

CENTRE FOR HUMANITARIAN LEADERSHIP

2022 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.



Save the Children



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Front Cover image: Masters of Humanitarian Assistance students participate in a simulation of a fictional crisis in the Pacific during an in-person intensive at Deakin University's Burwood Campus in August, 2022.

This page: UNFPA staff participate in the Centre's Humanitarian Leadership Program

WELCOME

Shaped by our mission to create a humanitarian system that elevates local actors, centres the agency of affected communities, respects diverse perspectives and furthers social justice, the Centre for Humanitarian Leadership strives to nurture a new generation of leaders in a world gripped by immense change.

Our 2022 Annual Report is the story of our journey this year, and shares the Centre's 2022 achievements, challenges, and performance with the wider CHL community—especially our funders, partners and colleagues.

We always welcome your feedback and thoughts – please message us at info@cfhl.org.au to get in touch.



Director's message

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

It brings me great pleasure to present the Centre for Humanitarian Leadership's 2022 Annual Report.

This year, we have made great strides towards the new horizons that a more inclusive, resilient and innovative humanitarian sector demands. This has meant forging new pathways, with new partners, on our ongoing journey to develop a new generation of humanitarian leaders, discovering the ideas that will support these leaders in building a more just system, and bringing these to the world through enduring and inclusive dialogue.

This report explores many of our 2022 successes. These include our strategic pivot towards bespoke leadership training development for some of the world's most impactful humanitarian organisations, and

our ongoing expansion of the Diplôme d'Études Supérieures en Leadership Humanitaire (DESLH) course, which now accounts for 40 per cent of the Centre's business, thanks to a record-breaking cohort in 2022 that doubled the student enrolments of previous years.

The effects of the pandemic on the Centre's operations retreated somewhat this year, with many students, participants and staff able to meet in person for intensive courses, simulations and training sessions in Australia and across the world, including multi-day workshops and conferences with longstanding and new partners, such as UNFPA, USAID and BRAC. Following the onset of the war in Ukraine, the Centre also identified an important opportunity to champion local leaders and embarked on the rapid development of a new offering—the Crisis Leadership Program (CLP)—focused on leadership development of Ukrainian, Polish, and other local leaders responding to that humanitarian crisis. Importantly, components of CLP will also enable participation by local leaders from other global crises such as Yemen, Syria, Ethiopia and beyond.

We have also continued to transform and adapt the way the Centre is structured, although thankfully this year that has meant growth, and the welcoming of many new faces to the hardworking CHL team, including Joshua Hallwright as Deputy Director, and the expansion of our associate program to upwards of 40 leadership experts, humanitarian practitioners, academics, and researchers from all corners of the globe. We have also

reimagined our governance structure, with the creation of the new Centre Executive Committee, which will focus not only on financial and strategic oversight, but the addition of more diversity to our Board, staff and associates.

Although 2022 has presented many challenges, particularly the tight domestic and international funding environment that has been exacerbated by the war in Ukraine and its cascading pressures, we have nevertheless been able to place the Centre in a much more secure financial position than 12 months ago, thanks to the determined hard work of our committed team in finding new partners and new opportunities in this ever-changing landscape.

In 2023, I will be taking some time away from the Centre as my family grows and we welcome two new additions to the McGlasson-Alkhatib household, however I know that I will be leaving this remarkable organisation in very safe hands as I temporarily pass the leadership baton to Joshua Hallwright in my absence. I know, too, that my committed, passionate, remarkable colleagues will continue our mission to elevate local actors in the humanitarian system, centre the agency of communities affected by disaster, respect diverse perspectives and further social justice for all.

Associate Professor Mary Ana McGlasson, MN, MPP



Meghan Kelly, SFHEA

Acting Executive Dean, Faculty of Arts and Education, Deakin University

As 2022 draws to a close, I wish to thank CHL Director Mary Ana McGlasson and all the CHL team for their spirit, dedication and remarkable work, and for their capacity to find new ways of working through another difficult year. They have continued to create remarkable and galvanising teaching, research and engagement opportunities for their students and the wider world.

The people from across the world who have studied at Deakin and the Centre this year are now taking their first steps as leaders, walking hand in hand with us, each other, and their home organisations and networks to rethink, redefine and rework the humanitarian system to be more just and fair for all.

The Centre has worked hard to ensure that these humanitarian professionals have been granted the best opportunities to design, lead and evaluate emergency responses, and it is with much delight that I note that this year has seen our highest ever number of students undertaking Deakin's first fully accredited French-speaking qualification the Diplôme d'Études Supérieures en Leadership Humanitaire (DESLH) course.

In a year that has seen more than its fair share of horror – dreadful wars in parts of Europe and Africa, appalling flooding in Pakistan and here at home, as well as fire, drought and famine, among so many other catastrophes across the globe – the work of the Centre is more important than ever. The efforts of staff and students in interrogating and debating the humanitarian sector and its workings through their tireless and innovative research will be key to forging a better and more resilient world. Thank you for your contribution to this important work.

Meghan Kelly, SFHEA



Mat Tinkler

Chief Executive Officer,
Save the Children Australia

After the ravages of COVID-19, you could be forgiven for thinking that things couldn't get any worse from a humanitarian perspective. Unfortunately, 2022 proved that they can.

In 2022, it became clear that nowhere and no one is safe from tragedy and turmoil. From conflict in Ukraine, Africa, South Asia or the Middle East, climactic events in the South Pacific, to the climate change induced global hunger crisis ravaging dozens of countries across the world, every continent has seen hardship and disaster, and humanitarians have been buffeted by the immensity of people and places requiring support and assistance. Clearly, the work of our humanitarians is more vital than ever. Yet there is ample evidence that the old ways of working are failing and

that innovation within the humanitarian system is urgently needed. That is where the Centre for Humanitarian Leadership is forging the way.

Over the past 12 months, the Centre has been instrumental in creating new ways of reaching potential humanitarian leaders, focusing on tailor-made training development suited to the issues around specific crises, and aimed at championing local leaders. Importantly, these courses are also designed to be flexible enough to work in a multitude of different contexts and countries.

Practically speaking, this is what sector transformation looks like in action, giving local practitioners the tools to acquire the funding and power to take on the responsibility of working for and with their own communities, on their own terms.

It is with much gratitude that I extend my thanks to Mary Ana and the team at CHL, who always learn, teach and speak with such resounding enthusiasm, openness and dedication. With another conference on the horizon in April, focused on reengineering the global disaster response system, and so much more planned for the coming year, I cannot wait to see the transformative possibilities to come in 2023.

Mat Tinkler

2022 in review

CHL staff deliver a Humanitarian Leadership Workshop to BRAC's leadership team in Nairobi. The training was designed to enhance decision-making, planning, leadership and review and analyse how BRAC can manage humanitarian response efforts more effectively.



MARCH

APRIL

The CHL hosts a masterclass with the Head of the Australian Strategic Policy Institute's Climate and Security Policy Centre, Dr Robert Glasser, where he shared his insights into the implications of climate change on so-called 'natural' disasters and what this means for humanitarian practitioners during his presentation on 'Climate change implications for the humanitarian sector'.



JANUARY

Publication of 'Preparing for transitional Justice in North Korea' in the *Australian Journal of International Affairs*, co-authored by Dr Nazanin Zadeh-Cummings. Following on from a public event in 2021 featuring The Hon Michael Kirby AC CMG and North Korean defector and activist Timothy Cho, this paper gives recommendations for how Australia can now support future transitional justice efforts on the Korean peninsula.

FEBRUARY

'Myanmar One Year Post-Coup: Implications & Responses to Myanmar's Political and Humanitarian Crises?' This in-depth discussion on the post-coup situation in Myanmar with academics from across the globe, was presented by Deakin University's Development-Humanitarian Research Group and Alfred Deakin Institute for Citizenship and Globalisation, in conjunction with the Australia Myanmar Institute and the Centre for Humanitarian Leadership.

MAY

In collaboration with the Context Analysis and Foresight Unit (CAFU) at Save the Children, the CHL launches a free short course called 'Scenario Building in Complex Contexts'. The course offers practical guidance on building robust exploratory scenarios to help aid practitioners better manage uncertainties and create better futures.

The CHL convenes two strategy workshops—one with partners SCF France and ROWCA in Paris, and the other with CHL's European and UK-based associates.

JUNE

Article co-authored by Dr Daniel McAvoy, 'Prevalence of Poor Mental Health Among Adolescents in Kabul, Afghanistan, as of November 2021' published in *JAMA Network Open*.



2022 in review

AUGUST

A successful in-person intensive is held at Deakin University's Burwood campus for 25 Masters of Humanitarian Assistance students, who participated in a simulation of a fictional crisis in the Pacific and worked as a team to analyse and synthesise information on humanitarian needs and context from this simulated emergency scenario.

CHL's Monitoring, Evaluation and Research Fellow, Manika Saha, is awarded the Monash University's Postgraduate Publications Award from the Faculty of IT, and Nazanin Zadeh-Cummings, CHL's Associate Director of Research, Lecturer in Humanitarian Studies and *Humanitarian Leader* Editor, is awarded the National Committee on American Foreign Policy's 2022 Next Generation Korea Specialists Fellowship.

JULY

The CHL team delivers the first of two cohorts of a new humanitarian leadership program for the UNFPA, designed to improve the skills, capacity and understanding of humanitarian preparedness and response of UNFPA staff members. The program saw staff from UNFPA's Country Offices, (including in the Latin America, Africa and Asian regions) exploring and reflecting on the UNFPA's Humanitarian Standard Operating Procedures (SOPs), as well as their shared responsibility and agency-specific accountabilities.

As part of Deakin University's Development-Humanitarian Research Group, the CHL was pleased to host Dr Gemma Sou, who presented her research on climate change and disasters, visual storytelling, and her new comic 'Living with Climate Change'.

SEPTEMBER

The Centre welcomes the largest ever Francophone cohort of 93 students to the Diplôme d'Études Supérieures en Leadership Humanitaire course.

Centre Director Mary Ana McGlasson is appointed to the Board of the H2H Network as a member representative, providing an important link between the membership and the H2H Team, and strategic input and advice in support of the network's mission.

The Centre joins with seven other humanitarian networks and organisations to respond to the latest edition of the *State of the Humanitarian System* report, arguing that if the humanitarian system is to meet the growing needs of people affected by crises, we need transformation, not tinkering.



44 students graduate from the 5th cohort of the Diplôme d'Études Supérieures en Leadership Humanitaire. CHL's 2022 Abruzzo Medal winner, Imalan Boukary from Cameroun was delighted to receive his prize during the ceremony and celebrated with family and colleagues.

The Centre receives a grant from the Centre for Disaster Philanthropy to further develop and deliver our Crisis Leadership Program (CLP). This USD \$749,000 grant expands the CLP and means more people providing on-the-ground, frontline assistance in humanitarian crises can participate in this innovative program, which elevates, empowers and strengthens local civil society leadership in places like Ukraine.

OCTOBER

CHL Deputy Director Joshua Hallwright is interviewed on Triple J's *The Hack* radio show after his article, 'Famine should not exist in 2022, yet Somalia faces its worst yet. Wealthy countries, pay your dues', is published in *The Conversation*.

CHL staff run a three-day mentoring training workshop with DELSH and GCHL alumni, designed to allow participants to build self-awareness, as well as their core mentoring skills and capabilities, and supporting them to bring the most to their mentoring relationships.

Supported by the Humanitarian Leadership Academy and Save the Children Australia, CHL develop and deliver a new Crisis Leadership Program designed to strengthen the leadership skills of people providing frontline assistance in the Ukraine crisis.

The Pledge for Change launch event is held in Nairobi, Kenya, with thousands of people registering to watch INGO leaders speak to a far-reaching set of commitments in a drive to shift more power, decision-making and money to the places worst affected by crisis and poverty. The Centre worked closely with founder Degan Ali in helping to make making the Pledge a reality.

DECEMBER

NOVEMBER

Around 40 CHL staff, students and supporters gather for the launch of the 2022 *Humanitarian Leader* Annual Edition at Deakin Downtown in Melbourne. Editor-in-chief Nazanin Zadeh-Cummings announces that the series is becoming bilingual in 2023.

COVID 19, Nationalism and Global Development: Foreign Aid in an evolving World Order is published, featuring a chapter by CHL's Max Kelly and Mary Ana McGlasson 'COVAX, vaccine (inter)nationalism and the impact on the Global South experience of COVID-19'



DEVELOP: Education

It has been an incredibly busy year for CHL's education team, as our programs diversified from a purely academic context, and we conceived, designed and ran several training courses for humanitarian practitioners through new partners and affiliates.

These new projects included the development and delivery of a leadership training program aimed at reinforcing the capacity of the leadership team at the world's largest non-governmental development organisation—BRAC. The four-month program was designed to enhance the BRAC team's decision-making, planning, leadership, and management of humanitarian response efforts.

The CHL team also delivered two cohorts of a new humanitarian leadership program for the UNFPA in 2022, aimed at improving the skills, capacity and understanding of humanitarian preparedness and response of UNFPA staff members. The short courses, held online and in-person at a multi-day intensive module in Italy, enhanced participants' understanding of UNFPA's Humanitarian Standard Operating Procedures (SOPs), as well as their shared responsibility and agency-specific accountabilities in the humanitarian cluster system during emergencies. Following discussions with the UNFPA, two further cohorts are expected to be scheduled for 2023.

Supported by the Humanitarian Leadership Academy and Save the Children Australia, CHL developed and delivered a new Crisis Leadership Program designed to strengthen the leadership skills of people providing frontline assistance in the Ukraine crisis.



Participatory and action-focused, the course provided participants with insights to better understand and navigate the disaster response system, as well as build skills as leaders, and will continue on in 2023.

Things were busy on the university front too, with our largest ever Francophone cohort of 93 students welcomed to DESLH Cohort 6 in late September. A successful in-person intensive was held at Deakin University's Burwood campus for Masters of Humanitarian Assistance students, who participated in a simulation of a fictional crisis in the Pacific and worked as a team to analyse and synthesise information on humanitarian needs and context from this simulated emergency scenario. Mentoring workshops for DESLH and GCHL alumni were held in October, which enabled participants to build self-awareness as well as their core mentoring skills, capabilities, and a mindset allowing them to bring the most to their mentoring relationships. The former students were rapturous about the program, with one alumnus saying, "every minute of this training was worth it".

DEVELOP: Education



DESLH
44
graduates



Crisis Leadership Program
27
participants



UNFPA Humanitarian
Leadership Program
48
participants



Mentoring
workshops
67
participants



Current Higher Degree
by Research students
4



New research
affiliates
5



Humanitarian Leader
2022 paper downloads
19,705

Scholarships awarded in 2022

32
DESLH
scholarships

44
Deakin Student
Bursaries



The Abruzzo Leadership Medal

The Abruzzo Leadership Medal is awarded to a CHL student who has demonstrated the greatest progression in their humanitarian leadership journey. Established through the support of Save the Children Italy, the medal was named in honour of the staff who responded to an earthquake which devastated this region of central Italy, in 2009.

This year, the DESLH Course Director was overjoyed to award the Abruzzo medal to Abdoulaye Imalan Boukary from Cameroun, who demonstrated exceptional leadership growth throughout the eight-month course, received strong academic results, and best demonstrated the behaviours of an outstanding humanitarian leader.

DISCOVER: Research

The Centre for Humanitarian Leadership straddles the worlds of practice and research, at times bringing them together in dialogue and at other times ferrying knowledge between the two.

The CHL's research purpose aligns with its overall mission of leading and influencing change within the humanitarian system. The CHL conducts collaborative research to inform, impact, and influence real-world leadership in humanitarian contexts. Our research publications add to robust scholarly debate and knowledge, but also look beyond the academic to consider how communities, organisations and individuals can better meet the challenges of leadership in the humanitarian system and a changing world.

An overarching goal of CHL is to ground its research in practice and to enhance policy and practice with academic insights. Our research develops from dialogue with industry, and experience in and with industry. Our research also informs industry

and policy. It provides evidence-based arguments for change.

The CHL research community includes PhD candidates, academic staff, affiliates, and research assistants. CHL researchers share their findings through external publications, CHL reports, events, media articles, and dialogue with stakeholders. Researchers also work collaboratively with academics in other institutions, and with practitioners in industry looking for solutions to real-world problems.

CHL research informs better humanitarian leadership by providing new insights into how aid could and should deliver better outcomes for people affected by crises. It also engages directly with questions of leadership, capacity building, and the future of humanitarian aid.



DISCOVER: Research

Academic articles and chapters

Abouzeid, M*, Elzalabany, M.K., Nuwayhid, I. et al. (2021). Conflict-related health research in Syria, 2011–2019: a scoping review for The Lancet – AUB Commission on Syria. *Confl Health* 15, 92 <https://doi.org/10.1186/s13031-021-00384-3>

Ahmadi, S.J., Jobson, L., Earnest, A., **McAvoy, D.** et al. (2022). 'Prevalence of Poor Mental Health Among Adolescents in Kabul, Afghanistan, as of November 2021'. *JAMA Netw Open*. 5(6). doi:10.1001/jamanetworkopen.2022.18981

Chubb, D., & **Zadeh-Cummings, N.** (2022). 'International Engagement with North Korea: Disability, Human Rights and Humanitarian Aid,' *Third World Quarterly*. <https://doi.org/10.1080/01436597.2022.2141217>

Kelly, M., & McGlasson, M. A. (2022). 'COVAX, vaccine (inter)nationalism and the impact on the Global South experience of COVID-19.' in *COVID-19, Nationalism and Global Development: Foreign Aid in an Evolving World Order*. Viktor Jakupec, Max Kelly, and Michael de Percy (eds.). Routledge.

Olaluwoye, T., Hoban, E., Connors, P. & Williams, J., (2022). 'Sexual Violence Against Men in Conflict and Post-Conflict Settings: A Qualitative Research Methodology', *American Journal of Men's Health*, 1–10

Stibral, A.A., **Zadeh-Cummings, N. & Clarke, M.** (2022). 'Mastering humanitarianism? A survey of postgraduate humanitarian courses', *High Educ.* <https://doi.org/10.1007/s10734-021-00797-2>

Stoffel, S.L. & **Kreyscher, K.** (2022). 'Children as agents in crises: re-assessing adult-child power dynamics in humanitarian action', *Humanitarian Alternatives*

Zadeh-Cummings, N., Son, S. & Chubb, D. (2022). 'Preparing for transitional justice in North Korea', *Australian Journal of International Affairs*, 76:2, 121–129, DOI: 10.1080/10357718.2021.2022597



*Names in bold are CHL staff or associates

DISCOVER: Research

CHL research in the media

Breum Jacobsen, J. (2022, 16 June). 'Vi ved ikke meget om Nordkoreas epidemi, men det står formentlig værre til, end de siger [We don't know much about North Korea's epidemic, but it's probably worse than they say].' *Information*. <https://www.information.dk/udland/2022/06/ved-nordkoreas-epidemi-staar-formentlig-vaerre-siger>

- Quotes **N. Zadeh-Cummings**

Hallwright, J. (2022, 17 October). 'Famine should not exist in 2022, yet Somalia faces its worst yet. Wealthy countries, pay your dues.' *The Conversation*. <https://theconversation.com/famine-should-not-exist-in-2022-yet-somalia-faces-its-worst-yet-wealthy-countries-pay-your-dues-191952>

McVeigh, K. (2022, 14 July). 'International aid sector in a 'crisis of legitimacy', study finds.' *The Guardian*. <https://www.theguardian.com/global-development/2022/jul/14/international-aid-sector-in-a-crisis-of-legitimacy-study-finds>

- Features report co-authored by **M. Book**, *INGOs and the long humanitarian century: Leadership survey report*

Sawahel, W. (2022, 17 March). 'Humanitarian studies programmes in short supply in Africa.' *University World News*. <https://www.universityworldnews.com/post.php?story=20220308103932835>

- Quotes **N. Zadeh-Cummings** and **M. Clarke**

In-house and collaborative research reports

Baiden, M., **Book, M.**, Leedham, S., Owen, G., & Thompson, A. (2022). *INGOs and the long humanitarian century: Leadership survey report*. <https://centreforhumanitarianleadership.org/research/publications/leadership-survey-report/>

Zadeh-Cummings, N. (2022). 'Humanitarian (re) engagement: supporting North Korean human security in the age of COVID.' Policy brief. *National Committee on American Foreign Policy*.

DISCOVER: Research

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.

Next year, we are excited to announce that the *Humanitarian Leader* will be published in both English and French editions. Papers are accepted in both languages and will receive professional copyediting and translation.



All papers are published on openjournals@Deakin. Accepted papers should broadly inform humanitarian leadership, as well as promote discussion and dialogue in the sector.

2022 papers

Balbone, A., Sieza, Y. & Naboho, N. (2022). 'Coming together? Social Network Analysis of humanitarian actors in Burkina Faso', *The Humanitarian Leader*

Chahal, S. (2022). 'Catastrophe squared: COVID-19 vaccine inequity in humanitarian crises', *The Humanitarian Leader*

Jurko, I. (2022). 'Humanitarian practice fit for the digital age', *The Humanitarian Leader*

Laro, A. (2022). 'Women's education and empowerment in the Philippines: A community solution', *The Humanitarian Leader*

Maya, A. (2022). 'The 'New Humanitarians': Vernacular aid in Greece', *The Humanitarian Leader*

Mcavoy, D., Ingram, A. & Bearup, L., (2022). 'Humanitarianism at home', *The Humanitarian Leader*

Murphy, K.T., Salonga, E.M. & Zaman, A. (2022). 'For profit and progress: Rethinking the role of the private sector in humanitarian action', *The Humanitarian Leader*

Scott, I. (2022). '(Mis)communication? Social listening and the exclusion of marginalised voices', *The Humanitarian Leader*

Vitantonio, C. (2022). 'The relationship between aid and neo-colonialism in the aid industry', *The Humanitarian Leader*

Zadeh-Cummings, N. (2022). 'Through the looking glass: Coloniality and mirroring in localisation', *The Humanitarian Leader*



10
papers
published



In 2022, the Centre published 10 papers online, with an annual print and online edition released in December 2022.

19,705
downloads



Humanitarian Leader abstract views and paper downloads in 2022

DISCOVER: Research

Research affiliates program

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

The program 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.

Our affiliates span the following disciplines:



International and community development



Management



Arabic and Islamic Studies



Climate change adaptation



Education



Criminology



Health and social development



Architecture and built environment



Life and environmental science

CHL affiliate activities in 2022 included hosting joint events and publications, as well as developing research programs with industry partners. These included:

- **Kelly, M., & McGlasson, M. A.** (2022). 'COVAX, vaccine (inter)nationalism and the impact on the Global South experience of COVID-19.' in *COVID-19, Nationalism and Global Development: Foreign Aid in an Evolving World Order*. Viktor Jakupec, Max Kelly, and Michael de Percy (eds.). Routledge.
- Stibral, A.A., **Zadeh-Cummings, N. & Clarke, M.** (2022). 'Mastering humanitarianism? A survey of postgraduate humanitarian courses', *High Educ.* <https://doi.org/10.1007/s10734-021-00797-2>
- Stoffel, S.L. & **Kreyscher, K.** (2022). 'Children as agents in crises: re-assessing adult-child power dynamics in humanitarian action', *Humanitarian Alternatives*
- *Telling 'graphic' stories* Part of Development-Humanitarian Dialogues, a DHRG/CHL event series. Speaker Gemma Sou (RMIT/University of Manchester), hybrid event, July 2022
- *ONE YEAR POST-COUP: Implications & Responses to Myanmar's Political and Humanitarian Crises*, Roundtable (DHRG/CHL), hybrid event, February 2022

DIALOGUE: Partnerships and engagement

As the world cautiously reopened and COVID-19 travel and security measures were wound back, the Centre was pleased to once again host in-person events, while remaining committed to ongoing accessibility through hybrid arrangements.

As we enter the new year, the Centre is preparing to host the fourth bi-annual Humanitarian Leadership Conference, which in 2023 will shine the spotlight on re-engineering the global disaster response system. The conference will investigate why the system is 'stuck' and propose ambitious and pragmatic ways to reinvigorate change, focusing on how we can transform the system to be fairer, more equal, and more just for all.

The Centre for Humanitarian Leadership has a unique focus on the enablers of transformational leadership in the global disaster response system. At our 2023 conference, this focus will narrow to four under-researched and less considered enablers of transformational change: money, mandates, models, and motivations, and we look forward to once again welcoming hundreds of humanitarian practitioners, researchers and teachers from across the globe to discuss and dissect these key issues.



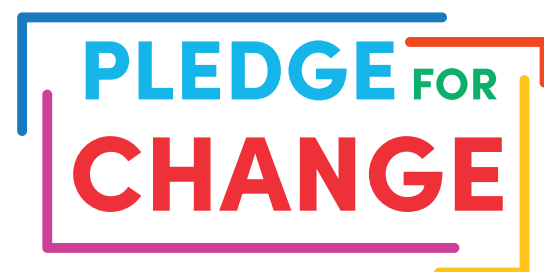
DIALOGUE: Partnerships and engagement

Pledge for Change

In October, some of the world's biggest aid and development organisations signed up to a far-reaching set of commitments to create closer partnerships with local and national organisations in a drive to shift more power, decision-making and money to the places worst affected by crisis and poverty.

The Centre is proud to have played a supportive and guiding role in making the Pledge for Change a reality, with our Executive Director, Mary Ana McGlasson saying, "The Pledge for Change is a critical milestone in moving the system forward from its current state of inertia toward more equitable and decolonised ways of working".

The two-year-long process was convened by Degan Ali, CEO of Adeso, and CARE International, Christian Aid, Plan International, Save the Children International and Oxfam International are among the many agencies to sign on. The launch event was held in Nairobi, Kenya, with thousands of people registering to watch the INGO leaders speak to the commitments.



Climate change implications for the humanitarian sector: A presentation by Dr Robert Glasser

In April, the Centre for Humanitarian Leadership hosted a masterclass with the Head of the Australian Strategic Policy Institute's Climate and Security Policy Centre, Dr Robert Glasser, where he shared his insights into the implications of climate change on so-called 'natural' disasters and what this means for humanitarian practitioners.

The CHL was delighted to welcome over 75 virtual and in-person participants to the event, held at the Business Centre in Melbourne. Dr Glasser spoke about the record-breaking floods and storms in Queensland and NSW in February and March 2022 and how they underscored the grim prognosis of the latest report from the Intergovernmental Panel on Climate Change (IPCC) and the challenges global heating poses to communities across the world.



Members of the *Humanitarian Leader* editorial board. From left: Daniel Mcavoy, Mary Ana McGlasson, Sonia Brockington, Manika Saha and Joshua Hallwright.

The Humanitarian Leader 2022 Annual Launch

It was with great pleasure that around 40 CHL staff, students and supporters gathered together for the launch of the 2022 *Humanitarian Leader* Annual Edition in November at Deakin Downtown in Melbourne, hearing from two of our distinguished authors from 2022—Ivana Jurko and Simran Chahal.

Editor-in-chief, Nazanin Zadeh-Cummings, was delighted to announce that in 2023 the series is becoming bilingual and will be published in French as *le Leader Humanitaire* and English as the *Humanitarian Leader*. Our new French Editor, Justine de Rouck, welcomed the opportunity to help bring important discussions and debates to even more humanitarian practitioners across the world.

DIALOGUE: Partnerships and engagement

Alumni

Launched in December 2020, the CHL alumni community now has more than 250 members sharing connections, news and updates across two LinkedIn groups, fostering networking, professional development opportunities and ongoing engagement with the Centre.









Media appearances, opinion, and analysis

- 'Ten efforts to decolonise aid', featuring Mary Ana McGlasson, *The New Humanitarian*, Heba Aly, 12 August 2022
- 'Aid overhaul call, Haiti protests, and the queen's colonial legacy: The Cheat Sheet', featuring Mary Ana McGlasson, *The New Humanitarian*, 9 September 2022
- 'Strengthening the H2H Network governance: Welcoming three new members to the H2H Network Board', featuring Mary Ana McGlasson, *H2H Network*, 2 September 2022
- 'Famine should not exist in 2022, yet Somalia faces its worst yet. Wealthy countries, pay your dues', Joshua Hallwright, *The Conversation*, 17 October 2022
- 'Philanthropy supports Ukrainians to lead in response to ongoing humanitarian crisis', *Philanthropy Australia*, 21 December 2022

DIALOGUE: Partnerships and engagement

Online engagement

Channel	2021	2022
 Website +30% change	48,348 users	65,155 users
 LinkedIn +28% change	19,122 followers	24,523 followers
 Facebook -0.7% change	45,379 followers	45,040 followers
 Twitter +26% change	2,498 followers	3,163 followers
 YouTube +207% change	201 subscribers	619 subscribers
 Email list +11% change	5,571 subscribers	6,208 subscribers

2022 Challenges



This year has seen an easing of many of the COVID-related challenges that have battered the world and the Centre since 2020. Face-to-face teaching has resumed in many classrooms and our week-long intensive courses have been successfully held in person in Australia and overseas once again. International borders have also reopened, which has allowed CHL to reconnect with partners, donors and other supporters to secure funding and program opportunities, including conducting in-person training development courses across Europe.

However, although CHL staff have worked incredibly hard to ensure the ongoing financial stability of the Centre, and have successfully diversified our funding streams and program offerings, the university sector continues to struggle, as overall student numbers remain unsteady. Fortunately, student numbers for the DLESH have resisted this trend, and we have recorded our highest ever student numbers for this course for the second year in a row.

This tight funding environment shows little evidence of lessening, as the world’s economies struggle to stabilise and recover from the pandemic, while the Ukraine war has also diverted funding away from other parts of the humanitarian sector. We will continue to concentrate our efforts on fundraising, strategic partnerships and promoting our new program offerings in 2023, to ensure that the Centre remains the global leader in humanitarian leadership development.

Financial statements

Account	2022 Opening Balance	2022 Income	2022 Expenses	2022 Closing Balance
DESLH (Action Against Hunger)	113,796	804,610	985,663	67,256
Humanitarian Leadership Program (UNFPA)	-	145,610	106,840	38,770
Emergency Preparedness Networks Project (Save the Children Australia)	-	-	5,442	5,442
Humanitarian Leadership Program (BRAC)	-	44,422	44,422	-
Crisis Leadership Program (Save the Children Australia)	-	96,149	96,149	-
Crisis Leadership Program (Humanitarian Leadership Academy)	-	366,905	53,426	313,479
Crisis Leadership Program (Centre for Disaster Philanthropy)	-	1,124,830	-	1,124,830
Humanitarian Leaders Scholarship	8,557	3,197	-	11,754
Deakin matched funding	84,527	-	84,527	-
Net Surplus / (Deficit)	122,353	2,585,723	1,291,942	1,416,133

Our people

We have had great pleasure in welcoming many fresh faces to the Centre in 2022, including our new Deputy Director, Josh Hallwright. A humanitarian specialist with more than 12 years' experience in the sector, Josh has worked for Oxfam, UN OCHA, Red Cross, MSF, and AusAID in Australia, the Pacific, Asia, and sub-Saharan Africa. He brings great expertise in and understanding of the evolution of the humanitarian system, how disaster responses are financed, the use of advanced technologies in the humanitarian sector, and how to connect the local with the global, and is focusing on the Centre's strategic priorities, partnership development and engagement, and business sustainability.

This year, we have also continued to transform and adapt the way the Centre is structured, with the creation of a new Centre Executive Committee, which is drawn from humanitarian and tertiary education models and contributes to the continuous improvement and management of the Centre. The Executive Committee will focus not only on financial and strategic oversight, but the addition of more diversity to our Board, staff and associates. To aid this, we have warmly welcomed Peter Walton, CEO of Care Australia, Anthea Spinks, Program Director of Oxfam Australia and Mamadou Diop, Regional Representative Africa of Action contre la Faim, to our core governance team.



Our people: The Centre Executive Committee

The Centre Executive Committee (CEC) provides strategic oversight and governance to 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 and Voting member, Mr Mat Tinkler, CEO, Save the Children Australia

Voting member, Professor Meghan Kelly, Acting Executive Dean, Faculty of Arts & Education, Deakin University

Voting member, Mr Archie Law, International Programs Director, Save the Children Australia

Voting member, Professor Andrew Hope, Head of School, Humanities and Social Sciences, Faculty of Arts and Education, Deakin University

Voting member, Ms Anthea Spinks, Program Director, Oxfam

Voting member, Mr Peter Walton, CEO, CARE Australia

Voting member, Mr Mamadou Diop, Regional Representative (West Africa) - Action Contre la Faim (ACF - Action Against Hunger)

Ex-Officio, Associate Professor Mary Ana McGlasson, Director, Centre for Humanitarian Leadership

Ex-Officio, Mr Josh Hallwright, Deputy Director, Centre for Humanitarian Leadership

Ex-Officio, Ms Bethea Robertson, Projects and Grants Manager, Centre for Humanitarian Leadership

Secretary, Ms Jennifer Mendes, Operations Coordinator, Centre for Humanitarian Leadership

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Deputy Director

Operations

Betha Robertson

Programs and Grants Manager

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Operations Coordinator

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Our people: **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 in 2022.



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**CENTRE FOR
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