



# **CENTRE FOR HUMANITARIAN LEADERSHIP**

## **2020 ANNUAL REPORT**



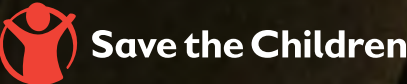
**CENTRE FOR  
HUMANITARIAN  
LEADERSHIP**



The Centre for Humanitarian Leadership acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which we work. We pay our respects to ancestors and Elders, past and present.

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# Welcome

The Centre for Humanitarian Leadership, is committed to transparent reporting and accountability to our donors, partners, and stakeholders.

Our 2020 Annual Report is the primary way we communicate to our community about our operations and performance for 2020.

This Annual Report provides an update on the highlights and achievements from the CHL in 2020 and addresses any challenges experienced during the year.

Our Annual Plan: June 2020–June 2021 is the guiding document for this Annual Report. The Annual Plan describes our strategic objectives and describes how we set out to transform the humanitarian system by combining evidence and practice.

As this is the Centre's inaugural Annual Report, we have also included a section on the history of the CHL, including major developmental milestones, donor arrangements and general achievements.

We welcome your feedback on this Annual Report. Please get in touch at [info@cfhl.org.au](mailto:info@cfhl.org.au).



## OPENING MESSAGES

### Director's message

**Associate Professor Mary Ana McGlasson, MN, MPP**

Director

Centre for Humanitarian Leadership



### I am pleased to present the Centre for Humanitarian Leadership 2020 Annual Report.

2020 has been a year of significant change, major organisational restructure and strategic review. The COVID-19 pandemic brought significant challenges to the Centre, which we have met with renewed determination and success. Rapid adaptation and innovation meant we could continue to deliver results in 2020—to teach, increase our engagement and partnerships, and continue to make important contributions to policy and research.

In this inaugural Annual Report, we also reflect on the achievements of the Centre since its official launch in 2015. During this time, the Centre's flagship programme, the Graduate Certificate of Humanitarian Leadership, has grown from a pilot programme to an internationally recognised pathway for system transformation, attracting funding from private and government bodies globally.

At the CHL, we are collaborators. We value integrity, courage and humility. We challenge traditional ideas and presumptions with intention. We create space for new definitions of leadership in the humanitarian system.

2020 was a year of disruption, but CHL saw significant opportunity to genuinely re-think how we can transform the humanitarian system by redefining who leads, and how.

To connect with organisations and people across the globe committed to this common goal. To amplify diverse voices and broaden our rigorous process of continuous reflection to change and improve our work in humanitarian systems.

When we look back at 2020, we will remember a year of challenges that CHL admirably met. An organisational restructure, implementing a new mission and strategy, and major pivots to the way we provide our services amidst a global pandemic was no small task. I am incredibly proud of the CHL team who demonstrated agility, flexibility and continued professionalism and kindness during a year of 'unprecedented' obstacles.

As we progress to 2021 and beyond, we will continue to work toward our central goal to promote a diverse humanitarianism that embraces the agency of affected people and promotes distributed power, social justice and equity. Success for us will come in many forms as we continue to catalyse change in the humanitarian system at the very nexus of power, and shift this to local communities. We will broaden our offering in courses that will create real pathways for transformation and networks across the Global South. We will aim to be reach our potential as a centre of excellence in our research fields and continue to collaborate with movements and researchers globally, especially those in the Global South.

I am committed to push myself to be the leader that the CHL needs to continue our work and contribution towards a transformed humanitarian system. To our donors and partners, thank you for your critical support in this endeavour. We look forward to continuing our work together into the future and hope you are proud, as am I, as we reflect on the CHL's impact in 2020.

Associate Professor Mary Ana McGlasson, MN, MPP



**“At the CHL, we are collaborators. We value integrity, courage and humility. We challenge traditional ideas and presumptions with intention.”**

# Professor Jack Reynolds, FAHA

Head of School, School of Humanities and Social Sciences,  
Faculty of Arts and Education  
Deakin University



## Throughout 2020, global humanitarian events demanded our attention and action, both domestically in Australia and overseas.

Having trained professionals designing, leading and evaluating these emergency responses is key to their success, and Deakin University, in collaboration with Save the Children Australia, is proud of its role in supporting the activities undertaken at the Centre for Humanitarian Leadership and their ongoing contribution to the global humanitarian community.

The CHL is an important part of the school, faculty, and university's future plans. The partnerships and real-world impact of CHL activities are vital to our success and we remain committed to delivering research, and the Centre's accredited, globally relevant courses, to shape the next generation of humanitarian leaders. I commend the CHL on their responsiveness to the challenges of 2020 and their commitment to a re-imagined humanitarian sector. Although the CHL Director and I have both commenced only recently in our roles, I have been very pleased to work with Mary Ana and CHL staff on the Strategic Plan 2021-24.

2020 has been a difficult year for all, but it's made the work of the CHL more relevant than ever. The team is to be commended for the transition to virtual simulations and internships in trying circumstances, successfully pivoting teaching, research and engagement activities to meet COVID-19 challenges. Thanks to all CHL staff and affiliates for their contributions.

Professor Jack Reynolds, FAHA



# Mat Tinkler

Director, Policy & International Programs  
Save the Children Australia



## As always in times of crisis, those most vulnerable turn to humanitarians.

In many ways 2020 was no different, as conflict and natural disaster continued to displace millions and create extraordinary demands on the humanitarian system.

But the humanitarian system, like many, found itself in unfamiliar territory in 2020. The world was in crisis, but for perhaps the first time in history, this crisis impacted both the demand and supply sides of the humanitarian transaction. Needs were increasing in developing countries as economies collapsed and health systems struggled to cope with the might of a global pandemic. At the same time, donor governments were themselves grappling with their own domestic emergencies, diminishing their focus and fiscal room to support those in need beyond their own borders.

This crisis made us reflect on the how of humanitarianism more than ever. With borders closed, supply chains disrupted, and surge models out of the question, we had to challenge ourselves to walk the talk on concepts like localisation, true community consultation, and empowerment. It was thus an excellent time for the Centre of Humanitarian Leadership to reflect deeply on its purpose and mission, and refine its strategic plan for the next four years. In doing so, we reaffirmed our intent 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.

In 2020, we were thrilled to appoint Mary Ana McGlasson as the CHL's first stand-alone Centre Director. Already, under Mary Ana's leadership, we have made great inroads in ensuring that the CHL is fit for purpose, adapts to the changing world, and can continue its important work for many years.

I want to thank Mary Ana and the whole team at the CHL, comprising staff from the founding partners in Deakin University and Save the Children Australia. Their dedication and leadership in 2020 was, as always, first rate and I am very confident that the CHL can continue to build a better humanitarian system every day.

Mat Tinkler



# Our history

2011-19



## 2011-19 SNAPSHOT



15

Research reports



18

New grants/donors



584

Graduates (all courses)



22

New staff



28

New partnerships



15

Events



89

Student home countries  
(GCHL and DESHL)



40

Academic publications  
and conference  
presentations

429

GCHL graduates

80

DESHL graduates

19

GCHH graduates

56

MHA graduates

## SCHOLARSHIPS GIVEN TO END OF 2020

IKEA 1	Women in Humanitarian Action	30
IKEA 2	Women in Humanitarian Action	47
DFAT	ASEAN Scholarships for women	10
DFAT	Pacific Scholarships	6
Deakin	Humanitarian Scholarships	15
OFDA	DESLH	15
GSK	GCHH	11



“

We started to map out, literally on the back of an envelope, how to develop what is now the Graduate Certificate of Humanitarian Leadership. And in January of 2012, we taught our first unit.”

—PHIL CONNORS

## IDEAS ON ENVELOPES

In 2011, a unique partnership was born when Stephen McDonald—an experienced humanitarian with Save the Children—walked through the doors of Deakin University to meet with Phil Connors, Associate Professor of Humanitarian Studies, to discuss the prospect of a humanitarian accreditation.

The ideas generated in their early conversation eventually grew to form the Humanitarian Leadership Programme or HLP (now the Graduate Certificate of Humanitarian Leadership (GCHL)).

The development of the HLP would provide a blueprint for the Centre’s early beginnings, and a unique framework for transformational education that combines humanitarian experience with academic rigour.

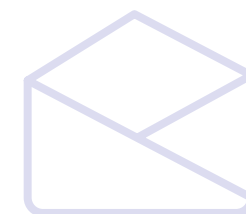
*“Traditionally, whenever there is a crisis of leadership in a humanitarian response, the solution has been to add in a system or process. But the problem wasn’t the system. The problem was we weren’t populating it with the people who have the appropriate experience, skills, and behaviours.”—Stephen McDonald*

With seed funding from DFAT, the generous backing from Deakin University who waved all course fees for the first iteration, and ongoing contributions of expertise and personnel from partners like World Vision and Oxfam, the Humanitarian Leadership Programme was brought to life.

After a period of proven success in upskilling leaders in the Australasian region, Stephen McDonald, Phil Connors, and Sophie Perreard submitted a proposal to the IKEA Foundation to help the HLP evolve, grow, and serve the needs of a global humanitarian system. The IKEA Foundation grant took the HLP to the rest of the world and paved the way for the Centre for Humanitarian Leadership.

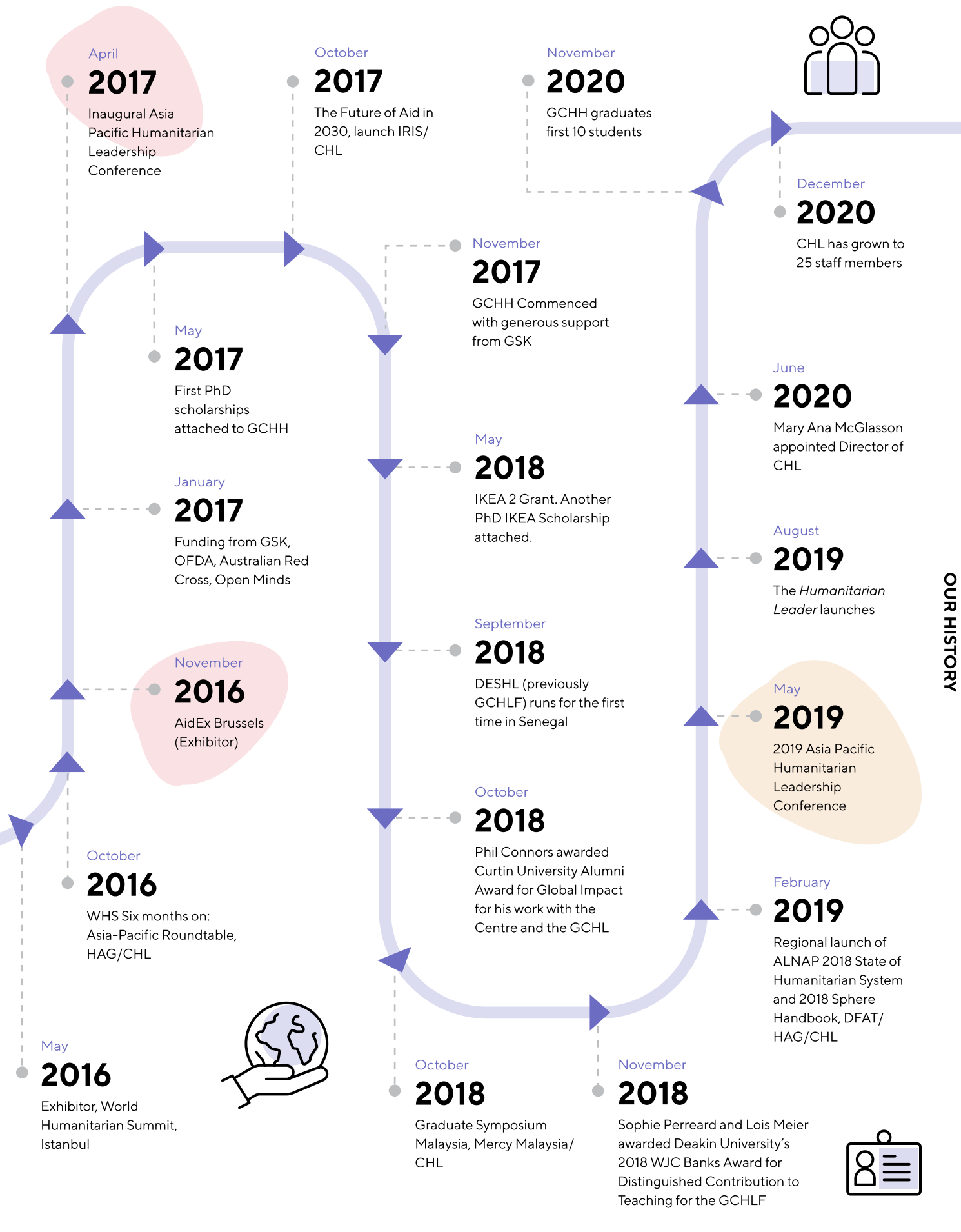
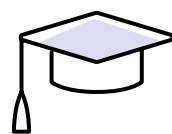
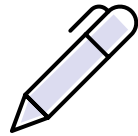
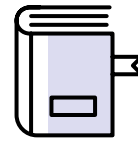
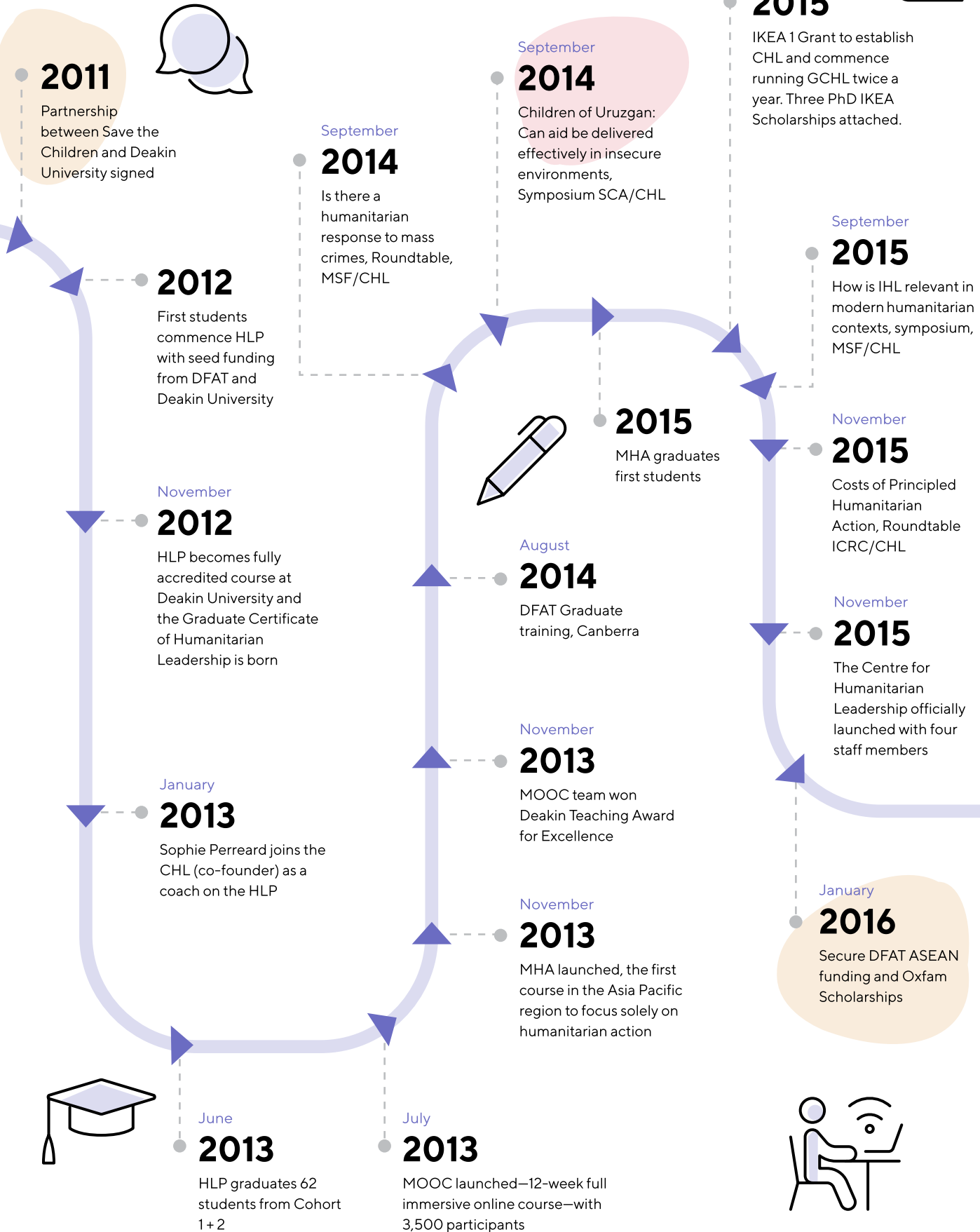
The Centre is a great example of collaboration and philanthropy in action.

Today, the Centre partners with more than two dozen organisations around the world and has established and implemented a Master of Humanitarian Assistance and the Graduate Certificate in Humanitarian Health, as well as research and engagement projects that incorporate principles of accountability to and power sharing with local communities.



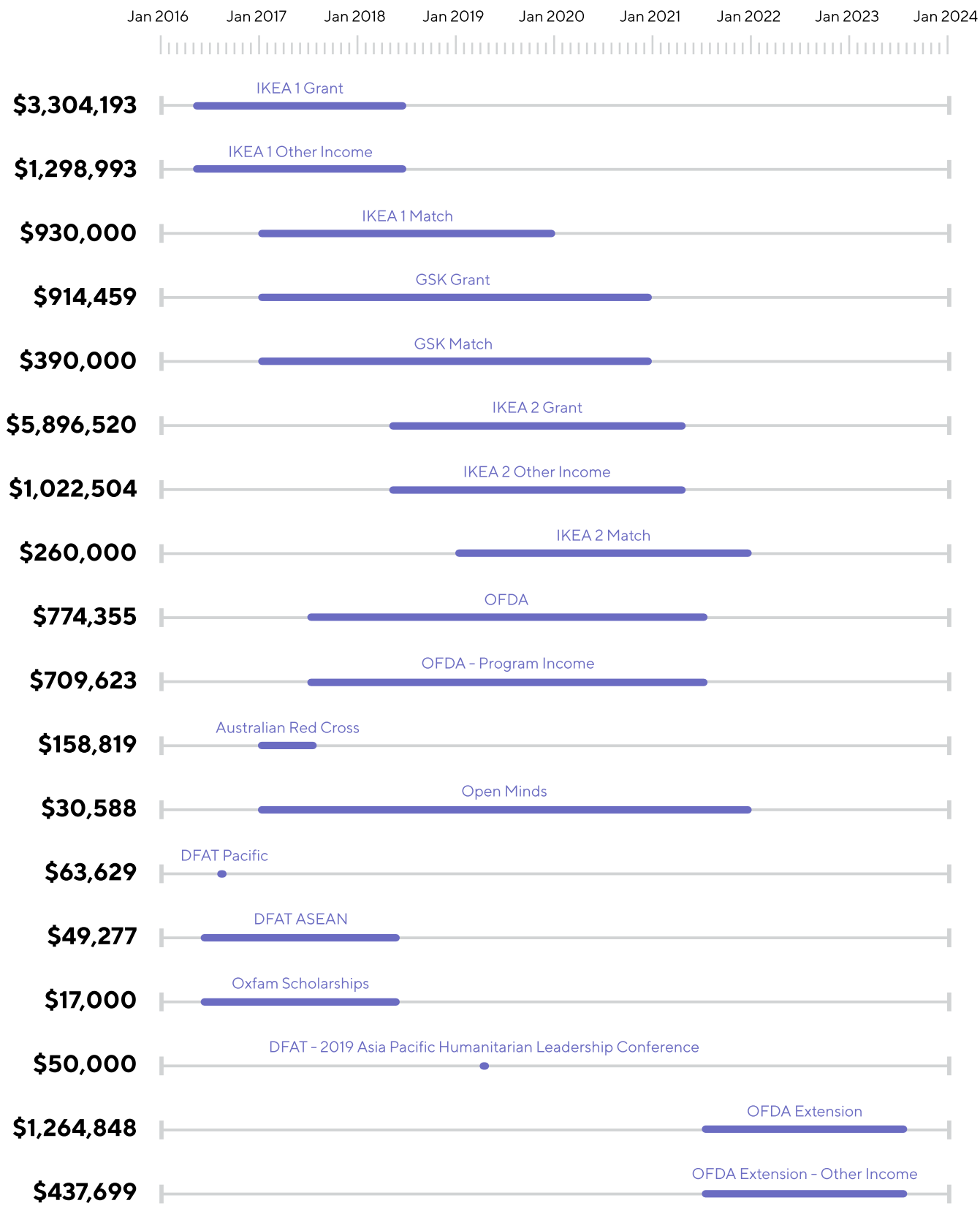


## AT A GLANCE



CHL LIFE FUNDING<sup>1</sup>

TOTAL FUNDING  
**\$17,572,509**



<sup>1</sup> Life to Date at 31 December 2020



**Introduction to Humanitarian Aid—Massive Online Open Course (MOOC)**

The MOOC was created for people working in the humanitarian system and those interested in humanitarian issues and leadership.

The 12-week full immersive online course gave students a foundational understanding of the humanitarian system, and the important principles and values that underpin it. Developed with Deakin Prime, the MOOC launched in July 2013, with over 3,500 engaged in the course. The MOOC ran once and was a huge success, named 'Top 100 Most Used Online Course' for 2013 and winning the MOOC wins Deakin Prime Industry Award and MOOC wins International Award. Despite the positive result, the MOOC has not been run since, however the key curriculum went on to help create Unit 1 of the HLP.



## CO-FOUNDERS

**From its earliest beginnings, collaboration and knowledge sharing were at the heart of the CHL.**

A team of the brightest brains from Oxfam, Save the Children, World Vision, and Nick Outlaw Consulting, joined forces to create the first unit of the HLP.

Ideas were fresh, topical, and useful, taken directly from recent humanitarian emergencies and straight into the classroom. But this groundbreaking course could not have evolved into a global Centre for Humanitarian Leadership without the commitment and passion from the three co-founders: Phil Connors, Steven McDonald, and Sophie Perreard.



**Associate Professor  
Phil Connors**

*Centre Co-Founder, Course Director Graduate Certificate of Humanitarian Leadership*

Phil Connors was co-Director from 2015–19. Phil's work is focused on the education and research aspects of the Centre.

Phil works across all the Centre's educational programmes, including the Graduate Certificate of Humanitarian Leadership and Graduate Certificate of Humanitarian Health, and is Course Director for the Master of Humanitarian Assistance.

His research focus is on localisation and leadership in the context of improving the humanitarian ecosystem, and he is a member of the Scientific Committee on the Humanitarian Encyclopedia through CERAH, University of Geneva.

Phil's previous roles include Course Director of the Master of International and Community Development and Community Development Lecturer in the Bachelor of Social Work at Deakin and Curtin Universities. Prior to

returning to study, Phil worked for ten years with 'at risk' youth in remote Indigenous communities and regional towns, as part of the WA Department for Community Services. He later transferred to the Perth Inner City Youth Service as Coordinator of the Street-work Team providing outreach services to street-present children and youth.

Phil holds a Diploma of Teaching (Primary) from Edith Cowan University and a Bachelor of Social Work (Hons), and PhD, from Curtin University. His published work includes *Developing Communities for the Future*, 5th Edition; *Leading the Way: Applied humanitarian leadership learning in the Haiyan response*; and 'Transitioning Communities: communities, participation and the Transition Town movement' in *Community Development Journal* 46 (4) 558–572.



**Stephen McDonald**

*Centre Co-Founder and Director Partnerships, Policy and Practice*

Stephen McDonald was co-Director from 2015–19, later becoming Director Partnerships, Policy and Practice at the Centre for Humanitarian Leadership in 2019.

He has worked in the humanitarian sector since 2005 and led humanitarian responses in Japan, Thailand, and the Ivory Coast, among others.

Stephen has held various positions with Save the Children, including Head of Humanitarian Programmes, and was responsible for developing global tools and systems to improve Save the Children's humanitarian response efforts, as well as seeding and designing a number of key strategic initiatives.

Prior to joining Save the Children, Stephen worked in the private and

government sectors, and spent a number of years in voluntary emergency services in Australia.

Stephen studied at La Trobe and Deakin Universities, and is a member of the Australian Institute of Training and Development as well as the International Association of Professionals in Humanitarian Assistance and Protection. He has lectured on humanitarian issues at City University, London, the Land Warfare Centre, Warminster, and the Australian Emergency Management Institute. He has also lectured on civil/military issues at the Australian Defence Force. Stephen is an active member of volunteer emergency services in Australia.



**Sophie Perreard**

*Co-founder, Senior Lecturer, Course Director Diplôme d'Études Supérieures en Leadership Humanitaire*

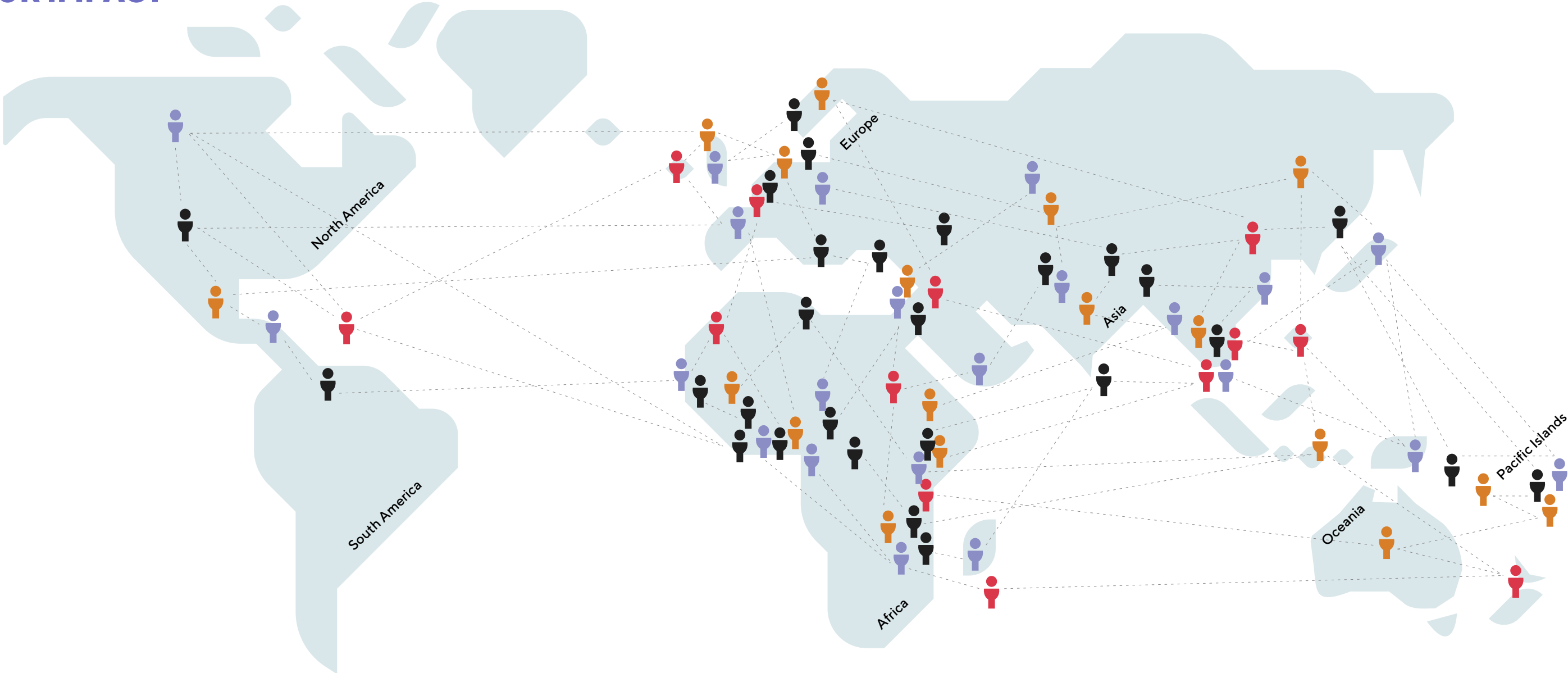
Sophie Perreard is a senior lecturer in Humanitarian Studies at Deakin University and course director of the Graduate Certificate of Humanitarian Leadership and the Diplôme d'Études Supérieures en Leadership Humanitaire. Previously, Sophie lectured in the Master of Humanitarian Action, Aix-Marseille University, on humanitarian protection and displacement camp management.

Sophie's an experienced humanitarian practitioner and has held leadership positions in humanitarian responses in Africa, Asia, the Caribbean, and Middle East in conflict and natural disaster

contexts. Sophie was Deputy Director Emergency Response at Save the Children US and has held multiple roles with MSF, GIZ, and NRC.

Sophie is co-author of *Leading the Way: Applied Humanitarian Leadership Learning in the Haiyan Response*. She holds a Humanitarian Logistics and Administration degree, a European Master in Humanitarian Action, and a Post Graduate Degree in Protection–Rule of Law–Human Security from Aix-Marseille University.

OUR IMPACT



GCHL and DESHL graduate nationalities 2011–20

Our graduates are transforming their teams, organisations, and the way humanitarian aid is delivered in 82 countries around the world.

- |                          |             |                 |                 |             |
|--------------------------|-------------|-----------------|-----------------|-------------|
| Afghanistan              | Fiji        | Kazakhstan      | Niger           | Switzerland |
| Australia                | France      | Kenya           | Nigeria         | Syria       |
| Bangladesh               | Georgia     | Kyrgyz Republic | Norway          | Tanzania    |
| Belgium                  | Ghana       | Lebanon         | Pakistan        | Thailand    |
| Burkina Faso             | Greece      | Madagascar      | Philippines     | Togo        |
| Cambodia                 | Guinea      | Malawi          | PNG             | Tonga       |
| Cameroon                 | Haiti       | Malaysia        | Rwanda          | Tunisia     |
| Canada                   | Honduras    | Mali            | Samoa           | Uganda      |
| Central African Republic | Hong Kong   | Mauritius       | Scotland        | USA         |
| Chad                     | India       | Mexico          | Senegal         | Vanuatu     |
| China                    | Indonesia   | Mongolia        | Singapore       | Vietnam     |
| Colombia                 | Iraq        | Morocco         | Solomon Islands | Yemen       |
| Congo                    | Ireland     | Mozambique      | South Korea     | Zambia      |
| Czech Republic           | Italy       | Myanmar         | Spain           | Zimbabwe    |
| Denmark                  | Ivory Coast | Nepal           | Sri Lanka       |             |
| England                  | Japan       | Netherlands     | Sudan           |             |
| Ethiopia                 | Jordan      | New Zealand     | Sweden          |             |



## Alumni organisations

- |  |  |
|--|--|
| 1. Action Contre la Faim                             | 33. Medair Somalia                             |
| 2. Action for Integrated Sustainable Development     | 34. MERCY Malaysia                             |
| 3. Action Socio-Sanitaire Organisation Secours       | 35. MIKTA                                      |
| 4. ADES International                                | 36. MSF  |
| 5. ADRA  | 37. NCCTRC                                     |
| 6. Africa Gay  | 38. Norwegian Refugee Council                  |
| 7. Aide et Action International Afrique              | 39. NSW Fire & Rescue                          |
| 8. ALIMA   | 40. Oxfam                                      |
| 9. Aurukun Shire Council                             | 41. Parmalat Australia                         |
| 10. Badya Centre for Integrated Development Services | 42. Petit Frere des Pauvres                    |
| 11. BSF  | 43. Plan International                         |
| 12. CAAP TUJITEGEMEE                                 | 44. Première Urgence Internationale            |
| 13. Cardinia Shire Council                           | 45. Project Gaia Inc.                          |
| 14. CARE   | 46. Queensland Fire and Emergency Service      |
| 15. CashCap  | 47. RCRC                                       |
| 16. CEDO Afghanistan                                 | 48. RedR                                       |
| 17. ChildFund  | 49. Refugees as Survivors New Zealand          |
| 18. COHEB  | 50. Relief International                       |
| 19. Concern Worldwide                                | 51. Save the Children                          |
| 20. Danish Refugee Council                           | 52. Solidagro                                  |
| 21. DFAT   | 53. Tear Fund                                  |
| 22. Eastern Health                                   | 54. Terre des hommes                           |
| 23. Enda Santé                                       | 55. Transform Aid International                |
| 24. Fire and Rescue NSW                              | 56. Transurban                                 |
| 25. Geneva Global                                    | 57. UNFPA                                      |
| 26. Gouvernement du Sénégal                          | 58. UNICEF                                     |
| 27. Habitat for Humanity Australia                   | 59. UnitingCare Queensland                     |
| 28. HCR  | 60. UNOCHA                                     |
| 29. HELP-TCHAD                                       | 61. UNRWA                                      |
| 30. International Organization for Migration         | 62. US AID                                     |
| 31. International Rescue Committee                   | 63. Wahana Visi Indonesia                      |
| 32. IPPF   | 64. West New Britain Provincial Administration |
|  | 65. World Vision                               |



65

Local and international NGOs and organisations impacted around the globe



## Abruzzo Medal

Named in honour of the staff who responded to an earthquake which devastated the region of Abruzzo central Italy in 2009, the Abruzzo Leadership Medal is awarded to a student from each graduating cohort of our Graduate Certificate of Humanitarian Leadership and the Diplôme d'Études Supérieures en Leadership Humanitaire who have demonstrated the greatest progression in their humanitarian leadership journey.

### RECIPIENTS

- |      |   |
|------|---|
| 2012 | Wang Le, China  |
| 2013 | Gaynor Tanyang, Philippines,  |
| 2014 | Win Zin Oo, Myanmar   |
| 2015 | Francisca Boiketho Murima (Ketho), Zimbabwe   |
| 2016 | Samia Alansi, Yemen<br>— Gislaine Ada Ngaska, Cameroon<br>— Charlotte Damon, Australia/UK |
| 2017 | Zacharia Imeje, Kenya<br>— George Baragamu, Solomon Islands                               |
| 2018 | Salma Ben Aissa, Tunisia<br>— Mohammed Al-Shama'a, Yemen<br>— Frank Twum-Barimuh, Ghana   |
| 2019 | Dagobert Blondon, Lebanon<br>— Fouad Loutfi, Syria<br>— Mary Muthami, Uganda              |



# 2020 in review



## 2020 SNAPSHOT



81

New students



8

Research reports



10

New partnerships

3

GCHH

33

GCHL

32

DESHL

13

MHA



2

New grants/donors



5

Events



62

Graduates  
(GCHL + DESHL)



6

New staff



21

Academic  
publications,  
conference  
presentations and  
media articles





# A NEW STRATEGY

## Problem statement

**The humanitarian system is designed to provide critical resources to communities in times of human distress and to support affected communities to promote and foster resilience.**

However, the current humanitarian system creates and perpetuates imbalances of power—the people who are the most affected by crisis have the least power. This means that humanitarian assistance can be divisive rather than inclusive, lack cultural and contextual understanding rather than being nuanced, deny the agency of affected communities, and reinforce dominant ways of thinking and working. Such power imbalances deeply undermine the ambition to address climate, racial, gender, and social injustice.

The CHL calls for open dialogue and courageous action to achieve new ways of working. The CHL aims to be an independent resource to lead and influence positive change within the humanitarian system. We undertake a rigorous process of continuous, critical reflection to improve our work.

We champion humanitarian action that centres the agency of affected communities, respects diverse perspectives, elevates local actors, and furthers social justice.



### Ambition

Diverse humanitarianism that embraces the agency of affected people and promotes distributed power, social justice and equity.



### Purpose

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.

## Centre values in action



### Integrity

The CHL brings together academic rigour and good practice by being honest, ethical, respectful, authentic, accountable and transparent. CHL carefully stewards financial and human resources. The CHL always works toward excellence.



### Collaboration

The CHL works within and across the humanitarian system through our deep networks. The CHL builds mutually beneficial and sustainable partnerships to build creative approaches to problem-solving. The CHL works with a diverse range of stakeholders to promote change in the humanitarian system. The CHL will elevate and amplify the voices of diverse humanitarianism.



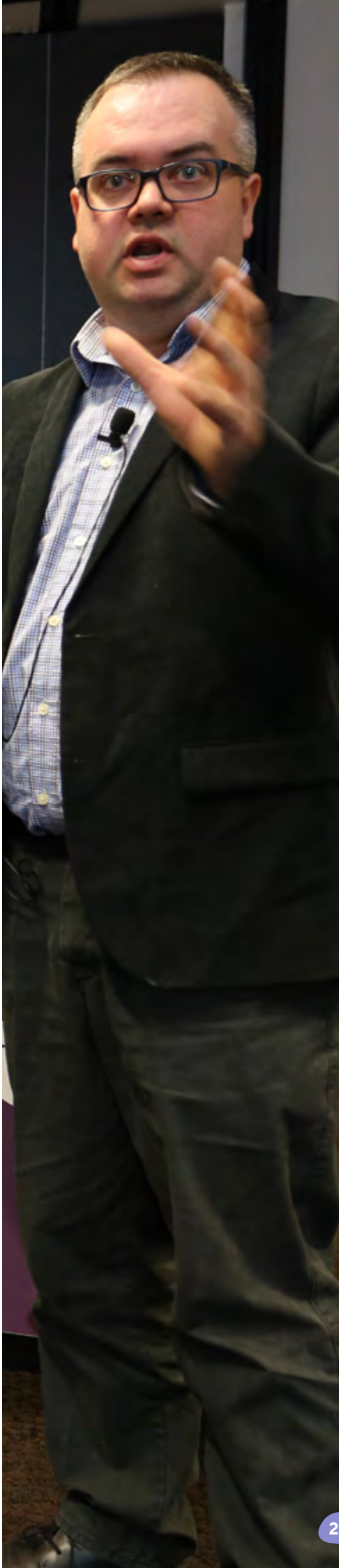
### Courage

The CHL bravely challenges the status quo through encouraging diverse perspectives and innovative ways of thinking. The CHL undertakes a rigorous process of continuous reflection and change to improve our work and the humanitarian system.



### Humility

The CHL actively listens to, reflects on, learns from and encourages a diverse range of voices from within and outside of the CHL. We acknowledge that we are on a path of learning and that we will learn from our mistakes.







## Introducing our new Director

### Mary Ana McGlasson joins the CHL.

Associate Professor Mary Ana McGlasson was announced as the new Director of the Centre for Humanitarian Leadership in June 2020.



Mary Ana holds dual Masters degrees in public policy and nursing from Princeton University and the University of Washington. She came to the CHL with almost 20 years of experience as a family nurse practitioner and a decade of leadership roles designing, implementing and overseeing humanitarian and development programs.

*"It's a critical time," explains Mary Ana. "COVID-19 has thrust the need for localisation back in the spotlight. I'm really excited to dig deeper and push harder on that agenda."*

*"For decades the sector has talked about transformation, but we find ourselves doing the same things again and again. The CHL set out to link academic rigour with humanitarian practice, to bring that into one Centre... as you'd expect, it's been a challenge to disrupt the status quo."*

Mary Ana's humanitarian experience covers a wide range of contexts in Africa, Asia-Pacific and the Middle East, in roles including country director, global emergency response coordinator and global health advisor. She has designed and managed humanitarian programs across a wide range of disciplines including epidemic response; conflict, post-conflict and refugee health systems; emergency WASH-related services for refugees and IDPs; microfinance and women's empowerment; natural disaster response; and community-based peacebuilding.

Mary Ana has worked for a range of leading INGOs including MSF, Relief International and Mercy Corps. She has vast leadership experience in these roles and others, including managing academic researchers and serving as a visiting lecturer at George Washington University's Milken Institute School of Public Health.

Mary Ana joined the CHL at a critical juncture following a major restructure to more aptly accommodate our growing services and team.

“

**There are great humanitarians putting things into practice at the local and regional level, but to transform the sector—that's a vision. It's a disruptive vision. There are so many things that work against that concept in the humanitarian system, but I never would have taken this job if I really didn't believe in the idea of transforming the sector."**

**We are thrilled to have someone of Mary Ana's calibre to lead the CHL in its next, exciting phase.**



OUR PERFORMANCE



62

Graduates  
(GCHL + DESHL)

Education

The COVID-19 pivot and digitisation of intensive units

In 2020, COVID-19 forced a reimagining of the intensive units so they could be offered in an online format.

Live simulations and face-to-face intensives held in Australia, Indonesia, Paris and Senegal have always been an integral part of learning in the Graduate Certificate of Humanitarian Leadership (GCHL), the Diplôme d’Études Supérieures en Leadership Humanitaire (DESLH) and the Masters of Humanitarian Assistance (MHA).

With the support of Deakin University’s vast digital learning expertise and in consultation with CHL’s INGO partners, the education teams demonstrated agility and flexibility to rapidly adapt and transform all units to a digital format that reflected our new reality.

Not simply a translation from the paper to screen—all training materials and the pedagogical sequences were reviewed. Additional seminars and new documentation dedicated to COVID-19 and the new complexity in humanitarian response management were integrated into the units to ensure relevancy, quality, and accuracy.

The digitisation process presented a real opportunity to test new pedagogical practices and to confront students with real constraints of the moment, like the remote management and the use of alternative operational approaches.

Scholarships given in 2020

IKEA 2	Women in Humanitarian Action	26
Deakin	Open Minds Open Possibilities – Humanitarian Leadership Scholarship Fund	1
OFDA	DESLH	15



Abruzzo Medal winners

- 2020 — Mohamed Sheikh Takoy, Kenya  
— Colas Rafanoharana, Madagascar  
— Aivon Guancho, Philippines



Top award for Graduate Certificate of Humanitarian Leadership Alumna

Graduate Certificate of Humanitarian Leadership graduate, Amenthi Jasinghe, was awarded Alumni of the Year at the Deakin University 2020 Alumni Awards ceremony on 8 October 2020.


“ I have to say that the Graduate Certificate of Humanitarian Leadership was the most life-changing leadership course I had ever been on.”






 **10**  
Current Higher Degree  
by Research students

 **10**  
CHL research reports  
published

 **2,435**  
Report downloads

 **15**  
New research affiliates

 **718**  
Humanitarian Leader  
2020 paper downloads

## Research

### Research pillars

**CHL research aims to challenge the status quo and provide a space for new ideas and approaches.**

Our research methodologies and ways of working will incorporate principles of accountability to and power sharing with local communities. Our research actively prioritises climate, racial, gender and social justice issues. Our focus on participatory research design approaches allows for the securing of a deep understanding of the impact of the research question being investigated.

Organised into three pillars, CHL research straddles the academic world, which brings critical perspectives and methodological rigour, and the practitioner realm, which informs the real-world application of knowledge.



Research into **system transformation** critically examines the humanitarian system and opportunities, as well as challenges, for more equitable and just humanitarian response.



**Contextual analysis and foresight** unpacks the rich dilemmas, opportunities, and histories of humanitarian situations around the world.



**Well-being research** takes a broad view of what it means to be 'well,' looking holistically at topics across and between physical, mental, emotional, societal, and environmental spheres in the humanitarian context.

Looking beyond the academic our research publications consider how communities, organisations and individuals can better meet the challenges of leadership in the humanitarian system and a changing world.



Academic articles

Doherty M, Power L, Petrova M, Gunn S, Powell R, **Coghlan R**, Grant L, Sutton B and Khan F (2020) ‘Illness-related suffering and need for palliative care in Rohingya refugees and caregivers in Bangladesh: A cross-sectional study’, *PLoS Medicine*, 17(3), e1003011.

Schwerdtle P N, **Irvine E**, **Brockington S**, Devine C, Guevara M, and Bowen K J (2020) ‘Calibrating to scale: A framework for humanitarian health organizations to anticipate, prevent, prepare for and manage climate-related health risks’, *Globalization and Health*, 16(1), 1-10.

**Coghlan R** (2020) ‘COVID-19: projecting compassion through the barrier of PPE’, *Insight+*, 6 April 2020.

Cairns W, **Coghlan R** (2020) ‘COVID-19’s ethical dilemmas: conversations at the dinner table’, *Insight+*, 4 May 2020.

Wynne K J, Petrova M, and **Coghlan R** (2020) ‘Dying individuals and suffering populations: Applying a population-level bioethics lens to palliative care in humanitarian contexts: before, during and after

the COVID-19 pandemic’, *Journal of Medical Ethics*, 46(8), 514-525.

Glass M, Rana S, **Coghlan R**, Lerner Z I, Harrison J D, Stoltenberg M, Namukwaya E and Humphreys J (2020) ‘Global Palliative Care Education in the Time of COVID-19’, *Journal of Pain and Symptom Management*, 60(4), e14-e19.

**Zadeh-Cummings N**, and **Harris L** (2020) ‘The impact of sanctions against North Korea on humanitarian aid’, *Journal of Humanitarian Affairs*, 2(1), 44-52.

Nayna Schwerdtle P, **Irvine E**, **Brockington S** et al. (2020) ‘Calibrating to scale: a framework for humanitarian health organizations to anticipate, prevent, prepare for and manage climate-related health risks’, *Global Health* 16, 54. <https://doi.org/10.1186/s12992-020-00582-3>.

Conference papers and presentations

**Irvine E**, **Brockington S**, **McDonald S** (2020) ‘Humanitarian health leadership for a climate change world, Australasian Aid Conference, 16-18 February 2020, Australian National University, Canberra, Australia.

**Vivekananthan J** (2020) Crossing the divide: Pacific diaspora in humanitarian response to natural disasters. Australasian Aid Conference, 16-18 February 2020, Australian National University, Canberra, Australia

**Vivekananthan J** (2020) ‘Diaspora in aid and development: looking through a local lens’, Migration, diasporas and sustainable development: Perspectives, Policies, Opportunities and Challenges, 2-5 November 2020, virtual conference.

**Vivekananthan J** (2020) ‘A researcher in the qualitative research tradition of social sciences—An active participant of the knowledge production?’, Development Studies Association of Australia, 5-7 February 2020, Melbourne, Australia.

**Zadeh-Cummings N** (2020) ‘North Korea: The making of an aid recipient’, Korea and the Global Society, 4-5 December 2020, virtual conference.

**Zadeh-Cummings N** (2020) ‘Resetting humanitarian engagement with North Korea? Lessons from history’, North Korea International: (Re)Evaluating, (Re)Viewing, and (Re)Connecting in a COVID World, 7 October 2020, virtual conference.

In-house and collaborative research reports

*Horizon Scan of risks in the Asia Pacific Region for 2020 Q1*, Lauren Harris, Centre for Humanitarian Leadership and Save the Children Australia, January 2020.

*Humanitarian Aid in North Korea: Needs, Sanctions and Future Challenges*, Dr Nazanin Zadeh-Cummings, April 2020.

*COVID-19 Pandemic: 24-Month Scenario Analysis and Implications for Asia*, Melanie Book, August 2020.

*Not Immune: Children in Conflict*, Rachel Coghlan, Centre for Humanitarian Leadership and Save the Children Australia, October 2020.

*Skills for the future humanitarian practitioner: A conversation with Dr Hugo Slim*, Melanie Book, October 2020.

*Where will most of the Rohingya be by 2022? A scenario analysis*, Melanie Book and Lauren Harris, November 2020.





The Humanitarian Leader

The *Humanitarian Leader* is an independent voice for the humanitarian sector.

We tell stories that challenge our collective assumptions and present concepts that help make humanitarian aid more just, equitable and effective.

The *Humanitarian Leader* authors include humanitarian professionals, activists, volunteers and researchers—anyone with something to say about how aid could and should be better.

It provides a platform for non-peer-reviewed research and allows authors to test ideas and insight in an accessible academic setting. All papers are published on [openjournals@Deakin](mailto:openjournals@Deakin).

Papers must broadly inform humanitarian leadership, and promote discussion and dialogue in the sector.

7

Papers published

In 2020 the Centre published 7 papers online, with an annual print and online edition released in 2021.

718

*Humanitarian Leader* paper downloads in 2020.

Stark A (2020) ‘Institutional amnesia and humanitarian disaster management’, *The Humanitarian Leader*.

Rosario H (2020) ‘Humanitarian disaster response: Understanding aid rejection’, *The Humanitarian Leader*.

Fletcher G (2020) ‘When “leadership” means acknowledging others might know better’, *The Humanitarian Leader*.

Hart J (2020) ‘Humanitarian solutions to improve dignity and wellbeing for Rohingya refugees in Bangladesh’, *The Humanitarian Leader*.

Cliffe E (2020) ‘A feminist future for the Pacific: Envisioning an inclusive and transformative response to the Covid-19 pandemic’, *The Humanitarian Leader*.

Gill, S (2020) ‘Worthy victims: A Critique of neoliberalism within humanitarian communications’, *The Humanitarian Leader*.

Walther CC (2020) ‘From individual wellbeing to collective welfare: A new perspective of being and becoming in a post-pandemic world’, *The Humanitarian Leader*.

Research Affiliates Programme

The Centre for Humanitarian Leadership’s Research Affiliates Programme connects with Deakin University researchers and Higher Degree by Research students whose work engages with humanitarianism and aligns with the Centre’s ambition.

Launched in December 2020, the Research Affiliates Programme aims to foster a community of cross-disciplinary researchers, create opportunities for collaboration, and make humanitarian research visible across Deakin University.

15

Research Affiliates

New grants

Project title:	Diaspora Humanitarians: How Australia-based migrants help in crises abroad
CHL team member:	A/Prof Phil Connors
Grant name:	Linkage
Granting organisation:	Australia Research Council
University Partners:	Deakin University, Monash University and Melbourne University
Partners:	Diaspora Action Australia, Australian Civil Military Centre, International Organisation for Migration, Refugee Council of Australia, Settlement Services International, Network for Empowered Aid Response, Oxfam, Australian Red Cross, UNHCR, DFAT
Grant amount:	\$360,000 (AUD)

Project title:	Memory Training for Recovery—Adolescent (METRA): A brief intervention targeting psychological distress in adolescent refugees
CHL team member:	Dr Daniel McAvoy (co-investigator)
Grant name:	Research for Health In Humanitarian Crises (R2HC)
Granting organisation:	ELRHA
Partners:	Monash University, School of Psychology, Shaheed Prof. Rabbani Education University, Kabul, Afghanistan, Behrawan Research and Psychological Services Organization, Kabul, Afghanistan
Grant amount:	\$383,000 (Deakin component \$18,240 until end of 2024)

Project title:	DESLH BHA Grant
CHL team member:	Sophie Perreard
Grant name:	Changing the way the world responds to humanitarian crises: train current and future humanitarian leaders as innovative thinkers and dynamic achievers
Granting organisation:	Office of US Foreign Disaster Assistance, United States Agency for International Development
Partners:	ACF
Grant amount:	\$1,264,850 (AUD)



# Partnerships and engagement

2020 was the year we went digital, opening the gates for global engagement and accessibility.

We build links between research, education and the humanitarian system through effective, engaging and interactive events, and carefully selected sector-facing projects that promote a change-focused agenda.

We provide an enabling environment for discourse that reimagines the humanitarian system and actively promotes change. Active in the academic fields, public events and the media, the CHL is a respected voice in humanitarian leadership with a focus on amplifying all voices across the humanitarian system.



## No Safe Space: Crisis Response in COVID-19



The Centre for Humanitarian Leadership, the Australian Council for International Development (ACFID) and the Humanitarian Advisory Group (HAG), partnered to present the online forum series No Safe Space: Crisis response in COVID-19.

Humanitarian leaders from around the globe came together to share their experiences of the COVID-19 crisis in this monthly online webinar series, commencing in May 2020. The series aimed to:

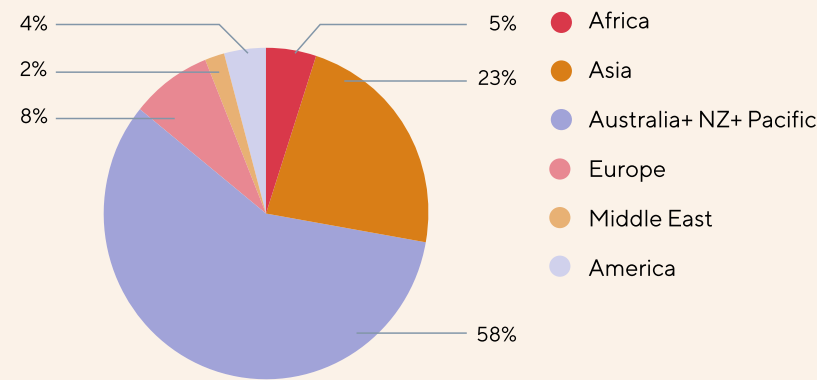
- provide a forum for shared understanding of the challenges and opportunities for locally-led humanitarian action in humanitarian contexts in response to COVID-19
- exchange approaches and solutions to localised pandemic preparedness and response
- document lessons learned from the COVID-19 response on localisation and humanitarian leadership
- examine the possibilities and opportunities presented by COVID-19 for sustainable and transformational changes at organisational and systemic levels.

### REACH

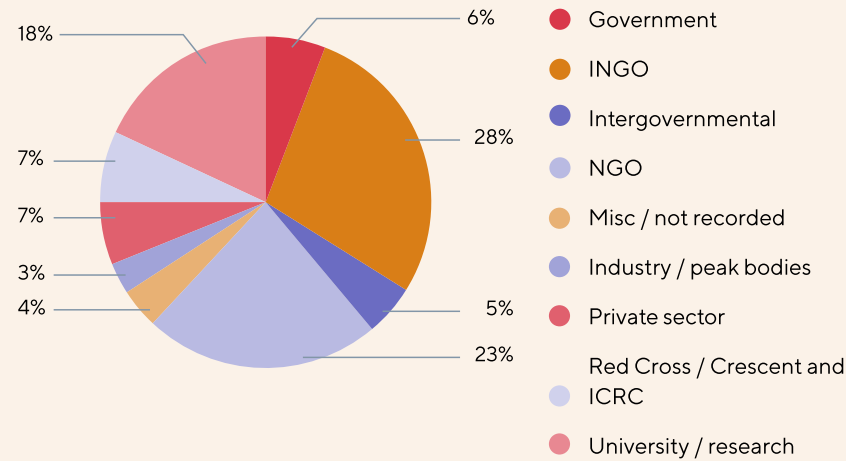
#### Webinars



#### Region



#### Sectors breakdown

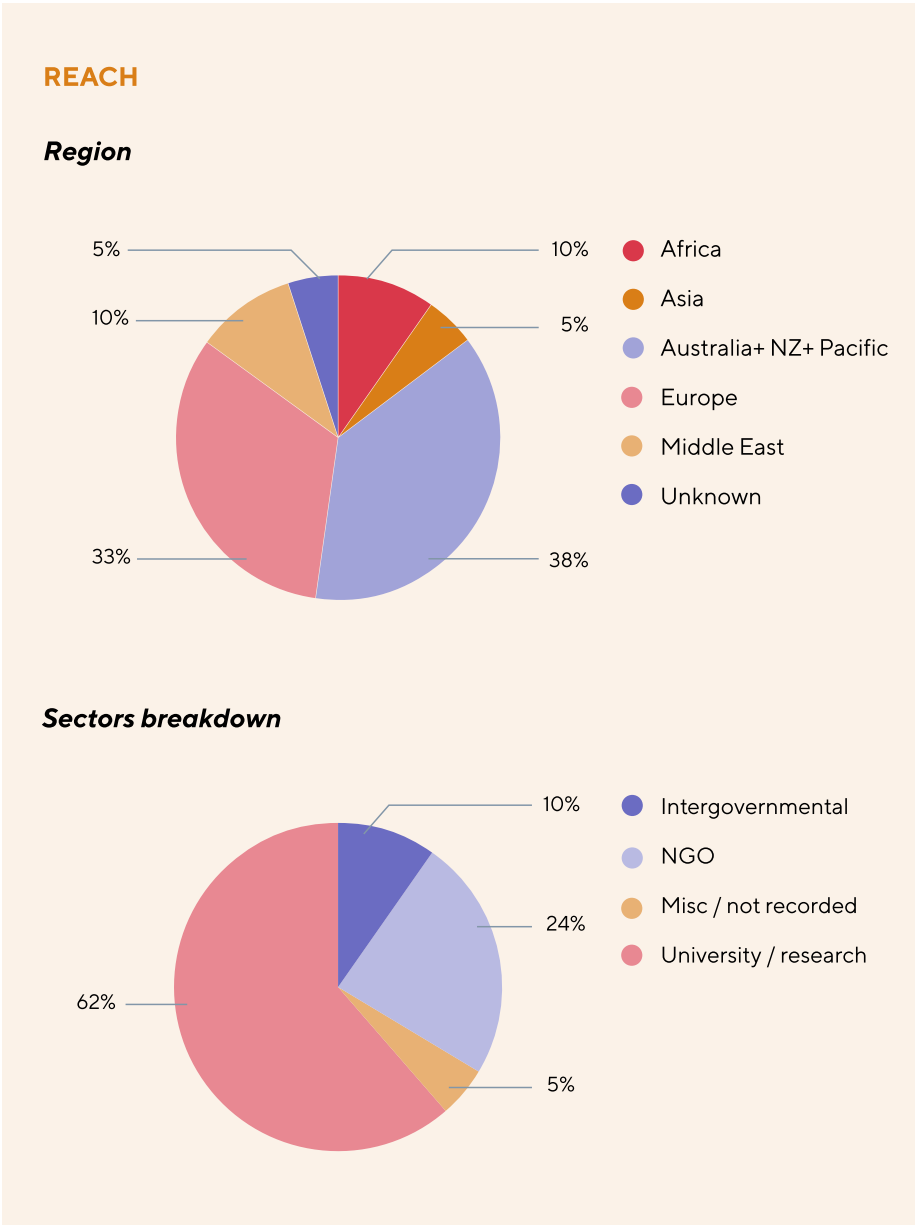


ISS Think Table

The International Institute of Social Studies (ISS) research project, When Disaster Meets Conflict, is based on nine country case studies that explore the challenges, experiences, best practices and success factors for humanitarian aid in three different types of conflict scenarios: high-intensity, low-intensity and post-conflict.

Late in 2020, the ISS, Centre for Humanitarian Leadership and Humanitarian Advisory Group (HAG) invited experienced humanitarian practitioners and researchers to participate in a ‘think-table’, to unpack the findings from the When Conflict Meets Disasters research.

It was organised into three common themes: access, intervention design, and safety and security. Within each theme, participants were asked to structure their thoughts around low-medium-, high- and post-conflict scenarios.



**The CHL was commissioned to create a think-table Toolkit to help humanitarian practitioners, researchers, and other stakeholders to run their own Think-Table to translate ISS’s research into action-oriented recommendations.**

Launch of alumni online community

The CHL Alumni Group was launched on LinkedIn in December 2020.

All graduates of English-speaking CHL courses were invited to join the private group to facilitate networking, ongoing professional development, and engagement with the Centre.



CHL news articles

**Recommendations, critique, and empathy—the brightest brains from the CHL respond to the COVID-19 crisis.**

- ‘How humanitarian health can adapt to cope with COVID-19’, Sonia Brockington, 27 March 2020.
- ‘COVID-19: The future of humanitarian action, sooner rather than later?’, Melanie Book, 27 March 2020.
- ‘When the humanitarian response is the biggest threat’, Gerard Finnegan, 13 April 2020.
- ‘COVID-19 sanction exemptions in North Korea should be the “new normal”’, Melanie Book, 14 April 2020.
- ‘We need new humanitarian principles in response to COVID-19’, Professor Matthew Clarke, 27 April 2020.
- ‘Suffering, scared, alone and dying. Why the COVID-19 humanitarian response must include leadership in palliative care’, Rachel Coghlan, 18 May 2020.
- ‘The Australian Government must shift strategy now to save lives from COVID-19’, Gerard Finnigan, 27 July 2020.
- ‘Rethinking vulnerability in the era of COVID-19’, Melanie Book, 24 August 2020.





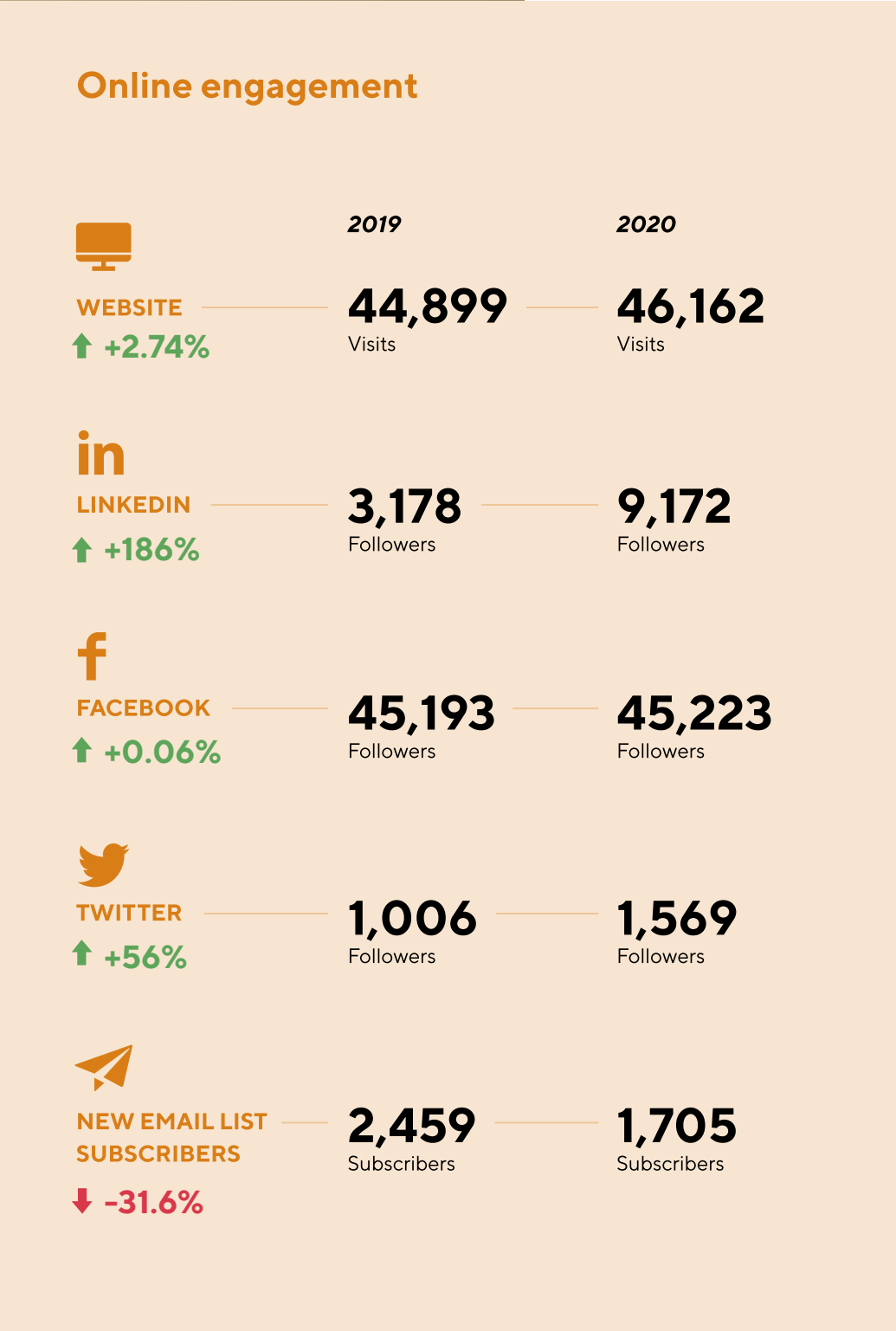
The 2021 Humanitarian Leadership Conference—Who are the Humanitarians?



The planning and preparation for the biennial Centre for Humanitarian Leadership’s Asia Pacific Humanitarian Leadership Conference began early in 2020.

The 2021 Humanitarian Leadership Conference—Who are the Humanitarians? will be our most accessible conference yet, amplifying the voices of people in the humanitarian system too often overlooked. We hope to work together to set the blueprint for where change is needed and what a reshaping of the humanitarian ecosystem might look like, from the actors involved and ways of working to the very definition of what constitutes a humanitarian crisis.

Conference partner Degan Ali, Adeso Africa, came on board as a thought leader in September 2020, advising on the themes, keynote speakers and other aspects of the event.





# CHALLENGES

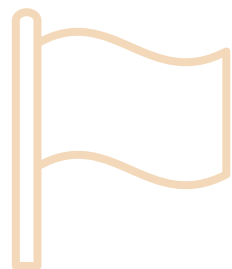
## Discontinuation of the Graduate Certificate of Humanitarian Health

The Australian university sector was hit hard by the COVID-19 with more than 17,000 jobs lost at universities during the pandemic in 2020. Due to low enrolment numbers, the Graduate Certificate of Humanitarian Health was discontinued. The course was designed to upskill health professionals to work effectively in humanitarian contexts. The Centre is proud to have offered this course for four years, graduating 19 students by the end of 2020, in our efforts to increase humanitarian capacity. The entire team is indebted and grateful to the tireless efforts of Course Director Sonia Brockington for her diligence and determination. CHL's academic team are investigating how we can retain the excellent curriculum she and the team created.

## COVID-19 pandemic

The COVID-19 pandemic posed significant challenges to the way we teach. Our Leadership courses are renowned for their residential units, bringing global cohorts of humanitarian leaders to the same country for week-long intensive learning simulations. The unprecedented international travel restrictions considerably changed the way we deliver these courses prompting the swift digitisation of these units (see 'Education' p. 28).

Retention rates for Cohort 14 (November 2019) were slightly reduced. We had a total of 52 students enrolled in Cohort 14 however, only 14 completed as many students held out for an in-person intensive. Cohort 15 (November 2020) retention rates are similar to pre-Covid iterations (50 students enrolled with 37 students on track to graduate).





# FINANCIAL STATEMENT

Account	2020 Opening Balance	2020 Income	2020 Expenses	2020 Closing Balance
Program Grants				
DESLH Francophone	115,254	401,590	349,942	166,902
IKEA Phase 1 Residual Funds	222,473	-	154,701	67,772
IKEA Foundation Phase 2	1,220,118	-	1,010,230	209,889
Research Grants				
IKEA Foundation Phase 2	1,179,161	-	624,153	555,008
GSK	24,202	-	24,202	-
Deakin Co-Contributions				
GSK	-	110,849	110,903	(54)
IKEA Foundation Phase 2	-	86,666	88,803	(2,137)
Scholarships				
DFAT Pac Hum Lead Scholarship	43,356	-	15,960	27,396
Humanitarian Leaders Scholarship	33,142	-	4,788	28,354
ASEAN-Australia Council Women in Humanitarian Leadership Scholarship Fund	3,992	-	3,992	-
Other				
GSK Humanitarian Health Initiative	84,635	-	84,635	-
Workplace Giving	7,773	4,798	-	12,571
<b>Net Surplus / (Deficit)</b>	<b>2,934,106</b>	<b>603,903</b>	<b>2,472,309</b>	<b>1,065,700</b>



# Our people

The Centre for Humanitarian Leadership is underpinned by a Collaboration Agreement between Save the Children and Deakin University.



## GOVERNANCE

Structural and governance bodies drawn from humanitarian and tertiary education models contribute to the continuous improvement and management of the Centre.

### Centre Executive Committee

The Centre Executive Committee (CEC) determines the operations and strategic activities undertaken by the Centre. The CEC makes decisions on strategic and financial matters, reviews and monitors financial reports and accounts, monitors compliance of obligations to third-party funding bodies and third party collaborators and establishes and reviews key performance indicators for the Centre. The CEC meets monthly.

#### Chair

##### Mat Tinkler

Director, Policy & International Programs, Save the Children Australia

#### Voting Members

##### Professor Christine Ure

Executive Dean, Faculty of Arts and Education, Deakin University

##### Professor Jack Reynolds

Head of School, Humanities and Social Sciences, Deakin University

##### Archie Law

International Programs Director, Save the Children Australia

#### Ex-officio

##### Mary Ana McGlasson

Director, Centre for Humanitarian Leadership, Deakin University

##### Stephen McDonald

Associate Director Stakeholder Engagement and Partnerships, Centre for Humanitarian Leadership, Save the Children

##### Dr Nazanin Zadeh-Cummings

Associate Director Research, Centre for Humanitarian Leadership, Deakin University

#### Secretary

##### Sally Collins

Operations Manager, Centre for Humanitarian Leadership, Deakin University

## Centre Advisory Board

The Centre Advisory Board provides strategic support and guidance to the Centre Leadership Team in the formulation of annual plans, strategy, fundraising, partnerships and business development. The Centre Advisory Board meets at least once every six months.

#### External members

##### Anthea Spinks (Chair)

Associate Director Program Partnerships, Oxfam Australia

##### Leonard Blazeby

Head of Mission, International Committee of the Red Cross Australia

##### Christine Knudsen

Director of External Relations, Strategy, Knowledge and Innovation Division, UN-Habitat, Kenya

##### Bernadette Murdoch

Chief Adviser Brand and Communications, Rio Tinto

##### Dr Christina AM Drummond

Infectious Diseases and Public Health Physician

##### Dino Asprolups

Program Manager, Murdoch Children's Research Institute

##### Dr Kate Ringvall

Sustainability Consultant, Circularity Consulting

##### Dr Faizal Mohd Perdaus

Director, Mercy Malaysia

##### Stuart Ellis

Chief Executive Officer, Australasian Fire and Emergency Services Authorities Council

##### Peter Walton

Chief Executive Officer, Care Australia

##### Otha Akoch

Master of Humanitarian Assistance Graduate

##### Madeline Wilson

Graduate Certificate of Humanitarian Leadership and Master of Humanitarian Assistance Graduate

##### Craig Hick

Master of Humanitarian Assistance Student Representative

##### Ella Macowski

Graduate Certificate of Humanitarian Health Representative

#### Internal members

##### Mary Ana McGlasson

Director, Centre for Humanitarian Leadership, Deakin University

##### Steve McDonald

Associate Director Stakeholder Engagement and Partnerships, Centre for Humanitarian Leadership, Save the Children

##### A/Prof Phil Connors

Course Director, Graduate Certificate of Humanitarian Leadership

##### Daniel McAvoy

Course Director, Master of Humanitarian Assistance

##### Sophie Perreard

Course Director, Diplome d'Etudes Superieures de Leadership Humanaire

##### Sonia Brockington

Course Director, Graduate Certificate of Humanitarian Health



## STAFF

### Mary Ana McGlasson

Director

### Operations

#### Sally Collins

Operations Manager

#### Wouter Schulten

Administration Officer

#### Judy Robinet

Liaison Officer

#### Jamie Jaworski

Finance Manager

#### Jimmy Effendy

Assistant Accountant

### Partnerships and engagement

#### Steve McDonald

Associate Director, Stakeholder Engagement and Partnerships

#### Catherine Noble

Head of Business Development

#### Liz Thompson

Engagement and Events Coordinator

#### Melanie Book

Humanitarian Strategic Foresight Research Analyst

#### Christine Ng

Research and Events Support Officer

#### Nicole Muir

Communications Advisor

#### Jess Plummer

Online Communications Officer

#### Degan Ali

Thematic Consultant  
2021 Humanitarian Leadership Conference

### Education

#### Sophie Perreard

Senior Lecturer in Humanitarian Studies and Course Director, Diplôme d'Études Supérieures en Leadership Humanitaire

#### Dr Phil Connors

Course Director Graduate Certificate of Humanitarian Leadership

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#### Daniel McAvoy

Course Director Masters of Humanitarian Assistance

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Consultant, Simulation Lead Diplôme d'Études Supérieures en Leadership Humanitaire

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#### Sophie Moreau

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### Flore Pallard

Project Manager, Diplôme d'Études Supérieures en Leadership Humanitaire

### Jo Goldsmith

Consultant, Simulation Lead Graduate Certificate of Humanitarian Leadership

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Associate Director, Research

#### Elizabeth Irvine

Research Fellow

#### Jeevika Vivekananthan

Research Assistant

#### Jaynelle Lording

Research Assistant

### Research Affiliates

#### A/Prof Anthony Ware

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#### Prof Mark McGillivray

School of Humanities and Social Studies, Deakin University

#### A/Prof Max Kelly

School of Humanities and Social Studies, Deakin University

#### Alfred Deakin Prof Matthew Clarke

Office of DVC Research, Deakin University

#### Khyber Alam

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### Emma Pearce

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### Dr Marian Abouzeid

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### Dr Alfred Presbitero

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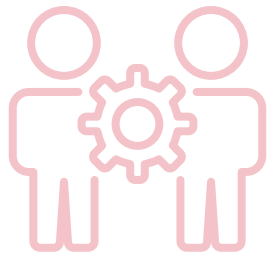
### Prahlad Lamichhane

School of Life and Environmental Science, Deakin University





## PARTNERS



**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 system.



## Thank you to our partners.





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2021

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