this publication are the author's alone and are not necessarily the views of the Australian Government.

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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

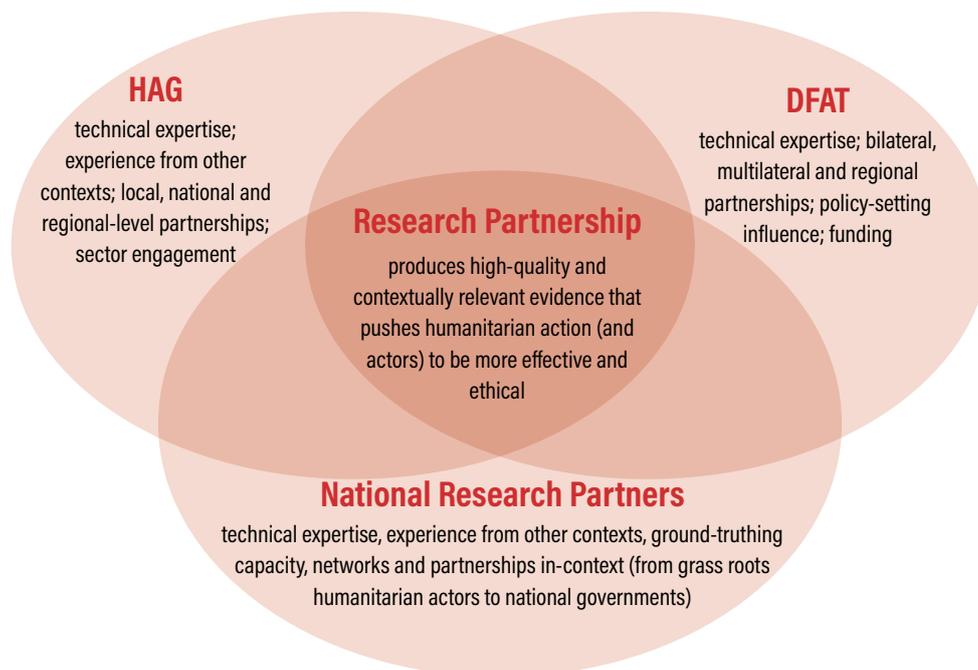
Humanitarian Horizons is delivered in partnership with the following key program stakeholders:

- 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*).

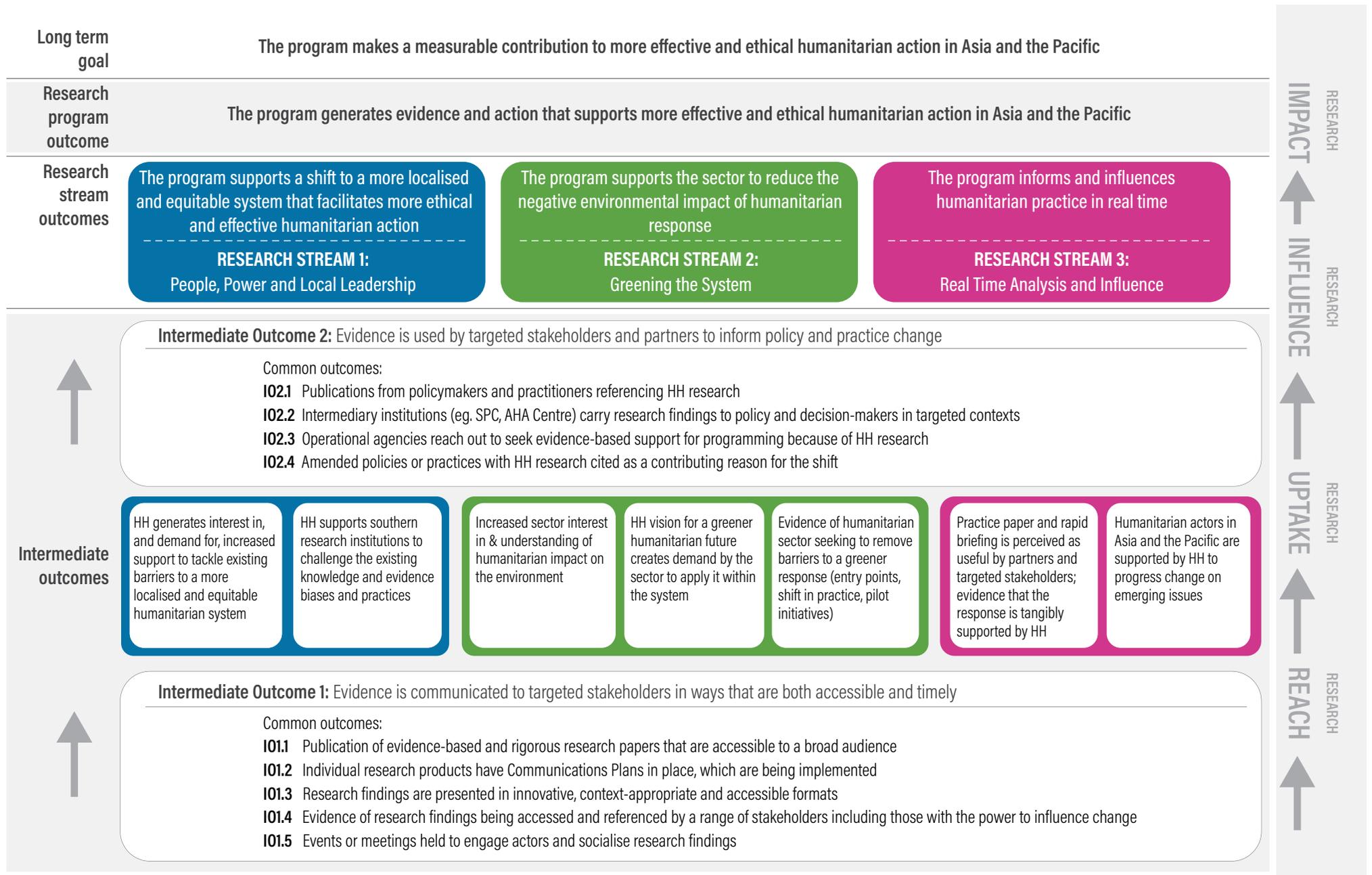
TIMING	OUTPUT/ENGAGEMENT	RESPONSIBILITY
Monthly	Program updates	HAG to lead
Six-monthly	Monitoring point (data collection and light analysis) with NRPs	HAG to lead with NRPs
Annually	M&E reflective exercise	HAG to lead
Annually	Annual partnership review process (two-way process of monitoring health of 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

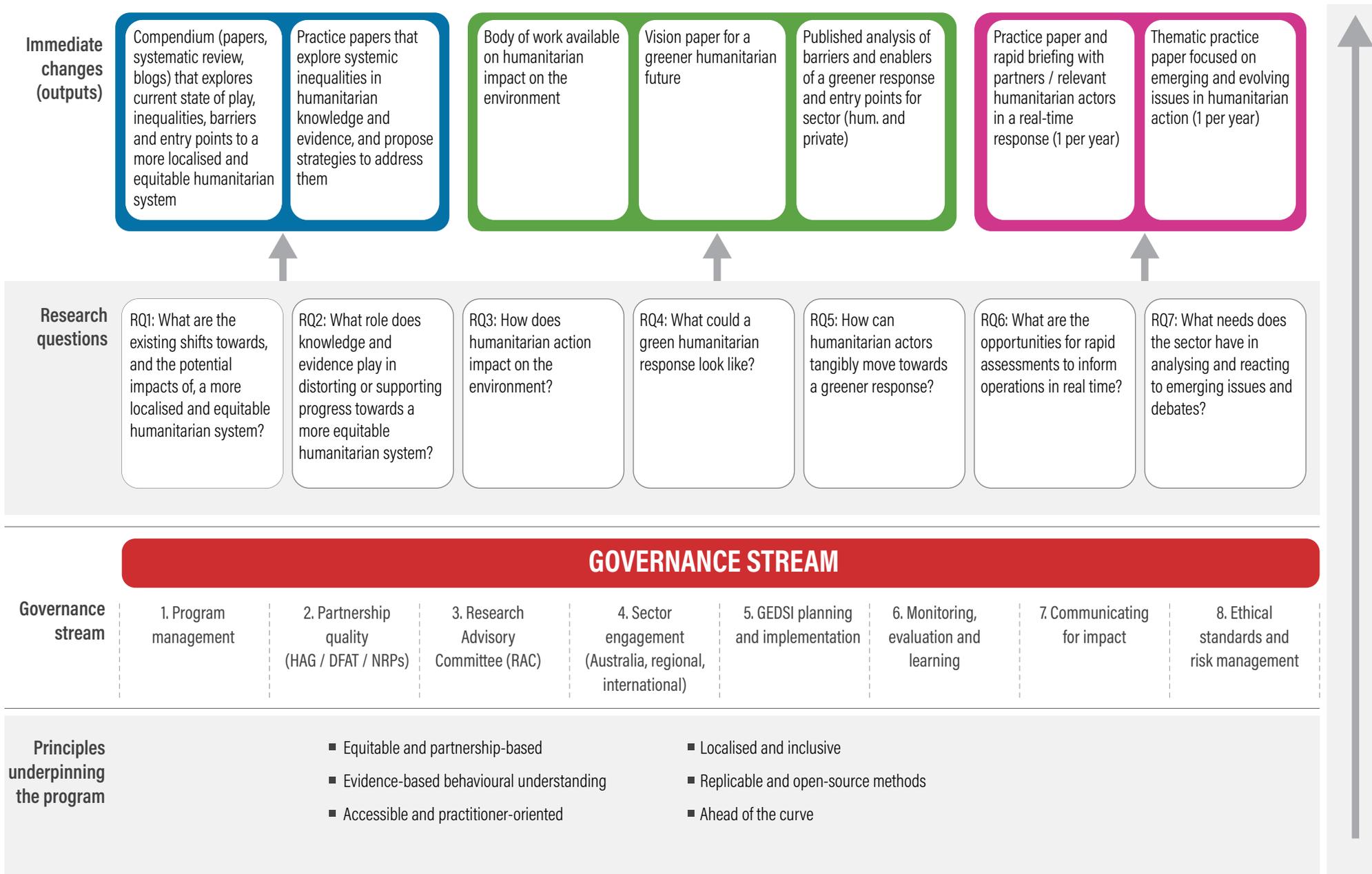
*NRPs = national research partners

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	Compendium (papers, systematic review, blogs) that explores current state of play, inequalities, barriers and entry points to a more localised and equitable humanitarian system Practice papers that explore systemic inequalities in humanitarian knowledge and evidence, and propose strategies to address them	# of events held (in partnership or with research partners leading) to engage stakeholders/socialise research # of outputs that reference HH research as impacting their approach / decision-making in relation to people, power and local leadership # of publications that make reference to power, people and local leadership research findings	The program supports a shift to a more localised system that facilitates more effective and equitable humanitarian action	Operational actors/ funding agencies proactively reach out to seek advice/support on specific initiatives to support local leadership Knowledge brokers proactively reach out to seek advice/support on specific initiatives related to humanitarian knowledge/evidence 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 Responses in the Asia-Pacific region are increasingly demonstrating a more equitable response	EXAMPLES: <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 Mechanism meeting	Partner accountability mechanism meeting reports are available End of project debrief reports are available	Partner accountability mechanism demonstrates 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

ANNEX 2: RESEARCH PARTNER M&E CONSULTATIONS – DEFINING AND TRACKING IMPACT

Humanitarian Horizons: Governance, accountability and learning

March 2022

DEFINING AND TRACKING IMPACT

Humanitarian Horizons is a three-year research program designed and delivered by Humanitarian Advisory Group (HAG) in partnership with trusted regional partners. The program generates evidence and action through research to support more effective, equitable humanitarian action in the Asia and Pacific regions. It comprises three interlocking research streams:

1. People, Power and Local Leadership: Supporting an equitable sector
2. Greening the System: Supporting a sustainable sector, 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.

An important focus of this research program is ensuring that the research findings and evidence have impact. At the highest level we understand this to mean that the program is contributing to effective and equitable humanitarian action in the Asia and Pacific regions. We want to be intentional about defining what this looks like and how we will measure it over the course of the next three years.

Seeking your input

The document is seeking your help to define impact and gather your ideas on how we meaningfully track the change we want to see. We are providing a high-level program logic (page 2) that will form a foundation for the monitoring and evaluation framework. We are sharing

this in draft form to inspire thinking and ideas, but more importantly we want to discuss the following questions with you to inform a final and more detailed monitoring and evaluation framework.

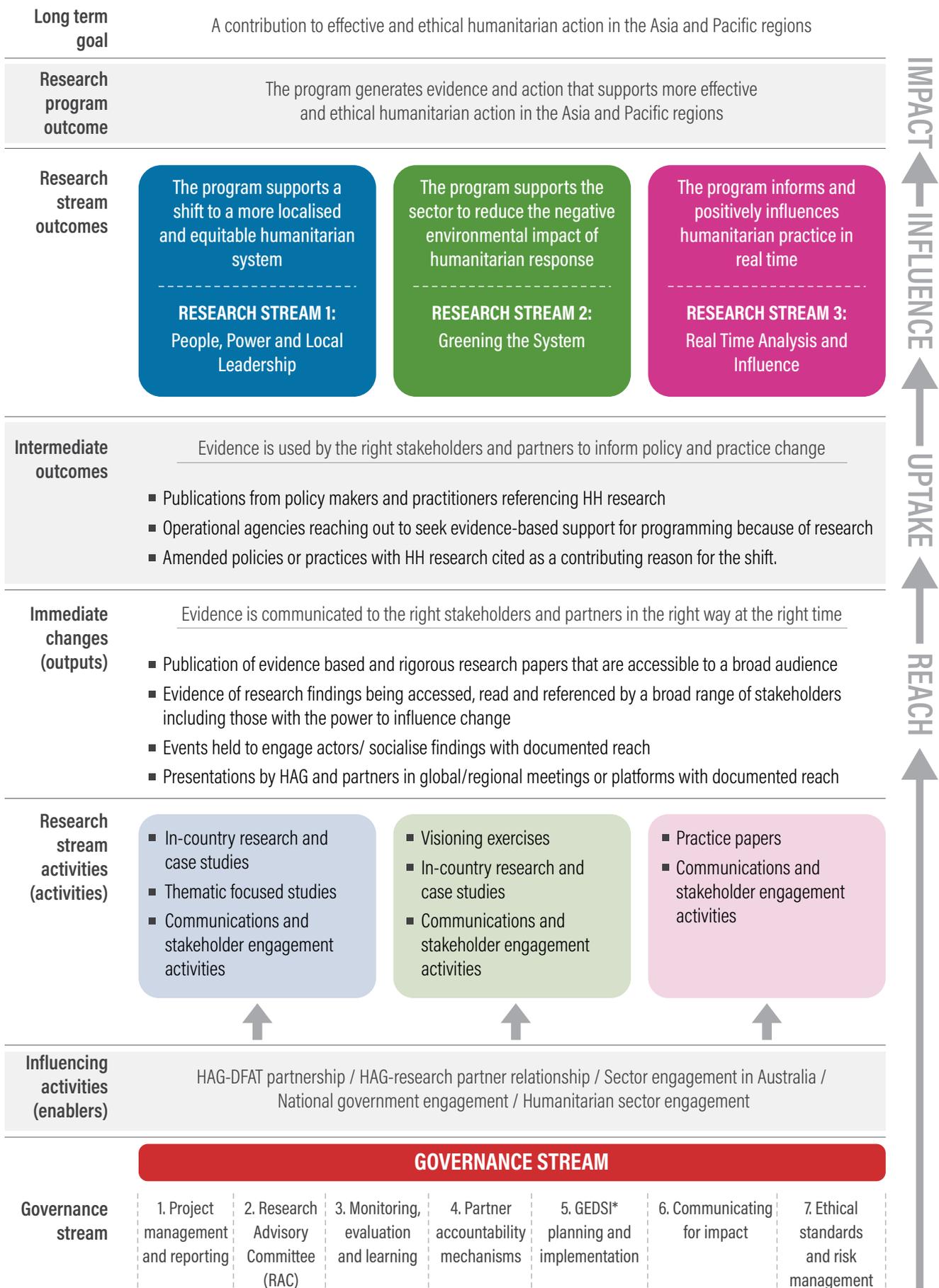
1. When you think about the impact that Humanitarian Horizons can have, what comes to mind? Can you share **3 tangible examples of what success might look like** to you in 3 years? *This could be at the program level or for a particular research stream. It could also be at any level of impact, for example at the individual, organisational, sector, response, policy (national, regional, global) or other level.*
2. Please describe **how you think this change could happen** as a result of evidence or findings from the program? *Describe the causal pathways from the research findings to the contribution to effective and equitable humanitarian action (IF xx happens THEN we can expect xx to happen).*
3. **What are your assumptions** in describing this change pathway? *This could for example, assuming that policy makers and practitioners are open to evidence influencing their thinking and planning.*
4. **What do you think is practical to measure** in your context or organisation that will help us understand impact? How and who could gather this evidence and how often?

The 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). See a draft version on page 2.



Draft Humanitarian Horizons program logic



* GEDSI = Gender equality, disability and social inclusion

ANNEX 3: PARTNERSHIP OVERVIEWS

PARTNERSHIP OVERVIEW: HAG AND COLAB CONSULTANTS

ABOUT THIS DOCUMENT

This document provides an overview of the parameters of the partnership between Humanitarian Advisory Group and CoLAB Consultants. This document is supplemented with a *Memorandum of Understanding* and specific *Project Terms of Reference*.

ABOUT US – OUR PARTNERSHIP

Humanitarian Advisory Group (HAG) is a social enterprise founded in 2012. HAG brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. Partnerships are central to HAGs ways of working. We are guided by our [Partnership Framework](#) which provides a basis for us to engage with existing and prospective partners.

Collaborate Consulting Pte Ltd (CoLAB) is a Fiji-based development consultancy company managed by Co-Directors Iris Low and Leaine Robinson, who have over 25 years of combined experience in Fiji and the Pacific. Since their inception in June 2019, CoLAB has delivered consultancies with diverse partners in the Pacific, Asia, Africa and European regions. CoLAB's vision is localised responses to development that is inclusive and sustainable, enabled through genuine collaboration amongst all partners.

Together we are committing to a multi-year partnership underpinned by agreed principles, approaches and strategic interests. The framework below provides a high-level overview of what our partnership encompasses.

OUR PARTNERSHIP PILLARS

The foundations: our shared principles

 Clear communication	 Trust and respect	 Two way relationship	 Embedding feedback into our work	 Commitment to quality work	 Integrity and ethics
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The priorities: our areas of shared strategic interest

 Localisation and local leadership	 Monitoring, evaluation and learning	 Protection and safeguarding	 Identifying and applying innovative approaches
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The mechanisms: our shared ways of working

 Shared areas of strategic interest and mutual ability	 Two-way capacity sharing and learning	 Effective and transparent communication	 Reflection, feedback and learning	 Sharing lessons on organisation growth
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HUMANITARIAN
ADVISORY GROUP



PARTNERSHIP OVERVIEW: HAG AND GLOW CONSULTANTS

ABOUT THIS DOCUMENT

This document provides an overview of the parameters of the partnership between Humanitarian Advisory Group and GLOW Consultants (Pvt) Ltd. This document is supplemented with a *Memorandum of Understanding* and specific *Project Terms of Reference*.

ABOUT US – OUR PARTNERSHIP

Humanitarian Advisory Group (HAG) is a social enterprise founded in 2012. HAG brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. Partnerships are central to HAGs ways of working. We are guided by our [Partnership Framework](#) which provides a basis for us to engage with existing and prospective partners.

GLOW Consultants, based in Pakistan, is a leading national entity providing practice solutions and field implementation support to donors, their implementing partners and research institutions. GLOW has successfully completed more than 100 third-party monitoring and evaluation (M&E) assignments.

Together we are committing to a multi-year partnership underpinned by agreed principles, approaches and strategic interests. The framework below provides a high-level overview of what our partnership encompasses.

OUR PARTNERSHIP PILLARS

The foundations: our shared principles



The priorities: our areas of shared strategic interest



The mechanisms: our shared ways of working



PARTNERSHIP OVERVIEW: HAG AND INSIGHTS

ABOUT THIS DOCUMENT

This document provides an overview of the parameters of the partnership between Humanitarian Advisory Group and inSights. This document is supplemented with a Memorandum of Understanding and specific *Project Terms of Reference*.

ABOUT US – OUR PARTNERSHIP

Humanitarian Advisory Group (HAG) is a social enterprise founded in 2012. HAG brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. Partnerships are central to HAGs ways of working. We are guided by our [Partnership Framework](#) which provides a basis for us to engage with existing and prospective partners.

inSights (the Institute of Innovation for Gender and Humanitarian Transformation) is a Bangladesh-based social enterprise providing insights that challenge the current ways of working in humanitarian aid and gender affairs. inSights aims to transform ideas within the humanitarian, social and businesses sectors, and turns them into innovations, knowledge and strategies. inSights works to equip humanitarian responders with knowledge, skills and competencies so that people affected by crises get the right help when they need it most.

Together we are committing to a multi-year partnership underpinned by agreed principles, approaches and strategic interests. The framework below provides a high-level overview of what our partnership encompasses.

OUR PARTNERSHIP PILLARS

The foundations: our shared principles



The priorities: our areas of shared strategic interest



The mechanisms: our shared ways of working



PARTNERSHIP OVERVIEW: HAG AND PIANGO

ABOUT THIS DOCUMENT

This document provides an overview of the parameters of the partnership between Humanitarian Advisory Group and PIANGO. This document is supplemented with a Memorandum of Understanding and specific *Project Terms of Reference*.

ABOUT US – OUR PARTNERSHIP

Humanitarian Advisory Group (HAG) is a social enterprise founded in 2012. HAG brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. Partnerships are central to HAGs ways of working. We are guided by our [Partnership Framework](#) which provides a basis for us to engage with existing and prospective partners.

The Pacific Islands Association of Non-Governmental Organisations (PIANGO) founded in 1991, functions as a regional secretariat to a network of umbrella organizations or platforms that are registered in 24 countries, territories, and states across the Pacific region. PIANGO has its primary role as a catalyst for collective action, to facilitate and support coalitions and alliances on issues of common concern, and to strengthen the influence and impact of NGO efforts in the region.

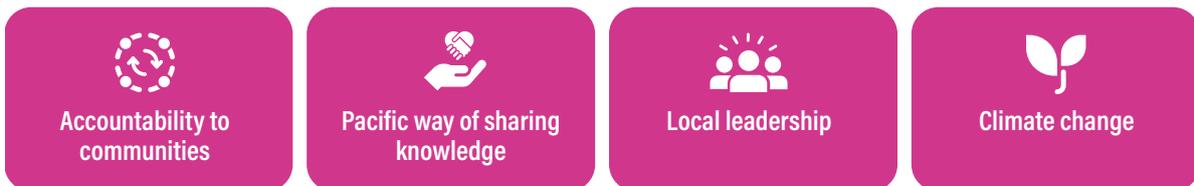
Together we are committing to a multi-year partnership underpinned by agreed principles, approaches and strategic interests. The framework below provides a high-level overview of what our partnership encompasses.

OUR PARTNERSHIP PILLARS

The foundations: our shared principles



The priorities: our areas of shared strategic interest



The mechanisms: our shared ways of working



PARTNERSHIP OVERVIEW: HAG AND PUJIONO CENTRE

ABOUT THIS DOCUMENT

This document provides an overview of the parameters of the partnership between Humanitarian Advisory Group and Pujiono Centre. This document is supplemented with a *Memorandum of Understanding* and specific *Project Terms of Reference*.

ABOUT US – OUR PARTNERSHIP

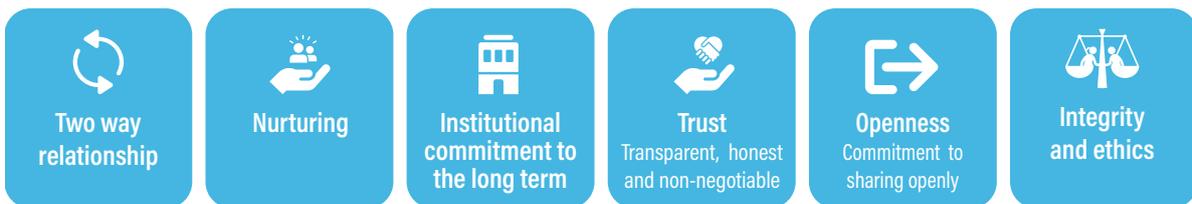
Humanitarian Advisory Group (HAG) is a social enterprise founded in 2012. HAG brings fresh thinking to challenge the status quo of humanitarian aid. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently. Partnerships are central to HAGs ways of working. We are guided by our [Partnership Framework](#) which provides a basis for us to engage with existing and prospective partners.

The Pujiono Centre (PuCen) is an Indonesian not-for-profit company in the field of knowledge established by disaster management practitioners in Indonesia as a new modality, institutional arrangement, and platform for obtaining, sharing and disseminating knowledge about disaster management by supporting evidence-based assessments for policy makers in disaster management.

Together we are committing to a multi-year partnership underpinned by agreed principles, approaches and strategic interests. The framework below provides a high-level overview of what our partnership encompasses.

OUR PARTNERSHIP PILLARS

The foundations: our shared principles



The priorities: our areas of shared strategic interest



Capacity Strengthening: Technical assistance (mentorship and partnership) as organisations focused on knowledge management and research

The mechanisms: our shared ways of working



ANNEX 4: RESEARCH ADVISORY COMMITTEE (RAC)

HUMANITARIAN HORIZONS RESEARCH ADVISORY COMMITTEE

CONCEPT NOTE AND TERMS OF REFERENCE APRIL 2022

Research Advisory Committee Concept Note

We had a brilliant and dynamic group of people informing our 2018–21 Humanitarian Horizons program. The Research Advisory Committee (RAC) brought significant value by supporting program visibility, connection to the sector, and elevating the impact and reach of the research. The 2021–24 Humanitarian Horizons program will build on this by establishing a new RAC to strategically guide the program, building in the recommendations emerging from the mid-term review. And we would love you to be a part of this.

About Humanitarian Horizons

Humanitarian Horizons 2021–24 is the second iteration of Humanitarian Advisory Group’s strategic, sector-wide research program. Focusing on the Indo-Pacific region, Humanitarian Horizons aims to progress thinking on the role of the humanitarian sector and produce evidence about ways to achieve better outcomes for crisis affected people. The program has been at the forefront of humanitarian thinking and practitioner-based research in our region over the last five years. To date, our research program has produced 32 products, with 29 partners in 10 countries in the Indo-Pacific region. The design of 2021–24 program draws on the achievements, impact and learning of the previous 2018–21 program. The program is funded by the Australian Department of Foreign Affairs and Trade (DFAT).

About the 2021-24 program

The 2021-24 program builds on experiences from the pilot phase (2017–18), the current program (2018–21), and the knowledge that HAG has gained in research delivery, partnerships, program management, communications and creating impact. It has been informed by a rigorous and in-depth design process over a period of 12 months involving a global sector survey, interviews with key humanitarian thinkers, input from regional and national experts and partners including in the development of Emerging Humanitarian Issues briefs, and an independent mid-term review.

The research program for 2021–24 has three interlocking research streams: 1) People, Power and Local Leadership 2) Greening the System and 3) Real Time Analysis and Influence. It is underpinned by a fourth stream which is comprised of governance, accountability and monitoring, evaluation and learning processes. We will provide you our comprehensive program proposal and a briefing session to further outline the design of the research streams, and of course answer any questions.

What is the purpose of the RAC?

The RAC provides strategic input and insights to inform research direction and process. We’ve reflected on the key successes and learning from our previous program and have incorporated the outcomes of the mid-term review into the design and structure of our new RAC.

The RAC objectives are further outlined in the Terms of Reference for the RAC members (attached).

What are we looking for from our RAC members?

We envision that members of the RAC will provide support at three levels:

1. Strategic – we want your thoughts to make sure we are on the right track and that our research is relevant, timely and impactful.
2. Connection – we know that you are well connected and respected in the sector, and we ask that you help to connect us with the people we should be talking to and working with.
3. Amplification – we hope you can share our research, letting your networks, colleagues and organisation know about our research.

What engagement in the RAC offers you?

- Opportunity to guide and advise how evidence is produced and used to shape humanitarian practice in the region
- A step away from the everyday, and time to think and dialogue on bigger picture strategic issues
- Opportunity to engage with other national and international sector experts
- Access to HAG staff and expertise as a sounding board or informal chats as relevant or useful for you in your work

What does RAC membership look like in practice?

- **Formal RAC meetings:** The RAC will meet formally twice a year at which we will discuss and seek your input on the overall direction of the program; key gaps that the research could address in the sector; key partners we should be engaging with; how we can shape, inform and influence programs, policy and practice with our research and; how we should be engaging with the broader sector. Meetings may also be dedicated to seeking insights on particular thematic areas relevant to the research topics or processes.

Outside of our RAC meetings, we will strategically seek member engagement and input in the following ways, recognising you have multiple competing demands on your time. We will provide the following to support you in this role:

- **Briefings:** In order to maximise engagement in the formal RAC meetings, we will provide informal briefings to RAC members prior to meetings to ensure you are across research developments and the specific questions we will seek your input on during the meeting.
- **Bi-monthly updates:** We will provide a short, snappy bi-monthly update on the streams to RAC members.
- **Informal engagement through virtual meetings or messaging platforms:** From time to time, and with respect to specific streams, we may seek to have informal conversations or chats with you. We would like you to be a sounding board for our ideas, an idea generator and provider of advice at strategic or critical points in the research process.

We are also seeking your engagement outside of meetings to socialise our research with your relevant networks, contacts and partners.

- **Social media engagement:** Sharing and socialising our research publications through your social media platforms and audiences.
- **Socialising and disseminating our research:** We would love for RAC members to share our research through your broader networks, through email, conversations, at events and in meetings.

Objectives for first RAC meeting – understanding roles and expectations

The first meeting will be dedicated to outlining the objectives of the program and timeframe, the role of the committee, key stakeholders, and planning how the committee can support and elevate the reach and impact of the program. It will also cover how we plan to track progress on research influence and uptake, accountability processes and the engagement of partners. The first meeting is proposed for March 2022.

Who makes up the committee?

The RAC is made up of small group of representatives with diverse backgrounds from across the humanitarian sector. We are seeking members with expertise and knowledge across different areas of humanitarian practice, and who have experience producing and using evidence to inform change. Two representatives from the Partnership Accountability Platform (made up of national research partners) will also be invited as RAC members who will be self-selected (partners will rotate per year).

- No. of members: 6 RAC members (includes sector representatives) and 2 partner representatives
- Secretariat: HAG will act as the secretariat for the committee, managing communications, updates, briefings and meetings agendas and logistics.
- Chair: There will be a rotating chair selected. HAG will chair the first meeting, and subsequent chairs will be discussed and agreed on at this meeting.

RESEARCH ADVISORY COMMITTEE MEMBER TERMS OF REFERENCE

These Terms of Reference describe the establishment, including membership and functions of the Research Advisory Committee for Humanitarian Advisory Group's 2021-24 Humanitarian Horizons research program, funded by the Australian Department of Foreign Affairs and Trade (DFAT).

1. Background

Humanitarian Advisory Group

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

The shocks of 2020 have deepened vulnerabilities and heightened inequalities around the globe. While the last year has brought about significant challenges, rapid shifts in the nature of responses to humanitarian crises demonstrated that progress is possible and that we are right to expect more from the humanitarian reform process. More than ever, the events of 2020 highlighted the need for rigorous practitioner-focused research and evidence to support the widespread and systematic change required to address growing humanitarian needs.

2. Humanitarian Horizons research program

Humanitarian Horizons 2021–24 is the third iteration of Humanitarian Advisory Group's strategic, sector-wide research program. Focusing on the Indo-Pacific region, Humanitarian Horizons aims to progress thinking on the role of the humanitarian sector and produce evidence about ways to achieve better outcomes for crisis-affected people.

The program has been at the forefront of humanitarian thinking and practitioner-based research in our region over the last five years. To date, our research program has produced 32 products, with 29 partners in 10 countries in the Indo-Pacific region. The design of 2021–24 program draws on the achievements, impact and learning over this period.

3. Functions

The role of the Research Advisory Committee is to:

1. Provide strategic advice on the direction, design and process of the research program as a whole.
2. Support maximising research engagement, impact and influence with the sector through relevant networks, processes and mechanisms.
3. Garner and represent the view of a broad range of stakeholders to inform research priorities and process, and findings

Membership composition

The Advisory Committee will consist of:

- 6 members made up of representatives from the sector
- 2 national research partners representatives who will be self-selected through the partner accountability platform will also be invited as RAC members (rotated for every year).

The RAC position is allocated to the role that member currently occupies; the RAC position will be available to the incoming organisational representative for that role if an existing RAC member takes up a new position.

4. Duration

Membership shall be for the duration of the entire program.

5. Review

The Terms of Reference will be reviewed annually at the start of each program year.

6. Activities

RAC members agree to support and elevate the Humanitarian Horizons research program by providing support and advice in the following ways:

1. Strategic – we want your thoughts to make sure we are on the right track and that our research is relevant, timely and impactful.
2. Connection – we know that you are well connected and respected in the sector and we ask that you help to connect us with the people we should be talking to and working with.
3. Amplification – we hope you can share our research, letting your networks, colleagues and organisation know about our research.

RAC members agree to engage in the following activities:

- **Formal RAC meetings:** The RAC will meet formally twice a year.
- **Briefings:** In order to maximise engagement in the formal RAC meetings, we will provide informal briefings to RAC members prior to meetings to ensure you are across research developments and the specific questions we will seek your input on during the meeting.
- **Bi-monthly updates:** We will provide a short, snappy bi-monthly update on the streams to RAC members so that you are up to date on research progress.
- **Informal engagement through virtual meetings or messaging platforms:** From time to time, and with respect to specific streams, we may seek to have informal conversations or chats with you.
- **Social media engagement:** We would love for you to share and socialise our research publications through your social media platforms and audiences.
- **Socialising and disseminating our research:** We would love for RAC members to share our research through your broader networks, through email, conversations, at events and in meetings.