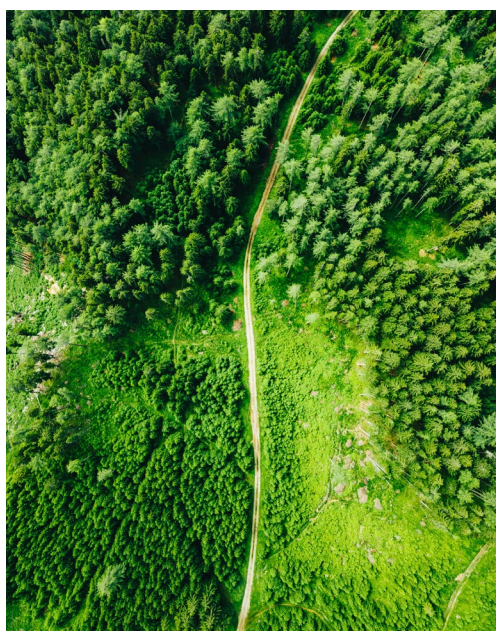


CHANGE ON THE HORIZON:

Year 2 of the Humanitarian Horizons Research Program and its Impact over Time



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About the program

Humanitarian Horizons 2021–2024 (HH) is HAG’s three-year research initiative that adds unique value to humanitarian action in the Indo-Pacific by generating evidence-based research and creating conversations for change. It is supported by the Australian Government through the Department of Foreign Affairs and Trade (DFAT).

The research program for 2021–24 builds on the achievements of the previous iteration of the program (2018–21) and HAG’s experience in supporting the sector for almost 10 years. The research is structured into three interlocking streams: 1) Power, People and Local Leadership, 2) Greening the System, and 3) Real Time Analysis and Influence. It is underpinned by a fourth stream comprised of governance, accountability, and monitoring, evaluation and learning processes.

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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.



About us

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. As an ethically driven business, we combine humanitarian passion with entrepreneurial agility to think and do things differently.

About our partners

Collaborate Consulting Pty Ltd (CoLAB) is a Fiji-based development consultancy company that has delivered projects with diverse partners in the Pacific, Asia, Africa and Europe. CoLAB's vision is to achieve localised responses to development that are inclusive and sustainable, enabled through genuine collaboration amongst all partners.

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

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.

The **Pacific Islands Association of Non-Government Organisations (PIANGO)** is the major regional non-governmental organisation in the Pacific islands, with membership in its 24 countries and territories.

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.

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Humanitarian Horizons program partners, Brisbane, 2022.

Change on the horizon

Transformative change takes time. We know this, and yet the urgency of the problems that the humanitarian system must solve requires us to deepen our resolve to achieve systemic change and quicken our pace.

“HAG and the partners are real connectors – you’re bringing the Pacific context to the international humanitarian dialogue and vice versa. Particularly on localisation, as we know, but now on other reformist ideas too. There’s been a really critical sharing of knowledge, experience and practical resources across regions.”
(Regional humanitarian representative)

Humanitarian Horizons asks the hard questions about how humanitarian assistance can be done differently, and provides alternative pathways to make change happen. We do this through collaborative, contextualised research that seeks to engage and energise the humanitarian sector, both in Australia and overseas. This report documents how we are starting to see that engagement and energy translate into positive practice and policy change.

The current program builds on the 2018–2021 iteration and has three interlocking research streams:

- Power, People and Local Leadership (PPLL)
- Greening the System (GTS)
- Real Time Analysis and Influence (RTA)

These are complemented by a fourth stream, Governance, Accountability and Learning, which anchors the program and includes the monitoring, evaluation and learning framework (MEE) upon which this report is based (see Box 1 below).



Determining the impact and influence of research is rarely easy – particularly in complex, ever-changing and unpredictable humanitarian settings – but always important. This report begins with an overview of our research activities in Year 2, then maps the program’s global and regional reach. We then outline the work we’ve been doing under the three research streams, the impact it has had, and where it’s leading.

BOX 1: THE HUMANITARIAN HORIZONS MEF - UNDERSTANDING AND TRACKING OUR REACH, INFLUENCE AND IMPACT

The MEF sets out the approach to assessing the program’s performance over 2021–2024 and is a mechanism through which to capture both progressive and end-of-program results. As a guiding document, it ensures that HAG, our national research partners, and DFAT have the tools needed to make well-informed, evidence-based decisions.

Here are some of the promising developments we’re seeing as we head into Year 3:

- Local actors in Asia and the Pacific are using Humanitarian Horizons’ evidence to advocate for more equitable ways of working and involvement in decision-making
- International actors are drawing on research frameworks and papers produced through the PPLL stream to inform and influence policy and strategy
- HAG’s research has influenced operational agencies to amend elements of their policies or practice. For example, Palladium drew on Greening the System: A Vision for a Green Humanitarian Future in crafting its Greening Strategy, particularly in identifying long-term objectives and aspirational principles
- Increased sector interest in and understanding of humanitarian impact on the environment – our *Framework for Green Humanitarian Action* (forthcoming) was endorsed by Pacific-based actors (including ministry representatives) in two workshops, with several agencies indicating strong interest in piloting the framework through their programs.

Our year at a glance: program highlights

HUMANITARIAN HORIZONS RESEARCH PROGRAM 2021-24 Achieving better outcomes for crisis-affected people



6 institutional partners and **14** collaborators across Asia and the Pacific

6 active members of the Research Advisory Committee

OUR RESEARCH FOOTPRINT

11 published research reports (with **2** forthcoming)

6 blogs

4 podcast episodes

3 policy briefs

12 countries of focus in Asia and the Pacific, and 1 in Europe

389 research interviews and consultations conducted

280+ survey respondents reached

OUR REACH AND IMPACT

9 times our research was represented in international conferences

7 events held to socialise our research, with over 220 participants

26 organisational briefings conducted

Over **1,500** engagements with the research content via our social media platforms

Over **100** citations of our research (globally, regionally)

At least **16** organisations shared examples of our research directly impacting their programs and advocacy

OUR CONTRIBUTION TO THE SECTOR: HEARING FROM PACIFIC PRACTITIONERS

As a practitioner, I can't go past a decision without checking in on what HAG research has done and says about a topic. (National representative during HH M&E interviews)

The research provides the back-up you need – even if our voices are the only voice, at least the research is there so we can say – I'm not making this up. (National representative during HH M&E interviews)

OUR FIRST PODCAST

[I Think You're On Mute](#)



Our research in the world

WHO IS USING OUR RESEARCH?



Who is citing us?

- University/Journal publisher - **42**
- Research organisation/Think tank - **26**
- INGO/NGO - **14**
- Network - **13**
- UN/IASC - **3**
- Donor - **2**
- RCRC Movement - **1**

Who is citing us?

<p>UK</p> <ul style="list-style-type: none"> Oxford University Press Humanitarian Policy Group Taylor & Francis Group ALNAP Institute of Development Studies Knowledge, Evidence and Learning for Development (K4D) Humanitarian Leadership Academy Refugee Quarterly Survey The Lancet Regional Health – Western Pacific Journal Journal of Audiovisual Translation Journal of Asian Public Policy 	<p>USA</p> <ul style="list-style-type: none"> International Peace Institute Women’s Refugee Commission UNICEF Inter-Agency Humanitarian Evaluations Asian Journal of Comparative Politics Center for Global Development Inter-Agency Standing Committee Environment and Urbanization Journal CDA Collaborative Learning Projects Yale Journal of International Affairs Tufts University Webster University 	<p>Australia</p> <ul style="list-style-type: none"> Australian Red Cross Australian Humanitarian Partnership Development Policy Centre Australian Pacific Security College (ANU) RDI Network University of NSW University of Technology Sydney <p>Other</p> <ul style="list-style-type: none"> Canadian Journal of Development Studies, Canada Save the Children, Denmark Groupe URD, France Key Aid Consulting, France 	<ul style="list-style-type: none"> Ambio Journal, Germany Centre for Humanitarian Action, Germany Conflict and Health Journal, Germany Oxfam International, Kenya International Journal of Education Research, Netherlands Chr. Michelsen Institute, Norway Lund University, Sweden Uppsala University, Sweden CHS Alliance, Switzerland Frontiers in Political Science Journal, Switzerland Geneva Centre for Security Policy, Switzerland Sphere, Switzerland European Evaluation Society, Europe-wide
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HAG & national research partners showcase HH research and agenda at:

- [Asia Pacific Ministerial Conference on Disaster Risk Reduction](#) (Sep 2022)
- [ACFID National Conference](#) (Nov 2022)
- [State of the Humanitarian System Launch Roundtable](#) (Nov 2022)
- [Australasian Aid Conference](#) (Dec 2022)
- [Humanitarian Leadership Conference](#) (April 2023)
- [Meet the Ideas](#) (July 2023) - Virtual



Power, People and Local Leadership Stream

Stream Outcome Indicator: The program supports a shift to a more localised system that facilitates more effective and equitable humanitarian action

The PPLL research stream is designed to discover whose priorities shape humanitarian action, who sets goals, who determines success, and the impact of specific practices on inequalities.

Year 2 of the stream built on the foundations of Year 1, with evidence of impact and influence of research products growing in our region and contribution to learning at the global level. The below outlines the progress of the stream and key impacts in the areas of policy and practice, advocacy, narratives and conversations, and expanding the evidence base. It also touches on future stream priorities.

Stream progress - By the numbers



5 papers that explore the current state of play, inequalities, barriers and entry points to a more localised and equitable humanitarian system



2 studies that explore systemic inequalities in humanitarian knowledge and evidence



2 policy briefs that support DFAT to use our research



15 collaborators and partners across **12** countries



147 research interviews and consultations



5 sector-wide events organised to engage stakeholders and socialise the research and **6** conference presentations



14 organisational briefings

Box 2: An Eye on Impact

- Local actors in Asia and the Pacific are using PPLL evidence to support their advocacy for more equitable ways of working and involvement in decision-making.
- Increased sector understanding of localisation approaches and impacts through dialogue, discussion and support.
- International actors, including Caritas Australia, the Australian Red Cross and RedR Australia, are drawing directly on PPLL frameworks and papers to inform policy and strategy.
- Research on localisation and knowledge production from the region is increasingly influencing localisation approaches and research in other contexts (e.g. Yemen, Ukraine).

WHAT WE'VE DONE

We're focusing on three interconnected areas of work to help bring about a more equitable humanitarian sector, as presented in the *Achieving a More Equitable and Impactful Humanitarian Sector: Platform Paper*. Year 2 of the program has focused on building on the foundations of Year 1 and developing new research papers, frameworks and briefs in the three areas outlined below.



Creating the evidence base for locally-led response.

- **Localisation learning briefs:** In the three localisation learning briefs we published in Year 2, we explored what practices support and elevate locally led humanitarian action in Asia and the Pacific, at the project level, through transformative partnerships and networks and collectives. The learning briefs document ways to support local leadership, giving operational actors concrete and practical inspiration to adopt effective and important practices that support ethical and effective ways of working.
- **Thinking about impact:** *A Pathway to Localisation Impact: Laying the Foundations*, published in Year 2, starts to explore how the sector can define and measure the impact of localised practices on crisis-affected populations. It lays the foundation to build a framework that can help understand how localisation can better support outcomes for communities.



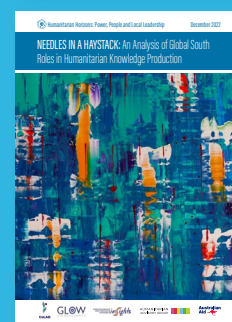
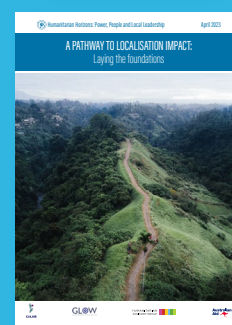
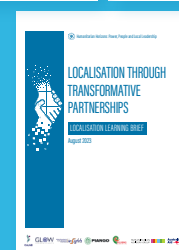
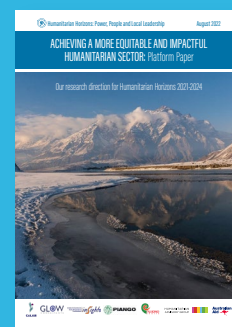
Challenging biases in knowledge production

- **Humanitarian knowledge and evidence:** *Needles in a Haystack: An Analysis of Global South Roles in Humanitarian Knowledge Production* and *Stories for Change: Elevating Global South Experiences in Humanitarian Knowledge Production* (published in Year 1) explored the politics of humanitarian knowledge and the changes that can bring about more inclusive and equitable approaches to research, evaluation and decision-making. The stream is also continuing a core HAG practice: reflecting on, sharing and improving our own research partnerships, through a guidance paper on equitable humanitarian knowledge production (forthcoming).
- **Experiences of affected communities:** We have studied the experience of affected communities in humanitarian knowledge production, specifically the extent to which affected communities have access to evaluation findings and how it can be improved (forthcoming).



Changing behaviours and norms that embed inequalities.

We are examining behaviours and norms that perpetuate inequalities, identifying their impacts, and determining how to reduce biases and create a more equitable and impactful sector. The first paper from this work (forthcoming) is entitled *Respectful Recruitment in Humanitarian Response: Why It's Important and How We Get There*.



THINKING ABOUT IMPACT

Our work in this stream is influencing our sector in diverse ways, including increased interest in and demand for support in tackling barriers to more localised and equitable systems through policy and practice, and enabling southern institutions and actors to challenge how knowledge is produced and to use evidence for their own advocacy.

Policy and practice

How: Our publications are helping decision-makers identify entry points for policy and practice change, inspired by the various pathways that the research provides. International actors, including donors, are citing the program's research as an influencing factor in thinking about and driving change.

- **Informing the development of strategy and policy:** The PPLL stream informed the development of Caritas Australia's Accompaniment Strategy and RedR Australia's Localisation Strategy and Action Plan. The AHP has used the localisation measurement framework in its MEF and to inform Disaster Ready localisation plans.

“HAG's research has contributed to a more sophisticated understanding of what we as Australia-based humanitarian actors want to do on localisation, especially in the Pacific context. HAG has done everything you can to shape the discussion and thinking – you can't always shape how operational actors work or make decisions but you help inform their thinking and provide them with important insights and ideas. This research have been pivotal to the localisation journey in Australia – for both DFAT and NGOs.

(Australian humanitarian sector representative)

Advocacy

How: Local actors and networks are actively using the research to advocate for more equitable ways of working and for more involvement of local actors in decision-making.

- **Supporting local civil society actors to use evidence for advocacy and work with government:** The National Humanitarian Network in Pakistan and PIANGO are using PPLL evidence to identify their priorities on localisation and engage directly with donors and INGOs. Other local actors are using evidence to inform their advice to governments.

“HAG is like a knowledge bank for the spaces I work in the region... [a] huge help when you look at the existing research they have done – for example right now I am supposed to provide advice to the Tuvalu government on humanitarian action, localisation and coordination. I have used the HAG portal to help with some of that information – especially around local leadership and lessons from response work.

(National humanitarian representative)

Narratives and conversations

How: Our research is shaping sector conversations and dialogue to inform programming and decisions.

- **Influencing sector working groups and platforms:** We give ACFID's Humanitarian Reference Group (HRG) regular briefings on our research and support their conversations on reform. HAG was invited by CAN DO to be on its Localisation Working Group, and by the Swedish Expert Group for Aid Studies to be on the Reference Group for its evaluation of Sweden's localisation commitments. We have also provided 14 organisational briefings to ensure our insights are informing ongoing conversations and thinking.

“ The research has both accessibility and understandability – which is really critical for people who don't live the localisation world 24/7. It's helpful to take it to busy people – directors, humanitarian country teams – when you're going into discussions. (Regional humanitarian representative)

- **Making space for partner and Global South actor engagement and contribution:** The events, conference presentations and panel discussions we have led enable PPLL stream partners to speak in Global North dominated spaces and challenge research and evidence production practices. We launched the *Needles in a Haystack* and *Stories for Change* reports during the Regional Humanitarian Partnerships Week in Bangkok in December 2022, and held an event series called *Meet the Ideas*, attended by 150+ participants, in July 2023. With HPG, Pujiono Centre, Dr Chris Roche (La Trobe University) and Ica Fernandez (independent consultant), we held a panel titled *Who decides? The politics, personalities and publics in humanitarian decision-making* during the Humanitarian Leadership Conference in April 2023.
- **Contributing to humanitarian knowledge forums:** HAG and research partners participated in global and regional conferences to showcase our thinking, bring key actors together to build momentum, and support emerging discussion and practice. These included the Asia Pacific Ministerial Conference on DRR (Sept 2022), ACFID National Conference (Nov 2022), Australasian Aid Conference (Nov 2022), Humanitarian Partnerships Network Week (Dec 2022), Humanitarian Partnerships Network Week and State of the Humanitarian System Roundtable (both Dec 2022), and Humanitarian Leadership Conference (Apr 2023).

Expanding the evidence base

How: Knowledge and resources from the PPLL stream are informing HAG's and other actors' research outside the program. This expands the evidence base on localisation, and helps operational actors understand and improve ongoing humanitarian responses.

Recent examples include:

- Working with UN Women to understand how the CERF Global Grant is supporting women-led organisations in Colombia, Cameroon and Palestine, and with Australian Red Cross to understand localisation in protracted crisis contexts.
- Leading research for UNHCR on behalf of the Camp Coordination and Camp Management (CCCM) Cluster on how to localise its coordination processes.
- Working with actors in Ukraine to adapt and use the Localisation Measurement Framework.

“ [HAG's research] has supported a shift in how the sector looks at and discusses localisation. I was in the region when the framework and baselines came up. I saw how the initial baselines led to step-by-step change. ... I could see how this work influenced and shaped the discussions. ... It's great to see others also seeing value in your work and using it as a basis for their advocacy. It is an testament to the work that HAG and PIANGO did initially – and how small pieces can drive bigger change. (Regional humanitarian representative)

Influencing change in research practice

How: Providing ideas and approaches on conducting partnership-based research for other research organisations.

- **Contribution to localised research approaches:** Our colleagues at the HPG used our work to strengthen their partnership-based research in Nigeria.

“ A lot of the content in the knowledge and evidence papers and other HAG research has made its way into the partnership work we are doing – like the time investment for partnership building without a contract, taking a blank slate approach to co-designing our research. (Australian humanitarian representative)

WHERE IT'S LEADING

As the PPLL stream continues in Year 3, we will focus on the following goals.

Moving the discussion on localisation towards understanding and highlighting its impact.

HAG and research partners GLOW Consultants, inSights and Pujiono Centre are currently working with organisations in Pakistan, Bangladesh and Indonesia (and soon, Philippines) on defining and measuring the impact of localisation at the community level. The learning from this process will be incorporated into a community-level localisation measurement framework – a much needed tool that humanitarian actors can adapt and use to improve outcomes for crisis-affected communities.

Creating a vision towards an equitable humanitarian knowledge and evidence landscape.

Year 1 and 2 of the program unveiled many issues relating to the power dynamics shaping knowledge production and use, and the voices of Global South researchers and affected communities. HAG and our institutional partners will use these to devise practical strategies that enable humanitarian researchers and institutions to build a more equitable knowledge and evidence landscape.

Paving pathways towards more equitable practices.

Staff poaching and salary inequalities are common yet uncomfortable to talk about. The PPLL stream recognises these problems and will work with key actors to explore and use the evidence produced to improve the experiences of humanitarian workers, relationships between organisations, and respect for the sector's ethical and legal commitments.



Greening the System Stream

Stream Outcome Indicator: The program supports the sector to reduce the negative environmental impact of humanitarian response

The [GTS research stream](#) explores how the humanitarian sector can move towards greener response to mitigate its negative impacts upon the climate and environment. This is an agenda-setting project that aims to enable the sector to assume responsibility for its own environmental impacts.

Year 2 of the stream built on the foundations of Year 1, focusing on bringing together Pacific stakeholders to develop a measurement framework for actors in the region. This process generated buy-in from Pacific and Australian stakeholders, driving increased interest in taking action and, ultimately, to policy shifts. This section outlines the GTS stream's progress and impacts on policy and practice, advocacy, narratives and conversations, and expanding the evidence base, as well as future stream priorities.

Stream progress - By the numbers

-  **1** vision paper for a green humanitarian future
-  **7** analyses of barriers to and enablers of a greener response and entry points for the sector
-  **1** policy brief to support DFAT's research uptake
-  **6** collaborators in **4** countries
-  **188** research interviews and consultations
-  **2** events held to engage stakeholders and socialise the research
-  **3** conference presentations
-  **7** organisational briefings

Box 3: An Eye on Impact

- Operational agencies have amended elements of their policies or practices, citing HAG's research as an influence. Palladium drew on [Greening the System: A Vision for a Green Humanitarian Action](#) in crafting its Greening Strategy, particularly long-term objectives and aspirational principles.
- Increased sector interest in and understanding of humanitarian impact on the environment. Our draft Framework for Green Humanitarian Action was endorsed in two workshops with Pacific-based actors (including ministry representatives), with several agencies indicating strong interest in piloting the framework through their programs.
- Building alliances around greening humanitarian action. We have built strong relationships and connections with organisations and individuals, both regionally and globally. Our conversations focus on building momentum around shared objectives and breaking down siloes between stakeholder groups.

WHAT WE'VE DONE

The stream's inaugural vision paper, *Greening the System: A Vision for a Green Humanitarian Future* sets the scene for the research. Year 2 has focused on building on the foundations outlined in this paper and developing a framework for action.

Building the vision:

Together with our partners, we identified key emerging themes, barriers and opportunities through broad consultation with the sector and review of the existing literature. The five priority areas associated with green humanitarian action were: 1. Protect habitats and their inhabitants, 2. Race towards NetZero, 3. Choose clean energy, 4. Reduce waste and 5. Use less water. The vision paper's behavioural science lens continues to help the stream to uncover the obstacles to progress towards a greener humanitarian system. More information about our behavioural science approach, and new partnership with *BehaviourWorks*, is provided in Box 6 on page 24.

From vision to action:

The vision was validated and refined through a multi-stakeholder workshop that engaged diverse domestic and regional actors. The strategy and next steps for the research were detailed in the internal report *Greening the System: From Vision to Action*.

Developing the framework:

Our Framework for Green Humanitarian Action and a paper on the barriers and ways forward are being developed and we are analysing and documenting the behavioural barriers and enablers that will underpin a greener humanitarian system.

THINKING ABOUT IMPACT

Our work in the GTS stream is influencing our sector in diverse ways. It has increased interest in and understanding of humanitarian impact on the environment, strengthened demand to turn the identified vision into action, and mapped evidence of the sector seeking to remove barriers to a greener response.

Policy and strategy

How: GTS stream evidence is informing strategies and project design on green action in the region.

- **Green strategy development:** As noted earlier, we have engaged extensively with the HLC delivered by Palladium, whose Greening Strategy was influenced heavily by the vision paper and discussions with us and DFAT. Palladium now has a strategic action plan and has allocated resources to support its implementation. Palladium is also using the vision paper in training and increasing team awareness about the importance of green humanitarian action.
- **Project design:** We have provided guidance for the development of the Pacific Humanitarian Warehousing Project's greening component. We have developed strategic partnerships focused on green action design in the Australian humanitarian sector and internationally, notably with WWF-Australia, the Australian Humanitarian Partnership (AHP) and Global Platform for Action (GPA).

“ We see it as a waterfall effect. DFAT set out its commitment to the environment, then DFAT funded Humanitarian Horizons through you [HAG], and through Humanitarian Horizons you have developed Greening the System and the localisation stream, and from there you have delivered the vision paper, and from that we [Palladium] have developed our own greening strategy – it’s a waterfall streaming down. We couldn’t have crafted our strategy without your vision paper – we would have been doing isolated greening efforts, which are disjointed and piecemeal. (Palladium representative)

Narratives and conversations

How: The stream has influenced thinking and momentum for action by opening space for conversations and bringing evidence to support change processes.

- **Building momentum on green action as an emerging priority:** Through workshops we conducted in Canberra, Melbourne and the Pacific region, engaging over 80 individuals, the GTS stream energised conversations about the importance of green humanitarian action. The research was shared at the Regional Humanitarian Partnerships Week in Bangkok, garnering strong interest from stakeholders including the CCCM Cluster.

“ While there is pressure on the sector to act on climate change more broadly, there is not as much pressure or expectation on greening humanitarian response. But the research from HAG and partners is critical to create this pressure and long-term buy-in. (Australian humanitarian coordination representative)

Influence on practice

How: Developing tools to support agencies in greening humanitarian response.

- Our draft Framework for Green Humanitarian Action was endorsed in two workshops with Pacific-based actors, with some agencies strongly interested in piloting the framework through their programs. We have initiated new partnerships with Climate-Smart MSF, ActionAid Australia and the CALP Network, with the intention to collaborate on research.

WHERE IT'S LEADING

Our research shows that many actors recognise the need to pursue more environmentally sustainable action, but don't know how. The GTS stream will provide solutions by piloting the Framework for Green Humanitarian Action. It is also exploring cross-cutting areas such as strengthening local leadership, collaboration with other sectors, and centralising gender equality, disability and social inclusion (GEDSI), given that climate change disproportionately affects marginalised groups.

Our framework is built upon the traditional terminology, values and practices of the Pacific, in recognition that existing tools and resources are rarely contextualised. Meanwhile, our behavioral science research is exploring how to harness momentum for change in the sector.

“ [The research] is important because it brings examples from the Pacific [to the international conversation], particularly around the root problems that are common no matter the complexity. (Regional humanitarian representative)



Real Time Analysis and Influence Stream

Stream Outcome Indicator: The program informs and influences humanitarian practice in real time

The [RTA research stream](#) focuses on short, digestible evidence and topical or thematic issues immediately relevant to the sector. The stream works with humanitarian practitioners from international and local organisations to identify how practice is evolving in real time, and what evidence is needed to shape more effective decision-making.

In Year 2, the RTA stream has continued to identify and analyse key real time issues, including anticipatory action (AA) in the Pacific and in the Pakistan flood response. The practice papers produced in Year 1 continued to gain traction and uptake, and influence sector conversations and practice in Tonga and in Australia, in particular on green humanitarian response.

Stream progress - By the numbers



2 papers on emerging issues and thematic areas



4 collaborators across **4** countries



54 research interviews and consultations and over **130** survey respondents



5 organisational briefings



1 conference presentation

Box 4: An Eye on Impact

- RTA products are meeting the sector's need for evidence in tackling emerging issues: they include outputs on the response to the Tonga volcanic eruption in 2022, the influence of COVID-19 recovery in surge practices, the 2022 Pakistan floods, and the increasing interest in AA during climate change.
- Practice papers are perceived as useful by partners and targeted stakeholders. *Treading Gently*, co-developed with the CSFT and MORDI Trust, contributed to creating awareness of humanitarian practices that harm Tonga's environment and to the push towards greener humanitarian response.
- Evidence is supporting humanitarian actors in Asia and the Pacific to progress change on emerging issues. For example, as *A Model for Anticipatory Action in the Pacific* (forthcoming) explains, Pacific actors are increasingly acknowledging the need to develop an AA system in the Pacific and asking how existing, albeit fragmented, initiatives and platforms can be leveraged to inform national-level AA systems that elevate locally led leadership and civil society.

WHAT WE'VE DONE

The RTA stream is generating insights into the issues and needs that the humanitarian sector is grappling with today and preparing for tomorrow, such as:

Evolving humanitarian surge: As the COVID-19 pandemic has shifted to recovery mode, there was a need to explore lessons from the pandemic and agendas that are changing approaches to emergency response in the Asia-Pacific region and worldwide. In our practice paper [Default to Design: Shifting Surge Post Pandemic](#), we documented how humanitarian organisations are rethinking their approaches to surge, including lessons from recent rapid changes, and suggested a pathway for contemporary humanitarian surge.

The Tonga volcano eruption and green response issues: In [Treading Gently: Building on Positive Environmental Practice in The Tonga Volcano Response](#), we examined the response to the Tonga volcanic eruption and tsunami through a 'green response' lens. This rapid analysis of emerging evidence generated conversations for response and recovery planning, and informed decision-making and review processes for humanitarian stakeholders in Tonga and the Pacific.

Anticipatory action: RTA research for *On the Front Foot: Envisioning A Model for Anticipatory Action in the Pacific* (forthcoming) found that while formally recognised AA systems are yet to be established in the Pacific, elements exist at the community level and reflect traditional knowledge-based practices.

Learning from the Pakistan floods: Our forthcoming paper on the 2022 Pakistan floods explores lessons on AA, including anticipatory cash for women, and presents experiences that can guide preparedness and response plans in the immediate to short term.

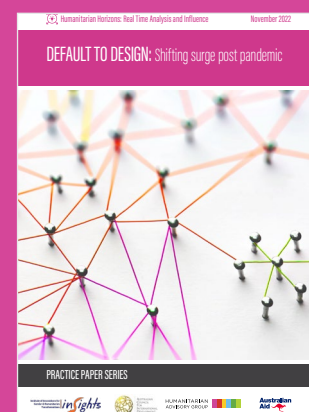
THINKING ABOUT IMPACT

Our practice papers are supporting humanitarian actors in Asia and the Pacific to progress change on emerging issues. There is evidence of their utility to key stakeholders, with the knowledge and practical actions outlined supporting humanitarian responses.

Practical guidance

How: Helping humanitarian actors get value from new ideas and techniques relevant to their work. The RTA stream keeps abreast of emerging issues in the sector through consultations and active engagement with NGOs, networks such as ACFID's HRG, our institutional partners, and DFAT.

- *Default to Design* proposes routes for humanitarian actors to turn ad hoc shifts in surge into intentional learning, drawing attention to the many ways that such changes can support local leadership. It highlighted the skillsets that humanitarian staff and their managers will need to get the most out of complementary ways of working in surge situations.



- *On the Front Foot* presents a pathway for AA – informed by the voices of Pacific actors at all levels. While its steps and actions are relevant to all stakeholders engaged with AA in the region, it showed that donors are critical in supporting and driving effective action.

Creating momentum and cross-learning

How: Bringing attention to and creating momentum for change and learning on key issues in real time.

- **Cross-learning:** *Treading Gently* helped to draw attention to positive environmental practices, amplifying grassroots actions and laying the groundwork for engagement with the GTS research. It was circulated widely in Tonga and across the region, and generated significant conversations amongst civil society and government.

“ The research has been publicised across many platforms. [Stakeholders] have done a lot to get the paper out there. It has raised a lot of awareness, especially with communities... [Since the research was published] conversations about greening the humanitarian system, green practice and green processes are part of discussions for new humanitarian projects. There have been lots of conversations around waste management and what ‘greening’ actually means – rather than just slapping the word ‘greening’ on anything, there’s been a lot of talk around the meaning of greening itself. (National representative)

- **Sector engagement:** We showcased our thinking and research on the Tonga response during the ACFID Conference, and through organisational briefings with Australia-based NGOs and DFAT Posts in multiple countries.

WHERE IT’S LEADING

The RTA stream will continue to produce analyses and practice papers that are robust, rigorous, action-oriented, and timely enough to contribute to decision-making. We will ensure that local priorities inform the stream’s outputs. The questions we’re asking include: How can thematic exploration of emerging humanitarian issues progress thinking and action? What are the opportunities for rapid assessments to inform humanitarian operations in real time? What needs does the sector have in analysing and reacting to emerging issues and debates? This work will ensure this stream continues to produce relevant and practical evidence.

Partnership Journey – HAG and Pujiono Centre

The Pujiono Centre, based in Yogyakarta, Indonesia, seeks to expand the capacities of practitioners and promote evidence-based policymaking in disaster management and risk reduction.

“ The research that HAG and PC do is showing the clear reality of what’s happening in the field. It puts better understanding to this kind of context that this is why there is need for us to have an alliance, connect the non-humanitarian and humanitarian, and non-development/development actors. Through this alliance, we can have better collaboration in the field. We can have better coordination due to frequent engagement.

(National representative, HH M&E interview)

2018



HAG and PC establish partnership for a practice paper on the Central Sulawesi earthquake response

2019



HAG and PC long-term institutional partnership formalised through the Building a Blueprint for Change stream of Humanitarian Horizons 2018–2021



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



Localisation in Central Sulawesi Humanitarian Response: These Snapshots Could Change the Way You Think! (Aug 2019)



Localisation in Action? Operationalising Support to Local Leadership in Sulawesi (Oct 2019)

2020



Through the Building a Blueprint for Change stream, PC and HAG engaged with local and international actors to build the evidence base on humanitarian reform in Indonesia in a contextually appropriate, sustainable and nationally-led way.



Building a Blueprint for Change: Laying the Foundations (August 2020)



PC and HAG’s Blueprint for Change research was adapted to overcome COVID-19 related challenges in Indonesia, pivoting temporarily to support the establishment of SEJAJAR¹

¹ SEJAJAR is a multi-sectoral platform with more than 600 CSO/NGO members in 34 provinces. SEJAJAR coordinated and consolidated CSO support during the COVID-19 pandemic. In early 2021, SEJAJAR and six other national networks established IDHA, which advocates for localisation in Indonesia.

2021



PC continues to be the knowledge hub for localisation initiatives and reform discussions in Indonesia



Local Voices on Humanitarian Reform: A Briefing Series from Indonesia (Oct 2021)



Undervalued and Underutilised: Non-Humanitarian Actors and Humanitarian Reform in Indonesia (Oct 2021)



PC and HAG research informed the establishment of IDHA, a network of both humanitarian and development organisations



Humanitarian Horizons 2021–2024 kicked off with PC as one of its national research partners

HAG and PC undertook partnership brokering to explore ways of working, roles and responsibilities for each party; memoranda of understanding finalised

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



Publication of the PPLL Stream Platform Paper, co-produced with all national research partners including PC

Achieving a More Equitable and Impactful Humanitarian Sector: Platform Paper (Aug 2022)



PC and other Humanitarian Horizons stakeholders convened to discuss HH during the 7th Session of the Global Platform for DRR in Bali, Indonesia



HAG and national research partners showcased the HH research and agenda to 3000+ delegates at the Asia-Pacific Ministerial Conference on DRR in Brisbane



PC and partners convened a panel discussion on power and inequalities in humanitarian knowledge production during Regional Humanitarian Partnerships Week in Bangkok

2022–2023



PC continues to be the knowledge hub for localisation initiatives and reform discussion in Indonesia

SHEEP and the Together Consortium sought PC's support and advice on the implementation of their localisation initiatives in Indonesia

Academic institutions and PhD students approached PC to support their research on localisation



Localisation in Asia and the Pacific: What is Happening and Where to Next?



Pathways Toward a Green Humanitarian Response: A Behavioural Science Analysis of Barriers and Opportunities (forthcoming)



Governance Stream

Stream Outcome Indicator: The program's governance processes are relevant and functioning well

The whole-of-program Governance stream covers program management, partnership quality, the Research Advisory Committee (RAC), sector engagement, GEDSI, MEL, communicating for impact, and ethical standards and risk management.

PROGRAM MANAGEMENT

Outcome Indicator: DFAT's internal monitoring demonstrates good HH program management.

Like the first iteration of the program, Humanitarian Horizons is being delivered in a spirit of open communication and partnership between HAG, our national research partners and DFAT, in accordance with contractual requirements. HAG provides monthly program updates to DFAT and communicates regularly with our program counterparts. We engage on thematic issues and planning for program deliverables (such as seeking engagement and input into concepts and approaches). DFAT rated HAG at 5 (*Good*) out of 6 in the 2022 Partner Performance Assessment.

PARTNERSHIP QUALITY

Outcome Indicator: Partner accountability mechanisms demonstrate that relationships are healthy and emerging issues are raised and resolved.

Strong, mutually beneficial partnerships remained at the heart of Humanitarian Horizons throughout Year 2. Year 1 set us up with strong partnerships built on solid foundations. In line with agreed ways of working and the program's MEL Framework, in January 2023 HAG led partnership reflections on what is working well and what could be improved with our five partners. We also held 1:1 sessions to co-develop partner plans to articulate and track partners' M&E support to the program. We developed a partner-led accountability process, whereby partners come together to discuss their experiences in partnering with HAG, with outcomes feeding into RAC meetings. Box 5 below provides some reflections on this from partners.

Box 5: Reflections from our partners

- **'All in' partnership** – partners confirmed that the ability to be inclusively involved with HAG across the full cycle of research is a core strength of the partnership and the program.
- **Mutual respect** – partners feel there's an open, constructive approach to the partnership. Partners feel confident to share opinions and debate issues, ensuring the research is more localised and contextualised.
- **Cross-learning** – partners reported a ramping up of engagement and cross-learning in Year 2 among Humanitarian Horizons' five national research partners.
- **Timeliness** – research activities are given sufficient time, realistic deadlines and flexibility. This enables higher quality, strength of design and rigour of findings.
- **Communication and coordination** – partners reported there was room for HAG to improve our internal coordination when partners are involved in multiple HH projects. This was addressed mid-way through the year and partners report that communication and coordination is subsequently working well.

- **Regional engagement** – partners in the South Asia region highlighted the positive aspects of contributing from inception and design through to publication and dissemination/engagement. Sector interest in previous research has also been noted due to the long-term nature of the partnerships.
- **Raising profiles** – partners reported that HAG’s profile as global leaders in localisation – and membership of networks including ODI, NEAR, Start Network, and ICVA – is strengthening their own organisational profiles.

As multiple and concurrent research processes began in Year 2, HAG recognised the increasing resourcing burdens placed on national research partners working across Humanitarian Horizons projects. This was addressed through increased communication and project phasing and coordination with research partners. We have also established a partnership with BehaviourWorks to elevate the role of behavioural science in the program. More information on this partnership is provided in Box 6 below.

Box 6: Linking behavioural science and humanitarian action – Our new partnership with Monash University’s BehaviourWorks



In 2022, HAG partnered with [BehaviourWorks Australia](#) to explore how we can improve humanitarian outcomes using behavioural science, which can help us understand why people don’t always do the things they should. [This blog](#) highlights the partnership and some lessons from behavioural science and how they apply to humanitarian systems change. For example, research for the GTS stream’s [Vision Paper](#) leveraged behavioural science principles to uncover obstacles to progress towards a greener humanitarian future.

RESEARCH ADVISORY COMMITTEE

Outcome Indicator: The RAC is providing quality input that is adding value to the program

The program’s RAC is active and functioning well. It continues to provide strategic 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, including two representatives from our national partners.

Insights from the RAC that have influenced the program include:²

- the need to support more Global South voices in the leadership of global structures and how this can be done without poaching (staff movement paper, forthcoming)
- that we more intentionally share our partnership approach through the program (PPLL partnerships paper, forthcoming)
- that we must reconsider what research dissemination means in today’s world (informing the ‘Meet the Ideas’ series).


² Current RAC members are: Helen Durham, CEO, RedR Australia; Richard Hannah, Lead Adviser, Humanitarian and Disaster Management at New Zealand MFAT; Kazi Shahidur Rahaman, Humanitarian Affairs Specialist, UN Bangladesh (with Resident Coordinator’s Office); Jeremy Wellard, Head of Coordination, ICVA; Nanette Antequisa, Executive Director, ECOWEB Philippines; Litea Biukoto, Team Leader Risk Reduction, The Pacific Community

SECTOR ENGAGEMENT

Outcome Indicators: Australian sector actors, including DFAT, increasingly engage with HH research; HAG and national research partners collectively strengthen the program’s visibility and reputation in the region; HH aligns with and positively influences DFAT’s bilateral and regional humanitarian packages; HH makes a demonstrable contribution to at least one humanitarian policy outcome or practice change in Australia, Asia or the Pacific.

Users of Humanitarian Horizons’ research value its independent analysis and prioritisation of needs in the region and recognise DFAT’s role in funding the program. We have engaged and influenced the sector consistently across a range of platforms. For example:

 **7** events held to socialise our research, reaching over **220** participants

 **26** organisational briefings conducted

 Over **1,500** engagements with the research content via our social media platforms


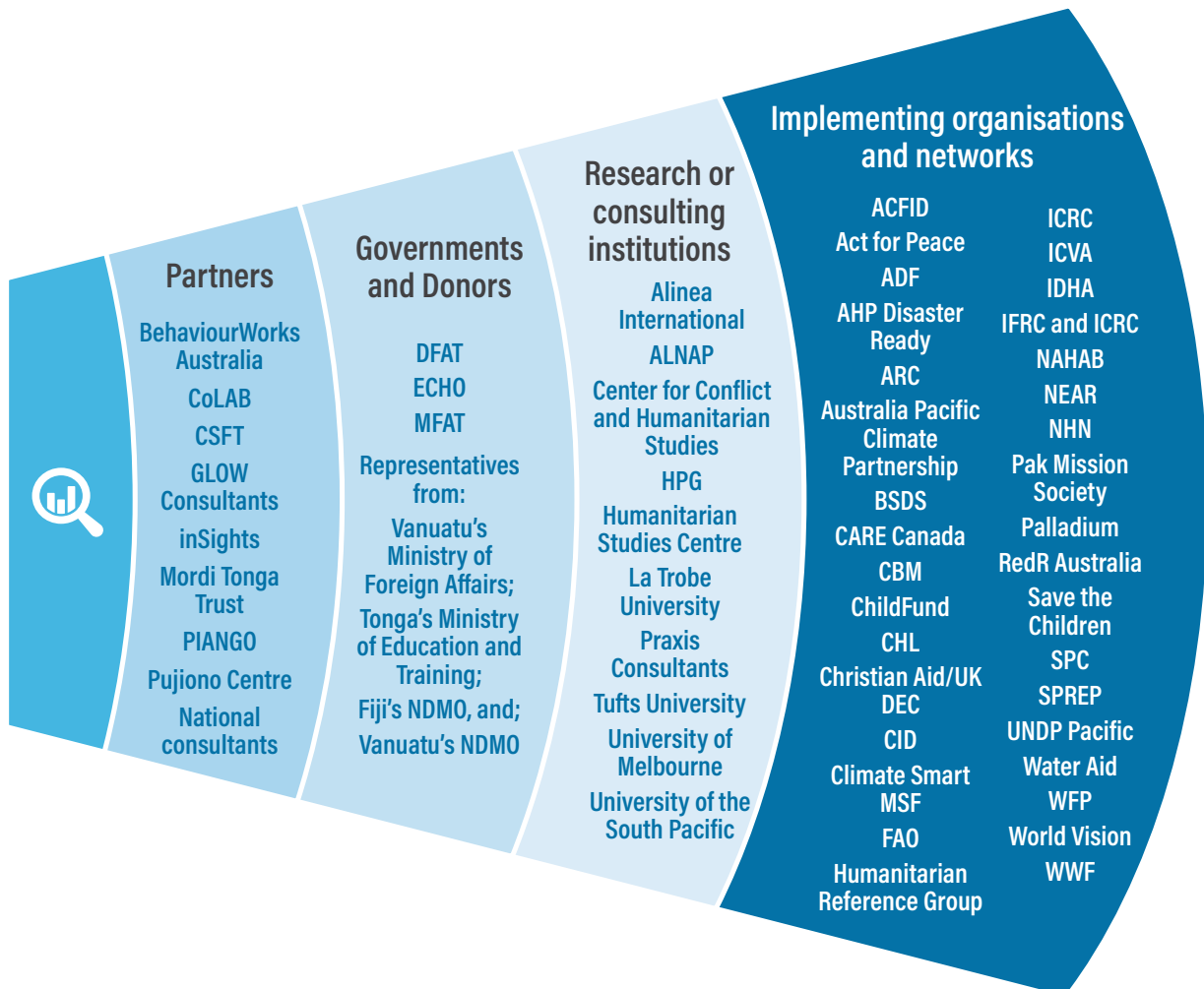
 **16** organisations shared examples of how our research has directly influenced their programs and advocacy

Figure 1: Humanitarian Horizons’ engagement with sector stakeholders



GENDER EQUALITY, DISABILITY AND SOCIAL INCLUSION

Outcome Indicator: The program is contributing to strengthening GEDSI in humanitarian action, in line with Australian Government and sector priorities.

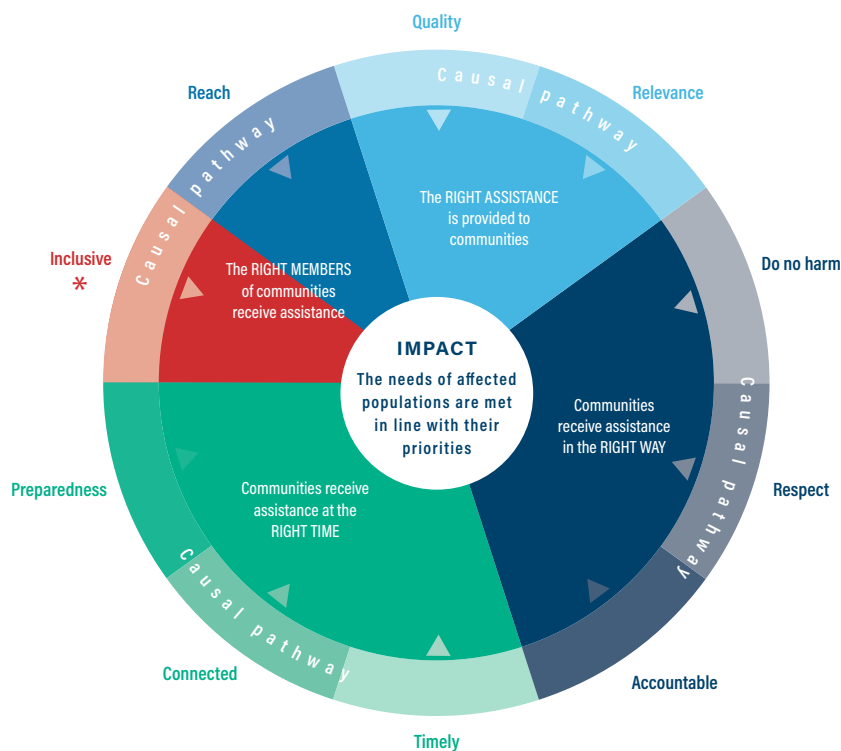
To guide the GEDSI focus for the program, HAG has taken lessons from the Diverse and Inclusive Humanitarian Leadership stream of Humanitarian Horizons’ first iteration (2018–21) and applied them to the current program. The three research streams incorporate GEDSI as follows.



PPLL Stream

- **Pathway to Localisation Impact research.** A GEDSI lens was applied to the proposed approach for measuring the impact of localised practices (see graphic below, and page 7 of the Pathway report for more detail). We intend to test the impact of this approach, including the ‘inclusive’ domain of change, across multiple country contexts during Year 3.

Figure 2: Proposed ‘domains of change’ approach to localisation impact, outlined in the PPLL stream’s publication, *Pathway to Localisation Impact: Laying the Foundations*, page 7



- Stories for Change: Elevating Global South Experiences in Humanitarian Knowledge Production. The methodology for the stream’s ‘knowledge and evidence’ research track included a GEDSI lens, activated the principle of ‘trusted and confidential space’ to facilitate an inclusive research process, and considered how the principle of diversity of voices was ensured in the workshop (see page 8 of the Stories for Change report for more detail).
- Localisation Learning Briefs: Our research partners interviewed key informants from two OPDs and one women’s group for these briefs.



GTS Stream

- The stream's Vision Paper addresses the disproportionate impacts of climate change on women and other (often marginalised) social groups; it proposes that this recognition be front of mind as the sector moves towards a greener humanitarian future.
- HAG team members advised the Pacific Humanitarian Warehousing Project on diverse and inclusive approaches to programming.
- From Vision to Action research – the development of the stream's *Framework for Green Humanitarian Action* included consideration of OPDs, women's and youth organisations.



RTA Stream

- *Default to Design: Shifting Surge Post Pandemic*: This paper considered gender well throughout, but did not explicitly consider disability inclusion – this will be strengthened in future papers.
- The forthcoming publication *On the Front Foot: Envisioning a Model for Anticipatory Action in the Pacific* includes a focus on the role of OPDs and women's groups in AA.
- The forthcoming publication *2022 Pakistan Floods: Lessons on Anticipatory Action and Cash*, explores the prevalence and effectiveness of AA, particularly via cash, for women and marginalised groups prior to the floods.

MONITORING, EVALUATION AND LEARNING

Outcome Indicators: HH MEL 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.


MEL activities throughout Year 2 focused on supporting effective partnerships to enhance the research process from inception through to dissemination and engagement. This included HAG facilitating one-on-one reflection sessions with national research partners as the new year kicked off, co-developing partner MEL plans to guide their input into program MEL (including for the preparation of this annual report), and jointly raising the visibility of Humanitarian Horizons' research via speaking opportunities at national, regional and global levels.

Photo: Syd Sujuaan on Unsplash



What are we learning and how are we adjusting?

Key learning

-  We need to continue to leverage our partnership with DFAT to strategically position our research: Our stakeholders have reflected on the importance of working closely with DFAT around shared opportunities to profile Humanitarian Horizons. Utilising DFAT-led platforms (such as roundtables) will harness more engagement and influence with important stakeholders such as other donors.
-  Timing is everything: Our research needs to align with important sector and stakeholder processes and timeframes to have the greatest impact. For example, the research process for the anticipatory action practice paper (forthcoming) has been able to influence conversations in real time (as outlined above). The *Default to Design* practice paper could have had greater impact had a key stakeholder (RedR) not been in the middle of a significant evaluation – this meant timing was sub-optimal for closer engagement.
-  An increased focus on supporting translation of evidence into practice: The first two years of the research program have built strong foundations and an evidence base across the streams. We are learning that there is increasing appetite across our stakeholders to turn evidence into action and further develop operational guidance, tools and technical advice. This will be an increased focus in the program's third year, for example through operationalising and testing the localisation impact measurement process, and piloting the framework for greening humanitarian action.

Adjusting our approaches





-  **More digestible and accessible online and face-to-face briefings:** We increased and diversified how we share our research and engage sector stakeholders. This involved more online sessions, additional briefings and informal conversations with DFAT and other organisations, and the three *Meet the Ideas* sessions. We will continue to build on these approaches in Year 3.
-  **Testing diverse ways to share research outcomes with communities:** We prioritise sharing findings with communities through our partners; we are also exploring barriers to and enablers of sharing evaluation findings with communities (to be published in Year 3). Resulting learning will be built into communication and socialisation planning with partners for future research.
-  **Continuing to leverage the expertise of partners to shape our research:** The expertise of partners continues to be critical in driving our research approaches. For example, our partners provided strong strategic advice that informed the direction of the *Pathway to Localisation Impact: Laying the Foundations* paper. Initially, we sought to propose a framework, but our partners encouraged us to take a step back and build the foundations for this important work (ie: what are we trying to measure and why?) before developing a framework.
-  **Increased engagement on disability inclusion:** We aim to engage more proactively with OPDs as part of the program's commitment to disability inclusion, taking lessons from our engagement with women's organisations to support gender equality.

Photo: Shutterstock

COMMUNICATING FOR IMPACT

Outcome Indicator: Humanitarian Horizons is being publicly communicated in ways that are innovative, inclusive and reaching target audiences in Australia, Asia and the Pacific.

Our approach to communication in Humanitarian Horizons starts at the design stage. It includes developing tailored communication and dissemination plans with partners when initiating each research product, including policy briefs specifically for DFAT's use. We see every HH engagement as an opportunity to communicate and enhance reach, interest and influence.

“ The convening of stakeholders on research topics that you do is really great. The GTS workshop was really useful and something that I relate to and took a lot out of. ... Having people in the same room to discuss key issues like that was so useful – it helped to bring the research to life. (Australian humanitarian sector representative)

All our research outputs are designed to be engaging, accessible and available in different formats, though we recognise the need to stretch the program to reach new audiences. We continue to leverage our social media reach and provide tailored briefings (e.g. presenting our localisation impact work to DFAT and regular updates to the ACFID HRG) and explore new ways to disseminate findings. Year 2 also brought about the program's foray into podcasting through *I Think You're on Mute*. More information about this new communication approach is provided in Box 7 below.

Box 7: [I Think You're On Mute](#)

This year we sought to reach new audiences in a new way with the launch of our first ever podcast. The theme for the series was the recognition that, during humanitarian emergencies, local actors often struggle to be heard. Their microphone isn't off – they're just on mute, with the voices of international actors drowning them out. Fortunately, this is changing.

The last decade has witnessed an unfortunate rise in humanitarian emergencies, and with it, the realisation that local actors are often best placed to lead local humanitarian responses. *I Think You're on Mute* explores how we build a better, more locally led humanitarian sector. Throughout the 4-episode series, co-founder and Director of HAG – and now podcast host extraordinaire – Beth Eggleston shared stories from the people shaping a better humanitarian future. Click on an episode below to find out what we heard:



ETHICAL STANDARDS, SAFEGUARDS AND RISK MANAGEMENT

Outcome Indicator: HH personnel are risk-aware and adhere to ethical standards

Humanitarian Horizons adheres to [ACFID's Principles and Guidelines for Ethical Research and Evaluation in Development](#). In addition, the program is guided by national research partners on the most appropriate ethical approaches for in-country work. The RAC (see page 24 for RAC summary) ensures adherence to ethical standards and the consideration of local and national research practices and policies.

Humanitarian Horizons has effective safeguarding in place. All research and partnership activities adhere to DFAT's Preventing Sexual Abuse and Harassment Policy, Child Protection Policy and its Environmental and Social Safeguard Policy.

For program-related risk management, all research streams have an active Risk Log, which captures the internal risk assessment undertaken for each research activity, led by project leads. No risks of notable concern eventuated in Year 2 of the program, as in Year 1.

Photo: Teodor Drobot on Unsplash

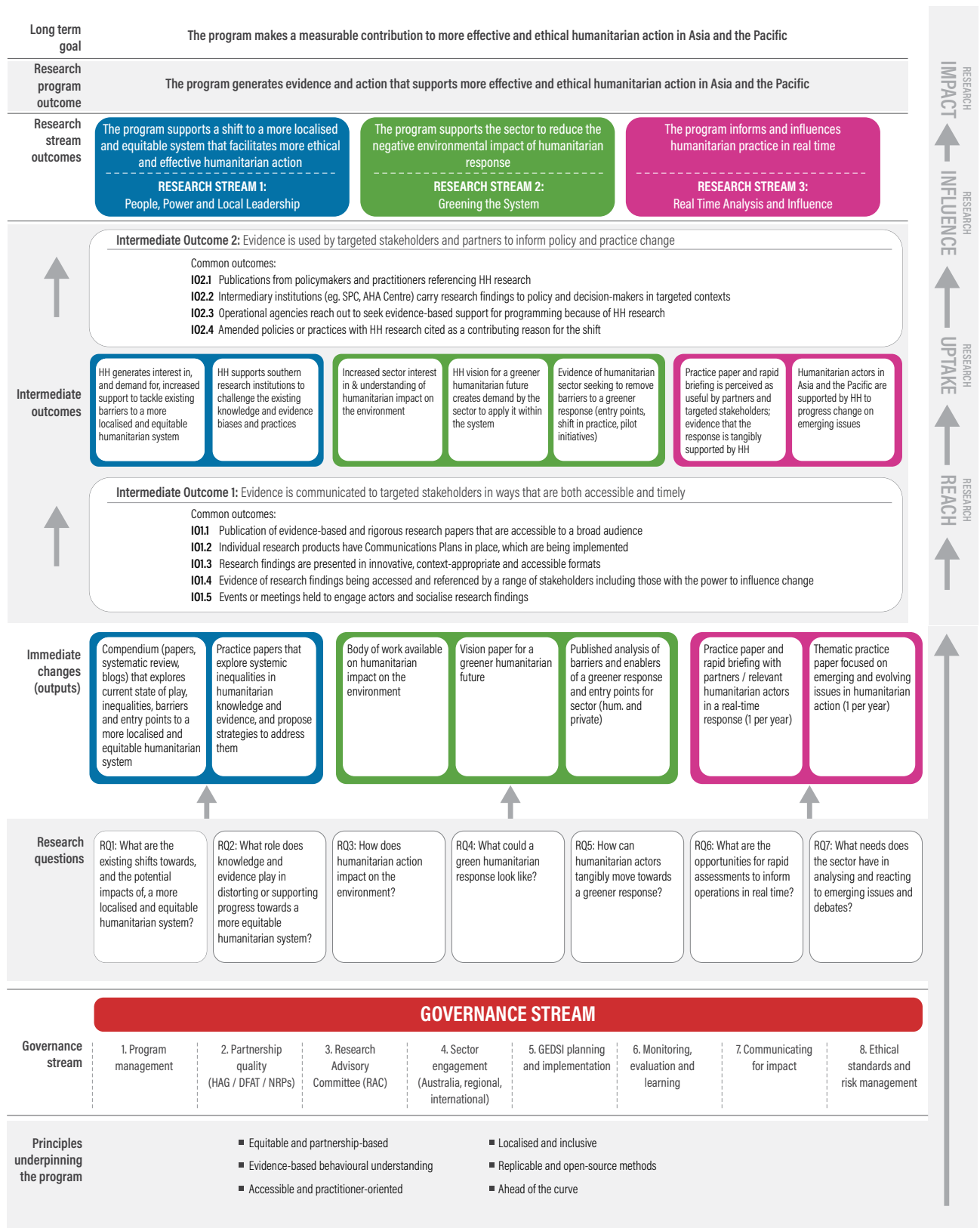


Abbreviations

AA	Anticipatory Action
ACFID	Australian Council For International Development
ADF	Australian Defence Force
AHP	Australian Humanitarian Partnership
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ARC	Australian Red Cross
BSDS	Bright Star Development Society
CBM	Christian Blind Mission
CCCM	Camp Coordination and Camp Management
CHL	Centre for Humanitarian Leadership
CID	Council for International Development, New Zealand
CoLAB	Collaborate Consulting Pty Ltd
CSFT	Civil Society Forum of Tonga
DEC	Disasters Emergency Committee
DFAT	Department of Foreign Affairs and Trade
DRR	Disaster Risk Reduction
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
GEDSI	Gender Equality, Disability and Social Inclusion
GPA	Global Platform for Action
GTS	Greening the System
HAG	Humanitarian Advisory Group
HH	Humanitarian Horizons Research Program
HLC	Humanitarian Logistics Capability
HPG	Humanitarian Policy Group
HRG	Humanitarian Reference Group [ACFID]
ICRC	International Committee of the Red Cross
ICVA	International Council of Voluntary Agencies
IDHA	Indonesian Humanitarian and Development Alliance
IFRC	International Federation of Red Cross and Red Crescent Societies
ILA	Indonesia Localisation Forum
INGO	International Non-Governmental Organisation

LNNGO	Local/National Non-Governmental Organisation
M&E	Monitoring and Evaluation
MEF	Monitoring, Evaluation and Learning Framework
MFAT	Ministry of Foreign Affairs and Trade, New Zealand
MSF	Médecins Sans Frontières
NAHAB	National Alliance of Humanitarian Actors
NDMO	National Disaster Management Office
NEAR	Network for Empowered Aid Response
NGO	Non-Governmental Organisation
NHN	National Humanitarian Network [Pakistan]
OPD	Organisation for People with Disabilities
PIANGO	Pacific Islands Association of Non-Government Organisations
PPLL	Power, People and Local Leadership
RAC	Research Advisory Committee
RTA	Real Time Analysis
SEJAJAR	Sekretariat Jaringan-Antar-Jaringan
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNHRC	United Nations Human Rights Council
WFP	World Food Programme
WWF	World Wildlife Fund

Annex 1: Humanitarian Horizons Program Logic



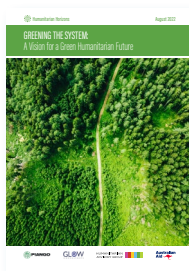
Annex 2: List of Publications to date – Humanitarian Horizons; 2021-2024



PPLL



GTS



RTA



We also published blogs under HH

[Kicking off Humanitarian Horizons 2021-2024](#)

[From offices to operations and everywhere in between: The urgent need for a green humanitarian system](#)

[Creating the evidence base for locally-led response](#)

[Changing behaviours and norms that embed inequalities](#)

[Challenging biases in humanitarian knowledge production](#)

[Localisation in Asia and the Pacific: What's happening and where to next?](#)