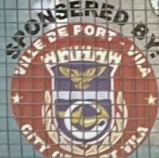




LENAKEL ZONING MAP

- KEY**
- Business and Commercial Zone
 - Town Center Frame
 - Town Center
 - Lenakel Residential Zone
 - Medium Density
 - High Density Tourism
 - Lenakel Industrial Zone
 - Light Industry
 - Recreation Zone
 - Parks
 - Open Space
 - Sports Stadium
 - Restricted Area Zone
 - Riparian Reserve
 - Foreshore Area
 - Water Sources
 - Tabu Sites
 - Tabu Site Points
 - Tabu Site Areas
 - Existing Road Networks
 - 20 m Roads
 - 10 m Roads
 - 15 m Roads
 - Proposed Road Networks
 - 10 m Roads
 - 15 m Roads



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RedR Australia FY21 Annual Report

redr
australia

Chair's Report

The past year has been as challenging as the last, in slightly different ways, given the evolving impacts of COVID-19. Both here in Australia and around the world, the impact on our people, partners and communities have been severe and we continue to see a rapid escalation of humanitarian need.

While parts of Australia have emerged from lockdown and on the whole we are seeing a high level of vaccination uptake, the full toll on people physically, mentally and in terms of equality is the hidden cost.

The United Nations Global Humanitarian Overview estimates that in 2021, one in every 33 people worldwide needs humanitarian assistance and protection. This represents a radical jump from 1 in 45 in 2020 – a 26 per cent increase. Sadly, climate change, even if addressed by 2050, is already compounding and exacerbating these numbers.

The need has never been so great – and so too must be our level of action. This year our people have worked in 30 countries, with 31 partner organisations. We deployed more than 100

exceptional humanitarians to save lives and build community resilience. But these numbers are just one part of the full RedR Australia story – which you can explore in this report.

This year has called on our people and partners to achieve an incredible set of outcomes as we continue to advance RedR's vision: **A world in which sufficient competent and committed personnel are available and responding to humanitarian needs before, during and after crises and conflict.**

Achieving this takes commitment. It requires energy and fortitude, personal sacrifice, and a collective spirit. I would like to acknowledge the work of all RedR people: our employees, associates, roster members, volunteers, partners, contractors and my Board for their outstanding work and contribution to relieving suffering around the world.



Professor Robert Care
AM

CEO's Report

Despite the enormous headwinds facing people, organisations and governments around the globe in FY21, RedR continued to adapt, evolve and strengthen our partnerships and organisational resilience, while at the same time deepening our humanitarian impact.

The story of our pivot to COVID-19 was captured real-time in the COVID-19 Action Review, published in August 2020. It confirmed that RedR had maximised resources to stage an agile and flexible whole-of-organisation response to the pandemic.

With a focus on increasing efficiency, we took a critical view of our internal operating systems, practices and ways of working. We embarked on a major digital transformation, and we doubled down on strengthening our partnerships internationally, through the UN and the RedR International network, while also collaborating and sharing knowledge with domestic partners including Australian Red Cross, Rotary and CBM.

The world asked more of RedR in the past year and we are proud to have been able to increase our humanitarian support.

As COVID-19 swept throughout the Indo Pacific region, we supported the pandemic response in 11 countries, including PNG, Vanuatu and Fiji, and we deployed our first ever clinical specialists to help address COVID-19 in the world's largest refugee camp in Bangladesh.

We supported nations grappling with intensifying climate emergencies such as tropical cyclones Ana and Yasa which battered the Pacific, and we advanced peace and stability in the face of escalating conflict in Myanmar, Ethiopia and Gaza.

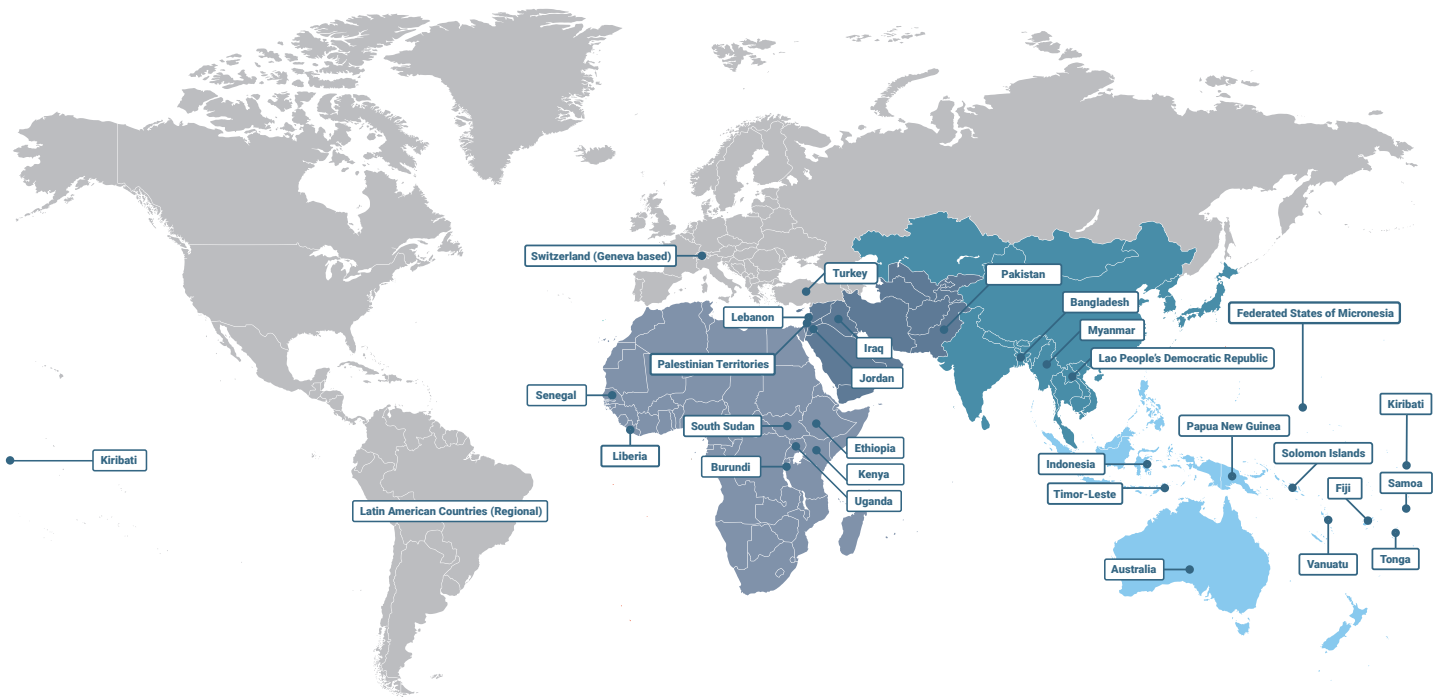
Looking back on the FY21 year, I reflect on how the world is now focused on shared responsibilities, on climate action and human resilience. I reflect on the opportunity presented in new and deeper partnerships across business, government and civil society to achieve social good. We stand ready with all our partners, with a generosity of spirit to continue to push boundaries and lead the meaningful change we want to see in our world.















Kirsten Sayers
Chief Executive Officer

Where We Work

From a roster of almost **800 professional humanitarians**, we deployed **114 specialists** to **30 countries** around the globe.



Skill Profiles

- | | | |
|---|--|--|
|  Response Coordination and Management |  Information Management |  Shelter/Engineering |
|  Preparedness, Risk Reduction and Resilience |  MEAL and Reporting |  WASH |
|  Protection and Legal |  Communications |  Education |
|  Logistics |  Health/Nutrition |  Stabilisation and recovery |

Front cover photo: RedR roster member Ruwan supports Vanuatu’s National Disaster Management Office with logistics and disaster response plans.

Our Global Deployment Capability

The compounding and concurrent crises of COVID-19, climate hazards and conflict meant greater demand for RedR's humanitarian expertise in FY21 and we responded, increasing our support in the face of new and ever-changing challenges.

In total, RedR deployed 114 professional humanitarians to support 31 partners in 30 countries. We provided the equivalent of 539 months, or almost 55 years, of continuous professional humanitarian assistance in just one year – 12 per cent more than in FY20.

While we continued to be the only UN Standby Partner in the Southern Hemisphere and in the Indo-Pacific region, we also deployed expertise into government ministries and emergency management bodies, especially in the Pacific.

Adjusting to global travel restrictions, we implemented 48 remote deployments and focused efforts on deploying specialists within their own country or region. In all, 17 per cent of all deployees in FY21 shared the language or cultural background of their deployment country. This enabled us to accelerate our new Localisation Strategy and Action Plan, which seeks to strengthen local capacity and ownership of humanitarian action in the countries where we work.

As COVID-19 swept throughout the Indo-Pacific region, we supported the national pandemic response in 11 countries, including PNG, Vanuatu and Fiji, and deployed our first ever clinical specialists to help with the COVID-19 response in the world's largest refugee camp, Cox's Bazar in Bangladesh.

In February when the military coup in neighbouring Myanmar escalated an unfolding humanitarian emergency, we were already well positioned to support affected populations, having deployed 50 specialists to support the Rohingya crisis response over the previous four years – our largest humanitarian response in RedR's 30-year history.

In the Pacific, we supported nations grappling with intensifying climate emergencies, assisting with disaster response and recovery following tropical cyclones Harold, Ana and Yasa, and helping build local capacity to prepare for and recover from floods in Timor-Leste.

In the Middle East our roster members provided support for the Syrian crisis response, Palestinian refugees and to humanitarian and stabilisation activities in Iraq.

Meanwhile in Africa, as overlapping crises compounded existing inequalities and created new ones, we responded to the eruption of violence in northern Ethiopia's Tigray state, and addressed the needs of marginalised groups in Somalia, Liberia and Uganda.

We also activated one of our first domestic deployments into the Australian Government, with the secondment to support the Australian Civil Military Centre's work advancing civil-military-police engagement in disaster and conflict management activities. This deployment opens the door to future opportunities and the government is considering a proposed prevention of sexual exploitation, abuse and harassment concept note.

In another first, we joined with RedR India to recruit for our first deployment to India, demonstrating our strengthening relationships with our regional RedR International partners.



Health emergencies nurse Pip supported the COVID-19 response in Cox's Bazar.



Rowan pitches in to help Vanuatu's Ministry of Health set up COVID-19 vaccination sites.

Our Partners

RedR Australia is able to have a significant global impact, thanks to our strong partnerships both in Australia and around the world. Collaboration is one of our core values – which ensures we honour our partnerships. Here's how we do it.

Australia Assists

In the fourth year of our contract to manage the Australian Government's civilian deployment program, RedR continued to deliver on and exceed program targets, while supporting national foreign policy objectives and delivering humanitarian expertise globally.

In delivering the program, RedR engaged with multiple Department of Foreign Affairs and Trade (DFAT) Posts, desks and branches to respond to new and emerging priorities, and fielded requests from Posts that had previously had no or limited engagement with Australia Assists. This increasing demand reflects the program's growing visibility the quality of deployees and outcomes achieved.

In line with Australia's new Partnerships for Recovery development policy, the program rapidly ramped up support for COVID-19 preparedness, response and recovery efforts, especially in the Pacific, Timor-Leste and Southeast Asia. Of a total 109 Australia Assists deployments in FY21, 44 were targeted at COVID-19 response and recovery, including 27 based in the Pacific and 11 in Southeast Asia.

The program also continued to directly support the national systems of Australia's nearest neighbours, with 12 deployees embedded directly into Pacific government ministries while a further seven deployees to UN agencies were seconded to ministries or worked alongside government counterparts.

Supporting Australia's foreign policy objectives, RedR reallocated resources to expand the program's Pacific presence, with a total 57 deployments in the region in FY21, including 13 assisting with response and recovery following tropical cyclones Harold, Yasa and Ana.

Building on progress of previous years, RedR prioritised gender equality and disability inclusion in its program delivery, achieving the highest number of targets set out in the Australia Assists Gender Equality and Disability Inclusion Action Plans. RedR implemented eight gender-targeted deployments for Australia Assists in FY21, double the Gender Action Plan target, with a further five specialists deployed to gender-mandated organisations. Additionally, 68 per cent of all completed Australia Assists deployments reported on their contribution to gender equality, 18 per cent higher than the GAP target. At the same time 62 per cent of deployees reported disability inclusion outcomes in their final reporting, compared to just 39 per cent in FY19.

These significant outcomes were achieved as RedR adapted to a reduction in the program's annual budget from \$12 million to \$10 million in September 2020. This \$2 million cut was subsequently reinstated in January 2021 following a request from DFAT.



In the Solomon Islands, Tai worked with UNICEF to improve sanitation in local villages.

Foreign Commonwealth and Development Office

RedR continued to manage deployments for the UK's Foreign Commonwealth and Development Office (FCDO), with our roster members working in UK-funded roles in Burundi, Senegal and South Sudan in FY21.

Through FCDO we implemented our first ever accompanied deployment, with a Civil-Military Coordination Officer taking a four-month role with the United Nations office for the Coordination of Humanitarian Affairs (OCHA) in Senegal, accompanied by her four-year-old daughter. Working mostly from their apartment in Dakar, due to COVID-19 restrictions, the deployee helped develop a civil-military coordination roadmap to enable humanitarian support

to reach people in need across the region more safely.

Despite the quality and depth of impact, this year has seen a decline in overall deployments by the UK, given the humanitarian fund and internal integration processes. RedR Australia continues to stand ready as a trusted long-term partner to the UK and leader in Humanitarian Sphere Standards to respond to FCDO's humanitarian response in the year ahead.

While filling FCDO roles has proved challenging over the past 12 months, RedR continues to focus on strengthening our capacity to support the program.

RedR International

As a member of the RedR International, we continued to collaborate and share knowledge with like-minded organisations in Indonesia, India, Malaysia, the UK and the US. During the year we supported RedR Indonesia to build the systems for governance and good practice required to achieve full RedR International accreditation. This included providing executive mentoring and quality performance leadership through our Strategy and Impact team, and sets us up to work as peers in our region.

The election of our own RedR Australia Chair, Robert Care to the Chair of RedR International and the recent appointment of RedR Indonesia board member Arshinta to the RedR Australia Board demonstrates the depth of impact collaboration has on our individual organisations. We look forward to further strengthening the bonds across our organisations and countries.

Other Key Partnerships

With a grant from Australia's Department of Foreign Affairs via Palladium, we supported the Siap Siaga initiative to strengthen humanitarian capacity in Indonesia. Through RedR Indonesia as our implementing partner, we delivered online training to more than 5500 volunteers in emergency response and COVID-19 prevention and helped RedR Indonesia forge partnerships with government and local humanitarian organisations.

In May RedR signed an agreement with the only independently and sustainably funded UN organisation – UNOPS – taking our total number of our UN Standby partnerships to 14. This new agreement allows us to work locally through the UN while maximising our private sector collaboration for humanitarian impact. It also opens the door for a stronger UN peace and stability footprint to bridge the gap between humanitarian and peace operations.

Our private sector partners within the engineering and consulting sector have played a significant part in RedR's origins and growth. This year has seen the development of a RedR Humanitarian Alliance Fund which aspires to build knowledge sharing and to mobilise and develop humanitarian engineers so that, together, we can work more meaningfully towards the sustainable development goals and Environmental Social Governance impact.

RedR CEO Kirsten Sayers' appointment to the Sphere Standards Governing Board in FY21 recognises our leadership contribution in the advancement of quality accountability and shared humanitarian standards globally.

Meanwhile, our ongoing partnership with Rotary has provided funding for two places in our Pacific Essentials of Humanitarian Practice course for people with a disability or with expertise in disability inclusion, and two local Pacific disaster risk management leaders.



FCDO deployee, Aime worked on Ebola preparedness and response with UN OCHA in Burundi.

Continuous Improvement

As RedR rose to meet external challenges, we also turned a self-reflective eye on our own work and asked, how we can do things better?



RedR's response to the Rohingya crisis achieved lifesaving impacts.
Credit: Carly Learson

We commissioned an [independent review](#) to assess the impact of our response to the Rohingya crisis, which found that 50 deployments over four years – the largest response in RedR's almost 30-year history – had achieved lifesaving impacts and good value for money.

The review also revealed incidences of bullying, harassment, sexism and misogyny in the field and recommended a review to examine the experiences of deployees through the lens of our commitment to gender equity. In a bold response, RedR partnered with Australian Red Cross to commission an independent study examining the nature and extent of sexual exploitation, abuse and harassment (SEAH) in the humanitarian sector. The findings of the research, which engaged more than 100 staff, delegates and members, and gives voice to those with a lived experience of SEAH, will be released next year, with recommendations for organisational and cultural changes within our own organisations and across the sector.

Through our ongoing partnership with disability inclusion specialists CBM, we conducted a disability inclusion health check across our own organisation which revealed strong progress on implementation, learning and clear identification of the systemic barriers to disability inclusion across the sector.

We also commissioned an independent review of our deployee remuneration structure, to ensure that our roster remains attractive to highly qualified specialists, while also reducing the pull factors that lure staff away from local organisations. As a result we have implemented a new remuneration structure that is more equitable, flexible and transparent.

As part of our ongoing commitment to increasing efficiency, we reviewed RedR's internal business management systems. This resulted in our new RedR Hub digital portal that enables greater speed and volume of roster recruitment, streamlined administration for deployments and a more user-friendly experience for Roster members, deployees and staff.

Training

RedR's localisations strategy took a great leap forward in September 2020 when we delivered our first Pacific Essentials of Humanitarian Practice training, contextualised for Pacific Islander humanitarians. Together with RedR's staff, the course was co-designed and co-led by Pacific Islander experts and delivered in Suva Fiji to 24 participants, 28 of whom were from the Pacific region. Three of those were immediately added to the RedR roster and were deployed to long-term roles in the region within months.

The course not only strengthened regional capacity in humanitarian disaster management, it also allowed the sharing of a wealth of local knowledge and experience on climate crises. Post-course evaluations indicated a strong 92 per cent satisfaction rating among participants.

As COVID-19 interrupted face-to-face training, RedR adapted with a substantial increase in the number of online courses, including online training in disability inclusion and child protection, delivered to staff at RedR India and RedR Indonesia.

Still the team did deliver seven core courses to 183 participants in person at a new training venue, the Victorian Emergency Management Institute at Mt Macedon.

We continued to recruit more national Associate Trainers, increasing the pool to 90 during the year and we now have more than 80 volunteers to draw on to assist with our courses.



RedR's inaugural Pacific Essentials of Humanitarian Practice course was co-led by Pacific Islander experts.
Credit: Jeremy Woo

Roster

RedR's roster of humanitarian specialists remains an invaluable asset. In FY21 we worked to further strengthen and diversify this asset, building on in-demand skill profiles such as public health and gender protection expertise.

The roster currently has 788 members, representing 25 nationalities, and maintains gender parity with 49 per cent female members.

Building on the existing depth and breadth of expertise, we remain focused on understanding the rapidly changing needs of the humanitarian and domestic emergency response and crisis management sectors, and will continue to look to populate the roster with exceptional people who possess the human and technical skills that are fit for the future.



Madeleine Habib works from her home in Tasmania assisting the World Food Programme in Fiji address shipping bottlenecks caused by COVID-19.

Monitoring, Evaluation, Accountability and Learning

As our people, partners and operations adapted to COVID-19, the Monitoring, Evaluation, Accountability and Learning (MEAL) team focused on monitoring and analysis that addressed the pandemic, as well as broader priorities.

Responding to the growing number of deployees working remotely, the MEAL team systematically gathered evidence from both deployees and partners, to identify the characteristics of people, partners and positions that make for effective remote deployments.

The team continued to track progress against the [Gender Equality](#) and [Disability Inclusion](#) Action Plans,

finding the highest number of fully met targets to date for both plans. Monitoring of the new [Localisation Action Plan](#) (LAP) found that 40 per cent of targets were met in its first year of implementation.

As well as completing major projects including the LAP, COVID-19 Action Review, the Review of the Australia Assists Response to the Rohingya Crisis and a desk review of Gender and Protection deployment outcomes, the team also initiated an independent review into Preventing Sexual Exploitation Abuse and Harassment and commissioned research into Pacific Disaster Risk Management capability following support from Australia Assists.

Communications

While travel restrictions and staffing reductions presented challenges, RedR employed a range of traditional, digital and social media to raise the visibility of our organisation, our people and our impact with a growing audience.

As well as securing media opportunities with SBS News, Engineers Australia's content channels, the Vanuatu Daily Post, and several specialist journals, RedR also created a range of rich content packages that were shared across our own and partner channels. A significant multimedia campaign to mark World Humanitarian Day in August engaged our corporate partners to highlight the work of our roster members and achieved significant reach across multiple social media channels. Other content packages employed video, images, articles, infographics

and social media to promote the pilot Pacific Essentials of Humanitarian Practice course and to mark significant UN Days, including International Women's Day in March and Disaster Risk Reduction Day in October.

This content bolstered our Brandfolder content hub, which gives staff and partners ready access to a curated selection of images, video, infographics, articles and deployee biographies. Our digital impact was also enhanced through accessibility updates to the RedR website and work began to create the first digital annual report for Australia Assists.



RedR's World Humanitarian Day campaign achieved significant reach.

Income Statement for the Year Ended 30 June 2021

	2021	2020		2021	2020
REVENUE			EXPENDITURE		
Donations and gifts			International programs		
Monetary	80,468	58,373	Funds to international programs ⁵	7,987,512	7,890,931
Non Monetary ¹	431,119	499,128	Program support costs ⁶	1,742,586	2,229,817
Grants			Fundraising costs		
Department of Foreign Affairs and Trade ²	12,169,017	12,087,280	Public	6,176	22,479
Other Overseas ³	1,211,127	1,569,398	Government, multilateral and private ⁷	345,317	587,810
Training and capability	378,848	874,844	Accountability and Administration ⁸	2,008,397	2,276,615
Investment income ⁴	16,316	34,438	Training and capability expenditure	876,975	1,237,692
Other income	67,670	64,135	Non-monetary expenditure	431,119	499,128
TOTAL REVENUE	14,354,565	15,187,596	TOTAL EXPENDITURE	13,398,082	14,744,472
			SURPLUS/SHORTFALL OF REVENUE OVER EXPENDITURE	956,483	443,124

1. Estimated fair value of the volunteer services received
2. Revenue received in the 2021 financial year relates to the Australia Assists Contract and individual DFAT Post cost contributions to the Australia Assists Program
3. Includes funding received from the UK Government through its Foreign, Commonwealth & Development Office, UN Agencies via cost contributions for extended deployments and a Grant in relation to the SIAP-SIAGA program managed by Palladium
4. All deposits are held at the Strathmore Community Bank Branch of Bendigo Bank
5. The cost of deploying international emergency response experts overseas, including regional office and personnel costs, in addition to funds expended on the SIAP-SIAGA program
6. Direct costs of international program management spent in Australia
7. Costs incurred in reporting against government and multilateral contracts
8. The management and administration cost of supporting humanitarian experts to deploy and return from the field

Balance Sheet as at 30 June 2021

	2021	2020
ASSETS		
Current Assets		
Cash and Cash Equivalents ⁹	2,890,254	3,385,291
Trade and other receivables	1,850,986	286,894
Other Financial assets ¹⁰	1,052,122	1,045,881
Other current assets ¹¹	783,373	1,019,079
Total Current Assets	6,576,735	5,737,145
Non-Current Assets		
Property, plant and equipment ¹²	111,906	220,603
Right of Use Asset ¹³	633,839	790,068
Intangibles ¹⁴	324,885	119,841
Total non-current assets	1,070,630	1,130,512
TOTAL ASSETS	7,647,365	6,867,657

	2021	2020
LIABILITIES		
Current Liabilities		
Trade and other payables ¹⁵	391,556	751,787
Other ¹⁶	393,065	26,405
Lease Liability ¹⁷	148,404	144,168
Provisions ¹⁸	302,388	326,233
Total Current Liabilities	1,235,413	1,248,593
Non-Current Liabilities		
Lease liabilities ¹⁹	505,971	654,376
Provisions ²⁰	50,069	65,260
Total Non-Current Liabilities	556,040	719,636
TOTAL LIABILITIES	1,791,453	1,968,229
NET ASSETS	5,855,912	4,899,428
Equity		
Restricted Reserves ²¹	815,642	805,174
General Reserves	937,381	937,381
Retained Earnings	4,102,889	3,156,873
TOTAL EQUITY	5,855,912	4,899,428

9. Bank Account balances with Strathmore Community Bank Branch of Bendigo Bank

10. Term deposit held with Strathmore Community Bank Branch of Bendigo Bank

11. Prepayments and other debtors

12. Fixed assets are depreciated in accordance with the reasonable useful life of the asset

13. Long-term lease of Head office and Fiji office buildings

14. RedR's intangibles comprise computer software

15. Includes Trade Creditors and Accrued Expenses

16. Primarily consists of Training Income received in advance and funds received in advanced for the standby partnership program, in addition to a small portion of Membership fees in advance

17. Current lease liability of the head office building

18. Provision for employee leave entitlements

19. Non-Current lease liability of the head office building

20. Non-Current provision for Employee leave entitlements

21. Restricted Reserves include donations held as the Overseas Aid Fund

UN Partners



Government and Civil-Society Partners



Corporate Partners



Founding Bodies

