

Nurturing connections

ANNUAL REPORT 2021



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.



Contents

Welcome

03

Welcome

04 Opening messages

08

2021 in review

- 10 Farewell
- 11 Our performance
- 25 Challenges
- 26 Financial statements

29

Our people

- 29 Governance
- 31 Staff
- 33 Partners

Guided by our goal of transforming the humanitarian system and shifting power to local communities, the Centre for Humanitarian Leadership works to create space for new and diverse leaders in a period of profound change.

Our 2021 Annual Report is the story of our journey this year, and shares the Centre’s 2021 achievements, challenges, and performance with the wider CHL community—especially our funders, partners and stakeholders.

We welcome your feedback. Please get in touch at info@cfhl.org.au

Director's message



I am pleased to present the Centre for Humanitarian Leadership's 2021 Annual Report.

Associate Professor Mary Ana McGlasson, MN, MPP

Director,
Centre for Humanitarian Leadership

In many ways, this year has amplified the steep challenges of 2020, but once again, the Centre, our students, partners, and staff have shown incredible resilience and innovation. We have continued to connect, listen and learn with each across vast distances, and have forged ahead with our mission to create space for new and diverse voices in the humanitarian sector.

This report reflects on the many successes of 2021. The ongoing achievements of our unique Diplôme d'Études Supérieures en Leadership Humanitaire (DESLH) course, which attracted a record number of new students from across the world, the successful completion of six Graduate Certificate of Humanitarian Leadership intensive subjects, delivered virtually to a cohort of 91 graduates, and our highly successful Humanitarian Leadership Conference, during which we welcomed 1,000 participants from 90 countries, are just three that immediately spring to mind.

COVID-19 forced an innovative approach to our normally in-person events and courses, which resulted in an immersive digital experience with fewer barriers to global participation: no travel time or costs, reduced fees, eliminated access barriers related to visas, and the ability for some sessions to be delivered in multiple languages.

Although these innovations were catalysed by the hardship and suffering of a global pandemic, they are nevertheless significant steps in providing an opportunity to

interrogate what a genuinely transformed humanitarian system could look like based on social, economic, environmental, and political justice for affected communities. The challenges of another pandemic year did at times seem overwhelming. We have had to continue to transform and adapt the way we teach; organisational restructures and staff departures have recalibrated our team and ways of working; and financial and budgetary planning for the future looms large.

Despite this, collaboration and courage allowed us to nurture connections with people and organisations across the globe who are committed to redefining the humanitarian system. Thanks to generous bursaries from Deakin University, and further subsidies by our key donors, IKEA and USAID/BHA, we have been able to significantly reduce course costs to students who are primarily from low-and middle-income countries.

“Collaboration and courage allowed us to nurture connections with people and organisations across the globe who are committed to redefining the humanitarian system.”



In addition, the Pledge for Change initiative, in which we are partnering with Adeso, convenes a group of INGOs to tackle key obstacles in shifting power to support locally-led development and humanitarian action. This means embracing the agency of affected people and promoting distributed power, social justice and equity, something we know is difficult for the status quo to grapple with, but which is vital for a fairer and more just future for all.

As we head towards 2022, I reaffirm my commitment to leading this wonderful organisation and the remarkable and passionate people I am fortunate enough to call colleagues and friends. I look forward to working with this high-performing, committed team, our funders and partners again next year and thank you all for your immense support. I hope you are proud, as I am, of our work during 2021.

Associate Professor Mary Ana McGlasson, MN, MPP

Opening messages



In another challenging year, Deakin University has been proud to continue our partnership with Save the Children Australia in supporting the important and innovative work undertaken by the Centre for Humanitarian Leadership.

Professor Vanessa Lemm
Executive Dean,
Faculty of Arts
and Education
Deakin
University

The humanitarian leaders who have learned with Deakin and the CHL this year are now positioned to take the global humanitarian community on a vital journey towards a more just and fair system, one that prioritises social, economic, environmental, and political justice for all.

Our work in training humanitarian professionals in designing, leading and evaluating emergency responses has taken another step forward in 2021, with a record number of students undertaking the Diplôme d'Études Supérieures en Leadership Humanitaire course—Deakin's first fully-accredited French-speaking qualification. We are honoured to work with our French colleagues and students and congratulate those who have graduated in 2021.

I am delighted, too, that Deakin bursaries have allowed many students from low and middle-income countries to participate in our 2021 courses by significantly reducing costs for the Diplôme d'Études Supérieures en Leadership Humanitaire, the Graduate Certificate of Humanitarian Leadership and Masters of Humanitarian Assistance courses. Helping to lessen the financial burden for our future humanitarian leaders is key and a vital element of our Humanitarian Leadership Scholarship Fund.

The '2021 Humanitarian Leadership Conference: Who are Humanitarians?' was another remarkable achievement, with over 1,000 people from across the world attending two days of thought-provoking discussion, debate and interrogation of the humanitarian sector. This event is even more extraordinary in that it occurred entirely online. Its fluid and seamless running was an incredible feat of organisation that is an enormous credit to the CHL team and everyone involved.

I wish to thank CHL Director Mary Ana McGlasson, and all CHL staff and partners for their resilience, commitment and outstanding work in 2021, and for once again tackling the challenges of COVID-19 with verve and flexibility—bringing energising and inspiring teaching, research and engagement activities to the world.

Professor Vanessa Lemm



In another year marked by hardship and turmoil, humanitarians looked to transform business as usual.

Mat Tinkler
Deputy CEO;
Managing
Director,
International
Programs
Save the
Children
Australia

2021 has seen more than its fair share of natural disaster and conflict, and has again been buffeted by the ongoing tragedy of a relentless pandemic. As the world grappled with vaccinations and variants, the humanitarian system continued to innovate, pivoting by necessity towards localisation diversity in leadership, and harnessing new technology to deliver impact.

But at the CHL, transforming the current humanitarian system into something more just and fair is a mission that pre-dated the pandemic, and the work of this year builds on the momentum for real change that gathered pace in 2016, at the World Humanitarian Summit.

The hugely successful 2021 Humanitarian Leadership Conference interrogated what a transformed humanitarian system could look like, inviting participants to engage in deliberately uncomfortable conversations about power dynamics and colonial practices within the system. It was a massive feat of organisation and a remarkable achievement for an organisation grappling with lockdowns and technology. The conversations and ideas raised by the conference continue to ripple around the humanitarian sector and will do so for years to come.

Thank you to Mary Ana and the CHL team, who bring passion, dedication and commitment to every student they teach, each piece of research they undertake, and all the conferences, seminars, and webinars they take part in. I look forward to 2022, and once again being part of this remarkable group of people working to transform and redefine humanitarianism.

Mat Tinkler

2021: year in review



January

Submissions for the 2021 Humanitarian Leadership Conference close. A record-breaking 200 submissions were received. The Centre for Humanitarian Leadership conference panel begin the enormous review process.



200
Conference
submissions

February

Several INGO leaders join the Pledge for Change initiative, spearheaded through a collaboration between the Centre and Degal Ali of Adeso. The Pledge asks the organisations to begin honest conversations about their role in maintaining neo-colonial structures in the global aid system, and take the first step towards making commitments to shift power and resources to the hands of local communities.



990
Webinar
views

March

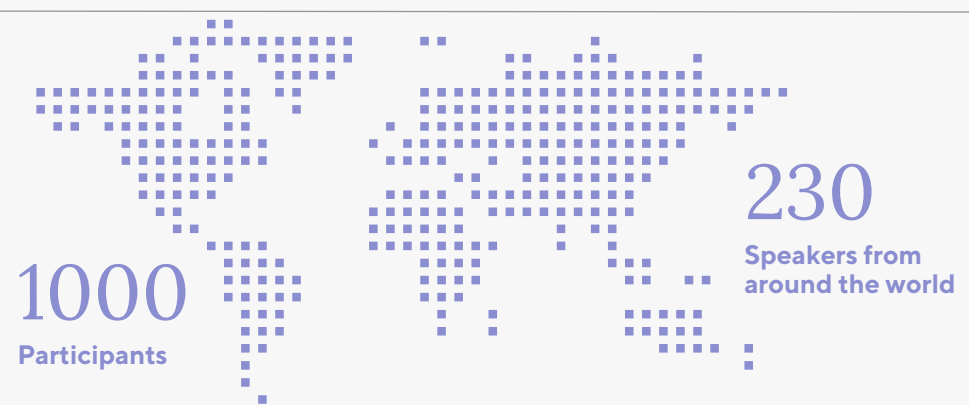
In partnership with the Humanitarian Advisory Group and ISS, the Centre publishes *When Disaster Meets Conflict: Think-Table Toolkit*—a new resource for humanitarians to improve their understanding of and response to disasters in conflict settings, based on nine case studies that explore the challenges, experiences, best practices and success factors for humanitarian aid.



Pledge for
Change

April

We welcome over 1,000 participants from 90 countries, and 230 speakers from around the world to our conference—Who are the humanitarians?—deeply interrogating what a transformed humanitarian system could look like.



May

The Centre for Humanitarian Leadership researcher Rachel Coghlan publishes 'COVID-19: Clinicians in jeopardy for undertaking triage' in *Insight*, probing the absence of legal and ethical leadership from Australian governments during the pandemic and its humanitarian implications.



June

The Centre's Associate Director of Research, Nazanin Zadeh-Cummings, publishes 'Opening doors in the Democratic People's Republic of Korea'. Melanie Book, CHL's Humanitarian Strategic Foresight Research Analyst, co-authors *Myanmar: Post-coup scenarios and implications for humanitarian actors*.



July

Overcoming the difficulties of remote learning during a pandemic with passion, hard work and commitment, 37 students graduate from the 15th cohort of the Graduate Certificate of Humanitarian Leadership.

37
Graduates



August

The Diplôme d'Études Supérieures en Leadership Humanitaire team co-hosts a popular webinar series with Alternatives Humanitaires. The four webinars attracted 1,111 registrants and 990 views, encouraging many French-speaking humanitarian practitioners to enrol in the course.



September

The Centre establishes a partnership agreement with the Harvard Humanitarian Initiative with a commitment to pursue joint activities.

33
Graduates

October

Presented in partnership with Oxford HR's Festival of Ideas, the webinar Education and Training: Transforming the Humanitarian System examines how change can be instigated through the relationship between lived experience and education, inclusion and diversity.



Festival of
ideas

November

Working with the Australian Red Cross, the Centre for Humanitarian Leadership presents a three-part online discussion series on Afghanistan, examining the current situation through the lens of International Humanitarian Law, humanitarian principles and humanitarian action now and into the future.



Online
discussion
series

December

The Centre secures two new grants to develop humanitarian leaders in partnership with the United Nations Population Fund and the Bangladesh Rural Advancement Committee.



Farewell

It is with heavy hearts that we have said goodbye to several foundation members of the Centre for Humanitarian Leadership team in 2021.

Centre Co-founder Phil Connors was dedicated to CHL's education and research work, and over the years taught the Graduate Certificate of Humanitarian Leadership, Graduate Certificate of Humanitarian Health, and the Master of Humanitarian Assistance. In 2012, he proudly launched the first cohort of the Humanitarian Leadership Program, a course that would become a flagship for Deakin University. Phil reflects, "[The students] inspired me to believe that as a university we were extremely well placed to contribute and have a tangible impact on the aid sector by supporting the development of more extraordinary leaders." Working alongside Sophie Perraud, Phil also developed and delivered Deakin University's first MOOC, which registered 3,500 participants and was recognised at national and international levels with multiple awards.

In addition to co-founding the Centre for Humanitarian Leadership, Sophie Perreard founded two of the Centre's core programs, the Masters of Humanitarian Assistance and the Diplôme d'Études Supérieures en Leadership Humanitaire—the latter being the first Deakin University accreditation taught in a language other than English. She was also the Course Director of the Graduate Certificate of Humanitarian Leadership and helped deliver the university's first, award-winning MOOC. Sophie reflects, "I am very thankful and humbled to have had the opportunity to work alongside

and teach such a diverse and inspiring group of students. It has been a real privilege and honour." She is also proud of her work opening Deakin up to a broader market and helping to secure close to \$4 million in funding from USAID for the Diplôme d'Études Supérieures en Leadership Humanitaire from 2017 to 2023.

Stephen McDonald was Co-Director and co-founder of the Centre until 2019 when he became the Associate Director, Stakeholder Engagement and Partnerships. His key achievements during his time at the Centre include its design and establishment, the enablement of strategic partnerships between the Centre and other organisations, the design and implementation of the signature leadership course, the development of the CHL research agenda, and the execution of three world class conferences. Stephen is an experienced humanitarian leader who brought his operational and strategic insight to the Centre, and he remains a key supporter of the Centre and its mission.

Leonie Lonton has been with the Centre of Humanitarian Leadership since the very beginning of the Humanitarian Leadership Programme in 2012, and with Save the Children for a remarkable forty years. She was the beloved Coaching Lead for the Graduate Certificate of Humanitarian Leadership and aided many students along their journeys. Leonie is someone of real integrity, trusted by all for her wisdom, her discretion, but above all for her compassion. She will be greatly missed.

We would also like to belatedly thank Anne Kristine Arbon for her foundational efforts creating and developing one of the central pillars of the Centre's work—the Six Leadership Behaviours. Anne Kristine dedicated three years of her life to designing this remarkable and innovative programme at Save the Children UK, and it became the basis upon which the Centre for Humanitarian Leadership was built.

From everyone at the CHL and our partners, thank you all for your passion, dedication and commitment to the humanitarian sector, and particularly the Centre for Humanitarian Leadership.

Our performance

—Education

As the pandemic entered its second year, the Centre for Humanitarian Leadership continued building on its tradition of world-class distance education and high-quality online learning for students all around the world.

Our online classrooms enabled students and teaching staff to connect with leading humanitarians from any location around the world, in any humanitarian emergency. Students were also introduced to the realities of a fictional country in crisis through seven multi-week simulated learning experiences. These experiences culminated in highly intensive, 360-degree action-learning sessions that replicated the realities of working in the humanitarian sector. Similarly, students were assessed through virtual crisis simulations, administered online.

This year, the Diplôme d'Études Supérieures en Leadership Humanitaire attracted a record-breaking number of enrolments. This was aided by an intensive marketing strategy using social media (LinkedIn and Facebook campaigns) and a successful webinar series (four in total between May and September). The Graduate Certificate of Humanitarian Leadership also drew in record numbers of students, with a total of 108 people graduating from the course during 2021.

“It's equally a learning and a sharing process. There's a truly global focus. In my experience, 17 different nationalities were represented in the one room. You access different perspectives from a variety of parties from around the sector, be they NGOs, government agencies, for-profits. They're all there, learning together and from each other”

—2021 GCHL graduate



Our performance

—Education

Scholarships awarded in 2021

32
IKEA FOUNDATION
Women in
Humanitarian Action
Scholarship Fund

7
DEAKIN
Open Minds
Open Possibilities
Humanitarian
Leadership
Scholarship Fund

Abruzzo Leadership Medal

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.

The Abruzzo Leadership Medal, established through the support of Save the Children Italy, was named in honour of the staff who responded to an earthquake which devastated the region of Abruzzo, in central Italy, in 2009.

This was the first time that the Save the Children Italy staff responded to an emergency within their own country, and in doing so they demonstrated all six leadership behaviours which underpin the Graduate Certificate of Humanitarian Leadership.

2021 Abruzzo Medal winners

PHILIPPINES
Catherine Larracas

BURKINA FASO
Nathalie Nikiema

UGANDA
Maclean Natugasha



Current Higher Degree
by Research students



New research affiliates



CHL research reports
published



Humanitarian Leader
2020 paper downloads



Report downloads

Our performance

—Research

The Centre for Humanitarian Leadership supports research that questions the status quo, discovers new facets of humanitarian response, and informs more just and equitable approaches to aid. Our researchers work across a range of disciplines and methodologies, on topics that engage with climate, racial, gender and social justice issues.

Researchers include PhD candidates, academic staff, and research assistants and fellows. Additionally, our research connects with a network of Deakin University research affiliates and external partners. Organised into three pillars, Centre for Humanitarian Leadership research straddles the academic world, which brings critical perspectives and methodological rigour, and the practitioner realm, which informs the real-world application of knowledge.

Centre for Humanitarian Leadership researchers share their work through external publications, reports, conferences, events, and media articles. Our work considers how communities, organisations and individuals can better meet the challenges of leadership in the humanitarian system and a changing world.

Three pillars



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.



Conference papers and presentations

Harries K (2021) 'Presenting new practical guidance designed to empower technical field teams in humanitarian organisations to achieve the most effective response: An interactive feedback session', 2021 Humanitarian Leadership Conference, 28–29 April, Centre for Humanitarian Leadership, virtual.

Chubb D, Zadeh-Cummings N (2021) 'Finding space for engagement with North Korea: Disability issues in human rights and humanitarian aid', 6th International Humanitarian Studies Conference, 5–7 November, Sciences Po, virtual.

Banfill J, Barrett J, Vitantonio C, Zadeh-Cummings N (2021) 'Opening Doors in the DPRK', 2021 Humanitarian Leadership Conference, 28–29 April, Centre for Humanitarian Leadership, virtual.

Harries K (2021) 'Draft guidance to empower technical field teams in humanitarian organisations', 42nd Water, Engineering and Development Centre Conference, 15 September, Loughborough University, virtual.

Kreyscher K*, Stoffel S L (2021) 'Children as agents in crises – Re-assessing power dynamics in Humanitarian Child Protection', 6th International Humanitarian Studies Conference, 5–7 November, Sciences Po, virtual.

Pardee M, Kelly M*, McGlasson M A (2021) 'Power and Resistance in Localisation', 2021 Humanitarian Leadership Conference, 28–29 April, Centre for Humanitarian Leadership, virtual.

Kelly M*, Pardee M, McGlasson M A (2021) 'The Sounds of Silence: Listening to Localisation', 2021 Humanitarian Leadership Conference, 28–29 April, Centre for Humanitarian Leadership, virtual.

Pardee M, Kelly M*, McGlasson M A (2021) 'Is the international humanitarian system "gaslighting" the global south?', 6th International Humanitarian Studies Conference, 5–7 November, Sciences Po, virtual.

McAvoy D (2021) 'Who are the humanitarians when they are at "home"?', 2021 Humanitarian Leadership Conference, 28–29 April, Centre for Humanitarian Leadership, virtual.

Coghlan R, Ntizimira C, Pettus K, Tafuna'I M, Aggarwal G, Spruijt O (2021) 'International Panel Statement: Working Together for Better Palliative Care', Oceanic Palliative Care Conference, 7–10 September, Palliative Care Australia.

Kenny S* (2021) 'Case-study: The challenges of decolonisation', 6th International Humanitarian Studies Conference, 5–7 November, Sciences Po, virtual.

Ware V*, Ware A* (2021) 'Decolonising aid? Issues and Directions', panel, 6th International Humanitarian Studies Conference, 5–7 November, Sciences Po, virtual.



Our performance

—Research

Academic articles

Rayes D, Meiqari L, Yamout R, Abbata A, Nuwayhid I, Jabbour S and **Abouzeid M*** (2021) 'Policies on return and reintegration of displaced healthcare workers towards rebuilding conflict-affected health systems: a review for *The Lancet-AUB Commission on Syria, Conflict and Health*, 15, <https://doi.org/10.1186/s13031-021-00367-4>.

Jennings M, **Clarke M***, Feeny S, Westthorp G and Donohue, C (2021) 'A Potent Fuel? Faith Identity and Development Impact in World Vision Community Programming', *Journal of International Development*, 33(1), <https://doi.org/10.1002/jid.3512>

Coghlan R (2021) 'Broaden the narrative this World Humanitarian Day: honour those who comfort the dying', *The Lancet*, 398(10301), [https://doi.org/10.1016/S0140-6736\(21\)01816-X](https://doi.org/10.1016/S0140-6736(21)01816-X)

Guillaumat S (2021) 'Reflections on patriarchy and the fight against gender-based and sexual violence in the humanitarian sector', *Humanitarian Alternatives*, 16. [also available in the original French: **Guillaumat S** (2021) 'Réflexions sur le patriarcat et la lutte contre les violences sexistes et sexuelles au sein du secteur humanitaire', *Alternatives Humanitaires*, 16.]

In-house and collaborative research reports

Skills for the future humanitarian practitioner: A conversation with Dr Hugo Slim, **Melanie Book**, March 2021.

Myanmar: Post-coup scenarios and implications for humanitarian actors, **Melanie Book**, Costas Laoutides, and **Anthony Ware***, June 2021.

A path to Transformational Leadership, **Sophie Perreard**, **Helen Seignior**, and **Phil Connors**, April 2021.

Listening and localisation, Maree Pardy, Max Kelly and **Mary Ana McGlasson**, December 2021

Transformation in the aid and development sector, **Melanie Book** and **Lauren Harris**, November 2021

We are all leaders: GCHL Longitudinal Study, **Helen Seignior**, December 2021



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



10

Published papers

In 2021, the Centre published 10 papers online, with an annual print and online edition released in December 2021.

2021 papers

Ahrens K (2021) 'The power to lead: how a local organisation in northwest Syria is seeking to take leadership on localisation and the triple nexus', *The Humanitarian Leader*

Alsalem R & Grace R (2021) 'Diversity and Humanitarian Negotiation', *The Humanitarian Leader*

Banfill J, Barrett J & Vitantonio C, & Zadeh-Cummings N (2021) 'Opening Doors in the Democratic People's Republic of Korea', *The Humanitarian Leader*

Cunningham A (2021) 'Reimagining protection: Dignity, wellbeing and safety', *The Humanitarian Leader*

Hoffman W (2021) 'Indigenous data in effective humanitarian responses', *The Humanitarian Leader*

Ingram A (2021) 'Community-led disaster resilience in Nauiyu Aboriginal Community', *The Humanitarian Leader*

Parris A & Thakur-Weigold B (2021) 'How Lean transforms relationships to empower employees and increase impact', *The Humanitarian Leader*

Sonrexa J (2021) 'Revolutionary Development: Why Humanitarian and Development Aid Need Radical Shifts', *The Humanitarian Leader*

Stibral A (2021) 'Studying Humanitarianism', *The Humanitarian Leader*

Wilde J & McClure D (2021) 'Humanitarian innovation: The next step for greater impact', *The Humanitarian Leader*



723

Paper downloads

723 *Humanitarian Leader* paper downloads in 2021.



Our performance

—Research

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.

The programme offers affiliates pathways for sharing their research with the Centre's audience, which includes academics and practitioners working in the humanitarian system, and access to research funds, where available.

2021 research projects

Transitional justice in Korea: A role for Australia?

CHL team member:
Dr Nazanin Zadeh-Cummings

External funder:
Academy of Korean Studies

Co-authors:
Dr Danielle Chubb (Deakin University),
Dr Sarah Son (Sheffield University)

Abstract:
In Australia, discussions around North Korea focus on nuclear security issues, which tend to overshadow human security concerns. This has resulted in a distinct knowledge gap, which this project addresses through the production of new research in a collaborative workshop format. The research explores the role that countries like Australia can play in future transitional justice scenarios on the Korean peninsula. Further, the project will cultivate new research links and policy partnerships.

Activities in 2021:
Academic workshop, policy roundtable, and public event ('Human rights and the future of justice in North Korea', featuring The Hon Michael Kirby AC CMG and North Korean defector and activist Timothy Cho)

Upcoming activities:
Academic article publication

Humanitarians at home

CHL team members:
Dr Daniel McAvoy & Dr Luke Bearup

External funder:
IKEA Foundation

Abstract:
What is humanitarian work and what does it mean to be a humanitarian in Australia today? From Australia's frequent bushfire and flood emergencies to the response to the COVID-19

pandemic, to the everyday challenges facing many Australians who experience inadequate access to basic necessities such as food, shelter, and healthcare, this project explores the relevance of humanitarianism in Australian contexts.

Activities in 2021:
Conference presentation, working paper publication, and public event ('Humanitarians at Home: exploring the role of humanitarianism in Australia today', featuring Ronni Khan, Tina Hosseini, Kon Karapanagiotidis, Madeline Wilson, and Dr Daniel McAvoy)

Upcoming activities:
Academic article publication

Listening and localisation

CHL team member:
A/Prof Mary Ana McGlasson

External funder:
IKEA Foundation

Co-authors:
A/Prof Max Kelly (Deakin University),
Dr Maree Parry (Deakin University)

Abstract:
The research engages with a selection of critical players in the two-year consultation process that led up to the World Humanitarian Summit to analyse key aspects of the relationship between local actors and the humanitarian system. Through a series of interviews, we engage with and listen to stakeholders about their experiences and perceptions of speaking, listening and being listened to at the summit, and gain insights into how this case study may contribute to a greater attention to listening as politics, ethics and process in the humanitarian system.

Activities in 2021:
Conference presentations and report publication

Upcoming activities:
Report launch and academic article publication

Our performance

—Partnerships and engagement

In 2021, the Centre for Humanitarian Leadership embraced online engagement with open arms, presenting a broad range of digital events attended by thousands of people from across the globe. The increased accessibility of our events helped forge new relationships, nourished existing connections and created interactive spaces to promote real change in the humanitarian system.

Our transformational and disruptive research projects and education programs reached more people than ever before, and our annual conference, public webinars, and media presence amplified the Centre's message to diversify leadership and voices across the humanitarian sphere.



10

Digital events



2,566

Event participants



3

New partnerships and sponsors



90

Participant home countries

Our performance

—Partnerships and engagement

2021 Humanitarian Leadership Conference

The third biennial Humanitarian Leadership Conference, ‘Who are the humanitarians?’, delivered a unique three-day event that questioned what a transformed humanitarian system could look like, based on social, economic, environmental, and political justice for affected communities.

The Centre for Humanitarian Leadership was delighted to welcome over 1,000 participants from 90 countries to the Conference, as well as the 230 speakers from around the world who contributed to the Conference program through keynote speeches, panels, learning labs, papers, and posters. With COVID-19 still battering communities around the world, our normally in-person event went digital, leading to an innovative, immersive experience featuring prominent global humanitarian leaders Degan Ali, Danny Sriskandarajah, Lina AbiRafteh, Arbie Baguois, Lina Sergie Attar, and Heba Aly.

Region

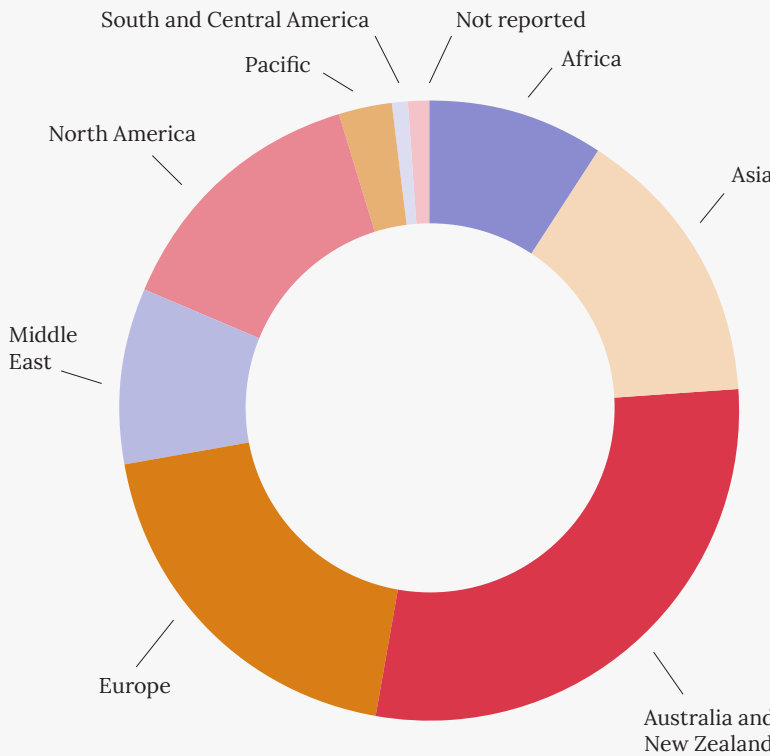
Africa	10%
Asia	16%
Australia and New Zealand	31%
Europe	21%
Middle East	10%
North America	15%
Pacific	3%
South and Central America	1%
Not reported	1%



Reach

234
Speakers

55
Countries contributed



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
- 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.

During the three plenary sessions, six 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.

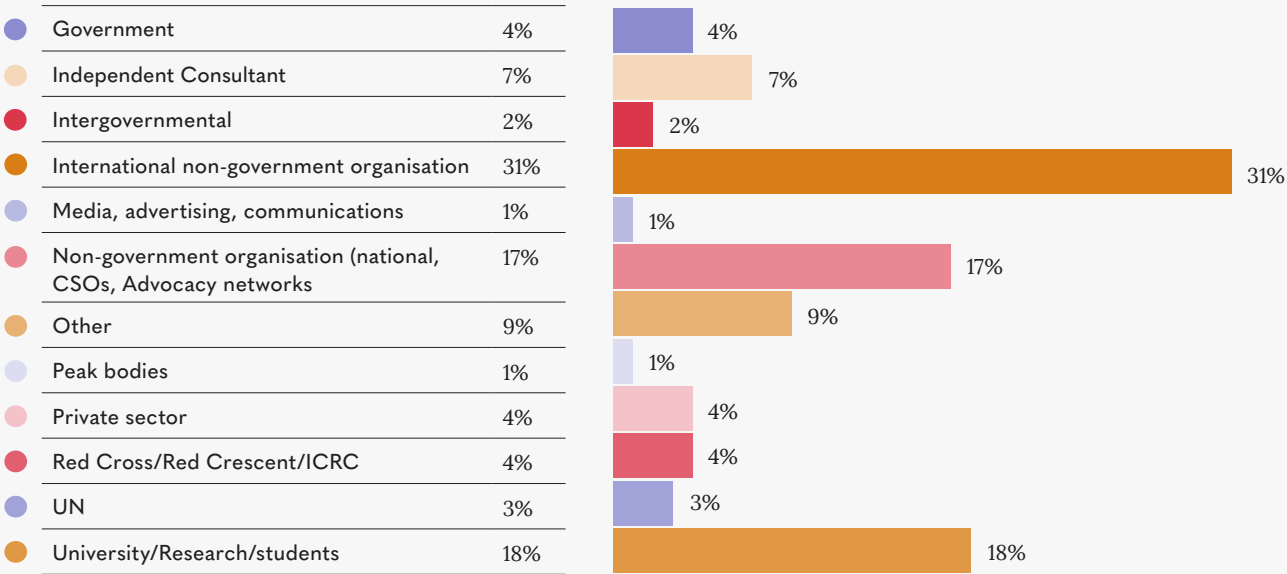
We are currently assessing if we can hold the fourth Humanitarian Leadership Conference in 2022, which we hope will become an annual event due to its impact and popularity.

1,013
Participants

90
Countries

20,000+
LinkedIn conference event users

Sector breakdown



Our performance

—Partnerships and engagement

Education and Training—Transforming the humanitarian system

How can education and training contribute towards meaningful change in the humanitarian system? Held in October, Education and training: Transforming the humanitarian system examined how change can be instigated through education and training through a discussion of topics including types of training and education, the relationship between lived experience and education, inclusion and diversity, and implementing education and training at the workplace.

Attended by 90 humanitarians, including representatives from Save the Children, Caritas, World Vision and UNICEF, this webinar was proudly presented by the Centre for Humanitarian Leadership in partnership with Oxford HR as part of their Festival of Learning—and featured CHL Associate Director of Research, Nazanin Zadeh-Cummings as a keynote speaker.

Afghanistan discussion series

Presented in partnership with the Australian Red Cross, the Centre for Humanitarian Leadership's Afghanistan discussion series examined the current situation in Afghanistan through the lenses of international humanitarian law, humanitarian principles, and humanitarian action now and into the future.

Our colleagues from the International Committee of the Red Cross joined us for these online events throughout November and December, which addressed questions including 'What parts of International Humanitarian Law are relevant to the current situation in Afghanistan, and what do they mean for humanitarian organisations?' and 'What have been the impacts of sanctions on humanitarian action?'.

Attended by 150 people, guest speakers included Australian Red Cross Head of International Humanitarian Programs, Adrian Prouse, Former Afghan MP and Ambassador to Norway, Shukria Barakzai, Head of Policy at Save the Children, Simon Henderson, and the Head of International Humanitarian Law at the Australian Red Cross, Yvette Zegenhagen.

“What have been the impacts of sanctions on humanitarian action?”

Alumni community

The Centre for Humanitarian Leadership alumni community facilitates networking, ongoing professional development, and engagement with the Centre.



120 Members
in the two Alumni
LinkedIn groups



24 Members
CHL Associates
Program

Media appearances, opinion, and analysis

The brightest brains from the Centre of Humanitarian Leadership respond to the major humanitarian issues of the year

- 'Reflections on patriarchy and the fight against gender-based and sexual violence in the humanitarian sector', Segolen Guillaumat, 23 March 2021
- 'Need, Aid, and Root Causes: The Appropriateness of Humanitarian Response in the DPRK', Dr Nazanin Zadeh-Cummings, 8 April 2021
- 'It is beyond frightening, you tell me: A letter to my Gazan friends', Rachel Coghlan, 15 May 2021
- 'After the bloodshed but bleeding dry: lives and health under occupation in Gaza', Rachel Coghlan, 31 May 2021
- 'Why diversity matters for humanitarian negotiation', Dr Nazanin Zadeh-Cummings, 24 August 2021
- 'One day teacher, one day student: two-way learning urged in global palliative care', Alison Barrett and Rachel Coghlan, 28 September 2021
- 'The Dilemma for Humanitarian Principles and the Taliban', Safiullah Taye, 10 November 2021



Our performance

—Partnerships and engagement

Online engagement



2021 66,281 visits
2020 46,162 visits



2021 19,122 followers
2020 9,172 followers



2021 45,379 followers
2020 45,223 followers



2021 2,498 followers
2020 1,569 followers



2021 5,571 subscribers
2020 1,705 subscribers

2021 challenges



The COVID-19 pandemic has continued to pose major challenges to the way we teach. Ongoing international travel restrictions have meant that once again we have been unable to hold our lauded week-long intensive learning simulations for humanitarian leaders in person, and courses continued to operate within a digital-only model. Nevertheless, retention rates for Cohort 15 (November 2020) were similar to pre-Covid iterations, while Cohort 16 (March 2021) had our highest ever enrolment.

However, the university sector in Australia was hit particularly hard by COVID-19 due to the loss of revenue from international students related to more than 18 months of border closures. As a result, Deakin University was forced to undergo two difficult restructures to ensure that we emerge stronger after the pandemic. Unfortunately, this meant the discontinuation of two extremely important courses: the Graduate Certificate of Humanitarian Health and the Master’s of Sustainable Development and Humanitarian Action. This was particularly disheartening to see in the throes of a global pandemic and when so many communities around the world were struggling in the nexus of development and humanitarian challenges.

As the pandemic raged around the world, many of the Centre for Humanitarian Leadership’s traditional funders and donors, quite correctly, recalibrated their priorities to focus on direct humanitarian service provision to ensure appropriate resourcing for the pandemic and other crises both at home and abroad. The second half of 2021 has focused heavily on fundraising, building strategic partnerships, and program re-design to ensure that the Centre for Humanitarian Leadership remains the global leader of humanitarian leadership development.

“Our aim is to ensure that the Centre for Humanitarian Leadership remains the global leader of humanitarian leadership development.”

Financial statements

Account	2021 Opening Balance	2021 Income	2021 Expenses	2021 Closing Balance
Program Grants				
Bureau of Humanitarian Affairs (BHA)	166,902	553,330	565,426	154,805
IKEA Foundation Phase 1	67,772	-	67,772	-
IKEA Foundation Phase 2	209,889	1,329,174	1,539,063	-
Research Grants				
IKEA Foundation Phase 2	555,008	213,803	768,811	-
Scholarships				
DFAT Pacific Humanitarian Leaders Scholarship	27,396	-	27,396	-
Humanitarian Leaders Scholarship	28,354	4,143	23,940	8,557
Net Surplus / (Deficit)	1,055,321	2,100,450	2,992,409	163,362



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. To further this process, the Centre Executive Committee and the Centre Advisory Board will merge in early 2022.

Centre Executive Committee

The Centre Executive Committee directs the operations and strategic activities undertaken by the Centre. The Committee 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 Committee meets monthly.

- Chair**
Mr Mat Tinkler, Deputy CEO; Managing Director, International Programs, Save the Children Australia
- Voting member**
Professor Vanessa Lemm, Executive Dean, Faculty of Arts and Education, Deakin University
- Voting member**
Professor Jack Reynolds, Head of School, Humanities and Social Sciences, Deakin University
- Voting member**
Mr Archie Law, Director, International Programs, Save the Children Australia

- Ex-Officio**
Ms Mary Ana McGlasson, Director, Centre for Humanitarian Leadership
- Ex-Officio**
Ms Melanie Book, Humanitarian Foresight and Policy Analyst, Centre for Humanitarian Leadership
- Ex-Officio**
Ms Bethea Robertson, Projects and Grants Manager, Centre for Humanitarian Leadership
- Secretary**
Ms Sally Collins, Operations Manager, Centre for Humanitarian Leadership



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 Member**
Ms Anthea Spinks (Chair), Associate Director Program Partnerships, Oxfam Australia
- External Member**
Ms Christine Knudsen, Director of External Relations, Strategy, Knowledge and Innovation Division, UN-Habitat, Kenya
- External Member**
Ms Bernadette Murdoch, Chief Adviser Brand and Communications, Rio Tinto
- External Member**
Dr Christina AM Drummond, Infectious Diseases and Public Health Physician
- External Member**
Mr Dino Asproloupis, Program Manager, Murdoch Children's Research Institute
- External Member**
Dr Kate Ringvall, Sustainability Consultant, Circularity Consulting
- External Member**
Dr Faizal Mohd Perdaus, Director, Mercy Malaysia
- External Member**
Mr Peter Walton, Chief Executive Officer, Care Australia
- External Member**
Mr Otha Akoch, Master of Humanitarian Assistance Graduate
- External Member**
Ms Madeline Wilson, Graduate Certificate of Humanitarian Leadership and Master of Humanitarian Assistance Graduate
- Internal Member**
Ms Mary Ana McGlasson, Director, Centre for Humanitarian Leadership, Deakin University
- Attendance**
A/Prof Phil Connors, Associate Professor of Humanitarian Studies

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Thank you to our 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.





**CENTRE FOR
HUMANITARIAN
LEADERSHIP**

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