

HUMANITARIAN ADVISORY GROUP

YEAR IN REVIEW
2022-23

HUMANITARIAN
ADVISORY GROUP





HAG on HAG: portraits drawn by team members with a catch - no looking at the paper!

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

Authors: Humanitarian Advisory Group

Editing: Eleanor Davey

Copy Edit: Campbell Aitken

Graphic Design: Jenny Moody, A&J Moody Design

Published: February 2024

Cover Photo Credit: USGS on Unsplash

HUMANITARIAN
ADVISORY GROUP



www.humanitarianadvisorygroup.org

17/31 Queen Street, Melbourne, VIC 3000

ABN 17 164 772 936

DIRECTORS' LETTER

Welcome to our new-look annual report!

To embark on our second decade and to mark the occasion of the changing of the guard at HAG, we decided to change up how our annual report looks and feels. We are aiming to make our year in review more accessible, easier for readers to connect to our work and a bit 'Haggier'.

So, what did the HAGs get up to during 2022–23? We deepened our focus on climate and the environment, localisation, and inclusion, protection and humanitarian reform – and will look to build our portfolio of work around these themes into the future.



Farewelling Kate!

Some big changes occurred, with Kate shifting to an advisory role and Jess stepping up as co-director. We farewelled long-time HAG Pip, and we welcomed Pete, Anna, Madeline and Atarah. We also welcomed back Jesse!

We spent some time reflecting on reconciliation and justice and what they mean to us. We stepped up our support for the Yes campaign to recognise First Nations peoples in the Australian constitution and to establish a Voice to parliament.

A huge thank you must go to our 36 collaborators, 28 of whom were working with HAG for the first time. We embarked on projects with new clients including Islamic Relief Worldwide, World Wide Fund for Nature (WWF), and Predikt (Indonesia).

As we head into 2024, come and see us or get in touch! We'd love to connect, or re-connect, with you and hear what's keeping you awake at night. In our quest to remain relevant, useful and timely, we need to keep our finger on the pulse – and that's best done through listening to you.

See you soon,



Jess Lees

Beth Eggleston

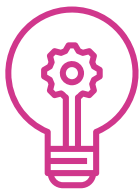
Co-Directors of HAG

Will you be my co-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

HAG HIGHLIGHTS

With big changes afoot within HAG, this has been a dynamic year of evolution and renewal. Our flagship Humanitarian Horizons research program has been rich with ideas, analysis, and engagement opportunities. We have been privileged to work with a wide range of clients on the questions they are asking of their own practices and on behalf of the humanitarian sector. And we are proud that our social purpose remains central to how we act and what we contribute.



Generating knowledge

16

the number of countries in which we worked, in collaboration with our partners, clients, and key stakeholders



Creating Impact

150

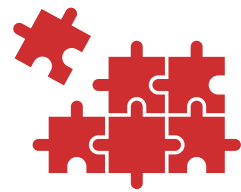
the number of people who attended our *Meet the Ideas* event series



Making Connections

28

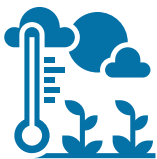
the number of partners and consultants we worked with for the first time this year



Building our Team

97

the highest score achieved when the HAG team went bowling



Climate & Environment

50

the percentage of female participants in our roundtable on green humanitarian response



Diversity & Inclusion

6

the number of case studies on women's leadership and participation in COVID-19 response and recovery in Asia



Localisation

54

the number of local and national voices who participated in our localisation learning briefs



Social Enterprise

**626 hours
27 minutes**

the combined hours we put into our social responsibility activities

WHO WE ARE

Our team



Jess Lees
Co-Director



Fanny Coussy-Chittick
Leader



Atarah Senn
Researcher



Anna Saxby
Executive



Idha Kurniasih
Researcher



Beth Eggleston
Co-Director



Sam Quinn
Researcher



Sara Phillips
Researcher



Kate Sutton
Strategic Advisor



Pete McArdle
Leader



Eranda Wijewickrama
Executive



Kelly Nichols
Administrator



Josie Flint
Executive



Madeline Baker
Leader



Kylie Harrington
Executive



Pip Henty
Leader



Pamela Combinido
Researcher



Eleanor Davey
Research Editor



Climate & environment



Localisation



Diversity & Inclusion



Impact & Accountability



Communication

The past year at HAG has been one of learning, steps taken and development. After 10 years, our beloved Kate Sutton has stepped down as Director to pursue the next chapter in her career, and the wonderful Jess Lees has joined Beth Eggleston as our new co-Director. We also said 'farewell' (but not goodbye) to Pip Henty, who was a huge part of HAG's journey from a four-woman band to the small orchestra of today, our localisation leader Madeline Baker, and environment specialist Pete McArdle. Our thanks go to Heidi Froelich as our bookkeeper for her support over many years. During this year we were delighted to welcome Anna Saxby and Atarah Senn to the team, as well as four fabulous interns. Head to our website to check out the bios of the dynamic [HAG team](#) and explore the emerging practitioners [blog series](#).



Our last retreat at beautiful Mount Macedon

Support crew



Campbell Aitken

Copy Editor



Alison Schafter

Bookkeeper



Jean Watson

Graphic Designer



Jenny Moody

Graphic Designer



Robert Wagner

Photographer

Emerging practitioner internship scheme

Our internship program provides advanced university students with the opportunity to enhance their expertise in research, training, and technical support.

Jeremy Luk

Monash University

Philippa Turner

University of Melbourne

Jake Porter

Monash University

Vinthara Goluhewage

Monash University

“ My own professional development was fostered through a sponsored online course in humanitarian response, assistance in researching and writing my own blog, and through numerous conversations about career prospects and advice on where to go next. I felt welcome from day one, and the internship cemented my passion for humanitarian work. I can't wait to utilise HAG's research in my own career down the line. (Jake Porter)



Our colourful bowling shoes!

WHAT WE DID – OUR WORK WITH CLIENTS

In 2022–23, we collaborated with 26 clients on topics as varied as localisation, diversity and inclusion, and civil-military coordination across our four service areas. A snapshot of these are outlined below. Jump down to page 6 to learn about what we've been up to in the Humanitarian Horizons research program.



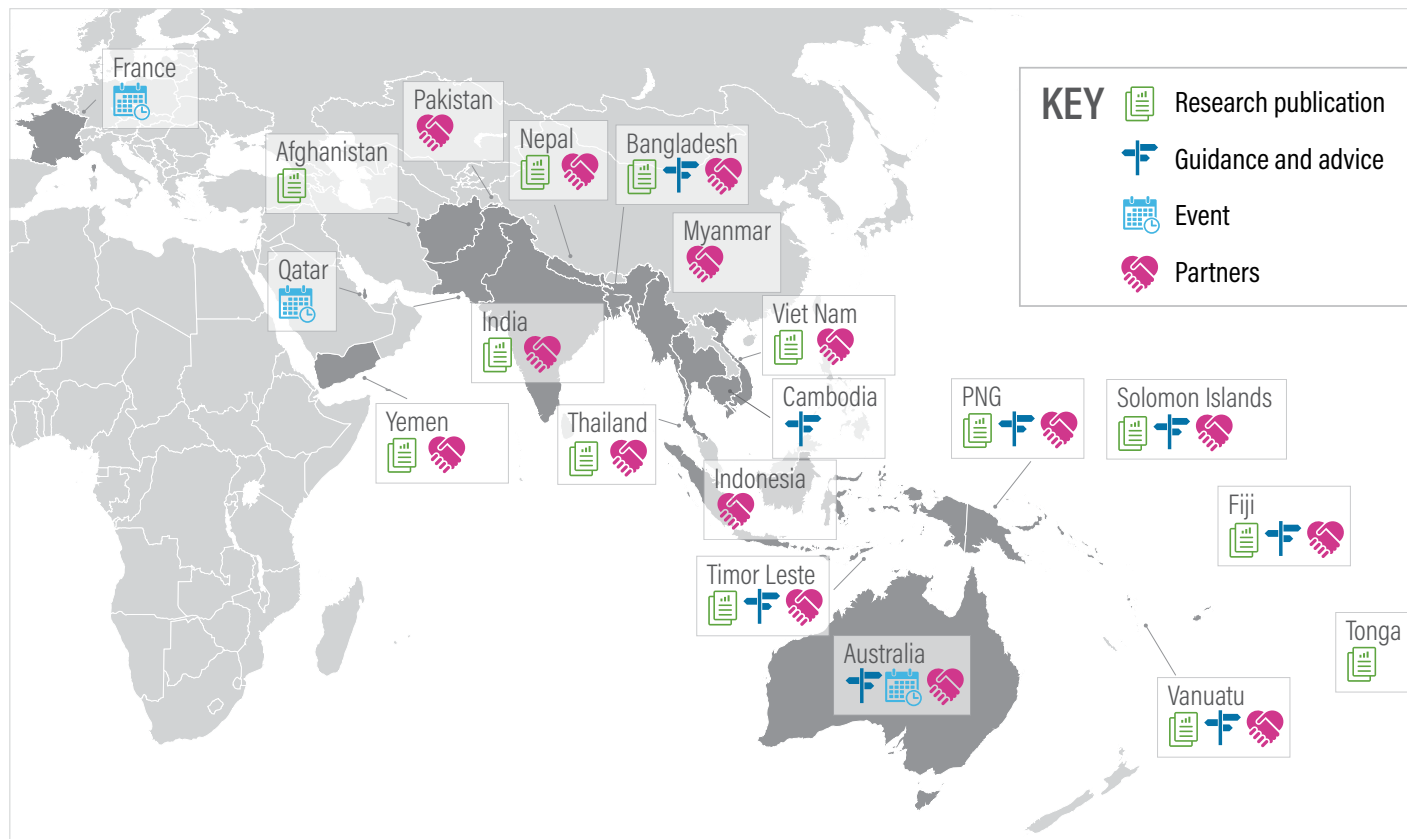
Research and Reflect: Bridging the gap between academia and practice, we generate evidence and learn insights from local experts. Key projects include: [Leading from Offstage: A Regional Synthesis Of Women's Leadership And Participation In Covid-19 Response And Recovery In Asia](#); and [Measuring Localisation in Yemen: Giving Rise to Rights: Barriers & Enablers to Participation of Persons with Disabilities in PNG](#).



Evaluate and design: Producing accessible review processes and publications, we capture success stories and outline clear pathways for improvement. Key projects include the Evaluation on Covid-19 Pacific and Timor-Leste Preparedness and Recovery NGO Partnership; and Monitoring, Evaluation and Learning for the Bangladesh and Myanmar DFAT Humanitarian Package



Facilitate and learn: We support reviewing, reflecting and planning to address practical challenges facing teams and to bring current best practice and new ideas to the table. Key projects include the Review of Caritas Australia Strategy and Country Office Operations – Solomon Islands & Cambodia; and Facilitation of GLOW Red's Networking Meeting



Guide and advise: We support humanitarian agencies and donors to develop or adapt policies and programs that reflect best practice and continual learning. Key projects include Development of Disaster Response Framework for St Vincent De Paul Society NSW; and the contextualisation of a Localisation Framework for Fiji



Spotlight: HAG at home



Our conversations with stakeholders in the Australian humanitarian, development, emergency management, and state sectors took us into many corners of our overlapping worlds. Throughout the year, we collaborated often and in different ways with the agencies of the Australian Humanitarian Partnership (AHP), including on a multi-faceted process to evaluate the AHP's COVID-19 support package. Co-Director Beth Eggleston facilitated a reflection process for the Emergency Action Alliance, as members took stock of the Alliance's work one year on from its first activation. We were delighted to partner with the New South Wales chapter of Vinnies (as the St Vincent de Paul Society is affectionately known) to develop a disaster response framework. As part of our educational outreach strategy, we gave a series of lectures at La Trobe University and co-hosted an event program with colleagues from the Master of Development Studies Program at the University of Melbourne. Working with the Australian Civil-Military Centre (ACMC), one of our longstanding partners, we led revisions of the reference handbook [Same Space, Different Mandates: A Civil-Military-Police Guide to Stakeholders in International Disaster and Conflict Response](#).



The acronym we learned to love: APMCDRR

In September 2022, the HAG team and partners attended the [Asia Pacific Ministerial Conference on Disaster Risk Reduction 2022](#) in Brisbane, Australia. We actively contributed with presentations, side events, and discussions, and took the lead in drafting the [conference report](#) for DFAT and UNDRR. Together with partners like PIANGO, CSFT, Pujiono Centre, and others, we organized panel discussions on topics such as elevating local voices and women's leadership in disaster risk reduction and climate change adaptation. Our own Pamela Combinido led an Ignite presentation on diversity and inclusion in crisis leadership.



Spotlight: Enabling inclusion in Papua New Guinea

Ensuring the participation of persons with disabilities in decision-making is an integral part of building societies in which everyone can flourish. In 2022–23 we undertook research into how to strengthen the roles of persons with disabilities and their representatives. We examined barriers and enablers of [participation of persons with disabilities and their representatives in decision making in Papua New Guinea](#), in partnership with World Vision Australia, the Papua New Guinea Assembly of Disabled Persons, and Papua New Guinean researcher Ipul Powaseu. This research also assisted HAG to reflect on our own practices and how we can strengthen inclusion of people with different needs and preferences.

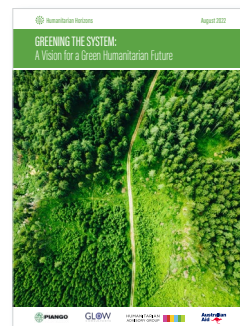
WHAT WE DID – HUMANITARIAN HORIZONS

Our Humanitarian Horizons research program for 2021–24 continued to build evidence and ask how things can be done differently. The program is funded by the Australian Department of Foreign Affairs and Trade (DFAT) and is undertaken in partnership with organisations and researchers across the Asia-Pacific.

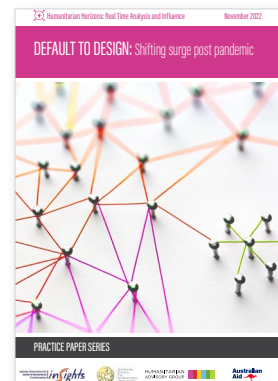
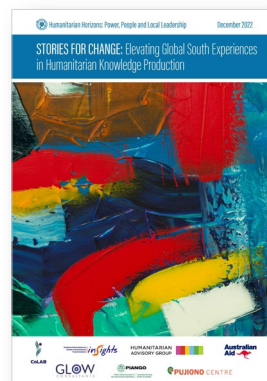
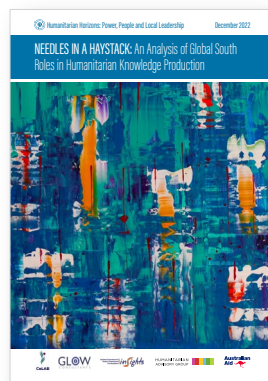
In its second year, Humanitarian Horizons has seen some key impacts. Local actors in Asia and the Pacific are using evidence from Humanitarian Horizons to advocate for more equitable ways of working and decision-making in humanitarian sector. International actors have drawn on research frameworks and papers to inform and influence policy and strategy within their organisations. Our research has also contributed to the increased sector interest in and understanding of humanitarian impact on the environment and influenced operational agencies to adjust elements of their policies or practice.

				
4 streams of activities	9 In collaboration with 9 partners	10 publications launched	1 podcast series	20 events at which we showcased our research

Driving the agenda of environmentally respectful response was a central part of the year's work, with a [Greening the System Vision Paper](#) launched after a stakeholder workshop, and a Practice Paper (part of the Real-Time Analysis research stream) looking at [positive environmental practices](#) in the response to the January 2022 volcanic eruption and tsunami in Tonga.



We shone a spotlight on how different actors work together. After a [Platform Paper](#) about how our research will contribute to a more equitable sector, we followed up with papers on [current humanitarian knowledge production practices](#) and the [experiences of researchers in the Global South](#). We asked how the COVID-19 pandemic had transformed [humanitarian surge](#), and we proposed a new framework to [define and track the impact of localisation](#), which we will test as the program continues.





To ensure the program's relevance and responsiveness, we implemented a [monitoring and evaluation framework](#). We tested and refined our ideas thanks to the input of project partners, peer reviewers and the fabulous members of the Humanitarian Horizons Research Advisory Committee.

On top of all this, we were thrilled to bring you HAG's first ever podcast – long an ambition for our podcast-addicted team. In a four-part series called '[I think you're on mute](#)', researchers, practitioners and policymakers explored how we can build a better, more locally led humanitarian sector.

“ Thank you for showing that we won't achieve localisation if we are not addressing inequalities in humanitarian knowledge processes, and pushing for more diverse & inclusive expertise and analyses, beyond data collection. (Adelina Kamal)

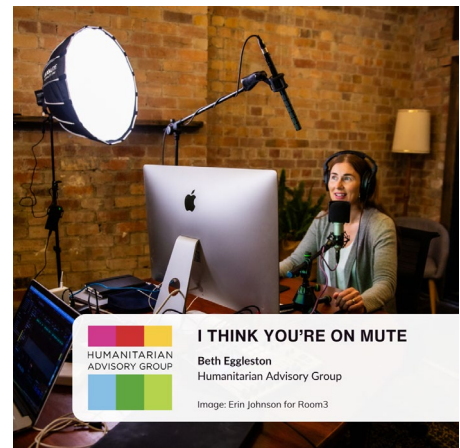
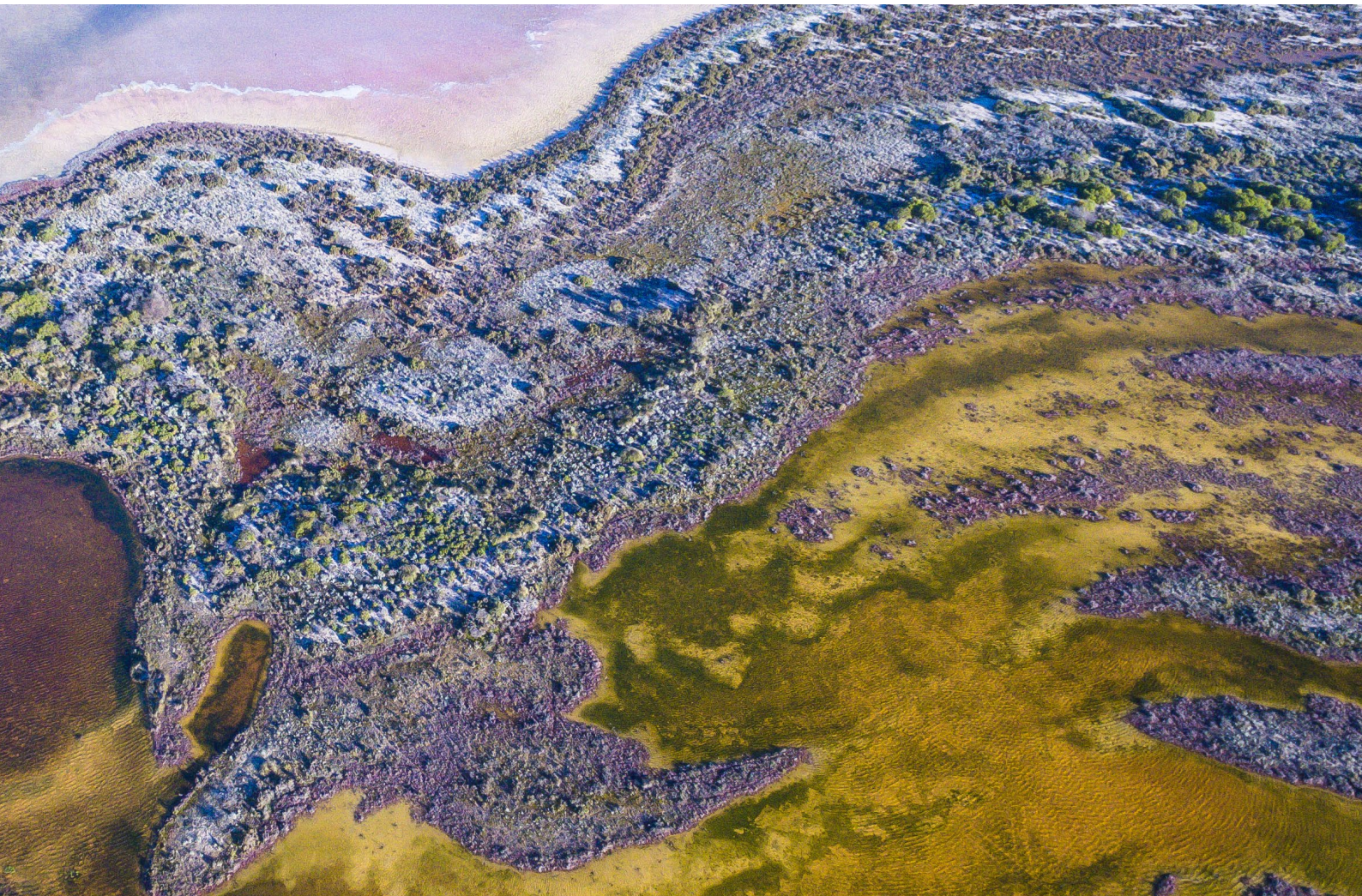


Photo: Shutterstock



HOW WE DID IT – PARTNERSHIP

At HAG we place a lot of emphasis on how we work with others. We are committed to equitable and reflective [partnership-based approaches](#). Our institutional partnerships with other research groups in the Asia-Pacific are integral to the [Humanitarian Horizons Research Program](#) and other projects: thank you to CoLab, GLOW, InSights, PIANGO, and the Pujiono Centre. We are also grateful to our many other [partners](#) and the clients we worked with over the past year.


26 clients


5 institutional partners


36 in-country researchers


4 key pillars in our partnership approach

Our clients in 2022–23

African Development Solution (Adeso) | ALNAP | Australian Civil-Military Centre
Australian Council for International Development
Australian Department of Foreign Affairs and Trade | Australian Humanitarian Partnership
Australian Red Cross | Catholic Agency for Overseas Development (CAFOD) | CAN DO
Caritas Australia | CBM Australia | CDAC Network | ChildFund Australia
Emergency Action Alliance | GLOW Red | inSights | International Council of Voluntary Agencies
La Trobe University | NEAR | The Pacific Community (SPC) | Save the Children Australia
St Vincent de Paul Society (Vinnies) | Office of the United Nations High Commissioner for Refugees
The University of Melbourne | UN Women | World Vision Australia



 **GLOW team**

“ We found the partnership worked really well. The partnership is very open and provides the space to engage at various levels. It also provided the opportunity for GLOW to engage in different areas such in the inception phase which lays the very foundation of the research. (GLOW Team)



This year we have been delighted to host a fantastic researcher in residence, with Behaviourworks Australia's Dr Kun Zhao joining our team. This unique partnership means that Kun works closely with the hag team to:

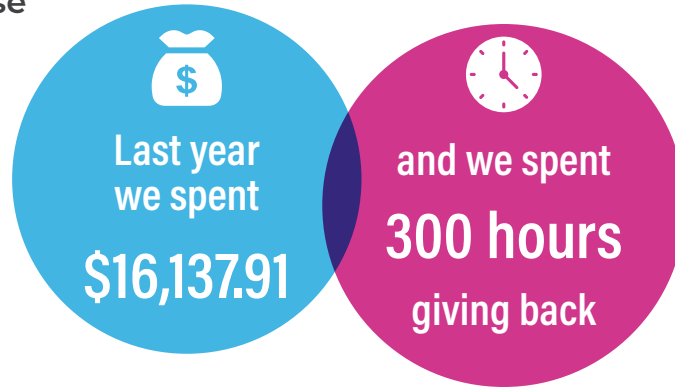
- ▶ Build the team's capacity to create change in the humanitarian system by applying behavioural science
- ▶ Provide behavioural science advice and support
- ▶ Collaborate on projects that have a behavioural science focus.

We have used Kun's insights in a range of our projects, including Greening the System research, and Beyond Barriers research into climate change adaptation and disaster risk reduction.

SOCIAL PURPOSE

“ We still feel passionately that what we do is important – but how we do it is just as critical to our impact, our purpose and our organisational culture. (Beth Eggleston, HAG Co-Director)

Social enterprise



As a social enterprise we invest in pro bono services and providing events, opportunities and support for the humanitarian sector. Our values inform all of work, including our social purpose.



Brave



Continuously enabling



Ridiculously flexible



Unfailingly curious



Ethical

Our commitment to NetZero

At HAG, we recognise the growing urgency posed by the climate and environmental crises, and their resulting impacts on humanitarian needs around the world. As a registered [B Corporation](#) and signatory to the [Climate and Environment Charter for Humanitarian Organisations](#), we are committed to elevating sustainable practices across all facets of our operations. We acknowledge that we are not perfect, but are committed to continuously and ambitiously exploring new ways to minimise the negative climatic and environmental impacts that result from our operations, and being an advocate within our sector for driving greener humanitarian action. Our carbon footprint for the financial year came to lower level 2 (61.53 tCO₂ equivalent) across the full scope of our emissions. We have continued to partner with [Carbon Neutral](#) to offset 100% of our emissions, which contribute to the regeneration of the [Yarra Yarra Biodiversity Corridor](#) in Western Australia.

Our commitment to human rights, reconciliation and justice and human rights

This is the third year that we have [paid the rent](#) as part of our commitment to reconciliation and justice, as well as continuing our support for First Nations-owned businesses for events and procurement. As preparations began for a referendum on the establishment of a First Nations Voice to Parliament, we began working on ways that we could express our support for a 'Yes' vote and enable others to understand the referendum and the issues behind it. HAG's support for the Voice was also linked to our own ethical and governance principles as an organisation working in the humanitarian sector, namely that self-representation and participation, and the right to be part of decision-making when you are affected by it, are important.

OUR FINANCES

1 July 2022 – 30 June 2023

Total trading income	\$1,925,739
Total other income	\$3,297
Cost of Operations	\$1,846,835
Profit after tax	\$61,656

Photo: USGS on Unsplash

