



CENTRE FOR
HUMANITARIAN
LEADERSHIP

| **2021** Humanitarian
Leadership Conference

A REVIEW



WHO ARE THE _____? HUMANITARIANS

— The people we don't see.
The voices we don't hear.

28-29 April



Hello from Melbourne! Bonjour from France

Hi from Greece Hello from my tribe in Manila **Good morning from Myanmar**

Warm greetings from Nairobi, Kenya Hello from Brazil!!!! Namaste from Nepal

Hello from Nepal Greetings from Sweden :) **China Beijing** Hello from Melbourne! Hi from Indonesia

Hello from Sri Lanka **Connected from Belgium** Good morning from Nairobi, Kenya

Hello from France From Myanmar(Burma) Good evening & bula from Fiji

Joining from The Netherlands, originally from Myanmar!

Hello from Texas! Greetings from Myanmar. Good morning from Geneva

Hi from UK! Good (Early) Morning from London **Bula from Fiji!**

Hello, from Kenya, Nairobi. Hello from Viet Nam! Greetings from Kenya **Spain, Bilbao :) Hi from the UK**

Hello, I am connected from Uganda **Good Morning, Bangkok, Thailand**

Joining from Melbourne, Australia. Good evening from BC, Canada! Salaam from Marawi City, Philippines

Vanakkam! Jeevi from Yazhpanam (Jaffna) and currently living in Wurundjeri Country. **Greetings from Kenya.**

Involved from Geelong

Good morning everyone from UK where the birds are welcoming a new day

Greetings from Cammeraygal land of the Eora nation (Sydney, Australia)

Greetings from Sri Lanka

Joining from Darwin, NT

Greetings from Saudi

Salaam! Greetings from the Philippines.

I'm from Finland but joining from the Gadigal country of the Eora Nation

Nairobi, Kenya

Hi joining from Vienna

Good morning from Greece Ireland

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We thank our Conference partners

Partners



Knowledge Partner



Change Partners



Exhibitors



Director's Message

Associate Professor Mary Ana McGlasson
Director, Centre for Humanitarian Leadership

In the grip of a pandemic, climate crisis and the global Black Lives Matter movement, the third biennial **Humanitarian Leadership Conference: Who are the Humanitarians?** provided an opportunity to interrogate what a genuinely transformed humanitarian system could look like, based on social, economic, environmental, and political justice for affected communities.

Degan Ali, Executive Director of Adeso Kenya, joined us to co-develop a powerful program. Degan's perspective and knowledge of the failing humanitarian system informed the Centre for Humanitarian Leadership's planning, including key decisions around the Conference themes and keynote speakers.

This was a unique gathering for all humanitarians. COVID-19 forced an innovative approach to our normally in-person event, which resulted in an immersive digital experience with fewer barriers to global participation: no travel time or costs, reduced registration fees, and the ability for some sessions to be delivered in multiple languages.

We were thrilled to welcome over 1,000 participants from 90 countries to the Conference, and are ever grateful to the 230 speakers from around the world who contributed to the Conference program through keynote speeches, panels, learning labs, papers, and posters. Your time, thought and courage made this gathering unforgettable.

Participants were invited to intentionally engage in deliberately uncomfortable conversations about power dynamics and colonial practices within the humanitarian system. In acknowledgment of these issues and the challenges of working in this system, the Conference also provided learning labs on mental health, healing by poetry, Indigenous Australian music and knowledge sharing, and pop-up poetry to capture poignant moments.

Our Conference partners made this event possible, and we are deeply grateful for their ongoing support to continue this important work.

With this report, we have tried to capture the sentiment and some key moments of the Conference. However, in line with the Conference ethos, we do not want this to be a moment, but a movement. As part of the global groundswell, we are all responsible to use our position, leadership, and influence to continue the work of shifting power and creating a more equitable, effective and locally-led humanitarian system.

We will be back in 2022 for the fourth Humanitarian Leadership Conference, which we hope will become an annual event going forward due to its impact and popularity.



Program

OVERVIEW

The conference set out to explore **Who are the humanitarians?** through the lens of four themes:

- ❑ Transformative ways of working
- ❑ Decolonising the humanitarian ecosystem
- ❑ The political economy of aid and solidarity, and
- ❑ Leadership in a world of upheaval and crisis.

The emphasis was to find practical steps to combatting **systemic racism, power imbalances and colonial practices** in the humanitarian system.



WHO ARE THE _____?
HUMANITARIANS

28-29 April

The people we don't see.
The voices we don't hear.

2.00pm

★ Plenary 1: Opening Session

Chair: Mary Ana McGlasson

Assoc Prof Mary Ana McGlasson,
Georgina Nicholson, Degan Ali,
Prof Iain Martin,
Dr Danny Sriskandarajah

3.30pm

Group Networking

⚡ Pacific Churches and Humanitarian Leadership

Chair: Sureka Goringe

Rev Amy Chambers,
Rev James Bhagwan,
Rev 'Ikani Taliai Tolu

⚡ Transforming Accountability

Chair: Catherine Green

Martin Omoro, Nourhan Al Fayoumi,
Paul Kiggwe

✂ What does it mean to be a Black Humanitarian? Amplifying underrepresented voices in the sector

Susan Sebatindira

✂ #Techforgood learning lab: systems change & digital transformation for humanitarians

Julien Leyre, Simon Davies

4.30pm

📄 Oral Papers: Leadership and Humanitarian Futures

Chair: Mary Ana McGlasson

International NGOs and the Long Humanitarian Century: Leadership Survey

Melanie Book, Max Baiden, Gareth Owen

Private, Humanitarian sector partnerships: a case study of private sector engagement in supply chain and logistics during the COVID-19 pandemic

Stephanie Steege

Digital Humanitarian Leadership: Artificial Intelligence and Emerging Technologies Skills, Challenges and Opportunities for Academic Work and Practices

Prof Dr Sardar M N Islam

📄 Oral Papers: Stories and Listening in Humanitarian Action

Chair: Dr Nazanin Zadeh-Cummings

Promoting Humanitarian Action through Story-Telling

Esther Oreofeoluwa Esho

How access to and understanding of indigenous knowledge and stories will positively transform the future of humanitarian action in development education

Wakanyi Hoffman

The sounds of silence: listening to localisation

Max Kelly

💬 Who are the humanitarians when they are 'at home': Disaster management to Disability Support, domestic humanitarianism in Australia

Chair: Annie Ingram

Annie Ingram, Daniel McAvoy,
Brendan Hurley, Brenda Achieng Odhiambo

💬 How community-led innovation can challenge inequity and contribute to the decolonisation of humanitarian aid

Chair: Hannah Reichardt

Seema Kapoor, Hepi Rahmawati,
Hugo Icuperen, Nishant Das,
Mayfourth Luneta

🏠 How to implement disability inclusive preparedness and response in partnership with Pacific people with disabilities

Elizabeth Morgan, Naomi Tai

🏠 Local-actor perspectives on decolonizing aid and the COVID crisis

Juliet Donna Eyokia, Keumala Dewi,
Khwaja Mohammed, Karim Rahimi,
Kailash Rijal

6.00pm

Group Networking

⚡ Double impact of COVID 19 and TC Harold: Demonstrating increased leadership of local actors in the Pacific

Chair: Fiona Tarpey

Fiona Tarpey, Meiapo Faasau, Linda Kenni, Railala Nakabea

⚡ Mental health: the key to building back better after COVID-19?

Chair: Nadine Haddad

Phiona Koyiet, Eamonn Hanson,
Nadine Haddad, Sarah Harrison, Ben Doherty

✂ Journalists in the Humanitarian World: Can Media Be a Help or a Hindrance?

Cara Tabachnick, Zena Achieng

✂ Meet the Editors, Planning your submission for the Humanitarian Leader or the Journal of Humanitarian Affairs

Gemma Sou, Dr Nazanin Zadeh-Cummings, Bertrand Taithe

7.00pm

📄 Oral Papers: Grassroots Action in Refugee Contexts

Chair: Jeevika Vivekananthan

EKOTA, Changing the way we work in humanitarian response

Pankaj Kumar, Mohammad Abdur Rahman

Evolving responses to refugee arrivals on the Greek islands: a case study of Chios (2015-2020)

Fiona Mansfield



Everyday humanitarians: refugee-refugee hosting in protracted urban displacement

Zoe Jordan

Oral Papers: Solidarity and Accountability

Chair: *Mary Ana McGlasson*

Moral Imagination and Expressing Solidarity with Vulnerable Stigmatised Groups: Philosophical Considerations
Connal Lee

The Conflict Dividend: Access and (dis) Empowerment

Dustin Barter

She leads in crisis: women leading in emergencies

Chair: *Peter Walton*

Peter Walton, Elmah Panisi, Vanessa M Heleta, Julia Marango

How Lean Transforms Relationships to Empower Employees and Increase Impact

Chair: *Dr Bublu Thakur-Weigold*

Dr Andrew Parris, Dr Bublu Thakur-Weigold, Darine Ndiokubwayo, Abebe Nigatu Endalew, Robert Ssaka, Elias Yaacoub

How can on-the-ground humanitarian leaders make better operational decisions amidst uncertainty?

Leah Campbell

Working with creative place-based learning to boost cultural agency and participation

Sarah De Nardi

8.30pm

Group Networking

Decolonizing Information Access for Crisis Affected Communities, Who holds the microphone?

Chair: *Irene Scott*

Ida Jooste, Mikhaela Dimpas, Shan Kameran

Why 'Localization' is Not Enough: Shifting Funding and Power to Local Leaders

Chair: *Katie Bunten-Wamaru*

Wendo Aszed, Willie Mpasuka, Grâce Françoise Nibizi

Amidst the Debris: Humanitarianism and the End of Liberal Order

Chair: *Juliano Fiori*

Bertrand Taithe, Juliano Fiori, Eleanor Davey, Stephanie Reist

Reshaping aid – A decentralised research approach

Chair: *Tina Mason*

Rawaad Mahyub, Alix Masson, Tina Mason

9.30pm

Oral Papers: The Humanitarian Workforce

Chair: *Melanie Book*

Making staff wellbeing an anti-racist, anti-colonial endeavour
Gemma Houldey

How Diversity determined responses to COVID-19 within the International Red Cross Red Crescent Movement
Kate Sutton

Incorporating localisation in humanitarian HR culture, recommendations from the SOHP study

Rory Downham

Oral Papers: Politics of Aid and Solidarity







Chair: *Cai Wilkinson*

Decolonising Humanitarianism: Challenging the roots
Dr. Tammam Aloudat

Regional Organisations and Humanitarian Leadership in the Asia-Pacific

Dr Alistair D. B. Cook, Christopher Chen

Key

-  Plenary Session
-  Panel
-  Lightning Panel
-  Learning Lab
-  Express Learning Lab
-  Oral Paper

Promoting accountability to affected population through localization: challenges and learnings

Farzana Ahmed

Towards a Circular Economy of Aid: a proposal to use circular principles in disaster relief

Travis Opocensky

Educators as first-responders: how locally-led humanitarian action is key to ensuring children aren't left behind

Chair: *Dr Randa Grob-Zakhary*

Larisa Hovannisian, Clarissa Isabelle Delgado, Salyne El Samarani

Learning Poetry by Healing: Peace on Purpose: A New Paradigm of Mindfulness

Kimberly Baker, Leanne Hanmore

Learning Lab on Frontline Humanitarian Negotiation

Andreas Kaufmann, James Sadlier, Sayed Abdul Assemy, Leuenberger Leuenberger

2.00pm

★ **Plenary 2: Welcome session**

Chair: Mat Tinkler

Mat Tinkler, Lina AbiRafeh

Arbie Baguios, Lina Sergie Attar,

Degan Ali

3.30pm

Group Networking

⚡ **Distance Deployments:
Australian Red Cross and IFRC's
Experience in Remote Rapid
Response**

Chair: Beth Eggleston

Beth Eggleston, Augustin Garae,

Libby Howell, Paco Maldonado, Mat

Orr

⚡ **What are we learning about
Local Humanitarian Leadership?
New research, analysis, and
recommendations**

Chair: Namalie Jayasinghe

Namalie Jayasinghe, Oxfam

America, Moses Okwii, Raman

Kumar, Ledys Bohorquez

⚡ **Opening Doors in the DPRK**

Chair: Dr Nazanin Zadeh-Cummings

Dr Nazanin Zadeh-Cummings,

Jasmine Barrett, James Banfill, Carla

Vitantonio

4.30pm

📄 **Oral Papers: Localisation**

Chair: Daniel McAvoy

Power and Resistance in Localisation

Maree Pardy

Managing Localisation

Darina Pellowska

Can the private sector be
humanitarian? Lessons from SPRING in
reaching marginalised communities

Hind Mhamdi, Gordon Freer

The benefits of multi-year strategic
investments in Local Humanitarian
Leadership: the ELNHA program

Jahangir Alam, Petra Righetti

📄 **Oral Papers: Public Health**

Chair: Sonia Brockington

Addressing adolescent sexual and
reproductive health and rights (SRHR)
in disaster risk management of tropical
cyclones in the Pacific: a scoping review

Dr Nabreesa Murphy

Guidelines for qualitative research of
sensitive subjects in the humanitarian
sector

Tosin Olaluwoye

💬 **Diaspora humanitarians:
Perspectives on the responses of
refugee diaspora communities in
Australia in displacement contexts**

Chair: Lorenza Lazzati

Louise Olliff, Nora Michael, Apajok

Biar, Aseel Tayah, Hadi Zaher

💬 **Promoting Localization through
Multi-Stakeholder Partnerships**

Chair: Edwin Salonga

Edwin Salonga, Pilar Pacheco,

Irfan Mufti, Veronica Gabaldon, Md

Mohsin, Sisira Madurapperuma

🧪 **Taking the poetic road to
transformational change: uncovering
privilege and positionality**

Nikita Shah

🧪 **Everyday Decolonisation:
Designing Your Roadmap for Anti-
Colonial Action**

Elisa Cascardi, Amalee Nsour

6.00pm

Musical Performance

Sean Ryan

7.00pm

📄 **Oral Papers: Peace, Security and
Protection**

Chair: Daniel McAvoy

Protection of Civilians sites:
where exceptionalism and
disenfranchisement meet the
protection of forcibly displaced
populations

Ana Carolina Macedo Abreu

The humanitarian fix: Navigating civilian
protection in contemporary wars

Joe Cropp

Humanitarian Negotiation: The State of
Research, Practice, and Policy

Rob Grace, Reem Alsalem,

Conceptualising the Triple Nexus
between Development, Humanitarian
and Peace Actions

Anthony Ware

📄 **Oral Papers: Leadership and
Community**

Chair: Cai Wilkinson

Community-led Humanitarian
Actions in Crisis: Rethinking the Aid
Governance and Modalities

Narjes Zivdar, Dr Maryam

Bidmeshgipour



Grounded theory examination of humanitarian leadership practice in mosques, Jirga hall and cluster meetings in the context of internally displaced people in Afghanistan


Yaseen Ayobi

CommunityFirst Solutions for COVID-19

Jessica Farber, Rachel Kiddell-Monroe


Tracking the progress and impact of womens leadership in COVID-19 responses in the Philippines

Pip Henty, Maya Tamayo

 **The Trust Alliance, how we're catalysing new collaborations to build an ethical and useful digital identity ecosystem.**

Chair: Louise Gray

Louise Gray, Ellie Rennie, Anthea Spinks, Nick Byrne

 **Communities at the Center: Why Community-Based Organizations can and should Lead the Response to Crises**

Chair: Sam Woulthuis


Olivia Nightingale, Sam Woulthuis, Fatuma Kinsi Abass, Cinthya Velasco

 **Games as tools for capacity building on Age-Inclusion**

Deepak Malik, Diana Hiscock

8.30pm

Group Networking

 **Learning from Faith-based approach to localisation in PNG and how it has strengthened a stronger COVID-19 response**


Chair: Delvin Varghese and Lindsay Reilly

Julius Nohu, Faulkingham Jogo, Alexandra Eaves

 **Humanity first agenda for the digital age**


Chair: Ivana Jurko

Ivana Jurko, Katy Southall, Libby Young, Heather Horst

 **From words to action: How local hubs are decolonising the humanitarian landscape**

Chair: Christina Bennett

Gang Karume Augustin, Emeline Siale Ilolahia, Christina Bennett

 **Presenting new practical guidance designed to empower technical field teams in humanitarian organisations to achieve the most effective response. An interactive feedback session.**

Kathryn Harries







9.30pm

★ Plenary 3

Chair: Peter Walton

Peter Walton, Dr Admiral Ncube, Heba Aly, Dr Danny Sriskandarajah, Arbie Baguios, Degan Ali, Mary Ana McGlasson, Dana Dajani

Key

-  Plenary Session
-  Panel
-  Lightning Panel
-  Learning Lab
-  Express Learning Lab
-  Oral Paper

E-Posters

'Beneficiaries' and 'cash machines'?: Diasporas as equitable partners in humanitarian action, *Bashair Ahmed, Executive Director, Shabaka, United Kingdom*

Disability Movement Leaders Formulate Disability Inclusive-DRR, *Karen Alexander, CBM Australia*

Findings of a Global Mapping of Humanitarian Health Training Programs, *Sonia Brockington, PhD Candidate, Deakin University, Australia*

Design of an Australian Facilities Survey on Management of Polioviruses and Potentially Infectious Materials (Pims), *Simran Chahal, Research Assistant / Project Administrator, Deakin University, GCEID, CSIRO, Australia*

Group Identity, a Colonisation Tool, *Giovanni Fontana, President, Second Tree_Refugees Are People, Greece*

Universal Meeting Structures in Humanitarian Operations, *Andrew Hatfield, Independent Consultant, Switzerland*

Where is the Help for Heroes? Public Perceptions of Support for Humanitarian Aid Workers, *Neil Herrington, Independent Scholar, United Kingdom*

Identifying and Responding to the Diverse Health Literacy Needs of the Karen People: a study protocol Zaman Jawahar, *PhD student, Centre for Global Health and Equity, Swinburne University of Technology, Australia*

A New Approach for ICTs for Development in the SDG Era
Tiyana Jovanovic, *University of Queensland, Australia*

Local humanitarian leadership in Action – local actors taking the lead to improve the governance of risks in Eastern Congo Richard Kirimba, *Comité de Pilotage d'Oicha, CoPi-RDC, Democratic Republic of the Congo*

Transforming Children's Participation in Urban Planning Processes for Vulnerable Settings, *Robyn Mansfield, PhD Student, Monash University, Australia*

Futureproofing Humanitarian Operations Through Environmental Impact Measurement and Mitigation, *Sandra Smiley, MSF, Canada*

The Dilemma of the Migrant Workers: Effect of the Covid-19 pandemic in India, *Surbhi Thakur, Undergraduate Student, Amity University Noida, India*

Examining The Impact of a Culturally Competent PTSD Treatment Program and Mobile App on Trauma Symptoms Among Syrians, *Hadia Zarzour, Mental Health Therapist, Insan for Psychosocial Support, United States*

Rapid-Fire Presentations

A Survey of Aid Workers' Experiences and Opinions of Racism in the Humanitarian Aid Sector, *Mohammed Ali, Programmes Director, Aid Works, United Kingdom*

Holding your Tongue: Can language technology reduce discrimination in the humanitarian sector? *Aimee Ansari, Executive Director, Translators without Borders, Greece*

Creating Transformative Experiences That Thrive in the Virtual World, *Cassy Cox, Independent Consultant, United States*

Global Health Diplomacy: Challenges and opportunities, *Luca Falqui, ICRC Health coordinator, International Committee of the Red Cross, China*

An Open Secret in the Aid Sector: NGO Accountability in the Prevention of Sexual Exploitation and Abuse, *Mayumi Fuchi, Doctoral Researcher at University of Birmingham, PhD Researcher / Global Programme Accountability Lead, United Kingdom*

Work with the City, Not in the City, *Andrew Gardiner, PhD candidate, Australian National University, Australia*

The Tools In Our Pocket, *Erin Jackson, Boss Lady, Narrative Campaigns, New Zealand*



Decolonizing Humanitarian Response – Communities at the Centre, *Gary Jones, Senior Humanitarian Advisor, UNAIDS, Australia*

Planning Effective Emergency Response Across the Humanitarian-Military Divide, *Adam Levine, Center for Human Rights and Humanitarian Studies, Brown University, United States*

The 'New Humanitarians': Reconfiguring Humanitarianism in Greece, *Adi Maya, Anthropologist / Field Coordinator, Geneva Centre of Humanitarian Studies, Switzerland*

Build Team Resilience and Boost Organisational Impact, *Scott McLaughlin, CEO & Founder, The Art of More, Australia*

Evidence Based System to Predict Vulnerability in Communities, *Scott McLaughlin, CEO & Founder, The Art of More, Australia*

Accountability When it Comes to Diversity, *Noosheen Mogadam, Senior Lawyer, ASRC, Australia*

Decolonizing The Humanitarian System Through Social Franchising, *Evelyn Mwendha, Country Director, Street Business School, Uganda*

What Humanitarian Leaders Can Learn from Toyota's Lean, *Andrew Parris, Process Excellence Manager, Medair, Switzerland*

Creating Transformative Experiences That Thrive in the Virtual World, *Alix Ruggiero, DataKind, United States*

Graphically Illustrating Disaster Research: The process, politics and pedagogy of comics, *Gemma Sou, VC Postdoctoral Fellow, RMIT University, Australia*

The Emergence of 'Humanitarian Studies' as a Field of Scholarship: What are its contributions to humanitarian action and the sector?, *Adriana Stibral, PhD Candidate & Casual Academic Staff Member, Deakin University, Australia*

At-Risk People at the Centre of Anticipatory Action, *Marwa Tasmin, Start Network, Bangladesh*

A New 'Everyday Peace' Typology: Tool for Analysis of Local Peacebuilding Agency and Support for Bottom-up Peace Formation, *Anthony Ware, Associate Professor of International & Community Development, Deakin University, Australia*



ON DEMAND CONTENT

The Rapid Fire Presentations (6 mins) and e-posters were pre-recorded and available on-demand throughout the Conference. These covered a range of topics from UN Aids, to building team resilience to boost organisational impact, and the use of comic drawing to graphically illustrate disaster research.

Plenary Sessions

During the **three plenary sessions**, five keynote speakers shared their ideas, discussed, debated and answered audience questions from around the globe. The sessions were rich with dialogue and ideas on how humanitarian aid could and should be better.

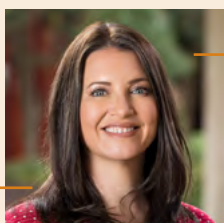
Acknowledgement of Country

Auntie Georgina Nicholson,

Wurundjeri and Wadawurrung woman of the Kulin Nations



PLENARY ONE: OPENING SESSION



Introduction (Chair)

Associate Professor Mary Ana McGlasson,

Director, Centre for Humanitarian Leadership

The Opening Plenary set the tone for the Conference to create a safe platform where tough questions could be asked, ideas shared without fear, and where the Conference community could wrestle with the issues being presented. The Centre for Humanitarian Leadership Director, Associate Professor Mary Ana McGlasson, encouraged delegates to “embrace awkward conversations with purpose” and explained that “leadership means sitting in this uncomfortable space”. She invited participants to lean on the Centre for Humanitarian Leadership’s values of courage and humility to create a safe environment for brave conversations, a challenge and ethos that was met throughout the Conference.



Formal Opening

Prof Iain Martin,

Vice Chancellor, Deakin University

Prof Iain Martin, Deakin University Vice Chancellor, confronted challenges presented by the legacy of Deakin University’s namesake, former Australian Prime Minister Sir Alfred Deakin (1903–04, 1905–08, 1909–10), who is accredited as the architect of the White Australia Policy. Prof Martin proposed a unifying path forward:

“The best legacy for Alfred Deakin is Deakin University bringing Indigenous and colonial history together to forge something uniquely and distinctly Australian.”

Prof Martin also considered innovation and research as essential for developing solutions to reduce human suffering in humanitarian settings.



Opening remarks

Degan Ali,

Executive Director, Adeso

Degan critically reflected on the failure to meet the 2016 Grand Bargain commitments, and the need to reform the Bretton Woods Institutions—the World Bank and the International Monetary Fund. She called for urgent systemic change with four calls to action:

1. **Deep reflection is needed to recognise roles in perpetuating the current system:** Do the “hard work as white, black, and brown people in recognising our role in perpetuating the [current system] and how we have benefitted”.
2. **Unite across the north and south to create change in global governance institutions:** “We do not need aid, we need fair and just economic, financial and trade policies to lift our people out of poverty.”
3. **Redesign Global North fora:** The architecture needs to be redesigned to truly reflect power sharing with Global South institutions and national governments.
4. **Change the lexicon:** “Let’s put a stop to using harmful terminology and narrative like ‘localisation’ and embrace more appropriate lexicon like ‘decolonialisation’.”

Degan’s powerful presence and insightful calls to action created the challenge for the Conference discussions and beyond.



Keynote

PLENARY ONE: OPENING SESSION

A New Humanitarianism for a New Era

Danny Sriskandarajah,

Chief Executive Officer, Oxfam Great Britain (GB)

*Prepared by Melanie Book, Strategic Foresight
Research Analyst, Centre for Humanitarian
Leadership*

“If you have come here to help me you are wasting your time, but if you have come because your liberation is bound up with mine, then let us work together.”

— ABORIGINAL ACTIVIST GROUP, QUEENSLAND, 1970s

Danny cited this quote as both a criticism of the humanitarian sector and a roadmap for its future. A criticism in that it highlights the critiques of the sector as paternalistic, self-serving, and imbued with ‘white saviour’ complex; and a roadmap in that the notions of mutuality and solidarity expressed by the quote “[provide] the basis for what a new humanitarianism should look like for the new era we’re entering”.

Danny outlined some of what this new era will look like for Oxfam GB. It will focus its direct operations in fewer and more fragile contexts, and will adopt new approaches to its membership, advocacy work and partnership. He also noted changes to be a more inclusive and anti-racist organisation with a more globally balanced governance structure, to create a “post post-colonial network fit for the future”.

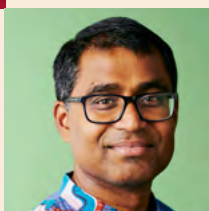
Danny advocated for the sector to focus not just on the “what” of humanitarian action, but also on the “how”. He suggested that a new humanitarianism must focus on:

- ❑ **Keeping people safe:** The need to invest in systems, culture and practices that prevent misconduct from happening, and those that deal with it appropriately when it occurs.
- ❑ **Taking accountability seriously:** The need for an accountability revolution, where we close the feedback loops between donors, NGOs and affected communities, as well as between north and south.
- ❑ **Investing in innovation:** The need to invest in innovative ways of doing things, and the need to “get our mojo back” to be at the leading edge of innovation.

Danny noted he purposely didn’t reference localisation as, while holding a passionate belief in its importance, localisation “is just the start of the journey, not the end of our journey”. Danny argued the humanitarian sector must keep the best of its inheritance and build on it for this new era where, instead of the interests of a few powerful actors, long-term resilience and diversity must be paramount.

"We need to invest in the systems where risk is happening... The same approach applies to decolonisation of aid. Thanks, Danny."

— JANICE IAN MANLUTAC, OXFAM AMERICA (PHILIPPINES)



"We will never decolonise aid if we don't talk about geopolitics."

— ERIN EDMISTON, CONTRARIAN HUMANITARIAN, USA



Panel Discussion

Panellists: Prof Iain Martin, Degan Ali, Danny Sriskandarajah


Moderator: Assoc Prof Mary Ana McGlasson

Key Learnings



On brave conversations

-  **Prof Iain Martin:** "Universities are the critical conscience of society—we can challenge people in a way that should be safe but difficult."
-  **Degan Ali:** "Verbalise what it is that you want to change and have an open conversation. Racism was taboo only two years ago... now it isn't."
"Verbalise the geopolitical issues and how they form the foundation of our complicity in the in-just system."

On Innovation

-  **Prof Iain Martin:** "The spirit of innovation is the ability to put greater ideas into practice to make a difference ... We have to find a fora where those working at the humanitarian coalface can ask academics to help them solve the problems that they have."

On Power

-  **Danny Sriskandarajah:** "Safeguarding failures are about accountability failures and the system's collective failure to create safe spaces for people to report abuse of power. Putting the communities and local voices first will reduce the risk of it happening in the first place."
-  **Degan Ali:** "We need to discuss the dynamics of power that is involved when these expatriates come and 'save us' and work in our countries—those dynamics are the foundational issues of safeguarding."

"Clear perspective on the Humanitarian system from those most impacted by the system, but often not heard from. Apart from being challenging, the keynote speakers provided some practical suggestions for change."

— STEVE GOUDSWAARD, CONSULTANT, AUSTRALIA



Introduction (Chair)

Mat Tinkler,

Director of International Programs, Save the Children Australia

The second day of the Conference opened with Plenary Two and considered understandings of leadership, embracing the local, and acting with humility.

Feminist Leadership in an Unequal World

Lina AbiRafeh,

Executive Director, Arab Institute for Women, Lebanese American University

Lina shared her vision of how feminist leadership presents opportunities for a paradigm shift to redress power imbalances. Lina laid out the significant challenges facing women, citing key equality indicators such as high illiteracy levels in girls, high rates of violence against women and girls, and the number of countries that have never had a female leader to illustrate the unequal situation of women today, the world over.

Lina outlined what feminist leadership means: “It’s not about formal leadership—and not about women becoming leaders—it is a dismantling of the structures that have contributed to marginalisation and oppression.”

Lina shared her vision of how Beirut, a city being rebuilt after the Port of Beirut explosion of 2020 could be rebuilt with feminist leadership principles at its core. As a beacon of feminist leadership in the Middle East, the rebuilding of Beirut offers the opportunity for the establishment of a regional economic and social hub where women achieve genuine equality.

“Look at all of us who woke up at the crack of dawn or stayed up late into the night to be here. Sounds like we are truly committed to this work. Thank you CHL for this exchange.”

— ANIKA KRSTIC, PLAN INTERNATIONAL, SUDAN.



“Amazing, Lina. Thanks a lot for the powerful and motivational message about the gender gap, it is still a long way to go but we are so sure we will never give up!”

— CHO LAY MAR, COMMUNITY AND FAMILY SERVICES INTERNATIONAL, CFSI, MYANMAR.

“Crazy but worth it, challenging, sleepless and time-zone adaptation.”

— FIFI ALIGHT, US.

“Love it Arbie. You set a different tone for leadership. With different language. Thank you.”

— ANITA KATTAKUZH, OXFAM, GREECE.

Keynote



Ethical Encounters in Aid

Arbie Baguois,

Founder, Aid Re-imagined

Prepared by Tosin Olaluwoye, PhD Candidate, Centre for Humanitarian Leadership

Arbie shared how he became interested and invested in localisation of aid. He candidly considered how his own internalised racism led him to believe that Western approaches were superior to that of his native country, the Philippines, and therefore that the Philippines would be better off imbibing Western style political and social systems. However, this changed during an eye-opening discussion on the ills of racism with some work colleagues, making him keenly interested in the localisation idea. According to Arbie, all events including social changes, developments, discoveries, and destructions, are products of *encounters*.

Humanitarian aid is about collaboration/encounters; often between the Global North—mostly the aid donors—and the Global South—usually the aid recipients. While this collaboration usually has noble intentions, it can lead to more harm than good in the absence of certain considerations. Arbie noted the importance not just asking *if we did things right*, but also *if we did the right things*. For example, humanitarian aid workers must consider if an action that has an immediate positive impact later brings negative consequences, such as disruption to public health systems, or culturally insensitive practices, or abuse of local aid workers.

Arbie proposed four guidelines for ethical encounters/ collaborations:

- ❑ **Trembling at our ignorance.** There is a need for humility and being aware that we may not have the answers. INGOs and donors should be aware that workers have knowledge of the local contexts.
- ❑ **Strive to live with our contradictions.** Donors of aid must be willing to encounter other as they are, instead of imposing what donors consider as the ‘right things’.
- ❑ **Be a plumber.** This implies the need to de-emphasise bureaucracy and agility while embracing a focus on being careful and relational.
- ❑ **Enjoy the pluriverse.** This encompasses a willingness to live in a world that allows other worlds. One way to do this is by recognising the power of others, such as aid recipients, to create their own values.

PLENARY TWO

"I love that Lina. We need radical generosity, not just a sprinkle."

— RACHEL COGHLAN,
CENTRE FOR HUMANITARIAN
LEADERSHIP, AUSTRALIA



Beyond the buzz: Finding humanity in humanitarian language

Lina Sergie Attar,
Founder and CEO, Karam Foundation

Prepared by Kathryn Harries, PhD Candidate, Centre for Humanitarian Leadership

Lina's keynote presentation questioned the fundamental approach of the humanitarian sector from the perspective of Syrian refugees. She asked what the sector considers as success. Is it "how well a camp is run or how fast it is dismantled?" Is it "how many people are served or how many people no longer need service?" She also questioned the annual urgent fundraising for shelter to protect refugees in winter, versus the option of building sustainable, non-flammable, shelters from the start.

So, Lina questioned, "are we talking about building a future or continuing a cycle of need? Lina also challenged the humanitarian principle of neutrality, which she said has hampered addressing the root cause of the Syrian crisis.

"Very poignant comments on who is allowed 'self-care' and who is expected to only be resilient/strong."

— SOPHIE ROTH, UNIVERSITY OF BRITISH COLOMBIA,
CANADA

Lina used her presentation to reclaim three 'buzz' words.

- ❑ **Innovation**, which many organisations consider as an in-house approach, often with internal innovation teams. From her perspective, innovation should be "co-created" with refugees themselves. By giving refugees the most cutting-edge tools such as "the tech, the mentorship, the confidence, the safety, the agency, the healing", refugees can invert the dominant narrative and provide strong contributions to their host communities.
- ❑ **Resilience**, a word Lina expressed discomfort over due to the double standard. Why are refugees expected to possess and admired for resilience, but during the COVID-19 pandemic privileged communities and individuals recognised and promoted the personal need for self-care and vulnerability? Lina advocated that instead of taking a scarcity approach to aid, targeting the most numbers with very basic support, that we should take an approach of "radical generosity".
- ❑ **Leadership**. Lina shared that the focus should not be just on leadership within the humanitarian sector, but on the leaders that are created within refugee communities and those affected by crisis. Lina shared the lived experience of Syrian refugees to support her ideas.

“It is really powerful to be humble, to be vulnerable, to be a leader that accepts their [own] failures and ignorance...”

—LINA SERGIE ATTAR






Panel discussion

Members: Arbie Baguios, Lina Sergie Attar and Degan Ali





Facilitator: Mat Tinkler

Key Learnings

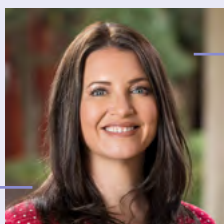
On embracing local grassroots and CSOs:

-  **Degan Ali:** “[... INGOs need to] support indigenous civil society organisations and not compete with them.”
-  **Arbie Baguios:** “Grassroots organisations do not look like the Oxfams. But they can do the work just as well.”
-  **Mat Tinkler:** “We need to take this to the donors who want to fund the organisations who look, sound, and feel like the organisations that they are used to, rather than trusting the indigenous systems that exist.”

On showing humility and “trembling in your ignorance”:

-  **Mat Tinkler:** “Be brave to say: ‘I don’t know, I don’t have the answer, do you?’”
-  **Mat Tinkler:** When preparing proposals or reports: “Tweak it so that failure is more honest.”
-  **Mat Tinkler:** Be informed. Include local people on boards, on teams.
-  **Lina Sergie Attar:** “It is really powerful to be humble, to be vulnerable, to be a leader that accepts their [own] failures and ignorance...”

PLENARY THREE: CLOSING SESSION



Introduction (Chair)

Associate Professor Mary Ana McGlasson,
Director, Centre for Humanitarian Leadership

Today's humanitarianism has reached its limit— what will take its place?

Heba Aly,
CEO, The New Humanitarian

*Prepared by Dr Nazanin Zadeh-
Cummings, Associate Director of
Research and Lecturer in Humanitarian
Studies, Centre for Humanitarian
Leadership*



Keynote

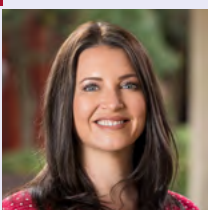
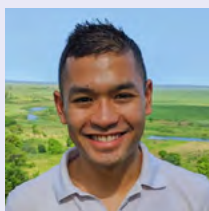
Heba's presentation, which she introduced as "the views of a humble observer who watches the sector from a distance," brought a bold proposition to a Conference on humanitarianism—that humanitarian aid may no longer be the solution to the problems the world faces today. Heba presented four areas where the contemporary aid sector is reaching its limits: financial, operational, structural, and ethical. Her talk touched on COVID-19, white supremacy, funding plateaus, and multilateralism's inability to respond to threats seen in the world today.

Heba encouraged the audience to lean into their imagination to consider what this new humanitarianism might look like. She presented five pillars to move:

- ❑ **From community involvement to community ownership:** Where communities don't just have access to a slice of the pie, but are the bakers making the pie.
- ❑ **From operation to empowering:** A major shift for United Nations agencies and non-governmental organisations, which would see these bodies step back from *doing* to an enabling role through areas like fundraising and advocacy.

- ❑ **From neutrality to solidarity:** Do the problems people face need rice and tarpaulin shipments, or shifts in social justice?
- ❑ **From centrality to humility:** Recalling Arbie Baguios's talk where he encouraged attendees to "tremble in their ignorance", Heba also underlined the importance of humility.
- ❑ **From reaction to anticipation:** Moving to work in ways that anticipate crises and seek to diffuse them before they can wreck mass havoc.

My humanitarian imagination is often rooted in thoughts of North Korea, a country where human suffering is experienced simultaneously in many forms but often parcelled out through international lenses as 'human rights' issues, 'humanitarian' need, or 'development' problems. However, North Koreans do not have the luxury of choosing which field to experience—their lives experience these things without borders or delineation. Heba's talk inspired me to think of how humanitarian efforts should connect to the many facets of human wellbeing, without delineations in systems that ignore the lack of delineations in experience.






Plenary 3: Panel discussion

Members: Dr Danny Sriskandarajah, Arbie Baguios, Degan Ali, Heba Aly, Mary Ana McGlasson



Moderator: Peter Walton

Key Learnings


On donor expectations

-  **Arbie:** “There is a trade-off between excellence and ethics.”
-  **Degan:** INGOs are “awarded for growth not for downsizing ... If they make a choice to value ethics, and be anti-racist and to decolonise their institutions over money, then they will be making the right choices and we will see a mass transformation of organisation in the system.”
-  **Danny:** There are three bureaucratic changes to change donor behaviours:
 1. Calling out how ludicrous [the] system [is] we [that] have built, showing the evidence of how unrestricted funds are being spent.
 2. Reframing what value for money means.
 3. Decolonising compliance.

On leadership

-  **Mary Ana:** “Leadership means sitting in this really uncomfortable space ... with my two favourite values of courage and humility, and we have deal with these problems bravely. Leadership is living in the grey ... and finding solutions. We need to amplify this whole idea of being a ‘solutions sector’.”
-  **Heba:** “People who are courageous enough to really push enough for change at a hard level.”

On difficult conversations

-  **Degan:** “I believe that there is humanity in everyone, and we should be humble, and we should be open to having a conversation and dialogue with everyone, no matter what their views are.”

“Intentions are not enough. A reckoning is coming ... How will you contribute?”

—MARY ANA MCGLASSON,
DIRECTOR, CENTRE FOR
HUMANITARIAN LEADERSHIP

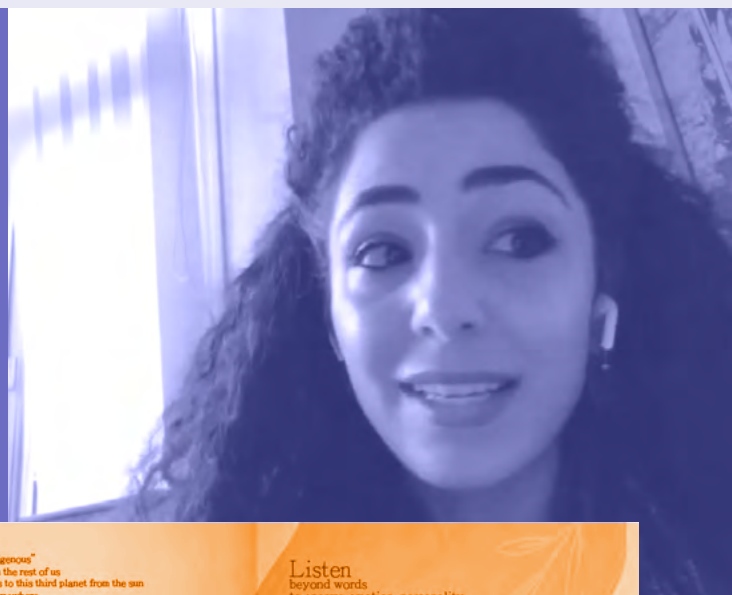
PLENARY THREE: CLOSING SESSION

Pop-up Poetry

Dana Dajani

Searching for expressions of healing and positivity, spoken word poetry was used throughout the two days of the Conference to encourage reflection, creativity and healing.

The conference pop-up poet, Dana Dajani, provided her reflections throughout the Conference, and performed a powerful reflection to close the event.

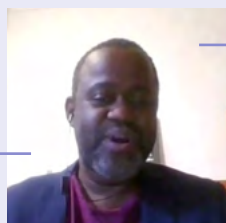


“Thank you Dana, you speak for all our struggle.”

—MARGARETHA SIREGAR, WAHANA VISI
INDONESIA, A PARTNER OF WORLD VISION.

“This is so important - recognising that dominant narratives exist everywhere, in all industries, and we all have to reflect on our role in that.”

—GEMMA HOULDEY, INDEPENDENT CONSULTANT, UK.



Where are the People?

Dr Admiral Ncube,
*Southern African Development
Community*

This poem focuses on reconceptualising the role of affected populations in humanitarian response.

Long ago, a vocation they called it, and it was clear,
A compassion for people made it so dear,
Where there was need, hearts moved to act,
For against all odds, hopes were turned to fact,
Humane it was, as people mattered the most!

But times have changed, though the needs have grown,
In place of a vocation, an industry has been sown,
Driven by gain, the cause has lost its plot,
Led by experts, the vocation is now a sport
Humane you call it, but do people really matter?

Hear them virtually with an air of unbridled superiority,
A superiority that reduces poor people to projects,
Projects that demean many to hapless beneficiaries,
Beneficiaries whose practices are replaced with the foreign,
Humane you say, but where are the people?

What shall we say, when the humane has lost humanity,
When a people's ordeal is reduced to numbers in a
project proposal,
When their lives are the subject of pilots and experiments,
When their stories of desperation are used for marketing,
When images of their children, are copyrighted and sold,
When their life is explained by indicators and theories,
When a people's suffering builds careers and income
for some,
When donations raised in their name are never disclosed,
When an obvious case to help is reduced to a tender,
Humanity you call it, but where are the people?

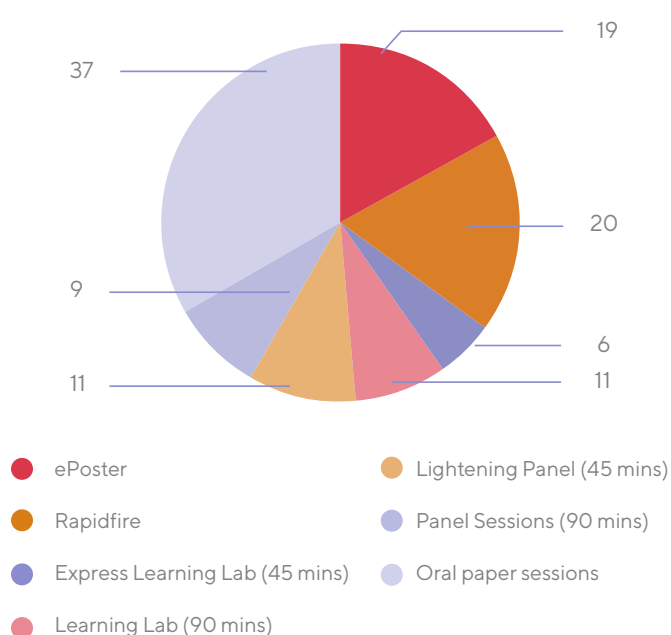
Concurrent Sessions

THE CALL FOR ABSTRACTS

In late 2020, the Centre for Humanitarian Leadership invited abstracts for presentation at the conference. **150 high calibre submissions were received**, of which **111 were accepted for presentation in four formats: Oral paper presentations (5 minutes and 15 minutes), Learning Labs (45 or 90 mins), panels (45 or 90 mins), and e-posters.**

These sessions formed the Conference program, with up to six concurrent sessions at any time. With recordings available via the Conference digital platform for 12 months, breaks were limited, and 45 hours of live content was broadcast across the two days. This includes the five networking sessions for those looking to replicate the 'chat in the coffee queue'. In addition to this, on-demand content was also available.

Presentation type



ORAL PAPER SESSIONS

37 papers

The 37 papers were presented across ten sessions which covered topics all directly related to the four core themes. Here are some highlights:

On stories and listening in humanitarian action:

Wakanyi Hoffman shared how understandings of Indigenous knowledge and folktales can and will positively impact and transform humanitarian action in education for children; Esther Oreofeoluwa Esho shared how story-telling and poetry in the promotion of humanitarian action and story telling including a poem *Real Humanitarians Care*.

On humanitarian health: Dr Nabreesa Murphy spoke to the Conference core theme of oppression and power imbalances in the Pacific Island contexts in relation to adolescent sexual and reproductive health and rights (SRHR) and disaster risk reduction. Nabreesa also reflected on being a woman of color and a migrant in the UK and the intersection between power and equity. Tosin Olalaluwoye recommended five key steps towards successful recruitment of participants for qualitative studies in the humanitarian settings, based on his field experience in Uganda.

On Leadership and Community: Jessica Farber and Rachel Kiddell-Monroe talked about Seachange's Community led Solutions and about "uplifting local solutions that are created by and within communities". While providing resources, including money, knowledge, and training, a "very big part is that that they need that solidarity" to implement the locally developed solutions.

On women-focused humanitarian leadership: Pip Henty used an example from the Philippines to demonstrate how diverse women and women-focused organisations can have a transformative leadership role to safely participate in decision-making processes in the COVID-19 response.

PANELS

20 panels

Across the two days, 20 panels (45 and 90 mins) were presented, with experts, organisations and researchers hosting sessions. Here are some highlights:

Women in leadership: Hosted by Oxfam 'What are we learning about Local Humanitarian Leadership? New research, analysis, and recommendations' shared recent research to progress toward local humanitarian leadership and greater women's leadership in the humanitarian sector, mostly in various humanitarian settings including Bangladesh and South Sudan.

Continuing the focus on local women in leadership in humanitarian response, Care Australia shared their research *She Leads in Crisis* that explores learnings where disaster responses in the Pacific have been led by women.

Religious leaders as Humanitarians: The CAN DO initiative drew on insights from Pacific Theologians to encourage and challenge Pacific Islanders and the sector more broadly to radically re-think who the humanitarians are, how they should lead, and how traditional humanitarian actors can best support the shift in leadership towards affective Pasifika-led responses.

Diaspora as humanitarian leaders: Diaspora Australia highlighted the important role of former refugees in drawing on transnational social networks, contextual knowledge of humanitarian situations and systems, and mobility enabled through resettlement, making diaspora distinct humanitarian actors.



LEARNING LABS

17 learning labs

The learning labs offered interactive opportunities where participants could explore topics in a more hands-on approach. These sessions covered everything from 'Games as Tools for Capacity Building' to preparing your paper for publication facilitated by the editors of the *Humanitarian Leader*, and the *Journal for Humanitarian Affairs*.

Oxfam shared their Community of Practice model which makes visible some of the critical roles that local humanitarian actors have played during the COVID response; local-actor perspectives on Local Humanitarian Leadership through the COVID lens, including the nature of their partnerships with international actors, the share of power they wield, and the respective roles that different actors could play in humanitarian action.

In her learning lab, Nikita Shah shared how to use spoken word poetry to explore, probe and self-reflect on the path towards transformational change. Using her six-step process, Nikita shared prompts and exercises to map identity and privilege to understand positionality and role in making change in the humanitarian ecosystem. Nikita led participants through writing exercises.

An Indigenous Australian perspective: The entire Conference took a break on the second day to reflect and learn from Sean Ryan, a Kuku Nyunkal man, who provided a virtual cultural experience, sharing his history, and a didgeridoo performance with the backdrop of the serene Dandenong Ranges.



Media and Publications

The conference inspired a number of articles and blogs both before and after the event. Here is a selection.



The New York Times

'Foreign Aid is having a Reckoning'

<https://www.nytimes.com/2021/02/13/opinion/africa-foreign-aid-philanthropy.html>



Devex.com

'What's stopping localization in the humanitarian sector?'

Lisa Cornish, 30 April 2021

<https://www.devex.com/news/what-s-stopping-localization-in-the-humanitarian-sector-99794>

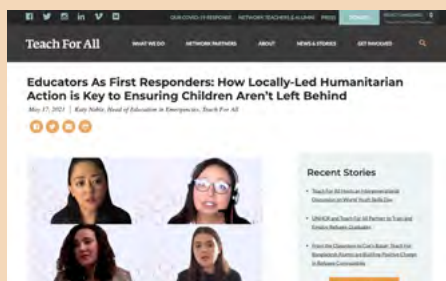


Save the Children – Blog

'Four Radical Shifts towards Decolonising Aid'

Bryony Hutt

<https://www.savethechildren.org.uk/blogs/2021/four-radical-shifts-towards-decolonising-aid>



Teach For All

'Educators As First Responders: How Locally-Led Humanitarian Action is Key to Ensuring Children Aren't Left Behind'

Katy Noble, Head of Education in Emergencies, Teach For All, 17 May 2021

<https://teachforall.org/news/educators-first-responders-how-locally-led-humanitarian-action-key-ensuring-children-aren%E2%80%99t>

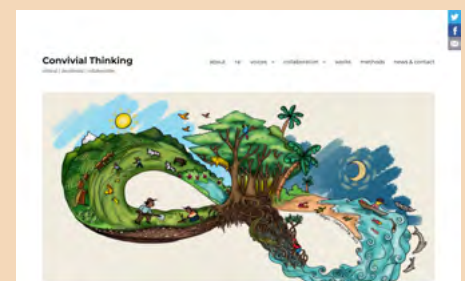


Community-led Innovation Partnership

'The role of community-led innovation in decolonising aid'

Elrha - blog, 11 May 2021

<https://medium.com/community-led-innovation-partnership/the-role-of-community-led-innovation-in-decolonising-aid-7fe3173d9eb2>



convivialthinking.org

'Let's march together'

Jeevi Vivekananthan, 2 July 2021

<https://www.convivialthinking.org/index.php/2021/07/02/lets-march-together/>

Paper Publications

For the first time, speakers at the Humanitarian Leadership Conference were invited to submit their papers for publication in either the Centre for Humanitarian Leadership's *Humanitarian Leader* or the peer-reviewed *Journal for Humanitarian Affairs* (JHA). To encourage and support submissions, the Conference included a session to help authors in their preparation.

The Conference in Numbers

The participants

234 speakers
from **55** countries

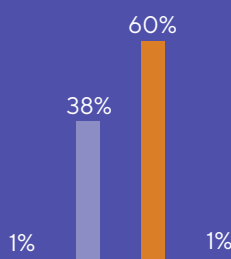
1013 attendees
from **90** countries

SPEAKERS

Gender ratio

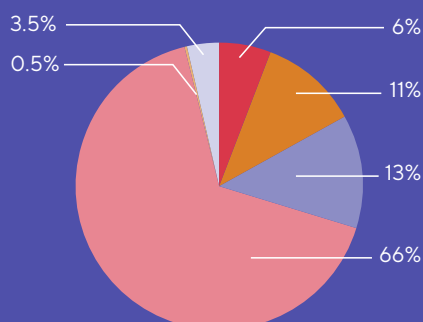
- Trans/Gender diverse/Prefer to self-describe/Non binary
- Male
- Female
- Not reported

Speakers



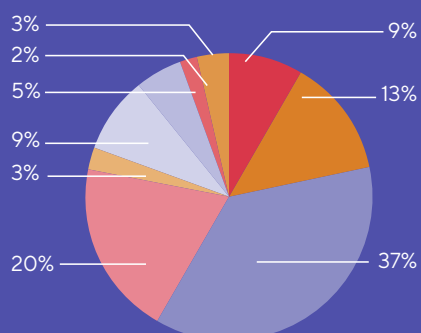
HDI category

- Low HD
- Medium HD
- High HD
- Very High HD
- Not rated
- Not reported

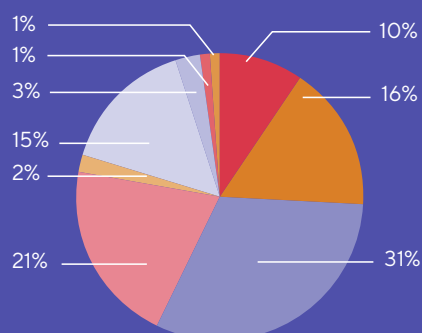
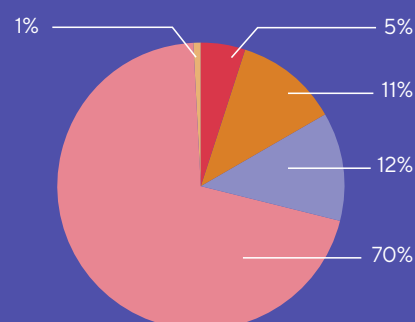
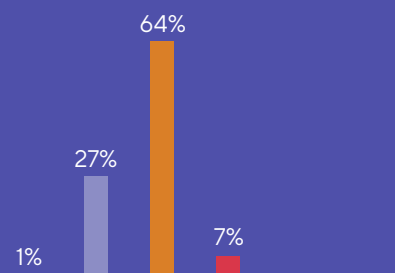


Region

- Africa
- Asia
- Australia and New Zealand
- Europe
- Middle East
- North America
- Pacific
- South and Central America
- Not reported

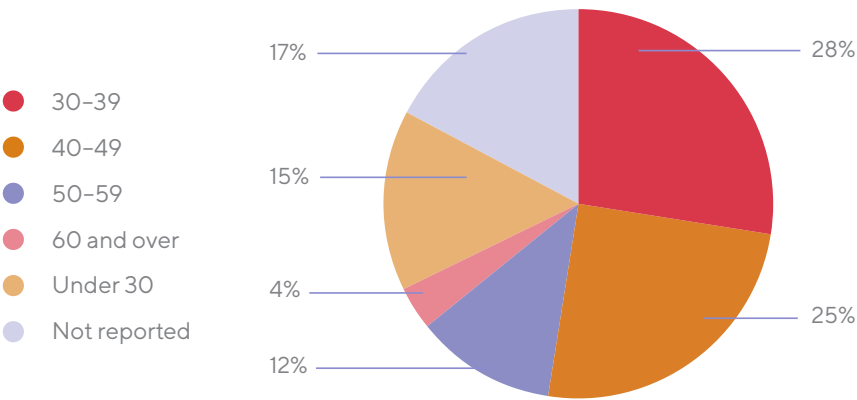


Delegates



DELEGATES

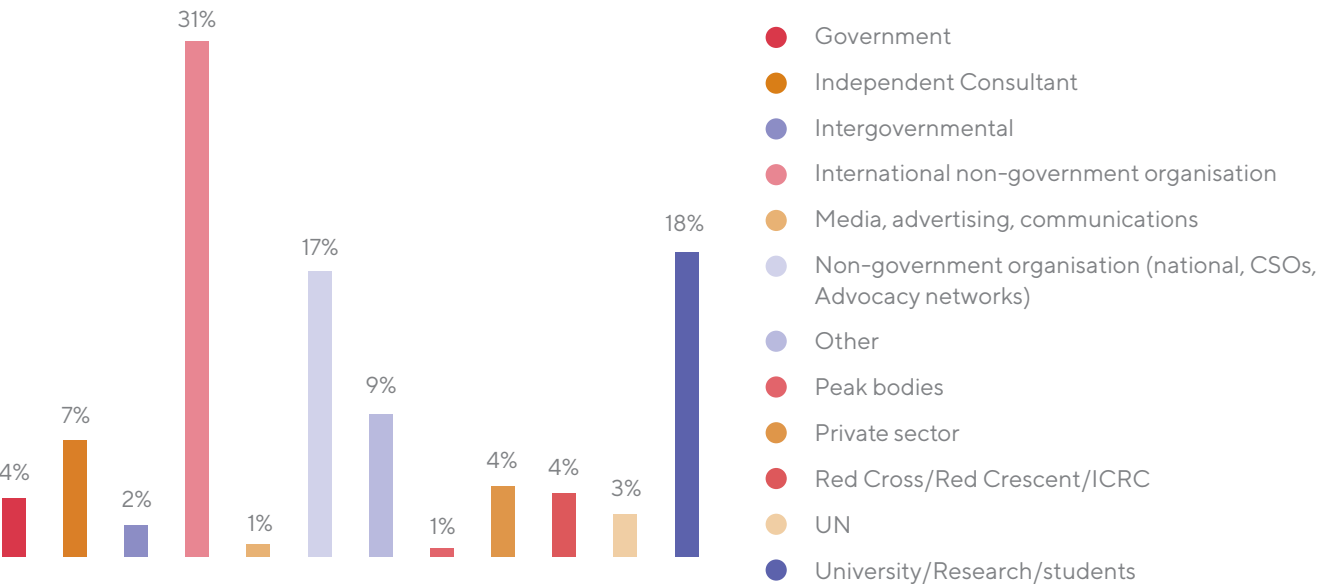
Delegate age



The Conference received a total of **1,013** registrations.

Delegates attended virtually from **90** countries.

Delegate work category



“Thank you for a well-organized, carefully curated, and multi-layered event. The Conference program was rich, inspiring, well-planned and interesting. It was exciting to see the diversity and inclusion in other corners of the world :)”
—ADI MAYA, INDEPENDENT RESEARCHER, SWITZERLAND.

“This was a fantastic, thought provoking forum. I greatly appreciate the diversity shown by choice of panelists and session moderators. Hearing from local organisations that are making a difference in the communities.”
—MARY NJERI, WORLD VISION UGANDA.

“Thank you for this wonderful platform where we all are equal to share our own view. We all are interconnected and interdependent to each other and conversations like this will bring peace to the whole globe.”
—RAJESH CHAUDHARY, RURAL DEVELOPMENT CENTRE, NEPAL.

Accessibility and Scholarships

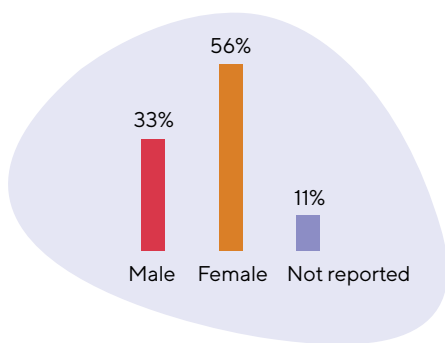
A Conference for all Humanitarians

75 recipients
from **29** countries

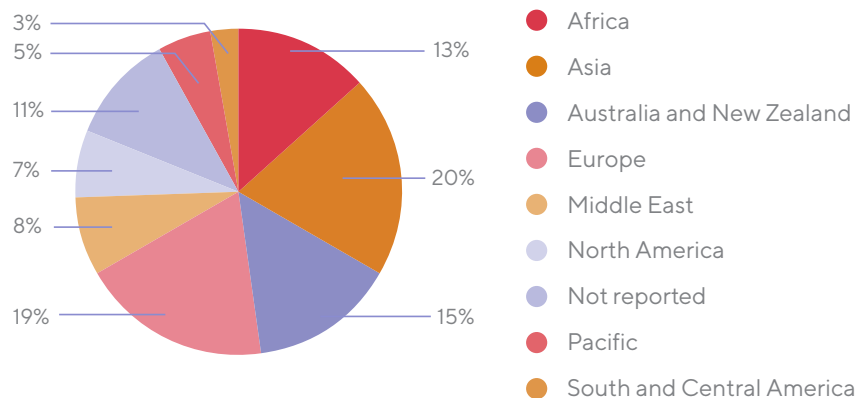
Intentional efforts to remove attendance barriers informed significant planning decisions. Shifting the Conference to an online platform and reducing registration fees removed financial, travel and visa barriers, and allowed 'grass roots' and even affected communities to share their stories.

We are extremely grateful to and warmly thank and acknowledge the 200 Conference community members who generously contributed towards or funded a full registration scholarship. Through this generosity, 75 recipients from 29 countries were able to attend the Conference. Separate to this, the Conference also heavily subsidised an additional 200 'needs-based' registrations.

Scholarship recipient gender



Scholarship region



Here is some feedback from scholarship recipients:

(Names withheld for privacy)

- I run a small-scale NGO to encourage more female students to pursue careers in the sciences. It would be great to learn from and network with people with similar objectives.
- I am a student and could not afford any more.
- My work focuses on underserved populations, so this scholarship will help me maintain lean operations.
- I am unemployed, having lost my work due to COVID and decreased donor funding for my organization.

Feedback

We received **130 responses** to the feedback survey. All questions were optional. Overall feedback was overwhelmingly positive, with participants finding the format and content inspiring, challenging and informative.

Key Learnings

Overall, we met the goal of bringing prominent and grassroots humanitarian thinkers and practitioners from around the world to explore, debate and discuss critical challenges and opportunities facing effective leadership in the humanitarian system.

We have been on a steep learning curve throughout the planning of this event and are forever grateful to everyone who contributed to the Conference and came on this journey with us. Here are some of our learnings, based on our experience and the feedback from participants.

Program format and time zone issues

- ❑ Reconsider the number of concurrent sessions.
- ❑ Reconsider the 'lightning' and 'express' (45 min) formats.
- ❑ Consider part days e.g.: 3 hours per day, over three days or over weeks.
- ❑ Less duplicate content.
- ❑ E-posters and rapid fire presentations (on-demand) content: Allocate time for authors to be available for live chats and Q&A. Promote through push notifications and emails.

Digital Platform and Engagement

- ❑ Look for features such as push notifications via the platform, notice boards, and more interactive opportunities.
- ❑ Plan a daily email out to all delegates with highlights, featured sessions, and information on how to interact with the platform.
- ❑ Improve communication with speakers by developing improved speaker briefing sessions. Set up the speaker hub onto the platform earlier.

"Thank you for such an amazing conference. It was truly miraculous what you have been able to pull together. This was a mammoth effort that you made seem so smooth and easy."

—NADINE HADDAD, WORLD VISION AUSTRALIA, MELBOURNE.

Overall how would you rate the Conference?

85% feedback respondents rated the conference as either **Excellent** or **Very Good**

Sponsor recognition

- ❑ Consider having a dedicated time when the tradeshow/exhibition hall is open to direct delegates to visit the "virtual" stand.

"Congratulations on your amazing conference! You really put together something so special and powerful. The topics and speakers carried so much dignity and grace. It was such an honor for me to be part of it."

—LINA SERGIE ATTAR, KARAM FOUNDATION, UNITED STATES



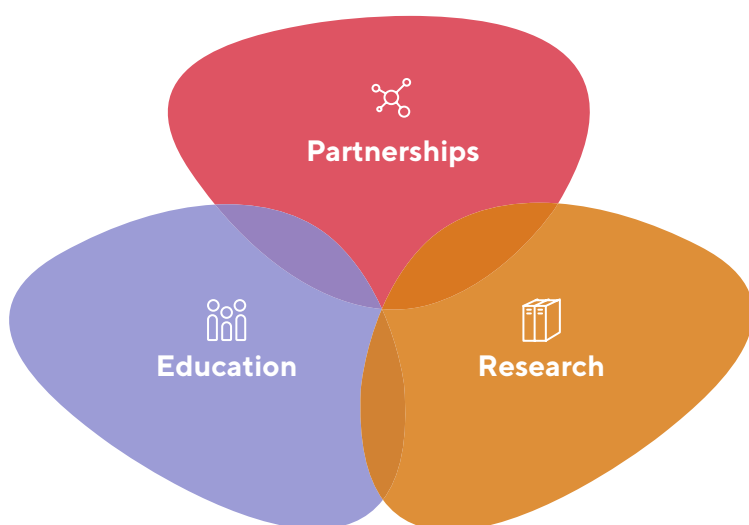
CENTRE FOR
HUMANITARIAN
LEADERSHIP

The Centre for Humanitarian Leadership is an innovative collaboration between Deakin University and Save the Children that combines good humanitarian practice with academic rigour.

Our mission is to lead and influence change within the humanitarian system through critical analysis, transformational and disruptive education and research, and meaningful contributions to policy and practice.

We combine academic education with applied learning in the field. We teach new perspectives and behaviours, guided by research and evidence gained on the ground. Through our valuable global partnerships, we bridge the gap between working humanitarians, academics, students, graduates, and sector stakeholders.

Collaboration is integral to the Centre for Humanitarian Leadership. Partnership was fundamental to our founding and continues to influence our ongoing mission to transform the humanitarian sector.



IKEA Foundation


 Adeso

