

HUMANITARIAN ADVISORY GROUP

ANNUAL REPORT 2021-22

CELEBRATING **10**
YEARS OF HAG





Humanitarian Advisory Group (HAG) acknowledges First Nations Peoples as the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respects to Elders both past and present and recognise and respect their abiding connection to this land, its waterways and community. We acknowledge that sovereignty was never ceded.

ACKNOWLEDGEMENTS

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Published: February 2023
Cover Photo Credit: Beth Eggleston
Back Cover Photo Credit: Beth Eggleston

HUMANITARIAN
ADVISORY GROUP



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LETTER FROM CO-DIRECTORS

This annual report takes us to our ten-year mark! Ten years!! Sitting around a kitchen table back then (with several toddlers under the table playing with computer cables) we couldn't have imagined what HAG would become. While we were asking ourselves 'should we be an NGO or a company?', 'will we need to get an office?', and 'will clients be scared off by our acronym?', we started working on the issues we were passionate about – protection and coordination in humanitarian action, and how it could be done better.



At that stage we were just four co-directors. We are now a team of 15!

We have been so fortunate to work with so many amazing organisations over this decade who shared their challenges and ideas with us as we worked together to change a system that is under increasing pressure. Our journey has only been possible because of the local and national experts and organisations who took a risk in partnering with us, and from whom we have learned enormous amounts. They are why our research has resonated throughout the region.

It's not just the size of the team, the number of clients and the achievement of printing HAG bags that has changed – we have also expanded our working locations and the thematic areas we prioritise. Whilst protection and coordination issues are still important, we also work on locally led humanitarian response, inclusion and greening the humanitarian system.

The next big change is this will be Kate's last letter as Co-Director. Kate is making the exciting shift to full-time study, although will squeeze in the occasional day here and there to continue supporting the team and keep her finger on the humanitarian pulse. This means the letter next year will be from Beth and the fabulous Jess Lees, who will step up as Co-Director. This marks a new era of HAG, with many new adventures to come, and we hope to continue to challenge the status quo and that you will continue to come with us on this journey.

Kate Sutton
Director

Beth Eggleston
Director

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



INTRODUCTION

This year marked a major milestone for Humanitarian Advisory Group as an organisation – ten years of HAG engaging, contributing, and learning in the humanitarian sector. This report shows how HAG has grown and celebrates some of our most important achievements along the way.

In the Asia–Pacific region and across the sector, 2021 and 2022 have shown once again the interaction between ongoing challenges and moments of emergency. Emblematically, local actors led the response to the Tonga–Hunga Ha’apai volcanic eruption and tsunami in January 2022, while also managing the risk of a COVID-19 outbreak. We adjusted to working in a new way, then transitioned back to “normality”; borders have reopened, and people are travelling. HAG continues to be flexible and agile, providing support where we can contribute best.

We also engaged in critical global discussion to influence thinking and facilitate the conversation among humanitarian actors. Supporting diverse actors to evaluate their practice, update their strategies, and develop new operational models has been a central part of our work. Working with research partners, we have produced and shared insights into global reform efforts as well as responses to disasters, conflict and displacement. We’ve also continued our collaborations with Australian-based universities through research, events and our internship programme.

The [Humanitarian Horizons 2021-2024 research programme](#) supported by the Australian Department of Foreign Affairs and Trade (DFAT), began three new streams of research, underpinned by new governance structures. These streams build on the momentum of the [2018-2021 programme](#), applying our expertise in localisation, diversity and inclusion, and climate-

sensitive humanitarian action to the sector’s current research needs. We have had many conversations with our partners and other key humanitarian actors in the region to ensure that our research will be relevant and speaks to the context on the ground. We are so excited to see it come to life.

Ethical and equitable partnerships have been an important theme of HAG’s tenth year, reflecting the journey we’ve been on and the way we want to continue. We put our [partnership approach](#) down on the page, and put it into action with an intensive partnership-brokering process to support the new iteration of Humanitarian Horizons. By moving from project-based to institutional partnerships, we are creating the conditions for HAG and research partners to learn together and get the most from the strengths of each team member.

Our team continued to grow, with five new staff bringing more unique skills and experiences. We have shared our research with a wide range of audiences, through publications, tailored briefings, academic conferences, opinion features, and in our newsletter [The Haggler](#).

Our social purpose remained central, and we were re-certified as a [B Corporation](#), increasing our score and identifying where we need to improve next. We still have big ambitions to grow our social impact and explore new ways to measure our influence. We recognise that the ‘how’ is still as important as the ‘what’, and we strive to walk the talk on our commitments.

CELEBRATING 10 YEARS OF HAG

THE HAG JOURNEY

Ten years ago, a group of friends and colleagues working in the international aid sector saw an opportunity and decided to see where it would take them. From these spontaneous beginnings, motivated by a shared sense of purpose and a desire to do things differently, Humanitarian Advisory Group has become a sought-after voice and an enabler of others, growing, and adapting to the needs of the humanitarian sector in Asia and the Pacific.



2012-2013

From a shared sense of purpose ...

In HAG's early years we strove to fill a gap in aid analysis from the Australian perspective. Much of HAG's work in this period involved technical support and advisory roles. Protection of civilians and civil-military coordination were two important focus areas. HAG staff:

- ▶ Reviewed Australia's humanitarian aid in Myanmar
- ▶ Facilitated the development of the Australian Guidelines for the Protection of Civilians
- ▶ Started our first partnership with the Australian Red Cross



2014-2015

... to supporting the region ...

After a couple of years, we added international clients to our portfolio, working with a range of actors in the region. Evaluations became central to our role, as clients began to seek out HAG's insights as a specialised analyst of humanitarian action in the Asia-Pacific. We:

- ▶ Held our first collaboration with the ASEAN Coordinating Centre for Humanitarian Assistance (AHA Centre)
- ▶ Established links with our first (and longest-standing) NGO partner, Caritas Australia
- ▶ Invested in emerging practitioners: established our internship scheme and a partnership with the University of Melbourne



2016-2018

... bringing new ideas to the sector ...

Our ambition went up a gear when we set up our research focus. The creation of the Humanitarian Horizons research programme demonstrated the importance of research in the Asia-Pacific, for the Asia-Pacific, and the contribution it can make to global debates. HAG:

- ▶ Began the pilot localisation project, which expanded to become a stream in the first Humanitarian Horizons research programme, launched in 2018
- ▶ Headed to the World Humanitarian Summit to improve our understanding of what system change was going to look like
- ▶ Held our inaugural 'Off the Record' event, providing a space for frank and fearless conversations about challenges facing humanitarians



2019-2020

... building partnerships ...

As our work expanded and consolidated, we adopted a more intentional focus on partnerships with national research partners and institutions. We've invested in ethical and equitable partnerships, we've listened to feedback, and we've shared what we've learned. When the COVID-19 pandemic hit, our commitment to flexibility in support of our partners and each other was tested like never before. We:

- ▶ Represented Australian civil society on the NATO Civil-Society Advisory Panel on Women, Peace, and Security
- ▶ Shared rapid research and practical guidance to support agencies to weather the impacts of COVID-19
- ▶ Continued our engagement with the Careers Trackers Internship Programme that allowed us to host an Aboriginal and Torres Strait Islander student



2021-2022

... and always evolving along the way

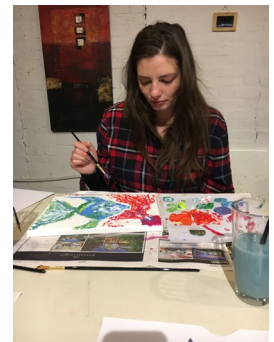
The HAG team in 2022 has 15 members, a long way from the small group of founding directors though it's still very much 'all hands on deck'. As we've grown, we've been able to continue giving back – both to the humanitarian sector and to the causes that share our values.

- ▶ HAG now '[pays the rent](#)' to traditional custodians of the land on which we work, recognising that saying sorry isn't enough

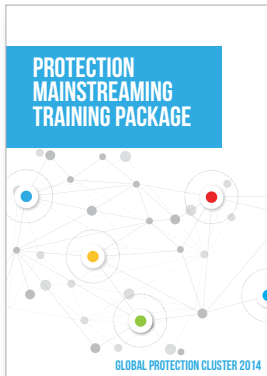
"Oh Lord, is it 10 years?! Well done to the HAG team - a unique and meaningful enterprise and an absolute pleasure to work with you all. It has been a privilege. I cannot speak too highly of the quality of your work and the importance of working with a team whose values underpin everything that they do. Oh, and it has always been fun - you bring a sense of joy and purpose to often very serious tasks."

Long-term HAG client

10 YEARS OF TEAMWORK



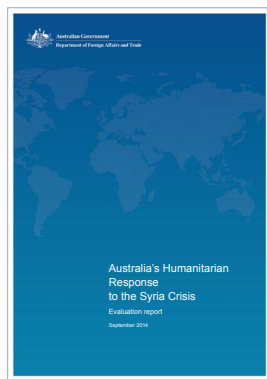
10 PATHBREAKING PRODUCTS OVER 10 YEARS



Protection Mainstreaming Training Package (2014)

Global Protection Cluster

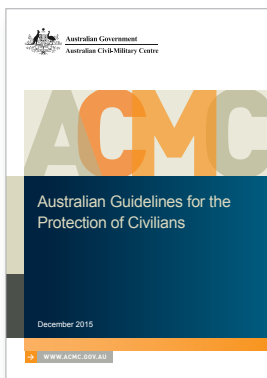
This training package demonstrated our passion for making protection everybody's business. So far, it's been translated into seven languages!



Australia's Humanitarian Response to the Syria Crisis Evaluation report (2014)

Australian Department of Foreign Affairs and Trade

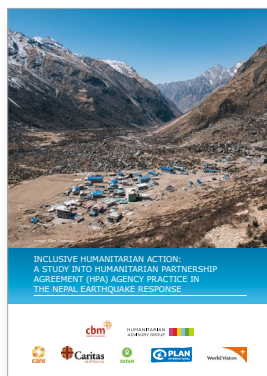
This was the first time we worked with DFAT's Office for Development Effectiveness on an independent evaluation. We have since undertaken several evaluations for DFAT, including for the Afghanistan and Pakistan programme, Myanmar programme and responses to Cyclones Pam and Gita.



Australian Protection of Civilian Guidelines (2015)

Australian Civil-Military Centre

This was one of our first pieces of work on developing policy at a high level for the Australian government. We brought together Defence (Australian Civil-Military Centre, Australian Defence Force), Foreign Affairs and Trade, Prime Minister and Cabinet, the Australian Federal Police, and the Office for Women to build on international commitments and experience and lay the framework for how Australia will protect civilians in times of conflict.



Inclusive Humanitarian Action: A study into humanitarian partnership (HPA) agency practice in the Nepal earthquake response (2016)

CBM Australia

HAG's first piece of research on inclusion, a topic that is close to our hearts and for which we have advocated consistently through client work, Humanitarian Horizons research, and independent analysis.



Going Local: Achieving a more appropriate and fit-for-purpose humanitarian ecosystem in the Pacific (2017)

Australian Red Cross

Our first report on the localisation of humanitarian action in the Pacific, in collaboration with the Centre for Humanitarian Leadership and Fiji University. This process included coming up with a Pacific understanding of 'localisation' that still shapes our thinking today.



Transforming Surge Capacity Project Evaluation (2018)

START Network

HAG's review of START Network's Transforming Surge Capacity Project recommended improving surge capacity across the sector by increasing the capacity of surge personnel; piloting joint rosters to improve organisational surge capacity; and building evidence for collaborative and localised surge approaches. This report informed more collaborative and localised rosters in Pakistan, the Philippines, and a regional roster for Asia; promoted more effective surge practices; and advocated for the development of training and embedding of learning to improve surge capacity within and beyond project consortium agencies.



Charting the New Norm? Local Leadership in the First 100 Days of the Sulawesi Earthquake Response (2019)

DFAT

A bilingual practice paper that presents a rapid analysis of the Sulawesi Earthquake response, 100 days after the disaster. It stimulated a rigorous discussion on examining what happens when localisation moves from theory to practice.

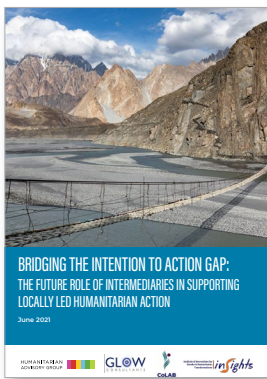


Humanitarian Civil-Military Coordination in Emergencies: Towards a Predictable Model Updated 2020 version (2020)

ACMC

The Regional Consultative Group (RCG) on Humanitarian Civil-Military Coordination for Asia and the Pacific is a key forum for supporting and elevating coordination, building relationships, and sharing learning to enhance and strengthen emergency response.

This revised publication was produced through collaboration between the ASEAN Coordinating Centre for Humanitarian Assistance on disaster response, the United Nations Office for the Coordination of Humanitarian Affairs – Regional Office for Asia and the Pacific, and the Australian Civil-Military Centre.



Bridging the Intention to Action Gap: the future role of intermediaries in supporting locally led humanitarian action (2021)

Swiss Agency for Development Cooperation

Since the World Humanitarian Summit 2016, the discussion on locally led humanitarian action has evolved considerably. The debate has become more nuanced in many ways, and with respect to intermediaries, the discussion has become less polarised and more constructive. This research paper contributes to that constructive direction by recognising that intermediaries have a role, but that it needs to change substantially from the status quo.



Beyond Barriers: Behaviours to Enable a More Resilient Pacific (2022)

Australian Humanitarian Partnership, World Vision Australia, DFAT

Key national, regional, and international stakeholders, from government to practitioners to civil society, have driven the growing momentum and urgency in the region to respond to increasing climate and disaster risk. However, despite significant progress in the region, persistent challenges remain, leaving Pacific communities increasingly exposed and vulnerable to compound risks from climate change and a range of associated hazards. This research paper contributes to the agenda for a more resilient Pacific by recognising the need for actors across the region to support more integrated approaches to foster resilient Pacific communities.

WHERE WE WORKED IN 2021-2022

HAG is committed to working with local and national experts whenever we do country-specific work. When appropriate, we collaborate remotely, reducing financial and environmental costs.



WHAT WE DID



HUMANITARIAN HORIZONS

Humanitarian Horizons 2018–2021

Humanitarian Horizons is HAG’s strategic, sector-wide research programme providing evidence and action to support effective humanitarian action in the Asia Pacific region. Structured in three-year cycles, each with multiple streams, Humanitarian Horizons asks how things can be done differently and provides alternatives to make change happen. HAG delivers the programme with trusted regional partners, funded by the Australian Government through DFAT. The 2018–21 programme aimed to contribute evidence and progress thinking and action towards better humanitarian outcomes for crisis-affected populations in the Asia Pacific region. Last year, we celebrated the completion of this research flagship across our four key research streams.

- ▶ **Localisation research:** we focused on providing evidence of localised practice in the Pacific, which quickly gained traction.
- ▶ The **practice paper stream:** we produced real-time evidence and analysis to inform live response or policy questions.
- ▶ The **diverse leadership stream:** we generated evidence on the impact of diverse and inclusive humanitarian teams.
- ▶ **The blueprint for change stream:** we worked with our partners to explore system change in Indonesia from the country perspective.

Our reflection

We have learned a lot from tracking research impact over the past three years. Our approach has adapted and evolved to capture many contributions to the sector, to the region and to partners and key stakeholders. We have been able to incorporate lessons identified throughout the programme to strengthen approaches, partnerships and products. Because of the flexibility and adaptability of HAG and our partners, the programme has stayed resilient through the challenges of COVID-19. We are proud of how Humanitarian Horizons has contributed to change at the right time, with the right people and in the right way. But this is not the end of our impact journey. Rather, we will continue to monitor the influence of this programme as final products are released and, over the years to come, as the ideas are carried forward to reach new audiences and continue to help make change.



Humanitarian Horizons 2021–2024

This year was all about laying the foundations for the new programme. The programme has three interlinked research streams, introduced in more detail below. Work behind the scenes in 2021–2022 brought these streams to life, refining their objectives and target audiences, and preparing the foundational papers to introduce them to the world: the [Power, People and Local Leadership Platform Paper](#), the [Greening the System Vision Paper](#), and the programme’s first practice paper, which looked at [the environmental impact of the Tonga volcano response](#). All these papers were launched in August 2022. We also made extensive investments in [governance, accountability and learning](#) to support the programme’s integrity and impact.



Governance, accountability, and learning

We undertook a **partnership brokering process** that led to the formation of institutional partnerships with GLOW Consulting (based in Pakistan), inSights (based in Bangladesh), the Pujiono Centre (based in Indonesia), CoLAB (based in Fiji), and the Pacific Island Association of NGOs (PIANGO, a regional organisation linked with national organisations). HAG and national research partners participated in four research coaching sessions in early 2022.

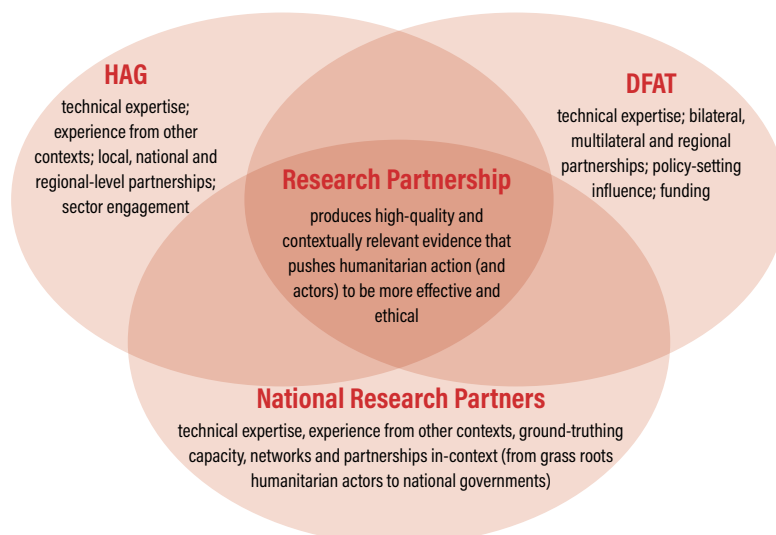


HAG and research partners developed a **monitoring and evaluation framework** (MEF) comprising [a narrative overview, programme logic and indicators table](#). We also developed a programme-level [communications strategy](#). The MEF and

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.

This foundational year also saw updates to the programme’s oversight processes. We established a new **Partner Accountability Mechanism** led by national research partners to provide feedback on HAG’s performance and approach to partnering, with the first meeting held in May 2022. This forum will meet on a six-monthly basis in time to inform the meetings of the Humanitarian Horizons **Research Advisory Committee** (RAC). Membership of the RAC, which provides strategic feedback on the programme’s direction, processes, and progress, has been updated for the 2021–2024 programme.

What does each partner bring to the Humanitarian Horizons partnership?



Research streams



Power, People and Local Leadership

The PPLL stream explores the politics and impact of power dynamics in humanitarian response and analysis. The localisation agenda, #metoo and #aidtoo movements, and the global Black Lives Matter movement have raised challenging questions for our sector on who sets the humanitarian agenda; who decides on the definition and measurement of positive humanitarian outcomes; and who produces, owns and shares the evidence and knowledge used as the basis for decision-making. They have shone a spotlight on the biased and inequitable treatment that many people in the sector experience, as well as those the sector seeks to serve.

The PPLL stream has two tracks: one looking at power dynamics in humanitarian response, which will explore the impact of local leadership as well as the dynamics that perpetuate or mitigate inequalities; and one looking at power dynamics in humanitarian analysis, which will unpack different aspects of knowledge production and use.



Greening the System

The Greening the System (GtS) stream promotes thinking and pathways to achieve greener outcomes in humanitarian response. While there have been several efforts to promote greener humanitarian action – such as frameworks, guidelines, and calls to action – large-scale humanitarian operations continue to result in harmful environmental impacts. Top-down and siloed approaches, minimal change to default processes, and the perception that a greener response would compromise the effectiveness of humanitarian aid have hindered progress.

While GtS offers a global vision, it focuses on supporting greener humanitarian actions in Asia and the Pacific, combining global insights, grounded evidence, and close engagement with civil society, local and national actors, international agencies, and donors across the region.

A behavioural science lens will help guide this

vision, identifying the existing systemic barriers and the behaviours required to overcome them.



Real Time Analysis and Influence

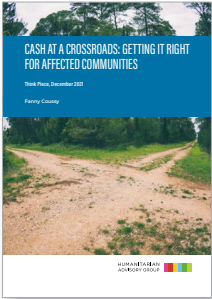
The Real-Time Analysis and Influence (RTA) stream produces rapid analysis that is rigorous and yet timely enough to contribute to decision-making as it takes place. Through critical thinking and evidence-based analysis, this stream stimulates discussion and informs practice in the context of humanitarian response, including conflict and disaster response operations and other practices of operational agencies such as fundraising, advocacy or standards-setting.

Consistent with HAG's approach to research, the stream amplifies and elevates local voices and evidence, to inform and influence global humanitarian sector debate and reform. Research topics are based on opportunities to influence key decision-making processes in the sector in a relevant and timely way. Under this stream we commit to publish two practice papers a year, including one rapid review of a humanitarian response and one thematic issue.

Emerging impact

HAG and partners built engagement with key stakeholders and influencers, laying the foundations for the programme's communications and impact activities. For example, the 7th session of the Global Platform for DRR saw representatives from HAG, the Pujiono Centre, and other Humanitarian Horizons stakeholders convene in Bali in May 2022, and together built connections for GtS research. The following month the GtS stream published a blog [highlighting the importance of green humanitarian action](#). In June 2022, members of the PPLL research stream briefed the Australian Government on key localisation issues ahead of the 2022 Grand Bargain Annual Meeting.

RESEARCH AND TECHNICAL SUPPORT



HAG's research in 2021–2022 built on areas of expertise while opening up some exciting new pathways and collaborations. We worked with clients on the opportunities and challenges shaping their work, offering new insights and practical actions. The International Council of Voluntary Agencies (ICVA) invited HAG to analyse its work with NGO fora from 2018 to 2021, to ensure the relevance and effectiveness of this work in the future. Continuing our collaboration with Caritas Australia, HAG conducted an accompaniment and localisation study to inform partnership approaches and operational models in Papua New Guinea and Timor-Leste. Thank you Ato Costa, Shedrick Singip and Vonja Vieira for your contributions to the project. HAG also undertook research in the Australian domestic space, working with the Australian Red Cross on a review (funded by the BHP Foundation) of their work on community resilience.

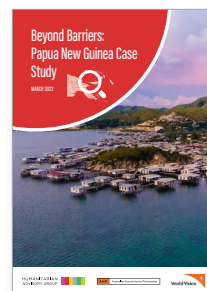
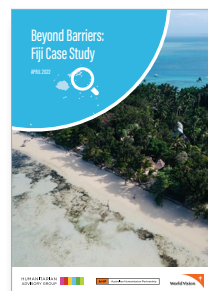
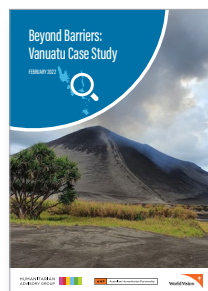
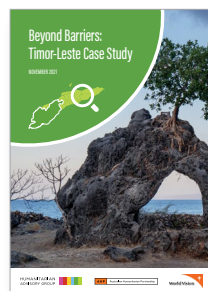
We also undertook pro bono research as part of our goal to support the sector. We published an independent think piece on cash programming to inform the meeting of the Cash Coordination Caucus, established in November 2021 as part of the Grand Bargain process. We also contributed a paper on preventing violent extremism for discussion at Deakin University.

Spotlight on: Beyond Barriers

The *Beyond Barriers* project explores opportunities for integration of climate change adaptation and disaster risk reduction programming, focusing on local practice and implications at the community level. It is led by HAG, working in partnership with national researchers, and supported by World Vision Australia through the Australian Humanitarian Partnership (AHP) Disaster READY and Partnership and Performance Funds 2, both funded by DFAT. In the project's first phase, country case studies and cross-cutting reports sought to highlight opportunities for agencies to strengthen their integrated approaches in support of resilience outcomes. The timing allowed insights to feed directly into planning for Disaster READY 2.0, which has a much stronger focus on increasing community resilience.

One of the foundations of *Beyond Barriers* has been in the partnerships and networks that it has contributed to and supported. Working with actors including the Pacific Community (SPC), Pacific Islands Forum Secretariat (PIFS), the International Federation of Red Cross and Red Crescent Societies (IFRC), United Nations Agency for Disaster Risk Reduction (UNDRR), we elevated Pacific integration priorities at important events including the Pacific Resilience Meeting, Global Platform on Disaster Risk Reduction and Asia-Pacific Ministerial Conference on Disaster Risk Reduction.

The second half of 2022 sees *Beyond Barriers* moving into phase 2, also supported by DFAT through AHP Disaster READY and World Vision Australia. This phase seeks to test behavioural interventions through action research to eliminate programmatic silos and strengthen community resilience – driving integration in action.



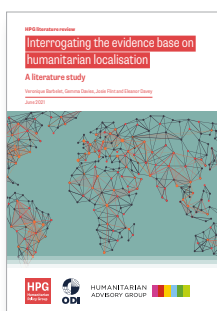
Localisation

We continued to support the sector by building strategies and evidence for localisation. When the Hunga Tonga–Hunga Ha’apai volcano and tsunami struck Tonga in January 2022, HAG and partners’ work on localisation in Asia and the Pacific positioned the team as a leading voice on the unfolding response, with HAG Executive Josie Flint featured in Australian coverage of the response.

“Sending large numbers of international surge personnel ... where local technical experts and partners have better contextual knowledge ... is now increasingly a thing of the past.”

Josie Flint in [The Saturday Paper](#), 22-28 January 2022.

Interrogating the evidence base on humanitarian localisation: a literature study



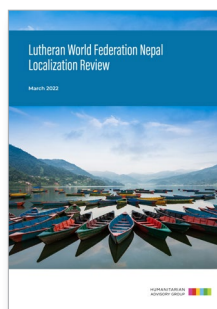
Attention on localisation has been high for several years now, but what are the impacts? This project with ODI’s Humanitarian Policy Group (HPG), funded by the Dutch Ministry of Foreign Affairs (MFA), involved examining the [evidence](#)

[base for localisation](#). We surveyed the literature produced between 2015 and 2020, reviewing over 100 documents.

The review found that the prevailing discourse of localisation is perceived as counterproductive to meaningful change, and that evidence of impact, as well as evidence supporting some of the persistent risk discourses, is lacking. In addition to [detailed findings](#), the report included priority strategy recommendations for donors. An [executive summary](#) is available, and we published a [joint blog](#) with HPG to share the findings as widely as possible.

Following publication, HAG and HPG – with the support of the MFA’s Policy and Operations Evaluation Department (IOB) – ran a workshop for donors. The resulting report has been cited in various forums such as the [‘Localisation Re-imagined’](#) essay series by Arbie Baguios for ALNAP and [The New Humanitarian’s Decolonising Aid resource list](#).

Lutheran World Federation Localisation Review



The Lutheran World Federation (LWF) commissioned a study to support its pursuit of the process of reimagining its role in Nepal. The study, supported by Australian Lutheran World Service (ALWS) and the Australian

Government through the Australian NGO Cooperation Program, reviewed how ALWS works with its programme in Nepal. It gathered partner perspectives and priorities and presented several localisation models, exploring the advantages and challenges of each. This research is part of HAG’s commitment to meeting organisations where they are in the localisation journey and enabling their ambitions to evolve.

To undertake the research, HAG team members worked in collaboration with Prem Singh Nayak, a consultant with over 20 years’ experience in the humanitarian sector, recovery/development, and peacebuilding programmes at national and international levels. The research included document review, a survey of LWF partners in Nepal, key informant interviews, and a workshop with LWF staff.

Inclusion of all

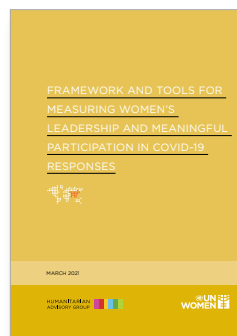
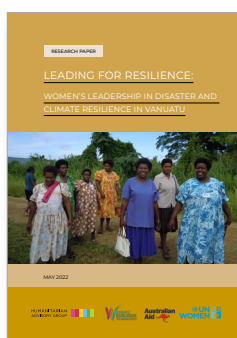
Diversity and inclusion in the humanitarian and DRR sectors continues to be a priority for HAG. This year we have been able to focus on ensuring diverse perspectives and approaches are informing decision-making. The below highlights several key projects that support progress and change in the sector.

Women's leadership and meaningful participation



UN Women and HAG deepened our partnership this year through several key studies of women's leadership and meaningful participation across key areas. As part of UN Women's flagship programme, the Women's

Resilience to Disasters (WRD) programme, we developed a [toolkit](#) for assessing women's leadership in disaster and climate resilience. The purpose of the framework is to assess progress, gaps, barriers and opportunities to women's leadership and meaningful participation in disaster and climate resilience building. The [framework was piloted in Vanuatu](#), working with national researcher Linda Kenni. The findings demonstrate that women's leadership and participation in disaster and climate resilience is improving in certain spaces in Vanuatu. However, there is considerable opportunity to bolster support to women and women's organisations – including through increased funding, improved capacity support, and higher-quality partnerships – to increase their contribution to leadership and decision-making in broader forums and spaces.



Building on the work from 2020–21, HAG applied the [Framework and Tools Measuring Women's Leadership and Meaningful Participation in COVID-19 Responses](#) in Bangladesh. The study [found](#)

significant opportunities to enhance and promote women's leadership and participation in COVID-19 responses in Bangladesh. Whilst some good practices were noted, particularly related to participation at the community level and efforts to support and elevate women's voices, achievements were not consistent.

The role of women's networks in change



Building on previous collaborations, GLOW Red, the Global Network for Women leaders in the Red Cross Red Crescent (RCRC) Movement, engaged HAG to review the network's effectiveness, relevance and reach over the past four years, future priority areas, and vision, and highlight opportunities to inform the growth and sustainability of GLOW Red. GLOW Red is facing an uncertain but exciting future. Catalysing on existing momentum and taking this opportunity to define future direction will ensure that women's leadership continues to advance in the RCRC Movement, and that the Movement upholds its commitments to promote gender equality.

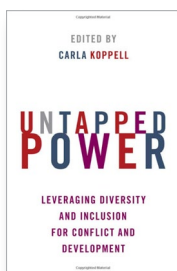
Organisations of persons with disabilities in disaster preparedness and response



In partnership with CBM Global Inclusion Advisory Group, People with Disabilities Solomon Islands and the Vanuatu Disability Promotion & Advocacy Association, as well as individual researchers and consultants, we

conducted research on the roles and impact of organisations of persons with disabilities (OPDs) in Vanuatu and Solomon Islands and identified key challenges to and enablers of their contributions to the disaster preparedness and response sector. The study highlighted that for the roles and the work of OPDs to be sustainable, they must be strategically conceived and properly resourced. This study also highlights the need for more detailed and systematic monitoring and evaluation (M&E) of the roles and impacts of OPDs and of activities to promote disability inclusion during disaster preparedness and response.

Providing humanitarian assistance that reaches all



Kate and Pip from HAG, in partnership with Charlie Damon, contributed a chapter to the recent book *Untapped Power: Leveraging Diversity and Inclusion for Conflict and Development*, published by Oxford University Press. Their

chapter “Providing humanitarian assistance that reaches all” unpacks how different groups of people experience humanitarian action and the barriers that exist to their participation and ability to benefit from action. It explores what efforts humanitarian actors have made to improve inclusion of all groups and examines why these efforts have not always been successful. It concludes by proposing ways to ensure that future action is more effective.

MONITORING AND EVALUATION

Process Review for the Australian Humanitarian Partnership COVID-19 and Tropical Cyclone Harold Response in the Pacific & Timor-Leste

We looked at how the pandemic has interacted with disaster response in the region through a study of the AHP’s response to COVID-19 and Tropical Cyclone Harold in the Pacific and Timor-Leste.

Evaluation Research On The Covid-19 RCCE (Risk Communication and Community Engagement) Response In Papua New Guinea

The evaluation explored why certain approaches result in vaccine uptake and others do not. It not only considered motivation for changes in behaviour, but also incorporated other aspects such as capability and opportunity to different behaviours. We applied a behavioural science lens in the research methodology, analysis and presentation of phase 1 findings, including presenting some recommendations on how to integrate behaviour change approaches into ongoing and future programming.

Multiyear monitoring for the Australian Department of Foreign Affairs and Trade (DFAT)

This year marked three years of monitoring support and technical advice to DFAT on its humanitarian investment in Bangladesh and Myanmar, as well as 1.5 years of monitoring support to DFAT’s humanitarian investments in Afghanistan and Pakistan. Our monitoring services consist of developing monitoring frameworks that suit DFAT’s information needs over multiyear periods and in fast-changing environments. The HAG M&E team also reviews and analyses monitoring data with a focus on sense-making and impact assessment to inform DFAT’s management of its investment packages.

OUTREACH AND EVENTS

We were excited to emerge from various lockdowns to return to in-person gatherings – although we still ran online events too to see friendly faces from around the region. We continue to hold monthly Humanitarian Drinks and connect with the humanitarian sector in Melbourne, and increasingly we are holding these in other locations as we travel around.

We were again involved in giving lectures to the Australian War College and La Trobe University, in addition to running workshops for World Vision and Church Agencies Network Disaster Operations (CAN DO).

We got out to conferences, with Jess Lees heading to Indonesia for the [Global Platform on Disaster Risk Reduction](#) where she shared the Beyond Barriers research. Jess was able to meet up with Suman from our wonderful partner, inSights, at the conference.



Photo credit: Jess Lees

We continued our partnership with the University of Melbourne with events focusing on embedding a feminist approach in development work, inequality in the aid sector and greening the system. These events continue to bring current Masters of Development Studies students together to tackle the current big issues in the sector and hear from experts and practitioners on how they are navigating these challenges. Once again, we were involved in International Women's Day. Beth facilitated a discussion on the topic Breaking the Bias with three incredible

women from Samoa, Vietnam and Tanzania about how they have personally broken bias to build successful organisations that are creating powerful social change.



Photo credit: Rob Wagner

Beth contributed reflections to [The Intel](#), a forum for discussing humanitarian action and development in the Asia Pacific region, convened by Development Intelligence Lab.



Photo credit: AVI

"What really works best, is not donors or advocates pushing localisation, but often getting out of the way. In terms of supporting this process of localisation, our research with Pacific partners acknowledges there are different paths that various countries follow in taking (back) the reins of humanitarian leadership."

Beth Eggleston, The Intel, 2 June 2022

WHO WE DID IT WITH

OUR PARTNERSHIPS PROCESS

This year we formalised our partnership approach framework to help us in developing institutional partnerships with our long-term partners. We also developed our partnership brokering model, which allows us to articulate the journey within our partnering process.

This partnership approach is built on a foundation of aligned values, trust and shared areas of strategic interest. We commit to acting in accordance with our principles and values to support ethical and equitable partnerships. We aim to leverage each partner's capabilities and expertise through capacity sharing and knowledge exchange, and to engage in continual learning. We believe that whilst funding is important and is a reality of power imbalances in the humanitarian sector, it is a means to achieve our goals, together.

We also learned some new ways of working, such as in our collaboration with CBM Australia on inclusive research and its application. We commit to continue analysing, reflecting on and sharing experiences of research models as a way to contribute to supporting two-way partnerships within the sector.

The foundations: ethical and equitable partnerships



Shared principles / aligned values - contextualised versions of / acknowledging the *Principles of Partnership*



Trust, openness and transparency

The mechanisms: key pillars of our partnerships



Shared areas of strategic interest and mutual benefit

Agreeing on specific areas of focus we want to tackle together, which may be technical, thematic or geographic.



Capacity sharing

Identifying and agreeing upon our shared priorities for two-way capacity exchange.



Effective communication

Committing to communication that is open and honest in nature, and both formal and informal in structure.



Reflection and learning

Committing to regular, rich reflection and learning about ourselves as individual partners, as well as our partnership together, helping to make us stronger.

The enablers: How we make it possible



Elevating local leadership

Recognising our partners' expertise and elevating, accompanying and supporting their growth as they work in their own communities.



Connecting and facilitating

Creating networks and promoting new relationships between our partners and other organisations, including donors. Helping pave the way for new conversations and new contracts.



Profiling and promoting

Using our platforms to promote our partners, highlighting their integral role in helping our work to have impact.

OUR RESEARCH PARTNERS

Our institutional partners



GLOW: based in Pakistan, is a leading national entity providing practice solutions and field implementation support to donors, their implementing partners and research institutions.



PIANGO: founded in 1991, 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 NGO efforts in the region.



CoLAB: is a Fiji-based development consultancy partnership managed by Iris Low and Leaine Robinson, who have over 25 years of combined experience in Fiji and the Pacific.



Pujiono Centre: is an Indonesian not-for-profit company working in the disaster management field, established by practitioners in Indonesia as a new modality, institutional arrangement, and platform for obtaining, sharing and disseminating knowledge by supporting evidence-based assessments for policymakers.



inSights: 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 turn 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.

OUR INTERNATIONAL RESEARCH PARTNERS

Ato Costa

Igo Gari

Lilu Kilisitina Moala

Linda Kenni

Linda Vaike

Prem Singh Nayak

Seno Mauli

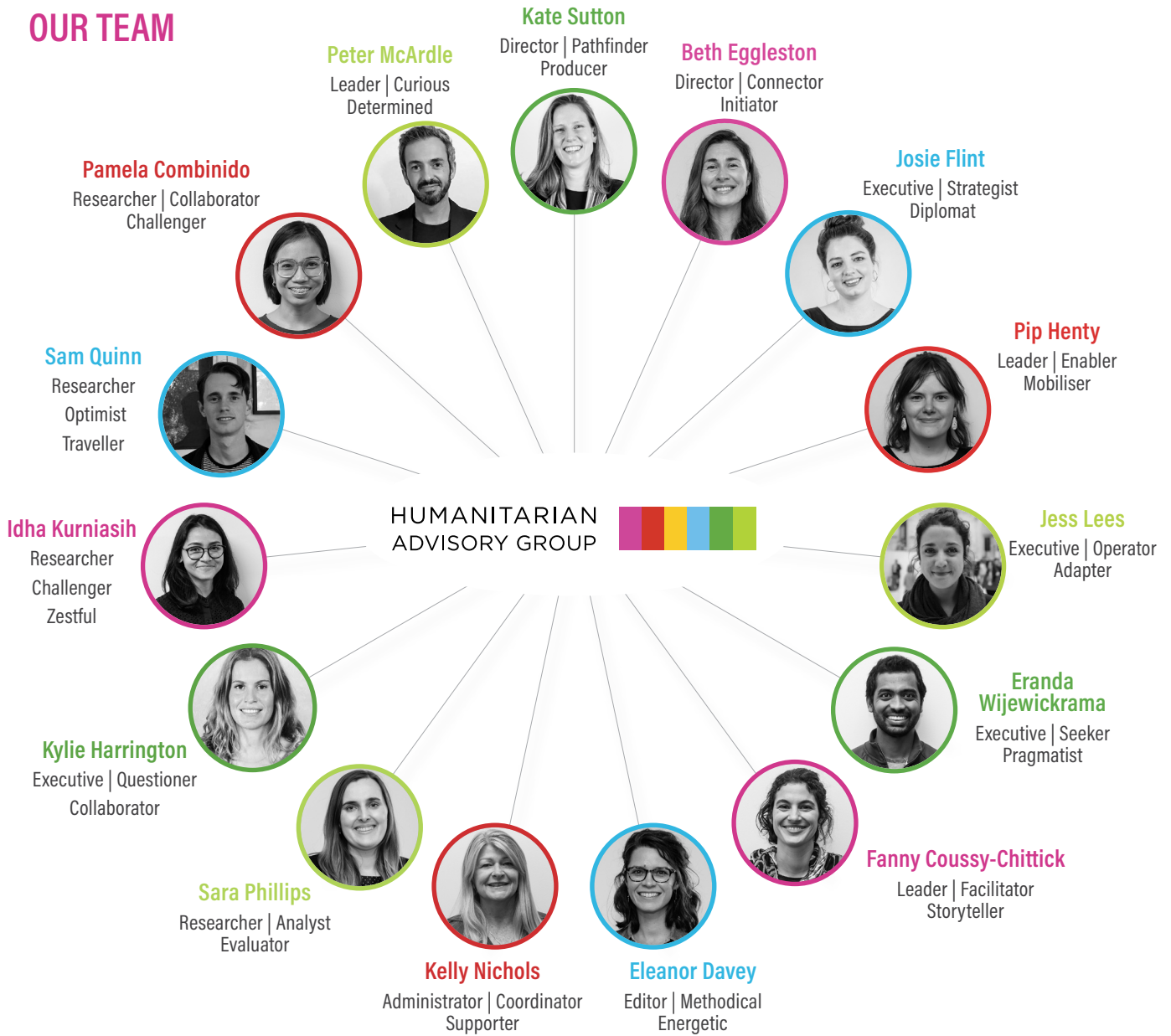
Shedrick Singip

Sheepa Hafiza

Vonia Vieira

HOW WE DID IT

OUR TEAM



SUPPORT CREW



Over the past financial year we welcomed new members Sam, Idha, Kylie, Pam and Pete, who bring an exciting range of skills and expertise to our team. We also said goodbye to **Jesse McCommon**, **Nathaniel Rose**, **Louise Kilgour** and **Saadia Majeed**. We thank them each for their work with the HAG team and wish them all the best on their new paths.

Our growing team

Pamela Combinido



Pamela Combinido joined HAG as a Researcher in March 2022. She's known HAG since 2017 and worked with us on several projects including localisation, civil-military coordination, and an evaluation of surge capacity in the Philippines. Pam is passionate about accountability to affected populations and using research to facilitate linkages and learning between stakeholders.

Pam has operational experience and worked with humanitarian organisations in the Philippines. She earned her Master's and Bachelor's degrees in sociology from University of Cambridge and University of the Philippines respectively. She was also a recipient of the British Government's Chevening Scholarship in 2018.

Kylie Harrington



Kylie joined HAG as an Executive in January 2022. She brings experience in designing, monitoring, evaluating and improving humanitarian and development programmes across a range of geographic contexts, with national and international NGOs and the United Nations. Her thematic areas of interest include humanitarian response, protection, gender equality and social inclusion, climate resilience, and sexual and reproductive health rights.

Kylie holds an Honours degree in Arts and a Bachelor of Communications. She will complete her Master of Human Rights Law at Monash University in 2022. Kylie is a RedR Australia roster member and has completed professional training with UNOCHA, the Norwegian Refugee Council and the International Rescue Committee, among others.

Idha Kurniasih



Idha Kurniasih has more than ten years of experience in the humanitarian field. She spent the first eight years working as the coordinator of Indonesia's National Cluster of Displacement and Protection and at the Indonesian Ministry of Social Affairs. Over the last two years, she has worked as an independent consultant on projects with IFRC, IOM and UNICEF to localise thematic humanitarian sectors such as child protection, shelter, camp coordination

and management, and adaptive social protection. Her work includes research, guideline development, policy review, capacity strengthening and stakeholder mapping. Idha received an Australian Award Scholarship for a Master's degree in Development Studies from the University of Melbourne and a Short Term Award for Humanitarian Action.



Peter McArdle



Peter brings over 10 years' experience of international crisis response and research to the role of Climate and Environment Leader with HAG. Previously, he worked across the Middle East, Asia and the Pacific with the RCRC Movement and NGOs. Peter's background in water, sanitation and hygiene (WASH) is complemented by expertise in public health operations, including those relating to COVID-19, cholera and Ebola. He also brings an understanding of the application of International Humanitarian Law as it relates to built and natural environmental resources. Peter was awarded the International Service Medal for exemplary service by Australian Red Cross in 2017. Peter has a keen interest in the intersection of the physical and social sciences, holding a Bachelor of Engineering (Civil) from the University of Newcastle and a Master of Peace and Conflict Studies from the University of Sydney. His PhD research, also at the University of Sydney, investigated community conflict and resilience in the face of water scarcity, and has been presented at public forums including [World Water Week](#).

Sam Quinn



Sam joined HAG in September 2021 after completing an internship during the final semester of his graduate studies. He works across HAG's Humanitarian Horizons research stream Greening the System, HAG's monitoring and evaluation portfolios, and the Beyond Barriers research looking at the integration of climate change adaptation and disaster risk reduction. His interests include mainstreaming climate change action into humanitarian response, the relationship between climate change and human security, and disaster risk reduction. Sam holds a Master of International Relations from La Trobe University.

Photo credit: HAG



Our diversity

This year we continued to focus on diversity and inclusion in our project work as well as within our organisation. Early in the financial year we invested substantially in updating our policies and procedures and intentionally tried to strengthen the policy considerations for diversity and inclusion at HAG. This process enabled constructive discussion in the team about what needs to be in place to ensure staff feel included and safe to raise questions and complaints with HAG's leadership.

Diversity and Inclusion scorecard



Our leadership team is inclusive

- 80% of our team see the leadership as inclusive
- 87% of our team feel the leadership mostly or always seeks advice and input from all team members
- 80% of our team feel they can safely raise concerns about discrimination with the leadership team
- 93% of our team feel people of all religions, ethnicities, cultures and nationalities can succeed within HAG
- 73% of our team feel people of all genders, ages and disability statuses can succeed within HAG

...but could definitely be more representative

- 13% of our team view the leadership team as diverse and representative of the wider staff
- 7% of our team feel that the leadership team reflects the ethnicities, cultures and races of the population/communities with which we work

In this scorecard, we define the leadership of HAG as our Directors and Executives – but everyone is involved in the business operations and we are committed to making sure that people's voices don't get lost in reporting lines. Compared to last year, the scorecard shows that we have slightly less diversity of thought and in socio-economic backgrounds and some of our leadership team inclusiveness measures – while still high – have dropped slightly. We will be reflecting on these findings in the coming year. And as the HAG journey continues, we'll work hard to stay inclusive while also identifying the best way to provide support and structure for individuals and project teams.

Against the baseline and last year's survey results there were minimal changes to diversity within the team but some positive results



OUR INTERNSHIP PROGRAMME

The continuation of our internship programme in 2021–2022 saw us playing host to another set of impressive students looking to build their knowledge, skills and networks in the humanitarian sector.

As the lockdowns eased towards the end of 2021, each intern met with the team in person again and were involved in many internal and external meetings and events, while contributing to HAG's work and finalising their own studies. They received valuable insight into the sector by working closely with members of the HAG team. Each intern had a Leader who oversaw their internship period and a Researcher buddy with whom they would work closely and could turn to with questions and for guidance.

As signs of normalcy returned with the easing of lockdowns, we had the good fortune of being able to attend and host face-to-face events. These varied events throughout the year allowed the interns to meet people from the humanitarian sector and develop contacts that could be valuable as they move into their chosen fields of work.

Each intern worked on an individual blog as part of their internship, supported by their buddies and working closely with our Editor. They can be [viewed on the HAG website](#). The team feel that they exemplify the positive impact of an internship with HAG, and we feel very proud to have welcomed each intern to the team. We wish them well-deserved success as they move into the big wide world.

- ▶ Alexandra Collins, La Trobe University
- ▶ Xuwan Ouyang, University of Queensland
- ▶ Sam Roberts, RMIT

Personal reflection: Alexandra Collins

HAG's team welcomed me with open arms into their research stream – Greening the System – and gave me the opportunity to explore my passions whilst gaining valuable understanding of research skills. I was involved in multiple research opportunities, researching climactic impacts on developing countries in the Pacific, summarising Working Reports of the Intergovernmental Panel on Climate Change (IPCC), and writing my thesis. Sam Quinn and Jess Lees, my supervisors, read and re-read my thesis, 'Anticipatory Finance and Disaster Risk Management: a vital interconnection', until it was exactly what they were after; this experience honed my editing and research skills. Sam and Jess supported me and my research, whether for my thesis or HAG, to the absolute best of their ability, which was incredible.

HAG presented me with opportunities that opened my eyes to myriad issues and crises around the world. Sam Roberts (another intern) and I presented our research paper on violent extremism to academics and professionals at the Development-Humanitarian NGO Responses to Violent and Hateful Extremism Roundtable, held at Deakin University. This opportunity was extremely valuable, connecting us to professionals with incredible insight on issues pertaining to extremism and potential solutions and ways forward. HAG, in a nutshell, nurtured and supported my passion for research, whilst being absolutely incredible hosts. Thanks to the staff at HAG, my passion for assisting others has only been heightened, and I will continue to do so in the future.

SOCIAL PURPOSE

HAG is structured as a social enterprise, which means we're a company that spends at least 50% of any profits on our social purpose – this could be pro bono services, donations to other organisations to amplify their impact, running free events for the humanitarian sector, or writing Think Pieces on the questions the sectors wants to ask but no one will pay for.

B-Corp, Social Traders and Us

Our identity as a social enterprise continues to grow and drive our purpose as an organisation. To be a social enterprise means to generate profit to power our ideas and our social purpose. This aligns with our values as an organisation.



Brave



Continuously enabling



Ridiculously flexible



Unfailingly curious



Ethical

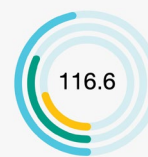
It's also why we work hard to maintain our status as a B-Corporation and our certification with Social Traders. We believe these frameworks help us hold ourselves accountable to the highest ethical standards and keep us pushing forward as a business. The humanitarian side of what we do often gets the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

B Corp recertification

We were super-excited to be recertified with B Corp, with our score having increased from 104 to 116! The elements that helped us increase our score are many; examples are our gender-neutral parental leave policy, publishing our human rights policy, instituting our ethical procurement policy and being a carbon-neutral company.

Overall B Impact Score

Based on the B Impact assessment, Humanitarian Advisory Group earned an overall score of 116.6. The median score for ordinary businesses who complete the assessment is currently 50.9.



● 116.6 Overall B Impact Score
● 80 Qualifies for B Corp Certification
● 50.9 Median Score for Ordinary Businesses



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.





How we walk the talk

Our commitment to NetZero



Continuing our commitment to being a NetZero organisation, we have worked with [Carbon Neutral](#) to track and offset our emissions. We have maintained a comprehensive environmental policy that covers our travel, commuting, office supplies and events. In 2022 we became a signatory to the [Climate and Environment Charter for Humanitarian Organisations](#), joining approximately 330 other organisations across our sector committed to working together to reduce our environmental impact. We will continue to work ambitiously to hold ourselves accountable to the highest environmental standards, continuously strive to improve our environmental commitments, and reduce negative impacts through our operations.

Our total emissions for the year amounted to 28.81 tCO₂. All emissions fell under scope 3 (indirect emissions), with no scope 1 and 2 emissions produced. We have worked with Carbon Neutral to offset our carbon footprint, contributing to the restoration of the [Yarra Yarra Biodiversity Corridor](#). The Corridor is the largest biodiverse carbon sink in Australia, and one of 36 global biodiversity hotspots – having been identified by Conservation International in 2001. The restoration project aims to create a 200km long green corridor to reconnect vegetation across 12 nature reserves.

Our commitment to reconciliation and justice and human rights

This year we continued to Pay the Rent and engage with First Nations-owned businesses for events and procurement. We recognise these are small steps in a long march for justice and reconciliation on the lands where we work. Our internal reflections have led to team members feeling more informed about and confident to engage with First Nations issues. To build on this foundation, we need to be more intentional in understanding what reconciliation and justice for First Nations Peoples means to them, to HAG as an organisation and to us as individuals, and to consider the acts that might flow from this understanding. Our vision for reconciliation and justice is an inclusive community built on mutual respect, strong relationships, and real opportunities for leadership by First Nations Peoples and communities.

Our [values](#) include respect for human rights. As a business, we support and are guided by the [United Nations Universal Declaration of Human Rights](#), the [Ten Principles of the Global Compact](#), and [United Nations Guiding Principles on Business and Human Rights](#). You can read the full policy on our website [here](#).

Ethical procurement

As in previous years, we walk the talk in the ethical procurement of goods and services for HAG. We strive to support women-led, First Nations and local businesses. We are so proud that 47% of our expenditure goes to businesses owned and run by women and around 26% of our expenditure goes to our local businesses.

OPERATIONS AND FINANCIAL BREAKDOWN

Our operations

Total Trading income	\$1,942,462
Total other income	\$495
Cost of Sales	\$507,811
Cost of Operations	\$1,506,104
Profit	(\$70,958.50)

A note on our Financials

Like many other small businesses, we continue to experience a negative impact on our bottom line from the COVID-19 pandemic, in addition to currency exchange losses.

Thank you to everyone we worked with over the past financial year:

Clients:

Alinea International	CBM Australia
Australian Lutheran World Service (ALWS)	Glow Red
Australian Department of Foreign Affairs and Trade	International Council of Voluntary Agencies (ICVA)
Australian Volunteers International	International Medical Corps (IMC)
Australian Council for International Development	The Institute for Human Security and Social Change, La Trobe University
Australian Humanitarian Partnership Support Unit	Swiss Agency for Development and Cooperation
Australian Red Cross	The University of Melbourne
CARE Australia	UN Women
Caritas Australia	World Vision Australia
Church Agencies Network Disaster Organisation (CAN DO)	

New:

National Consultants: PNG, Solomon Islands, Vanuatu, Myanmar

Glow Red

ChildFund Australia



