



# Australia Assists Annual Report

FY20

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australia



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## Acronyms List

AHA Centre	ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management
ASEAN	Association of Southeast Asian Nations
DAP	Disability Inclusion Action Plan
DFAT	Department of Foreign Affairs and Trade
DI	Disability Inclusion
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EHP	Essentials of Humanitarian Practice
EU	European Union
FAO	Food and Agricultural Organization
GBV	Gender-Based Violence
GAP	Gender Strategy and Action Plan
HEAT	Hostile Environment Awareness Training
IOM	International Organization for Migration
IPPF	International Planned Parenthood Federation
LAP	Localisation Strategy and Action Plan
M&E	Monitoring & Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
NDMO	National Disaster Management Office
NEMO	National Emergency Management Office
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PNG	Papua New Guinea
SPC	The Secretariat of the Pacific Community
SRH	Sexual and Reproductive Healthcare
TC	Tropical Cyclone
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Emergency Fund
UNITAD	Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WHO	World Health Organization

## Message from the Chief Executive Officer, Kirsten Sayers

*Covid-19 has shone a light on pre-existing national and global socio-economic and disaster management systems vulnerabilities. Yet, the pandemic has only served to validate the core pillars of the Australia Assists program, showing evidence of how **every dollar invested in disaster preparedness and prevention can save up to 15 dollars in response and recovery costs**. For example, this year, our people stood alongside their local counterparts in Kiribati, Tonga and the Pacific Community (SPC) to develop and implement national and regional action plans to prevent, prepare for, and respond to, Covid-19.*

*The program has also shown the value of moving beyond partnerships to genuine **collaboration**. The value of RedR Australia's multilateral networks, partnerships and agreements to find solutions to unprecedented operational constraints has again been demonstrated, particularly through mechanisms like the United Nations Standby Partnership and our broader RedR International community. It has also shown the importance of maintaining a focus on reform, ensuring such systems remain accountable and sustainable for the communities we work with.*

*In line with the Australian Government's Foreign Policy White Paper and Pacific Step-Up, **Australia Assists has further extended itself into the Indo-Pacific**, deploying 73 per cent of expertise to Asia and the Pacific, up from 70 per cent last year. Notwithstanding this milestone success, RedR Australia will need to ensure our global partnerships, access and contextual understanding of current and emerging humanitarian crises remains relevant and able to respond around the world.*

*Over 23 per cent of the world's population is living in fragile contexts. **Social inclusion is the critical enabler of human capital**; without it human fragility will grow faster than any health pandemic. The Australia Assists program demonstrates that keeping the human rights and needs of women and girls, persons with a disability and vulnerable communities on the agenda of host and partner organisations, continues to build more resilient and prosperous communities.*

# 1. FY20 Program Summary

Australia Assists' third year might easily be characterised by the seismic disruption caused by the Covid-19 global pandemic — and the program's subsequent response. Yet, as we respond to the crisis, a deeper set of challenges, and stories of need, are emerging. Annual Plan and the Department of Foreign Affairs and Trade (DFAT) Post priorities were met in the first six months of FY20 and the program significantly **scaled up its Pacific footprint**, with more than half the program supporting this region alone. Deployments spanned the disaster cycle; *preparedness, response and recovery*. The program was responsive to **protracted refugee and drought crises, and sudden-onset natural hazard events**, across all priority regions. As in previous years, the pursuit and realisation of **gender equality, disability and social inclusion outcomes** in humanitarian action anchored the program.

As FY20 drew to a close, Australia Assists had pivoted to support **DFAT's Partnerships for Recovery response** and **safeguarded the humanitarian gains** of past decades against Covid-19. The unique challenges and new ways of working that the pandemic presented will continue to reveal themselves over the coming years. In FY20, this global crisis forced RedR Australia (RedR) to quickly and decisively charge two parallel paths: to **ensure the wellbeing of deployees**, while simultaneously **upholding our commitments to our partners** and, by extension, the **humanitarian principles**. The pandemic has validated the program's shift in recent years to disaster preparedness support to communities. It has also accelerated our resolve to drive humanitarian reform by seeking **local solutions during disasters**. Following RedR's successful contract extension for Years 4-7, this work will continue to go from strength to strength.

## Program stats at a glance

- **108 specialists deployed to 33 program partners in 30 countries** representing, on average, two deployees per week.
- **Deployments totalled 455 months** against a minimum target of 415 months, equivalent to 38 years of continuous technical support in just one year. The Program **delivered on all DFAT post priorities**.
- **Females comprised 44 per cent** of all Australia Assists deployment months.
- Australia Assists' **support to the Pacific scaled up** in FY20, comprising 51 per cent of all deployments.
- RedR's roster has **792 active members**, an increase of 52 members on the previous year.
- RedR **maintains gender parity** in its roster, with members **collectively representing 40 nationalities** from every geographic region.
- The **top four deployment skill areas** (response coordination; preparedness and disaster risk reduction (DRR); protection and legal; and logistics) reflect the high demand placed on **deployees' soft skills**. These complex roles require the ability to negotiate, facilitate, innovate and mobilise people, skills and access.
- Of 12 core training courses scheduled for the year, RedR **delivered nine courses to 265 participants**, with the remaining cancelled due to the onset of Covid-19.
- The program continues to report **zero serious safety and security incidents**.

## Program achievements

- The program increased overall field presence following the emergence of Covid-19, despite insurance limitations initially threatening deployment continuity. The program's risk management approach acted as a solid foundation for **innovative solutions** that consolidated, and ultimately increased, resilience to pandemic events.
- Between March and July 2020, the total number of deployees on the program **increased by 150 per cent**, with a 168 per cent increase in deployees supporting the Pacific and a corresponding 145 per cent increase for the Middle East and Africa.
- The **positioning of emergency preparedness and DRR personnel in the Indo-Pacific** at the pandemic's onset proved critical to the delivery of outbreak preparedness and response support.
- By June 2020, **67 per cent** of all deployments had **Covid-19 preparedness, response or recovery reflected in their Terms of Reference (TOR)**.
- FY20 marked the **50<sup>th</sup> Australia Assists deployment to the Rohingya crisis**. An evaluation of this technical support found that the program in Bangladesh and Myanmar delivered critical impact and value for money. Deployees have provided life-saving assistance, helped protect the most vulnerable and supported more sustainable, targeted and accountable responses.
- **Three deployees worked with the Bougainville Referendum Commission** to support their corporate service, logistics and information technology capabilities as the autonomous region conducted its historic independence referendum. These deployments were credited with helping to deliver a safe and credible referendum.
- Australia Assists deployees have **strengthened gender and protection work** during responses, revitalised gender-based violence (GBV) clusters, ensured that GBV data is collected in needs assessments - in some cases for the first time - and advanced gender equality knowledge and capacity within their host agencies.
- Australia Assists supported six partners on their journey toward **disability inclusive humanitarian action in Fiji, Samoa, Bangladesh, Iraq and Somalia (Kenya)**, thus helping to deliver on Australian Government commitments to achieving disability inclusive development via Australia's aid program.
- RedR Australia is strengthening humanitarian action with RedR Indonesia, with the first Australia Assists deployment occurring under a newly-signed bilateral agreement in April 2020.
- Deployments into the Timor-Leste Ministry of Internal Affairs and FAO has commenced strategic work with Timor-Leste leaders and communities to build community resilience, and health and food security.
- RedR commenced development of a **Localisation Strategy and Action Plan (LAP)** which reflects both RedR International's **broader commitments to increased localisation** and Recommendation 5 of the 2019 Australia Assists Mid Term Review.

“RedR is in the top three for technical expertise as a Standby Partner. It's an incredibly consistent Standby Partner - who we rely on massively.”

— *UNHCR Shelter Coordinator, Bangladesh*

“Covid-19 disrupted the RedR Australia business model and in so doing, has opened up new ways of working. In response, RedR Australia maximised its resources to stage a whole-of-organisation response to the challenges of the Covid-19 pandemic. The response has been flexible and agile and has demonstrated a commitment to the humanitarian principles in a scaled up way.”

— *excerpt from an independent Action Review of RedR Australia and the Australia Assists program's response to COVID-19, July 2020.*

# The Australia Assists Program

## FY20 Global Snapshot



**108**

Total deployments



**455**

Total deployment months

Equivalent to

**38 years**

of technical support in just one year

**30** total countries

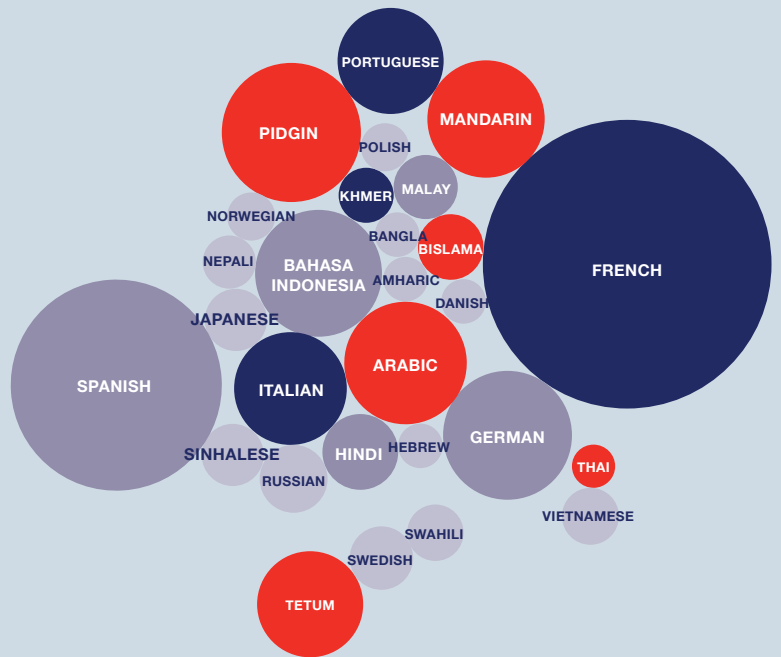
**33** total partners



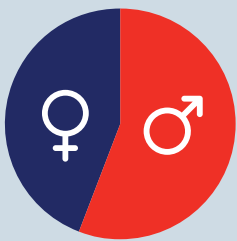
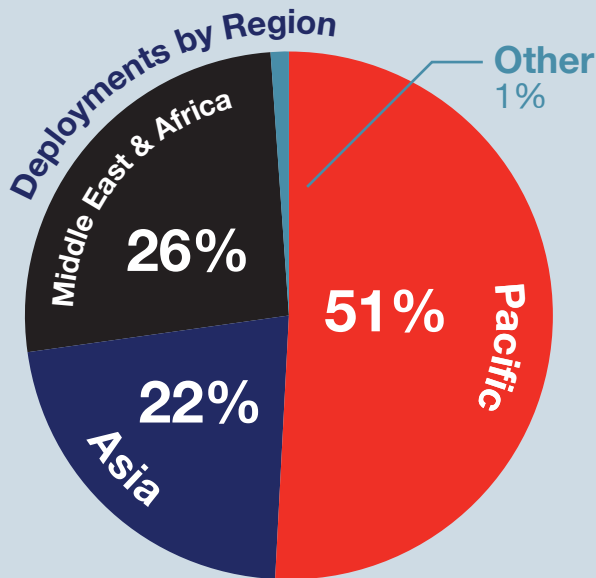
**14** total skill profiles

### Language Competencies

Australia Assists deploys technical specialists from RedR Australia's humanitarian roster with the below language competencies.



### Deployments by Region



### Deployments by Gender

**MALE 56%**  
**FEMALE 44%**

**20**



deployments targeting gender equality and disability inclusion (SDG 5) and protection (SDG 10 & 16).

**40**

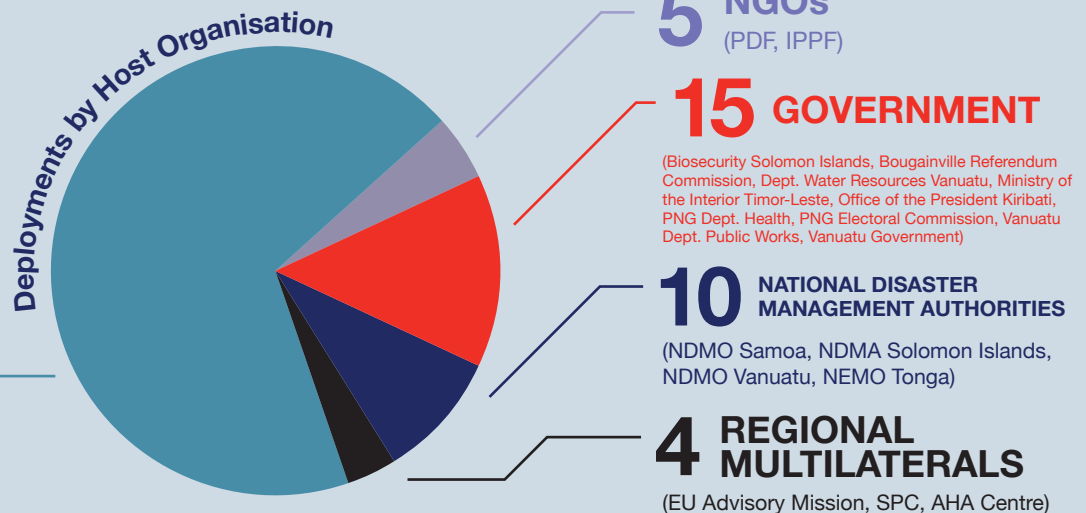


nationalities from every region of the world represented on the roster.

**74** UN AGENCIES

(FAO, IOM, OCHA, UN Women, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNRWA, UNITAD, WFP, WHO)

### Deployments by Host Organisation

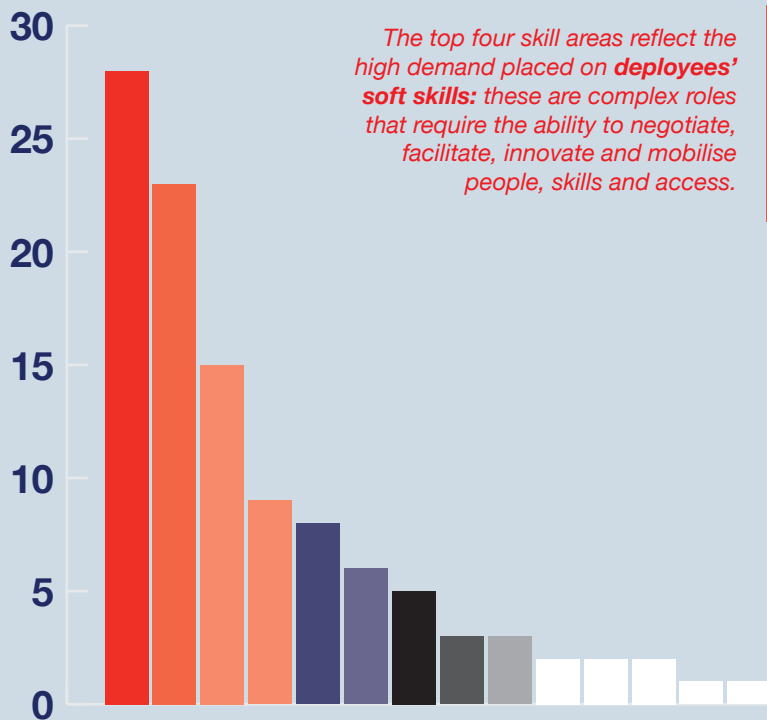


**Australian Aid**





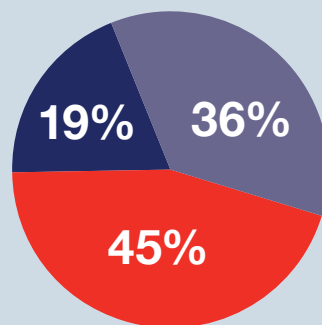
## Deployments by Skill Profile



	<b>RESPONSE COORDINATION &amp; MANAGEMENT</b>	<b>28</b>
	<b>PREPAREDNESS, RISK REDUCTION &amp; RESILIENCE</b>	<b>23</b>
	<b>PROTECTION &amp; LEGAL</b>	<b>15</b>
	<b>LOGISTICS</b>	<b>9</b>
	<b>SHELTER / ENGINEERING</b>	<b>8</b>
	<b>INFORMATION MANAGEMENT</b>	<b>6</b>
	<b>COMMUNICATIONS</b>	<b>5</b>
	<b>EDUCATION</b>	<b>3</b>
	<b>WASH</b>	<b>3</b>
	<b>HEALTH / NUTRITION</b>	<b>2</b>
	<b>INFORMATION &amp; TECHNOLOGY</b>	<b>2</b>
	<b>MEAL, ASSESSMENTS &amp; REPORTING</b>	<b>2</b>
	<b>SAFETY &amp; SECURITY</b>	<b>1</b>
	<b>TRAINING</b>	<b>1</b>

## Support Across the Humanitarian Cycle

Stabilisation, Recovery and Reconstruction



Stability, Resilience and Risk Reduction

Crisis Preparedness and Response

## Training & Capability

Despite Covid-19 curtailing courses from March 2020, RedR Australia delivered nine courses to 265 participants in FY20.

“An amazing, interactive and informative crash course on humanitarianism, response programming, and general policies, principles and frameworks for work in the humanitarian field.”

—*Essentials of Humanitarian Practice* participant

“An incredible, immersive and life-changing learning experience.”

—*Essentials of Humanitarian Practice* participant

“I now feel so much more prepared to deploy knowing I have the skills, training and ability to respond to highly stressful and dangerous situations in the field.”

—*Hostile Environment Awareness Training* participant

# 3. Program Snapshots

## 3.1 COVID-19

The onset of Covid-19, a *once-in-a-century global health, economic and humanitarian crisis, has demonstrated the relevance and responsiveness of the Australia Assists program*. Despite the early months heightening the risk, uncertainty and constraints of Australia Assists' operations, the global pandemic validated the core pillars of the program. Australia Assists' focus on *positioning deployees who strengthened emergency preparedness and DRR* in at-risk regions and countries proved to be innovative, risk-sensitive and agile. In alignment with DFAT, RedR found new ways to meet the increasing humanitarian need.

The Australia Assists program delivered a 150 per cent increase in total deployment numbers between March and July 2020. For the same period, a 168 per cent increase in deployees were mobilised to support the Pacific and a 145 per cent increase in deployees supported partners in the Middle East and Africa. By early July 2020, 67 per cent of all deployments had Covid-19 preparedness, response or recovery reflected in their ToR.

RedR actively prioritised deployments focused on coordination, infection prevention and control, protection and inclusion, crisis communications, information management and public health infrastructure 'readiness'. The achievements from Covid-19 response deployments are included throughout this annual report.

Australia Assists Covid-19 Coordinators were supporting UNDP Resident Coordinator's Offices in the following countries by June 2020:

- Vanuatu
- Fiji
- Solomon Islands
- Kiribati
- Tonga
- Federated States of Micronesia



Abby, Infection Prevention and Control (IPC) Technical Advisor with the PNG Department of Health, at a Covid-19 training session for the PNG Defence Force in Port Moresby.

**Photo Credit: WHO PNG Country Office.**

### Remote and localised deployments — a strategic and pragmatic mix

RedR overcame considerable barriers to **retain and extend the Australia Assists footprint**, including the challenge of what to do 'when surge can't surge'. RedR **utilised the Standby Partnership mechanism** to facilitate deployments, and ensure a coordinated response. When in-country deployments were not possible, deployees filled roles remotely for the first time in RedR's history. At the same time, there was an **acceleration of the mobilisation of regional and local deployments**, including through RedR International.

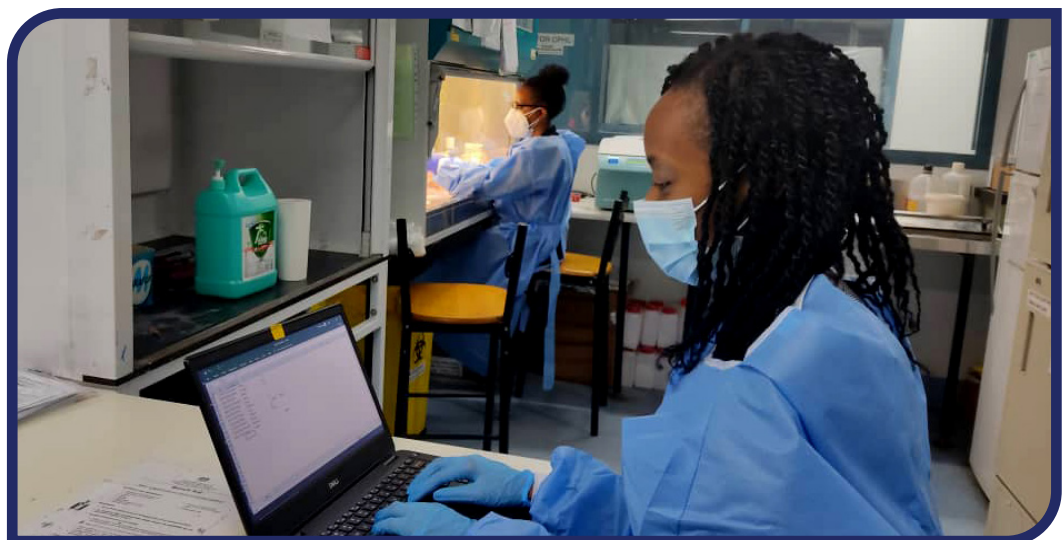
This was achieved through a willingness to re-think recruitment and deployment systems and processes while the crisis evolved. Local and regional deployees were sourced in Indonesia and Vanuatu, Fiji and Jordan. A fast-track provisional roster was established for level-1 security deployments (either Pacific-based or working remotely) and standard operating procedures were adapted to support remote deployments.

The Covid-19 pandemic continues to disproportionately impact women and girls. In the Pacific, the ramifications are likely to be acute and long-lasting. Australia Assists Covid-19 Coordinator for Kiribati, Nauru and Tonga, Emma Cliffe, examined the gendered risks and opportunities for the Centre for Humanitarian Leadership in an article titled, *A feminist future for the Pacific: Envisioning an inclusive and transformative feminist response to the Covid-19 pandemic in the Pacific*. Emma's article is available [here](#).

## A global snapshot of Covid-19 deployment outcomes

- Jock deployed to UNDP as a Disaster Risk Management (DRM) specialist in **Laos** but when Covid-19 struck, he was quickly appointed as the **UN Covid-19 Outbreak Coordinator**, responsible for coordinating community prevention and preparedness programs, social distancing messaging and hygiene initiatives.
- Neil, a **Hydraulic Engineer** working with UNHCR in **Bangladesh**, shifted his work on monsoonal flood modelling in Cox's Bazar to repurposing camp facilities for Covid-19 isolation and quarantine.
- In **Myanmar**, **Prevention of Sexual Exploitation and Abuse (PSEA) Coordinator**, Lian, helped to mainstream PSEA messages in quarantine centres, including virtually.
- **Public Health Specialist**, Chiedza, started her deployment remotely before landing in **Papua New Guinea (PNG)** in early June. Chiedza has been advising the country's Covid-19 contact tracing team and has written the national guidelines on Covid-19 infection prevention and control.

- Stephen, a Samoan national and long-term Fijian resident, is deployed as the **Logistics Preparedness Officer** with WFP in **Fiji**. He is liaising with shipping companies, monitoring port access and coordinating the movement of essential resources to support WFP's disaster preparedness and response programs in the Pacific.
- **DRM Specialist**, Christine, supported the **Kiribati** Government to strengthen DRM and climate change preparedness. She helped to develop the *National Covid-19 Response Plan* and recently supported emergency simulation training at Bonriki International Airport.
- **Communications Specialist**, Ginny, has been supporting the National Disaster Management Office (NDMO) in **Vanuatu** to disseminate Covid-19 information and awareness messages and updates in Bislama on the Tropical Cyclone (TC) Harold response, significantly increasing social media audience and engagement.
- **Gender Advisor**, Yunei, with WFP in **Jordan** supported training programs, developed sustainable networks and embedded gender awareness into programs to prevent sexual abuse, exploitation and harassment during this time of rising gender-based violence.
- A **Shelter Officer** with UNHCR in **Turkey** updated pre-existing site planning to ensure infrastructure supports the needs of internally displaced people affected by Covid-19, including people with a disability, all genders and the elderly.



Public Health Specialist, Chiedza, is working with WHO in PNG to advise the country's Covid-19 contact tracing team. Photo supplied.

## Learning and adapting in real time

The principle finding of an independent Action Review evaluating RedR's response to Covid-19 found in July 2020 that:

*“Covid-19 has disrupted the RedR Australia business model and in so doing, has opened up new ways of working. In response, RedR Australia maximised its resources to stage a whole-of-organisation response to the challenges of the Covid-19 pandemic. The response has been flexible and agile and has demonstrated RedR Australia's commitment to the humanitarian principles in a scaled up way.”*



Abby, IPC Technical Advisor with the PNG Department of Health, at a Covid-19 training session for the PNG Defence Force in Port Moresby.

Photo Credit: WHO PNG Country Office.

### What are we learning as the Covid-19 response unfolds?

RedR's Covid-19 Action Review commended what it called a 'people-centred response' and **recommended four priority areas of future focus:**

1. Draw on the factors and **underlying competencies** identified in the report to review the selection criteria and interview formats used when recruiting specialists for remote deployment.
2. **Develop metrics** to understand the conditions in which remote deployments deliver greatest impact and value for money.
3. Explore **new opportunities to extend RedR's training model** through opportunities such as a Pacific Essentials of Humanitarian Practice (EHP) program, regional training programs and the newly-formed RedR Indonesia Partnership.
4. Develop **agile regional strategies** that ensure the identification and retention of a balanced portfolio of partnerships that:
  - are resilient to sudden crises and positioned to retain and host surge deployees at times of crisis; and
  - enable RedR to concurrently deliver on immediate surge outputs and service and protect medium to longer-term resilience and recovery outcomes.

## 3.2 Disaster Risk Reduction

SDG 13 calls for urgent action to combat climate change and its impacts. This year, Australia Assists delivered **39 dedicated deployments that targeted stability, resilience and risk reduction**; embedding technical experts to work alongside host organisations and governments to offset the impacts of climate change and recover faster from recurring shocks.

### Government DRM strengthening

Through Australia Assists, **RedR embedded 11 specialists in preparedness roles** within government departments and national disaster management authorities. Deployees provided advice to officials on executive level systems and legal frameworks required to meet global DRR standards and helped implement whole-of-government DRM policies to support a systems approach to protection and inclusion of vulnerable people and communities.

RedR mobilised engineering expertise through Australia Assists that helped guide Pacific government partners on how to convert public infrastructure assets into crisis management evacuation centres. The program has supported the construction of warehouses that now stockpile humanitarian supplies. This work has **increased preparedness and community resilience** for extreme weather events.

“If we had tried to do this ourselves it would have taken another year.”

#### **Micheal Foon**

— former supervisor at the Office of the President in Kiribati, in reference to the draft Regulations for the DRM and Climate Change Act that a deployee finalised.

### Food security in the Pacific

In line with DFAT’s *Australian Humanitarian Policy* and Australia’s *Paris Climate Change Agreement*, RedR is mobilising expertise to support the adaptation required to build resilience as a result of climate-related hazards. Through the Australia Assists program, deployees are working at regional and country levels to tackle food insecurity in Pacific Island countries.

RedR’s partnership with FAO has resulted in DRR and resilience being incorporated into FAO programming. This partnership has helped **absorb the impact of market shocks** felt by the agriculture sector as a result of Covid-19. In Fiji, a DRM Specialist is **establishing a specific food security unit** within the Ministry of Agriculture to safeguard against future shortages. The deployee’s strong advocacy for emergency preparation builds on the work of a previous Australia Assists deployee from 2018-19.



DRM Specialist Christine at an emergency response simulation training exercise at Bonriki International Airport. Christine supports the Kiribati Government to strengthen DRM and climate change preparedness. **Photo supplied.**

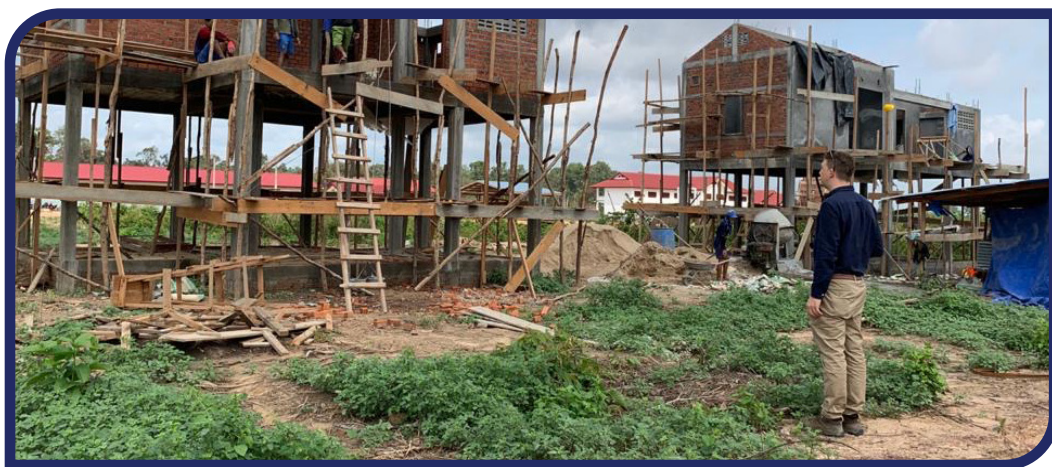
## Putting DRR into practice during a response

- Christine and Suresh supported the Office of the President **Kiribati** and NEMO **Tonga** as **DRM specialists** at the onset of Covid-19 and rapidly pivoted to develop Kiribati's *National Covid-19 Emergency Response Plan* and Tonga's *National Action Plan for Covid-19*, which have begun to be implemented.
- Working with SPC since 2018, Gina has developed a disaster response framework and a network of **DRM responders** across the **Pacific** that were put into action for both TC Harold and the region's Covid-19 response.
- Recognising the impacts of Covid-19 as a food security stressor, Kate pivoted her **DRR and Climate Change advisory role** at the **Timor-Leste** Ministry of the Interior to incorporate results from a Covid-19 impact assessment survey that was distributed to village chiefs.
- At the NDMO **Vanuatu**, **DRM Specialist**, Bec, was tasked with drafting the *National Disaster Risk Management Plan* and associated standard operating procedures. However, this was something she was only able to work on in between responses. Bec largely spent her deployment filling critical internal coordination gaps following droughts, coconut rhinoceros beetle incursions and TC Harold.
- As an **Environmental Assessment and Planning Specialist**, Paul consulted government and university environmental management specialists in surrounding areas of **Cox's Bazar** to include factors that lead to biodiversity loss and resource degradation in the District Development Plan.
- Recruited as an **Emergency Support Officer** for the development of a multi-sectoral Emergency Management Handbook, Nisarg's crisis planning expertise was put to the test in real time at UNWRA **Jordan** as decision-makers leaned into his emergency operations knowledge to launch Covid-19 prevention strategies and programs.

“Working with Bec has been really productive. She’s a good advisor in terms of providing support where and when needed.”

**Zoe Ayong**

— Senior Research & Planning Officer, NDMO Vanuatu



Jock was deployed to UNDP in Laos to support Attapeu flood recovery operations but when the pandemic struck he was quickly re-assigned and appointed UN Covid-19 Outbreak Coordinator. Photo supplied.

### What did we learn?

- DRR personnel who were **already positioned in-country** at the onset of Covid-19 were able to adapt to deliver immediate preparedness and response support.
- The most effective DRR deployees understand the nuances of **country-specific contexts and ways of working**. Their knowledge and expertise must reflect both the precise needs and priorities at the country level, but also the wider diversity and context of the regions in which they're working.

## 3.3 Gender Equality

Australia Assists is committed to realising SDG 5 – achieving gender equality and the empowerment of all women and girls. The Covid-19 pandemic has never been a more critical time to prioritise this. UNFPA projects a conservative 20 per cent per annum global increase in gender-based violence as a result of increased restrictions due to Covid-19. Women and girls are also disadvantaged as health systems divert resources from sexual and reproductive healthcare (SRH) to respond to public health emergencies. These trends are exacerbated by the shift of decision-making power away from women and girls during crises.

**In a clear demonstration of DFAT and RedR’s commitment, Australia Assists deployed 12 specialists to gender-targeted roles within UNFPA, International Planned Parenthood Federation (IPPF), UN Women, UNHCR and WFP across nine countries.** This is in addition to fostering gender mainstreaming across all sector and skill profile areas through tailored training, MEAL and deployee briefings.

### Enhancing female voices in humanitarian leadership and decision-making

Australia Assists deployments have **kept the needs of women and girls on the agendas of host organisations** to drive change from within.

- **Policy implementation:** Yunei, WFP Jordan Gender Advisor, developed a framework and action plan that has created a three-year pathway for gendered action in alignment with WFP’s Country Strategic Plan. This work creates a measure of annual success for WFP Jordan to track progress on gender equality and inclusion.
- **Staff mentoring support:** Michelle, WFP Myanmar Protection and AAP Advisor, guided colleagues in applying a protection, gender and accountability to affected populations (AAP) lens to the Covid-19 response. Amongst other results, her team were able to procure PPE equipment in sizes suitable for women – thereby reducing the disproportionate Covid-19 exposure to women and their direct contacts.

- **Partnership building:** Anggia, UN Women Solomon Islands Gender and Resilience Specialist, has worked with key national actors, including the Ministry of Women and the NDMO’s National Protection Committee, to build strategic partnerships that advance gender-responsive DRR. This will help ensure women and girls voices are heard before, during and after crises.

“Anggia’s initiatives and relationship building brought much needed support to the project and project partners. Her style of work was very much appreciated by UN Women colleagues and partners.”

#### **Michiyo Yamada**

— Gender and Protection Programme Specialist, UN Women Fiji

### Ending violence against women and girls

The Australia Assists program has **strengthened GBV sub-clusters**. One example of this is the revitalisation of the gender and protection sub-clusters during the Ambae volcano response by the program’s Gender and Protection Support Advisor in Vanuatu. This included overcoming resourcing constraints to ensure that partners involve government departments in GBV prevention programs.

A second example is the capacity-building work of a Protection Advisor working remotely with UN Women Fiji, resulting in mapping assets in Pacific Island countries and building ‘starter packs’ to **help establish national protection clusters**.



Gender Adviser Yunei with WFP colleagues in Jordan celebrating International Women’s Day 2020. Photo credit: Yunei Kim.

## Gender considerations in training

RedR is committed to lead by example on gender equality. In line with our *Gender Strategy and Action Plan (GAP)*, we achieved the following milestones within our training offering in FY20:

- A 50-50 gender balance of the Associate Trainer pool for WASH, Logistics and Essentials of Humanitarian Practice (39 females and 39 males). The Child Protection Associate Trainer pool is similarly comprised of three females and two males.
- A minimum of two females participated as trainers on our Hostile Environment Awareness Training (HEAT) courses.
- Working with Real Response, RedR's first-aid provider for HEAT, to maintain gender balance in Tactical Emergency Casualty Care sessions. This was achieved in five of the last seven HEAT courses, including both courses in Jordan.
- Gender parity on interview panels for training staff positions.



Syrian women from the Zaatari and Azraq refugee camps in Jordan are offered livelihood opportunities to support food preparation through WFP's School Feeding Programme. **Photo credit: Yunei Kim.**

### Positive 'role reversals'

RedR wants to see more men filling targeted gender roles, just as we want to see more women filling roles that are traditionally filled by men (eg. engineers, logisticians, civil-military coordination). Monitoring and Evaluation (M&E) Specialist Daniel is working in the IPPF office in Suva, providing surge support for Covid-19. He has developed an M&E system to capture data on the **delivery of sexual and reproductive health services in humanitarian settings** and is heavily involved in the revision of M&E frameworks for IPPF's main humanitarian programs.

"The evidence is in the much stronger systems and tools that our Pacific humanitarian program and our global humanitarian program has following Daniel's intensive inputs over the past 12 months. Member Associations now have better tools to collect both quantitative and qualitative data."

### *Robyn Drysdale*

— Humanitarian Deputy Director, IPPF Fiji



## Gender Equality Desk Review

RedR's recent Gender Equality Desk Review critically evaluated available deployment reporting and data against two of the three strategic priorities outlined in the GAP. These are:

- (i) enhancing women's voices in decision-making, leadership and peace-building; and
- (ii) ending violence against women and girls.

A sample of approximately 10 per cent of Australia Assists' deployments — including a mix of gender-focused deployments and those providing examples of gender mainstreaming — revealed the below.

- Australia Assists' Gender Advisors and Gender and Protection Advisors are **directly contributing to knowledge** and **host agency investment** in gender equality and protection.
- Deployees enable **greater coordination** of gender and protection work **during disaster responses**.
- Deployees are mentoring and building capacity of humanitarian staff across government, UN and the NGO sector.
- Monitoring, Evaluation and Learning deployments play a particularly crucial role in strengthening gender and social inclusion in humanitarian response.
- **Women, Peace and Security** is an emerging area of influence for the program.
- Deployees are improving the quality of needs assessments undertaken by government and other humanitarian actors, resulting in some cases in the **collection of GBV data for the first time**.
- Deployments are contributing to the **improvement of GBV standards, policies, reporting procedures and guidelines**.

### What are we learning?

- There are opportunities to further support our deployees to overcome **socio-cultural contexts** and navigate **bureaucratic systems** to help advance protection results.
- **Security situations** can limit travel and engagement with local organisations, and new ways of working may be required to overcome these barriers.
- The Covid-19 remote working arrangements limit the extent to which protection can be advanced due to the inability to have difficult **conversations face-to-face**.
- Ensuring that gender equality objectives are embedded in the deployee's TOR requires **persistent attention and oversight by RedR staff**.
- Gender equality is **everyone's responsibility**.



Gender Adviser Yunei visits a bread shop supported by WFP in the Zaatari refugee camp, Jordan. Yunei supports the mainstreaming of gender equality and women's empowerment across WFP Jordan. **Photo credit: Yunei Kim.**

## 3.4 Disability Inclusion

In continuing to deliver the Australia Assists Disability Inclusion Strategy, RedR advanced both organisational and programming commitments in FY20. We remain committed to overcome sectoral barriers to progress disability inclusive humanitarian action through continuous learning, building expertise and analysing the impact and longer-term sustainability of program outcomes.

The program supported **six partners on their journey toward disability-inclusive humanitarian action via deployments to Fiji, Samoa, Bangladesh, Iraq, Jordan and Somalia (Kenya)**, helping to deliver on Australian Government commitments to inclusion via Australia's aid program.

### Building organisational capacity

High demand for disability inclusion (DI) skill profiles from the Standby Partnership drove RedR's concerted recruitment and deployment efforts. Targeted deployments to WFP Bangladesh, IOM Iraq and UNRWA Jordan contributed to long-term change through the development of disability inclusion action plans, sector-specific frameworks and new partnerships with local disability organisations. Deployees have had a direct effect on the ground by increasing **accessibility to protection and psychosocial support services** and enabling children with disabilities **to participate more fully in the classroom**.

"Tarryn completely changed the way WFP did disability support in Cox's Bazar. It was institutional change."

— **DFAT, Canberra**

Mayada, an Inclusive Education Officer who progressed through RedR's 'junior deployment stream' to become a full roster member, was recently appointed a Co-Focal Point for Disability within UNWRA.



Inclusive Education Officer Mayada is working with UNRWA in Jordan on disability inclusion in the education sector. Photo supplied.

### Leveraging partnership to progress disability inclusion

The program continued to strengthen its partnership with the Pacific Disability Forum (PDF) through the provision of advocacy, communications and humanitarian training expertise. In addition to the deployments themselves, several RedR staff supported deployees **to identify synergies, share resources and build technical expertise to deliver** a Covid-19 communications strategy and disability inclusive humanitarian training packages.

RedR's Suva-based staff helped to expand the PDF's sphere of influence by **fostering new connections through RedR's extensive network**. For example, RedR's Pacific Office hosted PDF's CEO as a guest speaker at a networking event in December 2019 to mark the International Day of People with Disability.

## Disability inclusion in training

RedR hosted a **CBM Disability Inclusion Advisor** who is Deaf. Jen participated in the HEAT course prior to a planned trip to PNG. In agreement with RedR, she identified opportunities to strengthen disability inclusion throughout the course across three areas:

- Training registration, preparation and feedback processes
- Accessibility of training materials
- Accessibility of training sessions

As a result of Jen's participation in the course, RedR's training team is closely tracking progress against each recommendation and has put a number of them into action, such as adding closed captions to video content,

ensuring adequate space for wheelchair users in the classroom, and making workbook material available in large print.

“By supporting the communications and advocacy of PDF, I am part of amplifying the voices of persons with disabilities in the Pacific region.”

**Jessica**

— *Covid-19 Advocacy and Communications Expert, PDF Fiji*

### In partnership with CBM Australia, RedR developed and disseminated the following pieces of work in FY20.

- *Finding DI Champions in the World's Largest Refugee Camp*; Deployment Case Study
- *Holistic Partnering with a Disabled People's Organisation*; RedR & Pacific Disability Forum
- *One Year On: The Impact and Sustainability of a 12-month DI WFP HQ Deployment*
- *Inclusive Practice in the Solomon Islands National Election*; Deployee Case Study

- Guidance Note for RedR Implementation of the Program's Disability Inclusion Action Plan (DAP)
- Sectoral Tipsheet for Deployees on Disability Inclusive Humanitarian Practice
- DI Recommendations for RedR's HEAT course and wider training offering

### In the pipeline:

- Disability Action Plan – Progress Review
- CBM Partnership Health Check

## Mainstreaming examples:

- **UNICEF Fiji Covid-19 DRR in Education Technical Advisor**, Malgorzata, coordinated the design and production of 'back to school' Covid-19 awareness materials with a particular focus on inclusive education for children with learning, behavioural, vision, hearing and physical disabilities.
- A **UNHCR Turkey Shelter Officer** ensured partner organisations adequately considered accessibility in site designs for those with disabilities.
- **FAO Occupied Palestinian Territories Junior Operations Officer**, Alper, actively encouraged students with disabilities to participate in a youth agri-business entrepreneurship project and ensured the selection criteria catered for individuals' differing capacities.
- **WFP Fiji Covid-19 Information Management Officer (Food Security Cluster)**, Rowan, advocated for data disaggregation to highlight people with disabilities in a vulnerability assessment of the impact of Covid-19 on food security.

### What did we learn?

RedR is **mobilising training** to address the long-standing issue of an **undersupply of Disability Inclusion Specialists** on RedR's roster. In partnership with CBM, RedR is exploring options to deliver joint Disability Inclusion in Humanitarian Action courses to recruit more trained disability champions for deployment.

The most important element needed to ensure a successful disability-specific deployment is **matching the profile and skills of a deployee to the deployment objective**. For example, a deployment focused on building awareness and getting organisational buy-in to the idea of disability inclusion would require a different skillset than a deployment focused on providing technical support to a country office to implement a disability inclusion action plan. These differences in skillset matter.

Success depends on the deployee having an in-depth understanding of their host organisation's mandate, systems and culture to ensure support is tailored, relevant and focused at the right levels.

## 3.5 Localisation

FY20 saw RedR make substantial progress toward increasing localisation of disaster preparedness, response and recovery through Australia Assists. Progress included developing an **organisation-wide Localisation Strategy and Action Plan (LAP)**, providing regional and localised emergency preparedness training, and deepening our RedR International partnerships – including a joint program and deployments with RedR Indonesia and RedR India.

### Localisation Action Plan

An advanced draft of RedR’s LAP affirms RedR’s commitment to **increased local ownership and leadership** within the humanitarian sector. This commitment is in line with the Grand Bargain, Sendai and other relevant regional frameworks. The LAP is being developed in consultation and collaboration with RedR India and RedR Indonesia.

The LAP aims to integrate localisation into both RedR’s organisational practices and the *Australia Assists* program, and outlines **18 commitments across three priority areas** over a 3-4 year timeframe. It will be tested through an external consultation phase, drawing on expertise within our MEAL Associate Pool, RedR International members

**Localisation is:** “... a process of recognising, respecting and strengthening the independence of leadership and decision-making by national actors in humanitarian action, in order to better address the needs of affected populations.”

— RedR and Australia Assists’ definition of localisation, which has also been agreed by Pacific leaders and other global humanitarian actors.

and sectoral leaders in Australia and abroad. The strategy will be launched in the second quarter of FY21.



WASH Global Coordinator Assistant with UNICEF Indonesia, Fauzan supervised the distribution of 750,000 soap bars to provinces with high rates of Covid-19. Photo credit: Fauzan Adhitha.

### Taking our training to the regions

RedR is currently re-contextualising the EHP course for Pacific Islanders to further **diversify and localise the RedR roster** and **reinforce regional preparedness capabilities**.

The inaugural Pacific EHP is scheduled for the first quarter of FY21 in Fiji, and will be delivered by a **locally-based training team** with support from RedR’s Suva office and headquarters training staff.

“RedR deployees are extremely good at including the national staff in their work... They bring them into their work and transfer their knowledge to national staff. It’s something we can learn from. It should be the goal for all deployees.”

**UNHCR Shelter Coordinator**  
— Bangladesh

## Finding local solutions

The Australia Assists program has stepped up national and intra-regional deployments. When Covid-19 brought international flights and travel approvals to a standstill, RedR **rapidly sourced quality local experts to support the response**. Their unique access and contextual knowledge proved indispensable for the program and accelerated localisation-related progress and innovation. The following examples demonstrate the value of these deployments:

**- National deployment:** Rowan, a WFP Vanuatu Logistics Specialist, hit the ground running after TC Harold, by undertaking a post-disaster needs assessments and distributing humanitarian supplies in accordance with national import regulations and protocols.

### Benefits of training and deploying local talent

1. Greater empowerment to deliver effective, sustainable solutions to local crises
2. Faster response times
3. Reduced cultural and language barriers
4. More cost effective
5. Better understanding of local needs and ability to leverage existing networks

**- Intra-regional deployment:** Mayada, an Egyptian national deployed to UNRWA Jordan as an Inclusive Education Officer, is providing psychosocial and disability support to crisis-affected Palestine refugees. A critical element of her success is her ability to communicate and contextualise disability inclusive action to Arabic-speaking populations.

**- Leveraging language skills:** Ginny, a Vanuatu Government Communications and Events Specialist, uses her knowledge of Bislama to disseminate Covid-19 awareness and prevention messages via media and social media. Likewise, Bislama-speaker Mark worked with the Prime Minister's office in Vanuatu to help provide a rapid needs assessment of the destruction in Santo in the days following TC Harold.

### Partnering for localisation:

After years of collaboration within the RedR Federation, a bilateral agreement between RedR Australia and RedR Indonesia was formalised in April 2020. This partnership aims to strengthen the strategic capability of RedR Indonesia to become a **regional leader in the deployment of technical experts and humanitarians** (see Program Partnerships on page 37). RedR recently mobilised the **first collaborative deployment under this agreement**, as RedR Indonesia member, Fauzan, began his deployment with UNICEF Indonesia as a Covid-19 WASH Global Coordinator Assistant. The successful collaboration on this project has laid the foundation for further RedR Federation deployments in FY21.

## What did we learn?

The new LAP responds to Recommendation 5 of the program's 2019 independent Mid-Term Review:

*As the program matures, the need to arrive at a more nuanced understanding about what localisation means for a technical deployment mechanism such as Australia Assists will become increasingly apparent. As a first step, DFAT and RedR should work together to **define what localisation means** for Australia Assists, systematically **explore opportunities and barriers** to advancing the localisation agenda and **develop an action plan** to progress localisation efforts.*

In parallel to this strategy development, RedR will continue the current three-pronged approach below that commenced in FY19.

1. **Contextualised training** – customising current core training offerings (primarily the EHP course) to Pacific partners to build a pool of appropriately trained Pacific responders within local, regional and multilateral systems.
2. **Roster recruitment** – draw Pacific Islander humanitarian talent to the RedR roster through RedR's customised core training and by recommendations from qualified persons in the region.
3. **Regional deployment** – deploy and appropriately remunerate locally-trained and recruited Pacific Islander talent to local or regional responses.

## 3.6 Pacific

Australia Assists' support to the Pacific scaled up in Year 3 with **53 deployments to seven countries equating to 49 per cent of all deployments in FY20**. The program embedded 24 specialists directly within government departments or National Disaster Management Organisations (NDMOs), 22 specialists seconded to UN agencies and the remaining seven within regional organisations. The program is recognised for its contributions to national Government DRM strengthening, Covid-19 regional preparedness, and multiple responses, including the recent TC Harold Response.

This year has seen significant DRM strengthening across NDMOs and other central ministries in seven Pacific Islands countries.

Three deployees filled critical gaps in logistics, IT and corporate services in Bougainville as the autonomous region conducted a historic referendum. These deployments helped to ensure that the referendum process was safe and fair. Regional organisations and UN agencies were supported across the Pacific with a specific emphasis on gender equality and disability inclusion outcomes. The program worked closely with government, UN and NGO partners to support Covid-19 mitigation efforts.

### Covid-19 preparedness and response

- The program dramatically scaled-up support to the Pacific when the Covid-19 pandemic was declared. A decision was made early that, where possible, the program would support deployees to **stay and deliver** alongside our Pacific partners. Further, RedR **prioritised finding local solutions** where possible, on-boarding technical experts within the region to assist in the response. Deployment of talented local experts enabled a culturally appropriate response and ensured rapid access to otherwise unreachable areas.
- Examples of Covid-19 preparedness and response include two deployees who supported WHO and the Department of Health in PNG. An Infection, Prevention and Control (IPC) Technical Advisor drafted the **National Guidelines on IPC** and reviewed resources for use in Covid-19 **prevention training**. As the focal point for the WHO Epidemiology Intelligence pillar, a Public Health Specialist streamlined Covid-19 data systems to **develop surveillance updates** and provide technical assistance to **contact tracing teams**.
- Two deployees assisted governments in preparing for the re-opening of schools. They spearheaded the **production of Covid-19 awareness materials** for all schools in Fiji and the Solomon Islands and wrote country-specific technical guidelines for education ministries in Fiji, Solomon Islands and Samoa.
- A Humanitarian Development Nexus Adviser has been the coordination focal point for the Resident Coordinator Office's (RCO) supporting the expansion of the Pacific Humanitarian Team's response to Covid-19 challenges throughout the region. The deployee was instrumental in **the development of two Central Emergency Response Fund proposals** for Fiji and Vanuatu and the *Pacific Humanitarian Response Plan*. RedR deployed four additional specialists to support the RCO remotely, who collectively drafted **Covid-19 Country Snapshots** and socio-economic impact assessment inputs for nine countries throughout the Pacific.

**Project Management Specialist, Ted, commenced his deployment to Vanuatu's Public Works Department in January 2018, following TC Pam. Over the course of his 31-month deployment, he and his team re-built 67 public buildings.**

M&E Specialist with IPPF in Fiji, Daniel observes the damage caused by TC Harold in Nambukalevu-i-Ra village. Photo supplied.



## Consecutive responses, including the TC Harold response

Throughout the year, the Pacific region was hit by a sequence of disasters. In addition to the Covid-19 pandemic, the program deployed specialists to respond to the Ambae volcano recovery, Tanna volcano ash and acid rain, the Measles outbreak in Samoa, the Coconut Rhinoceros Beetle incursion in the Solomon Islands, and Tropical Cyclones Keni, Sarai and Harold.

Whilst Pacific Island countries were largely spared from the comparatively high Covid-19 infection rates seen in other parts of the world, they have had to prepare for the potential health and economic impacts alongside other crises such as TC Harold. At the time Harold struck, Vanuatu had no reported cases of Covid-19. While tight border controls protected the country from Covid-19, it severely restricted the import of humanitarian supplies, including personnel. This further emphasises the need for **strong preparedness in our operations to support**

**locally-led solutions.** Fortunately, RedR already had deployees embedded within government ministries before the Covid-19 border lockdown and before the cyclone made landfall in April. Our deployees have been supporting the Government of Vanuatu to lead the response to TC Harold, utilising the newly **endorsed DRM Act, preparedness and response plans**, and **cyclone-resilient infrastructure** developed in conjunction with Australia Assists deployees following TC Pam in 2016.

“We are extremely positive about the quality of personnel deployed through the Australia Assists program.”

***MFAT Post***

— *Solomon Islands*



Recovery Advisor Mark inspects copra production during a National Recovery Committee delegation trip to Ambae in November 2019. **Photo credit: Jeff Lee.**

## Protection and inclusion in the Pacific

This year we saw a continuation of investments in gender equality, disability inclusion and protection across the Pacific. In partnership with IPPF and UNFPA, RedR’s M&E Specialist **monitored infection prevention and control activities** in each of IPPF’s nine member countries and developed a tool to ensure the continuity of life-saving SRH services in the event that health systems were overwhelmed by Covid-19. RedR is prioritising ongoing support to IPPF to support **SRH in crisis and post-crisis situations.**

The program has continued to strengthen its partnership with the PDF through the provision of humanitarian training support and advocacy and communications technical advice. Deployees provided input into the new **Gender Guidelines** for women and girls with disabilities in the Pacific. In addition, Australia Assists is working through PDF and its member associations to raise a cohort of certified disability inclusion advocates to represent people with disabilities in emergency preparedness and response.

## What are the challenges and how are we addressing them?

- The impact of the Covid-19 pandemic on international surge deployments has led to an opportunity to advance RedR’s localisation commitments in the Pacific by identifying and recruiting more technical experts from the region in order to diversify the roster and increase domestic surge capacity. RedR’s Pacific office has provided local solutions to the crises facing the region that has contributed to a broader strategic pivot to find flexible, pragmatic solutions that allow us to ‘stay and deliver’ together.
- It is crucial that communities are able to lead their own disaster management responses and have their call for help answered. The recovery from TC Pam in Vanuatu enabled the country to ‘build back better’.

## 3.7 Asia

*Excluding Rohingya-related deployments, FY20 saw 13 deployments to nine host organisations throughout Indonesia, Timor-Leste, Laos, Pakistan and Thailand. Spanning all phases of the humanitarian cycle, and working at the local, national and regional levels, deployments provided a significant return on investment through diverse sector contributions to increasingly resilient neighbours.*

### First deployments to Timor-Leste

Australia Assists deployments to Timor-Leste commenced for the first time in August 2019. These included an FAO DRR and Climate Change Advisor and IOM Civil Protection Advisor. These roles have both focused on increasing the **food security and DRR in the country** by institutionalising multi-hazard management structures in the Ministry of Agriculture and Fisheries and ensuring the National Disaster Management Policy embeds systems for coordination. Deployees also strengthened local leadership and understanding by providing workshops to ministry staff and progressing the Civil Protection Training Centre's curriculum in DRM, conflict resolution, and public safety and emergency services.

“Veronica is very well spoken. She really thinks before she speaks so colleagues listen to what she says. She's able to see things with a holistic perspective... she is really well respected.”

**Tomoko Kurokawa**

— UNFPA Asia Pacific Regional Humanitarian Advisor

### Regional influence

The Australia Assists program continues to deliver against Australia's *Foreign Policy White Paper* priority to realise **regional stability and prosperity** by enhancing the program's engagement with the Association of Southeast Asian Nations (ASEAN). One example is the placement of strategically networked regional preparedness and coordination experts like Veronica, a Regional Logistics Specialist who made a lasting impact at UNFPA's Office for Asia and the Pacific by advocating for country-level preparedness amongst senior decision-makers.

A Senior Civil-Military Specialist, Jenny, deployed to the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre) in Jakarta to strengthen risk governance, designed and delivered the first Civil-Military Coordination course to ASEAN member states. This helped to strengthen resilience and resourcing for Emergency Response and Assessment Teams to address risk, safety and security concerns in the field.

### Supporting the Covid-19 response

Australia Assists has pivoted to support DFAT's *Partnerships for Recovery* response and safeguarded the humanitarian gains of past decades against Covid-19. Having personnel **already positioned in-country** at the onset of the pandemic proved to be extremely advantageous to deliver immediate preparedness and response actions. Jock, a DRR Specialist, was recruited to UNDP Laos to support Attapeu flood recovery operations but was **quickly re-assigned** to the role of UN COVID-19 Outbreak Coordinator to advise on humanitarian coordination. Similarly, a national Humanitarian Communications Expert who deployed to UNFPA Pakistan was able to **adapt SRH messaging to Covid-19 programming** through promoting women-friendly safe spaces in response to an increase in gender-based violence.

Where practical, RedR helps to deliver on Australia's overseas aid strategy by **identifying local solutions to local problems**. The program demonstrated this by leveraging the recently formalised collaboration deed with **RedR Indonesia**, in which local talent was sourced to fill UNICEF Indonesia's request for a WASH Global Coordinator Assistant. As an Indonesian national, the selected candidate, Fauzan, was able to hit the ground running and **draw from his pre-existing network** within the WASH cluster to provide **country-level leadership** and **facilitate national Covid-19 coordination** processes (see Program Partnerships on page 37).

“The deployment supported the coordination of response efforts with UN Agencies, other development partners and the government. The strategic support resulted in improved recovery and response from the UN and Government for the duration of the assignment and beyond.”

**Margaret Jones Williams**

— Head of Natural Resources Management and Climate Change Unit/DRR, UNDP Laos





**Photo:** Hydraulic Engineer Neil celebrating the delivery and storage of oxygen, which marks the completion of a Covid-19 Isolation and Treatment Centre in Cox's Bazar, Bangladesh. **Photo supplied.**

### **What did we learn?**

Despite increased vulnerability to Covid-19, **specific needs of the elderly are largely overlooked within humanitarian and government response efforts.** There is opportunity to implement targeted programs, for example, to reduce risk through supplementary nutrition packs that contain immunity-rich foods in a similar way that emergency food relief is formulated for infants. Australia Assists deployees are in a unique position to advocate for the rights of the elderly in the host agencies and sectors they are embedded within.

## 3.8 Rohingya Crisis

FY20 marked a significant milestone as the program reached its **50<sup>th</sup> deployment to the Rohingya crisis response** since the program commenced in late 2017. The collective impact of this support has served a range of stakeholder priorities (including DFAT, UN agencies and the Inter-Sector Coordination Group) to meet the high humanitarian needs of refugees and host communities. **In FY20, 12 deployments to Bangladesh and Myanmar filled critical technical gaps across six UN agencies.**

### Essential infrastructure projects

Deployees provided life-sustaining engineering solutions throughout the world's largest refugee settlement. Environmental Planners, Shelter Officers, and engineers supported the design and construction of infrastructure projects that **aided the scale-up of support to affected populations**, including roads, sewerage systems, bridges, shelters and health facilities. Deployees have proven adaptive to the spread of Covid-19 by pivoting toward the development of mitigation measures, such as repurposing facilities for quarantine and setting up temperature-moderated storage facilities for essential medicines.

### Embedding institutional change

Whilst responding to requests for technical expertise from the Standby Partnership, the program has increasingly evolved in step with the Australian Government's emerging priorities. Deployees catalysed institutional change in agencies on the ground in the areas of protection, gender and social inclusion, education and information management.

- Michelle, **WFP Myanmar Protection and AAP Advisor**, provided guidance to reinvigorate the complaints and feedback mechanism, ensuring greater opportunity for vulnerable populations to raise their voice and share their opinions.
- Tarryn, **WFP Bangladesh Disability Advisor**, developed a disability inclusion action plan to integrate inclusivity throughout programming and improve engagement with people with disabilities.
- Axelle, **UNICEF Myanmar Education Information Management and Communications Officer**, enhanced the coordination of Education in Emergencies between Rakhine State and national level decision-makers, and advocated for increased support to schools in **Rakhine**.

### Harmonisation within and between organisations

Australia Assists aided humanitarian agencies and the Government of Bangladesh to coordinate and harmonise their responses. A Humanitarian Affairs Access Advisor and a Coordination Officer worked on both sides of the

Bangladesh-Myanmar border to **streamline operations, strengthen relationships** and give voice to marginalised people through clusters and inter-agency cooperation. Host organisations particularly valued the deployees' ability to "take initiative, create innovation and solve problems within their roles".

### Review of Australia Assists' Support to the Rohingya Crisis, 2017-2020

Conducted between June and August 2020, the Review found that Australia Assists' support to the Rohingya crisis has **yielded critical impact and value for money**. Deployees have provided life-saving assistance, helped protect the most vulnerable and supported more sustainable, targeted and accountable responses.

"Australia's reputation in Cox's Bazar is outstanding. I rarely go to a meeting without Australia Assists being mentioned and partners asking me for more deployments."

**DFAT Post**

— Dhaka



Hydraulic Engineer Neil was working with UNHCR on water management in Cox's Bazar, Bangladesh before shifting focus to the construction of Covid-19 Isolation and Treatment Centres.

Photo supplied.

### The Review at a glance:

- **50** deployments to 8 UN agencies and the Inter-Sector Coordination Group
- **44** deployments to Bangladesh; **6** to Myanmar
- **53 per cent** of deployees identified as women
- **265** total deployment months – or the equivalent of **22** years of continuous technical support.

“I find RedR very responsive. Post has been really clear with Canberra and RedR that the positions align with Post’s humanitarian program – and that’s been reflected in the deployments.”

**DFAT Post**

– Yangon

“RedR is in the top three for technical expertise as a Standby Partner. It’s an incredibly consistent Standby Partner – who we rely on massively.”

**UNHCR Shelter Coordinator**

– Bangladesh

DRR	Prevented monsoon and landslide-related deaths and injury by pre-positioning stores, implementing early warning systems and identifying environmental risks.
Logistics	Assisted in the delivery of core relief items distributed to 160,000 families.
Health	Enhanced the coordination of activities with health partners and national authorities in the field.
Information Management	Led the digitisation of UNICEF’s field monitoring across the response.
Inclusion	Trained 200 WFP staff on disability inclusion.
Protection	Strengthened coordination of the GBV sub-sector in Rakhine State, leading to enhanced GBV mainstreaming in Myanmar.
Early Recovery	Supported the transition from an in-kind modality of food assistance to an e-voucher modality for 155,000 individuals.
Coordination and Management	Improved the relationship between humanitarian actors and the Government of Bangladesh, in particular with the Refugee Relief and Repatriation Commissioner.
Shelter and Site Planning	Supported scale-up via securing and negotiating access to safe land for future settlements and projects.
WASH	Developed and designed reservoirs, sewer networks, treatment centres and decommissioned unsafe WASH facilities across the refugee settlements.

The full report will be available in the first quarter of FY21, and includes seven case studies related to impact, good practice or learning across selected sectors and cross-cutting areas.

## What did we learn?

### Enabling factors

- The **quality of RedR Australia’s roster** underpinned the outcomes achieved by the program in Bangladesh and Myanmar.
- The agility of deployees to rapidly respond to changing needs and meet emerging opportunities was identified as a clear enabler of success.
- Many deployees demonstrated particular deftness at relationship-building, which supported improved coordination and localisation of activities and outcomes.
- The **quality of TORs and support** from supervisors had a clear correlation with outcomes.
- **RedR’s increasingly effective relationship with DFAT** has helped identify strategic opportunities, foster partnerships and improve coverage of the program.
- RedR’s presence in-country at the peak of the crisis served as an important protective factor for deployees to effectively complete their work.

- Two thirds of deployees reported having a positive experience with RedR and that their deployments were personally and professionally rewarding.
- **Mainstreaming protection** during the acute phase of the crisis helped mitigate entrenched protection risks.

### Inhibiting factors

- **Relationships** lay at the heart of **many challenges** for a significant number of deployees.
- Unsupportive workplaces were occasionally reported and remain a risk for future deployments.
- Workload management was another serious impediment for several deployees, particularly during early deployment.
- As a protracted crisis, **a greater mix of short- and medium-term** deployments would have increased the scale and sustainability of deployment outcomes.

## 3.9 Middle East

*Through 18 deployments to five countries in the Middle East, Australia Assists support has complemented other DFAT programs for the Syrian crisis response, Palestine refugees, and in multiple humanitarian program settings in Iraq. Host organisations have benefited from coordination expertise, gender and disability advisory services, and technical support to critical infrastructure projects.*

### Syria crisis response

Australia Assists builds on **peacebuilding and stabilisation** investments to consolidate regional cooperation. Continuing from previous years, civil-military coordination expertise to OCHA Jordan focussed on **gaining humanitarian access to displaced Syrians** in the remote desert bordering Syria, Jordan and Iraq (Rukban). Efforts to coordinate humanitarian supplies via Damascus and assess relocation options saved lives and significantly reduced the numbers of Syrians remaining isolated in extremely harsh conditions. As Turkey entered the north-east, Coalition forces withdrew, and internal affiliations between Syrian and Kurdish actors altered. A follow-on Humanitarian Affairs deployment pursued broader Whole-of-Syria coordination between humanitarians and military actors to adapt to the rapidly changing environment. Another Civil-Military Coordination Specialist provided a detailed analysis of the evolving situation in support of humanitarian actors on the ground to respond to evolving needs and remain operating in relative safety.

In northern Iraq, a Sanitation and Waste Water Specialist with UNHCR engineered **more permanent sanitation infrastructure solutions** in hastily constructed refugee settlements, which have now become long-term settlements. For a Disability Inclusion Expert with IOM, servicing the unique needs of **people with disabilities** in aspects of shelter, social cohesion, mental health, and protection has been the focus.

Indirectly supporting the Syrian crisis response, yet no less meaningfully, the program also contributed to **systems reform and greater accountability** through deployments that drove best practice.

- An **Associate MEAL Officer to UNHCR Lebanon** finalised a world-first *Theory of Change* program to significantly improve the design, monitoring and evaluation of services to Syrian refugees.
- A **Gender Advisor to WFP Jordan** developed and socialised a *Gender Strategy and Action Plan* to guide the agency's multi-year programs.

“During the past three months, Martin has been a key team member to ensure that over 17,000 newly arrived Syrian refugees have access to water and latrines. He was instrumental in the delivery of WASH assistance by coordinating with all partners and government agencies.”

**Dunnapar Fern  
Tilakamonkul**

– UNHCR Iraq Senior Field Coordinator

### Support to Palestine refugees

Within UNRWA Jordan headquarters, an Emergency Support Officer was available at the onset of the Covid-19 crisis and has **provided highly valued coordination and business continuity support** to their Covid-19 Response Taskforce across the 30,000 plus workforce. Consideration of disability within UNRWA's extensive multi-country schooling system has also been crucial, as an Australia Assists Inclusive Education Officer **became the co-focal**

**point for disability across UNRWA.** Youth development programs for long-term refugees in Lebanon was another critical aspect of the program, reinforced through beneficiary interviews and various reporting feedback to donors. Additionally, support in the development of an FAO youth agri-business program for Palestinians was highly valued.

## Recovery, stabilisation and resilience in Iraq

Through deployments with the European Union Assistance Mission-Iraq, UNITAD and UNFPA, the program is providing much-needed expertise in support of various strategic programs to **rebuild Iraq's governance systems** for the betterment of the Iraqi people.

“Based on his professional experience, Dennis has exceptional knowledge of his job. He greatly contributes to the Mission mandate, proving to be an outstanding strategic advisor and an ambassador for his country.”

**Matteo Salvatori**

— Head of Operations, EUAM Iraq

“The deployment of the Standby deployee allowed the country office to have a gender strategy, which was the main objective of the deployment. It provided the overall framework for WFP's work in Jordan.”

**Sarah Gordan-Gibson**

— Country Director, WFP Jordan

### What did we learn?

- Regular discussions between **disability inclusion deployees** from diverse humanitarian contexts across the Middle East and Africa (Iraq, Jordan and Somalia) **have strengthened each other's approach** and fostered **mutual support**. This has been further reinforced by direct advisory support to deployees from CBM Australia, in partnership with RedR.
- **Sourcing local talent** has paid dividends as, in the case of the Middle East, deployees from countries within the region were the last to remain in-country following the onset of Covid-19.



Emergency Support Officer Nisarg being briefed at the UNRWA Health Clinic at Amman New Camp in Jordan which is home to around 57,000 Palestinian refugees. **Photo supplied.**

## 3.10 Africa

*In FY20, nine Australia Assists deployments supported humanitarian response across Ethiopia, Uganda, Somalia, Mozambique, Malawi and Liberia within six UN Agencies. In a region beset with protracted and complex emergencies, the program demonstrated versatility in adapting to the evolving needs of the humanitarian landscape and requests from our partners to support long-term recovery efforts.*

### Filling gaps and building capacity

The program provided ongoing program management expertise to maintain and improve the effectiveness and efficiency of life-saving support to affected communities. Multiple severe locust plagues in early 2020 prompted FAO Ethiopia to provide agricultural livelihoods support to affected communities. This was expertly managed by an Australia Assists Emergency Programme Officer who liaised closely with donors to **build a stock of seeds for re-cropping** and supported local NGOs in distribution. Also working in Ethiopia, a Roving Internally Displaced Persons Response Specialist with UNICEF focused her efforts on **national capacity building**, by coordinating specialised

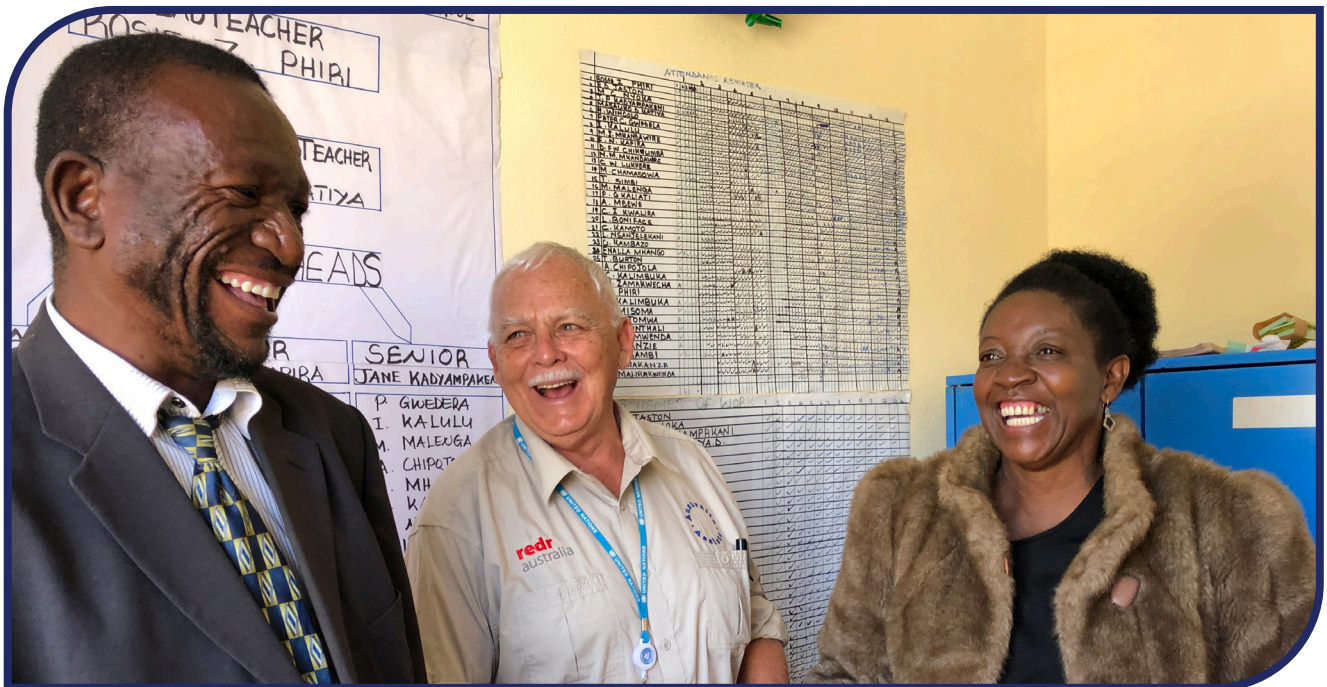
services across several sub-offices for people displaced from their homes for long periods.

In nearby Uganda, an Infrastructure and Camp Services Management Engineer with WFP provided multi-faceted support where he was needed most. Throughout his year-long deployment, he oversaw **infrastructure projects in support of Ebola and Covid-19 preparedness**, locust response and mass displacement. His professionalism and achievements saw his rapid rise to Lead Engineer within WFP's Country Office.

“Megan’s contributions, alongside those of her team, to actively advocate for a more risk-informed and emergency response focused Country Programme 2020-2025 will have significant longer-term impacts.”

**Rachel Verity Rushton**

— Emergency Manager, UNICEF Ethiopia



Structural Engineer Paul with head staff at a school on the outskirts of Lilongwe, Malawi, where he completed a post-disaster assessment of school infrastructure affected by TC Idai. **Photo credit: RedR Australia.**

## Initial response to early recovery

After the onset of TC Idai in early 2019, two shelter experts in Mozambique and Malawi undertook damage assessments. They also restored school classrooms to **enable the commencement of classes and early recovery of housing**. The deployees worked with a strong emphasis on 'building back better', whilst all the time taking opportunities to pass on their expertise to national staff.

"Paul has a natural ability to work with people and to share knowledge and tips with colleagues. He has quickly integrated within the UNICEF country team, becoming fully efficient and operational only a few days after his arrival.... Our team wish we could benefit from his expertise longer. We are very happy and satisfied with his work."

**Denise Venturini**

— UNICEF Malawi Construction Specialist

## Addressing exacerbated inequalities

The Covid-19 environment has raised the importance of safeguarding **protection and inclusion** even further. Australia Assists pursued its focus on these priority areas through two deployments to OCHA in Somalia, a country ravaged by continuous complex emergencies. Through these efforts, the unique needs of people with disabilities are included across multiple disciplines in accordance with the new *IASC Guidelines on the Inclusion of Persons with Disabilities in Humanitarian Action*.

Providing geographic diversity into western Africa, an Associate Education Officer with UNHCR Liberia commenced in late FY20 to integrate the **delivery of education services for refugees** into existing government systems.

"Val has assisted with strengthening the skills of engineering staff in the country office to ensure standards are met and proper process followed....He has always been willing to step in to whatever challenges he was confronted with including frequent travel to the field offices and sites."

**Julie McDonald**

— WFP Uganda Deputy Country Director



## What did we learn?

- RedR made a strategic decision early on to do all we could to **keep deployees in place**, as long as there was no compromise to their safety, and they chose to stay. This remains a **point of differentiation** to many other organisations. Although the program has a small presence in Africa, staying in-country enabled us to retain our footprint.
- RedR should deploy **generalist surge profiles** to host organisations in the critical first days of an emergency. The deployment of generalist deployees who can lead on coordination efforts at the country level helps mitigate the bottlenecks that can arise when sourcing and orienting new surge personnel from multiple partners.
- RedR remains aware of the importance of interpersonal, communications and leadership skills when recruiting roster members. The joint *Standby Partnership After Action Review for the Tropical Cyclone Idai Response* found that **emotional intelligence**, the **ability to lead** and **have empathy** was more important than having the necessary technical expertise.

# 4. Program Management

## 4.1 Program Management, Leadership and Responsiveness

FY20 was characterised by a sharp programmatic pivot to Covid-19 that completely reframed RedR's approach to program management. The efforts of DFAT, RedR staff, deployees and the extended RedR community helped ensure – at a time of immense change – that humanitarian assistance was delivered where and when it was needed. In doing so, it positively pre-empted relevant aspects of the Australian Government's *Partnerships for Recovery* plan (such as RedR's scale-up in Pacific deployments) thereby ensuring the ongoing relevance of the program to all program stakeholders.

### Adaptive programming

Covid-19 necessitated a comprehensive re-think of the way RedR delivers Australian aid. The looming closure of air corridors in March provided a short window to make rapid decisions regarding **deployee repatriation**, which proved relatively uncomplicated as options were clear and relatively static. The point at which it became ambiguous, was on deploying people back into the field. The way

The first half of the year progressed confidently as Annual Plan commitments were largely achieved or locked-in for the second half of the year, the program was on a positive trajectory, training was ready to be moved to its new home at the Victoria Emergency Management Institute, and Post priority deployments were in the pipeline. Yet against expectations, rather than derailing this programmatic success, Covid-19 transformed the operational landscape to improve two key areas: programming and relationship management.

forward was, very simply, that we would **support partners remotely** where it represented good value for money. DFAT responded positively to this proposition – the first of several examples where RedR and DFAT worked together to overcome the challenges of Covid-19. Similarly, RedR and DFAT worked together to develop the **AUSASSISTPLAN** as a solution to temporary insurance suspensions.

“The RedR/Australia Assists deployees that Posts have worked with have all been of high calibre, extremely professional and generally “top notch” deployees.”

— *DFAT Canberra*

### Relationship management

Communication between RedR and DFAT followed the traditional modes of engagement seen prior to Covid-19, including regular Steering Committee meetings and ‘as needed’ discussions at the program manager level. There was increased levels of engagement as the program dealt with operational constraints as they arose.

From a program management perspective, this level of communication from DFAT was critical to overcoming our shared challenges. The relationship is on a better footing as a result of this open, transparent and constructive dialogue. **The relationship is robust for the future.**

### Deployments

Deployments continued to add strategic depth to the program and support Australian Government priorities. For example, Covid-19 required the program to **increase the number of roster members with expertise in public health and outbreak response**. These deployments have contributed to the overall Australian Government health response, and provide a useful resource for the government to augment other health-focused deployment

capabilities including, but not limited to, AUSMAT. In addition, Covid-19 reinforced the need for RedR to upgrade its business information systems to increase the speed new skill profiles are recruited on to the roster, as well as deal with the increased volume of deployments to be mobilised in response to a sudden- or slow-onset emergency.



### What did we learn?

- The most important lesson learned was **the critical need for regular and systematic communication of reliable financial information to and from RedR and DFAT**. Through very competent engagement, RedR felt empowered to work with DFAT as a partner in the Australian Government's overall Covid-19 response. We were most definitely 'in this together'.
- **The transparency attached to decisions concerning the financial management and budget of the program** as the financial year drew to a close was of the highest calibre. DFAT program staff and RedR finance staff deserve a good deal of credit for supporting the relationship in this way, and helping the program to step-up and mature.

## 4.2 Roster Management

Throughout FY20, the RedR Australia Roster team dedicated significant time and thought to inclusivity and the **development of emerging early career humanitarian talent**. RedR leveraged close working relationships with existing partners to identify junior deployment opportunities that provide a pathway to roster membership for emerging talent. RedR also employed an organic skills growth methodology, pairing highly experienced members with junior deployees to provide practical mentoring in the field. Throughout the reporting period, two members (Alper Bektas, Junior Operations Officer; Mayada ElSabah, Inclusive Education Officer) successfully completed this program and became full roster members.

The Roster team continues to pay close attention to the skill profiles required to meet the requirements of a changing humanitarian system. This ensures we **maintain a robust roster that is fit for purpose** in any circumstances. An analysis of predominant requests during the previous reporting period has seen priority status placed on skill profiles including information management, civil-military coordination, public health, humanitarian

affairs, WASH, logistics, program management, gender, protection, disability inclusion, DRR, DRM and climate change adaptation.

Building on the strategic recruitment of key skill gaps, RedR's roster team focused on the development of local talent pools. The team reached out to source talented local and regional deployees in Indonesia and Vanuatu, Fiji and Jordan. RedR has always upheld the priority of deploying **local experts for local responses** and has interviewed 12 new Pacific Islander applicants since the previous reporting period. RedR has leveraged relationships with domestic and international NGOs and agencies to increase opportunities for Pacific talent to access deployment requests processed by RedR Australia.

The Roster presently has **792 active members**, an **increase of 52 members** since the previous reporting period. The roster is comprised of 49.9 per cent female members and 50.1 per cent male members. The median age is 48 years.

### What did we learn?

- RedR overcame considerable barriers to **retain and extend Australia Assists' footprint** through a willingness to rethink recruitment and deployment systems and processes while the Covid-19 crisis emerged. A fast track provisional roster was established for level-1 security deployments (either Pacific-based or working remotely) and standard operating procedures were adapted to support remote deployments.
- There is a need to **review the selection criteria** and interview formats used when recruiting specialists for **remote deployment**. Discussions with staff, deployees and partners have identified a set of factors that can impact on productivity in remote deployment relationships and the underlying competencies that facilitate performance outcomes.

## 4.3 Training & Capability

Despite the challenges of Covid-19, RedR Australia recorded a number of achievements in the area of training and capability.

Out of 12 core training courses scheduled for the year, RedR Australia **delivered nine of these to 265 participants**. Central to the Australian training calendar was the delivery of three EHP and three HEAT programs.

As part of our efforts to localise training and diversify our pool of trainers, RedR also **delivered two HEAT courses in Amman, Jordan, for 71 participants**, including staff from DFAT. Utilising local Arabic speaking trainers to support those from Australia, these courses were a resounding success. A third HEAT course in Jordan is planned for the first quarter of FY21, and this will assist in the recruitment of regionally-based roster members.

Planning for delivery of a **Pacific-focused EHP** commenced and this is scheduled for delivery in the first half of FY21, primarily utilising locally based trainers and support staff.

“The diversity of experience and personality of the trainers was a tremendous asset. Each trainer was clearly engaged and gave a lot to the group. They were also great at drawing on the experience in the room”

— HEAT participant

Another exciting milestone was the transition of our training venue from 20 years at Dookie College, to the **Victorian Emergency Management Institute at Mt Macedon**.

This venue is renowned for training emergency response personnel from all over Australia for more than 50 years, and its modern facilities will continue to support RedR as a global leader of humanitarian training well into the future.

The diversification and localisation of training delivery will strengthen and support the expansion of the roster with members fit for purpose.

### What did we learn?

- The program will **explore new opportunities** to extend RedR’s training model, such as a Pacific EHP program, regional training programs for UN agencies and the newly formed RedR Indonesia Partnership.
- RedR Australia’s roster members have shown great interest in both participating in, and delivering, online training.

## 4.4 Program Visibility and Engagement

Due to Covid-19, raising the visibility of Australia's global humanitarian assistance became more important than ever in FY20. The newly installed RedR communications team focused on making **content easily accessible** to support DFAT to promote results of the program to domestic and international stakeholders.

### Demonstrating impact

Understanding the need for DFAT to have quick and easy access to information and materials related to deployees and deployments, RedR established a new '**content hub**' system. This allows any DFAT staff member to easily access deployee bios, photos and videos, as well as a monthly infographic 'dashboard' and briefing materials, and streamlined existing approval processes and ad-hoc communications requests from DFAT about the Australia Assists program.

### Program Promotion

Despite restrictions on field visits due to Covid-19, RedR was able to secure a steady stream of visual assets from deployees and partners to promote on program channels, and was also able to secure **coverage of the program on the ABC 7.30 report and SBS radio**. Additionally, RedR was able to provide a case study, one of just eight, as part of DFAT's Covid-19 response external communications campaign.

### What did we learn?

- While the content hub system works well for DFAT staff in Canberra, it has **yet to get traction at Post level**. With so many Posts having large social media audiences, RedR would like to explore ways to have DFAT Canberra staff advocate for the hub to Posts in FY21 to amplify program content at country level.

## 4.5 Monitoring, Evaluation, Accountability and Learning (MEAL)

The MEAL system, underpinned by the Australia Assists MEAL framework, continued to serve the program well in Year 3. Whilst upheaval and uncertainty from March 2020 onwards demanded a 'pivot' to Covid-19 for MEAL, the majority of **planned activities** for the year (aside from those requiring travel) **remained on track** and were delivered **alongside the program's Covid-19 response**.

### Impact, learning and leadership

#### Covid-19 Action Review

This independent review, initiated in early April 2020, found that RedR is delivering an **agile and 'scaled up' response** to the Covid-19 pandemic in a way that has upheld the program's commitment to partnership and the humanitarian principles. By mid-July 2020, **67 per cent** of all deployments had Covid-19 preparedness, response or recovery as part of their ToR. The review identified early lessons and insights, particularly in relation to understanding and maximising the effectiveness of remote deployments.

#### Rohingya Crisis Review (2017-2020)

Examining **more than 50 deployments** since 2017, this review found that Australia Assists' support to the Rohingya crisis has provided life-saving assistance, helped protect the most vulnerable and supported more sustainable, targeted and accountable responses. The review identifies enablers for, and barriers to, effective program implementation (and integration with broader AG priorities for the crisis) for Years 4-7.

#### Pacific Preparedness — Regional Outcome Mapping

This outcome mapping exercise focused on the **regional footprint of 67 Australia Assists deployments** (representing 416 deployment months or 35 years of continuous technical support) that have **strengthened Pacific disaster preparedness** since 2017. Outcomes include milestone legislative and policy reform, better and more inclusive preparedness plans, strengthened capacity of critical institutions and more resilient infrastructure.

### Delivering program strategies

The program's **Gender Strategy and Action Plan (GAP)** and **Disability Inclusion Action Plan (DAP)** are **seven-year strategies** that formally commenced in October 2018. RedR is making significant progress towards delivering on the commitments expressed in both. At the end of FY20, **GAP commitments had been 78 per cent met and 11 per cent partially met**. The corresponding figures for the

#### After Action Review of the UN Standby Partnership's Response to Tropical Cyclone Idai

Jointly conducted by eight members of the Standby Partnership and co-led by RedR, this review revealed that support to TC Idai (which impacted three countries across Southern Africa) was **timely, extensive in its reach and critical in nature**, in some cases enabling emergency programming to continue. Standby Partnership support was found to have contributed to a **quicker, more coordinated response and more inclusive programming**.

#### Localisation Strategy and Action Plan (LAP)

The development of the LAP brings together RedR International's **broader commitments to increased localisation** and Recommendation 5 of the 2019 Australia Assists Mid-Term Review. The draft Action Plan outlines 18 commitments across three priority areas over a 3-4 year timeframe.

#### Training Impact & Learning

In November 2019, RedR commenced data gathering (via document review and interviews with a diverse cohort of former participants) to determine the **longer-term impacts of RedR's humanitarian training** on individual practice and professional trajectories. This evidence will continue to be collected and analysed for trends over time.

#### DAP are 66 per cent met and 15 per cent partially met.

RedR undertook analysis of both gender equality and disability inclusion program outcomes (well referenced throughout this report) and will continue to prioritise this work in Year 4.

## 4.6 Program Partnerships

RedR's agility, quality and impact is driven by a well networked, global community of value-aligned organisations. The vulnerability of the Indo-Pacific region is increasing with **climate change, disaster and economic shocks**, intra-state conflict and a reliance on **militarised solutions**. Australia Assists has never been a greater foreign relations asset to the Australian Government to navigate the human-to-human dynamic of fragility. Australia Assists deploys humanitarians who are neutral, impartial and protection focused. They deploy into and support a stronger multilateral system that ensures the world is not governed by power alone but driven by safeguarding humanity.

**Collaboration:** This period has seen RedR move beyond partnerships to collaboration that reduces competition and duplication to achieve a more **effective and efficient impact**. The Covid-19 response has seen RedR work better together with the 14 members and 44 partner organisations in the Standby Partnership network to mobilise experts. This has meant sharing information, capabilities and contacts. With the support of Australia Assists program funding, RedR has contributed to:

- a safer and more secure approach to surge deployments through the duty of care working group
- greater accountability in the humanitarian surge system through the MEAL working group
- standardisation of training and professionalisation through the training working group.

**New partnerships:** In December 2019 RedR signed new partnership agreements with UNESCO and UNITAD. Our deployee to UNESCO Samoa is developing a portal to build Pacific regional solidarity through online education and knowledge sharing, in order to **protect and strengthen Pacific States' cultural heritage** and leaders of the future. The UNITAD agreement allowed RedR to provide

inclusive humanitarian assistance and greater access to protection services, a key objective of DFAT's Humanitarian Assistance package.

**Crisis response:** Australia Assists remotely deployed six Covid-19 Coordinators to support the RCO to manage its multi-country responses in the Pacific. The RC provides leadership to the Pacific Joint UN Country Team and the UN's programming work in line with the **UN Pacific Strategy (UNPS) and respective national plans**. Twenty-six resident and non-resident UN entities are signatories to the UNPS and members of the Pacific Joint UN Country Team.

Working with RedR India and RedR Indonesia, RedR Australia is diversifying the international roster and **bringing greater unity in action and standards**. This has resulted in a deployment from RedR Indonesia during the reporting period, and established the processes for three more currently in pre-deployment.

The role of private sector donors is set to increase and traditional humanitarian-development-stabilisation divides will increasingly blur. RedR is demonstrating the **value of private sector partnerships** together for humanitarian impact. This is best demonstrated by the deployment of three Australia Assists specialists to the independent Bougainville Referendum Commission. We deployed an election specialist, a humanitarian logistician and an IT expert sourced from RedR's corporate partner, Tickbox. Deployees worked alongside their counterparts to facilitate a **democratic and peaceful referendum process that complied with international governance standards**.

### What did we learn?

- RedR Australia's engagement during the Australian 2019-2020 bushfires, and the onset of the Covid-19 pandemic, have opened up the possibility of **engaging in civil-military programming**. There is also 'new' thinking about working differently across RedR International.
- The recent Partnership Agreement established with RedR Indonesia has significant potential for RedR Australia to support provincial and regional response capacities in Indonesia, to expand its **influence across ASEAN** and to potentially expand RedR Australia's funding base.
- RedR will develop agile **regional strategies** that ensure the identification and retention of a balanced portfolio of partnerships that:
  - are resilient to sudden crises and positioned to retain and host surge deployees at times of crisis; and
  - enable RedR to concurrently deliver on immediate surge outputs and service and protect medium- to longer-term resilience and recovery objectives.

## 4.7 Financial Management

The program's FY20 financial acquittal is summarised as follows:

	Budget (\$)	Actual (\$)	Variance (%)
Management Fee	2,027,876	2,027,876	0%
Personnel Costs	2,426,096	2,426,096	0%
Short-term Personnel Costs	39,412	39,412	0%
Personnel Support Costs	401,839	401,839	0%
Operational Costs	170,733	170,733	0%
Activity Costs	6,934,043	6,934,043	0%
<b>Total</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>0%</b>

- The Budget was revised in response to the risks identified by Covid-19, in conjunction with domestic and international restrictions. Accordingly, **\$850,000** of the original FY20 budget (\$13,850,000) was **repurposed by DFAT**, with the total annual budget reduced to \$12 million. The reduction in Budget was primarily reflected in the program's reduced travel and training expenditure, which were directly impacted by Covid-19 restrictions.
- There were **no variances** between Actual and Budget core cost categories following the Budget amendment.
- RedR's **FY20 audited financial statements** are to be accepted at RedR's Annual General Meeting in October 2020. A copy of the financial statements will be forwarded to DFAT shortly thereafter.
- In addition to the program's FY20 acquittal of \$12 million, **\$87,280 was contributed by DFAT Post** which was invoiced separately in relation to the Bougainville referendum.
- Despite the amended Budget, **actual expenditure exceeded the original budgeted** expenditure for Deployments by two per cent (part of Activity Costs), due to the success of the DFAT and RedR partnered deployment solutions in response to the Covid-19 pandemic.

## 4.8 Risk, Safety & Security

The program continues to meet humanitarian needs across a range of challenging contexts, demonstrated by sustained support to Ethiopia, Iraq, Lebanon and (remotely) Syria through a period of continued uncertainty, conflict and sporadic mass unrest. The smooth deployment of specialists to the Bougainville referendum in Papua New Guinea also evidenced the increasing capacity for providing both **governance and electoral support in complex environments**.

Despite the significant operational challenges posed, field presence was maintained and overall deployment numbers increased in the face of Covid-19. The program's risk management architecture proved **both robust and agile enough** to meet critical needs whilst protecting those personnel at greatest risk from infection. Though insurance limitations initially threatened deployment continuity, the efficacy of the program's risk management approach acted as a solid foundation for innovative solutions that consolidated and ultimately **increased resilience to pandemic events**. A close and collegiate working relationship with both DFAT and Emergency Management Australia was critical in achieving this success. While Covid-related issues will remain a challenge for the foreseeable future, the program is well positioned on the journey towards business as 'un'usual.

Three key areas of focus to ensure continuous improvements in RedR's risk management approach are detailed below.

**People:** Regionalisation of the program's risk management structure has achieved waking hour coverage of all deployment countries. This has assured sustainability of operations and speed of response, as well as deepening local insight.

**Culture:** The period has seen closer integration of the risk, safety and security function into day-to-day operational planning. One, or both, Strategy and Risk Managers took part in daily deployments team toolbox briefings throughout the Covid-19 response, helping to mainstream risk management considerations and optimise operational agility by applying a risk lens to decision-making in real time.

**Technology:** Ongoing innovations in both incident and remote workforce management will be better embedded and **future proofed** through greater interaction with core systems. Ensuring that the various software platforms underpinning program operations 'talk to each other' will, in turn, help to improve **organisational consistency** when dealing with deployments overseas.

Overall numbers of significant safety/security incidents remain low, with a significant **reduction in incident frequency** towards the end of the reporting period, most likely caused by the reduction in field movements and increase in remote deployments as a result of Covid-19.

### What did we learn?

- Covid-19 demonstrated the **robustness of RedR's risk management framework**. New insurance arrangements mean that RedR will be **more resilient** in the current, and in future, pandemic responses.
- The first rule of first aid is to ensure your own safety. RedR was responding to the international crisis at a time when our own communities were struggling with anxiety, fear and uncertainty. We activated a team that ensured our Melbourne headquarters and regional Fiji and Jordan offices and **staff were safe, secure and resourced** appropriately to work remotely and in new ways.

# 5. Annexes

## 5.1. FY20 Deployment Data (sorted by region)

POSITION TITLE	HOST ORGANISATION	REGION	COUNTRY	FY20 MONTHS	GENDER	AUSTRALIA ASSISTS END OF PROGRAM OUTCOME (1-3)
Project Management Specialist	Public Works Department	Pacific	Vanuatu	10.9	Male	3 Stabilisation, Recovery and Reconstruction
Project Manager	Department of Water Resources, Vanuatu	Pacific	Vanuatu	12.0	Male	3 Stabilisation, Recovery and Reconstruction
Gender Based Violence Specialist	IPPF	Pacific	Fiji	0.9	Female	1 Stability, Resilience and Risk Reduction
Gender and Protection Support Advisor	UN Women	Pacific	Vanuatu	12.0	Female	1 Stability, Resilience and Risk Reduction
Regional Disaster Management Specialist	SPC Fiji	Pacific	Fiji	12.0	Female	1 Stability, Resilience and Risk Reduction
Displacement Technical Advisor	IOM	Pacific	Vanuatu	7.5	Female	2 Crisis Preparedness and Response
Disaster Risk Management Specialist	NDMO Samoa	Pacific	Samoa	0.5	Male	1 Stability, Resilience and Risk Reduction
Structural Engineer	NEMO Tonga	Pacific	Tonga	0.5	Male	2 Crisis Preparedness and Response
Disaster Risk Management Specialist	NEMO Tonga	Pacific	Tonga	3.5	Male	1 Stability, Resilience and Risk Reduction
Recovery Coordination and Implementation Adviser	Office of the Prime Minister	Pacific	Vanuatu	10.9	Male	3 Stabilisation, Recovery and Reconstruction
Coconut Rhinoceros Beetle (CRB) Strategic Coordinator	Biosecurity Solomon Islands	Pacific	Solomon Islands	7.7	Female	1 Stability, Resilience and Risk Reduction
Disaster Risk Management Specialist	NDMO Solomon Islands	Pacific	Solomon Islands	5.6	Male	1 Stability, Resilience and Risk Reduction
Election Support Logistics Officer	PNG Electoral Commission	Pacific	Papua New Guinea	1.2	Male	1 Stability, Resilience and Risk Reduction
Warehouse Operations Officer	PNG Electoral Commission	Pacific	Papua New Guinea	1.2	Male	1 Stability, Resilience and Risk Reduction
Humanitarian Coordinator	UNFPA	Pacific	Fiji	6.1	Male	1 Stability, Resilience and Risk Reduction
Gender and Resilience Specialist	UN Women	Pacific	Solomon Islands	5.9	Female	1 Stability, Resilience and Risk Reduction
Disaster Risk Management Specialist	NDMO Vanuatu	Pacific	Vanuatu	10.9	Female	1 Stability, Resilience and Risk Reduction
Corporate Advisor (Finance & Admin)	Bougainville Referendum Commission	Pacific	Papua New Guinea	4.9	Male	3 Stabilisation, Recovery and Reconstruction
Logistics and Operations and Support Specialist	Bougainville Referendum Commission	Pacific	Papua New Guinea	4.4	Male	3 Stabilisation, Recovery and Reconstruction
Recovery Coordination Adviser	Office of the Prime Minister	Pacific	Vanuatu	9.3	Male	3 Stabilisation, Recovery and Reconstruction
Monitoring and Evaluation Specialist	IPPF	Pacific	Fiji	10.2	Male	1 Stability, Resilience and Risk Reduction
CivMil Facilitator-National Emergency Response Team	NDMO Solomon Islands	Pacific	Solomon Islands	0.5	Female	1 Stability, Resilience and Risk Reduction
Information Technology Officer	Bougainville Referendum Commission	Pacific	Papua New Guinea	2.2	Male	1 Stability, Resilience and Risk Reduction
Structural Engineer/ Project Manager	NEMO Tonga	Pacific	Tonga	7.7	Male	1 Stability, Resilience and Risk Reduction
Humanitarian Trainer	Pacific Disability Forum	Pacific	Fiji	7.6	Female	1 Stability, Resilience and Risk Reduction
DRM Specialist	NDMO Samoa	Pacific	Samoa	4.9	Female	1 Stability, Resilience and Risk Reduction
Disaster Risk Management Specialist	NEMO Tonga	Pacific	Tonga	7.2	Male	1 Stability, Resilience and Risk Reduction
Monitoring, Evaluation & Learning Specialist	SPC Fiji	Pacific	Fiji	5.7	Male	2 Crisis Preparedness and Response
Disaster Risk Management Specialist	Office of the President	Pacific	Kiribati	5.3	Female	1 Stability, Resilience and Risk Reduction



POSITION TITLE	HOST ORGANISATION	REGION	COUNTRY	FY20 MONTHS	GENDER	AUSTRALIA ASSISTS END OF PROGRAM OUTCOME (1-3)
Senior Humanitarian/ Humanitarian Development Nexus Advisor	UNDP	Pacific	Fiji	5.3	Female	3 Stabilisation, Recovery and Reconstruction
Corporate Advisor	Bougainville Referendum Commission	Pacific	Papua New Guinea	2.5	Male	1 Stability, Resilience and Risk Reduction
Radio Communications Technician	NDMO Samoa	Pacific	Samoa	1.3	Male	1 Stability, Resilience and Risk Reduction
DRR Specialist	Pacific Disability Forum	Pacific	Samoa	0.8	Male	1 Stability, Resilience and Risk Reduction
Communications & Events Specialist	Ministry of Justice and Community Services	Pacific	Vanuatu	3.0	Female	1 Stability, Resilience and Risk Reduction
Senior Shipping Expert	WFP	Pacific	Fiji	2.6	Female	2 Crisis Preparedness and Response
DRM Specialist	FAO	Pacific	Fiji	2.6	Male	1 Stability, Resilience and Risk Reduction
Logistics Officer	WFP	Pacific	Vanuatu	2.6	Male	2 Crisis Preparedness and Response
Logistics Preparedness Officer	WFP	Pacific	Fiji	2.5	Male	1 Stability, Resilience and Risk Reduction
IM Officer (Food Security Cluster)	WFP	Pacific	Fiji	2.4	Male	2 Crisis Preparedness and Response
Communication & Advocacy Expert	Pacific Disability Forum	Pacific	Fiji	2.3	Female	2 Crisis Preparedness and Response
COVID-19 Coordinator	UNDP	Pacific	Kiribati	2.3	Female	2 Crisis Preparedness and Response
Emergency and Resilience Expert	FAO	Pacific	Samoa	2.3	Female	1 Stability, Resilience and Risk Reduction
COVID-19 Coordinator	UNDP	Pacific	Tonga	2.3	Male	2 Crisis Preparedness and Response
COVID-19 IPC Technical Adviser	Department of Health	Pacific	Papua New Guinea	2.0	Female	2 Crisis Preparedness and Response
Public Health Specialist	WHO	Pacific	Papua New Guinea	2.0	Female	2 Crisis Preparedness and Response
Senior COVID-19 Coordinator	UNDP	Pacific	Solomon Islands	1.9	Male	2 Crisis Preparedness and Response
Crisis Communication Specialist	UNDP	Pacific	Fiji	1.9	Female	2 Crisis Preparedness and Response
Education Learning Systems Technical Adviser	UNICEF	Pacific	Fiji	1.8	Male	2 Crisis Preparedness and Response
Senior COVID-19 Coordinator	UNDP	Pacific	FSM	1.7	Female	2 Crisis Preparedness and Response
Protection Advisor (Remote)	UN Women	Pacific	Fiji	1.5	Female	2 Crisis Preparedness and Response
DRR in Education Technical Adviser	UNICEF	Pacific	Fiji	1.1	Female	2 Crisis Preparedness and Response
ICT in Education Specialist	UNESCO	Pacific	Samoa	1.0	Male	2 Crisis Preparedness and Response
Senior COVID-19 & TC Harold Coordinator	UNDP	Pacific	Fiji	0.7	Female	2 Crisis Preparedness and Response
Inter-Agency Senior CM Coordination and Access Advisor	UNDP	MENA	Jordan	7.2	Male	2 Crisis Preparedness and Response
Sanitation/Waste Water Specialist	UNHCR	MENA	Iraq	5.7	Male	3 Stabilisation, Recovery and Reconstruction
Associate MEAL Officer	UNHCR	MENA	Lebanon	7.2	Female	2 Crisis Preparedness and Response
Senior Strategic Advisor on Security Sector Reform	European Union Advisory Mission	MENA	Iraq	8.7	Male	3 Stabilisation, Recovery and Reconstruction
Humanitarian Affairs Officer	OCHA	MENA	Jordan	4.4	Male	2 Crisis Preparedness and Response
Humanitarian Affairs Officer	OCHA	MENA	Iran	2.2	Male	2 Crisis Preparedness and Response
GIS Expert (National Census)	UNFPA	MENA	Iraq	6.0	Male	3 Stabilisation, Recovery and Reconstruction
Youth Communication and Reporting Coordinator	UNRWA	MENA	Lebanon	8.7	Female	3 Stabilisation, Recovery and Reconstruction
Junior Operations Officer	FAO	MENA	Occupied Palestinian Territories (OPT)	7.0	Male	3 Stabilisation, Recovery and Reconstruction
Inclusive Education Officer	UNRWA	MENA	Jordan	5.8	Female	3 Stabilisation, Recovery and Reconstruction
Gender Adviser	WFP	MENA	Jordan	5.4	Female	3 Stabilisation, Recovery and Reconstruction

POSITION TITLE	HOST ORGANISATION	REGION	COUNTRY	FY20 MONTHS	GENDER	AUSTRALIA ASSISTS END OF PROGRAM OUTCOME (1-3)
Emergency Support Officer	UNRWA	MENA	Jordan	5.1	Male	1 Stability, Resilience and Risk Reduction
Disability Inclusion Expert	IOM	MENA	Iraq	4.0	Female	3 Stabilisation, Recovery and Reconstruction
Joint Operations Expert	UNITAD	MENA	Iraq	2.5	Male	3 Stabilisation, Recovery and Reconstruction
Civil-Military Coordination Officer	OCHA	MENA	Jordan	2.3	Male	3 Stabilisation, Recovery and Reconstruction
Information Analyst (Political Affairs)	UNITAD	MENA	Iraq	2.0	Male	3 Stabilisation, Recovery and Reconstruction
Shelter Officer	UNHCR	MENA	Turkey	1.9	Male	2 Crisis Preparedness and Response
Information/Knowledge Manager (REMOTE)	UNRWA	MENA	Occupied Palestinian Territories (OPT)	0.5	Female	2 Crisis Preparedness and Response
Global Information Management Officer	OCHA	Europe	Global	2.4	Male	2 Crisis Preparedness and Response
Global Information Management Officer (Remote)	OCHA	Europe	Global	2.1	Male	2 Crisis Preparedness and Response
Regional WASH Markets Specialist	UNICEF	Caribbean	Panama	2.0	Male	2 Crisis Preparedness and Response
Coordination Advisor	UNHCR e-Centre	Asia	Thailand	0.2	Female	1 Stability, Resilience and Risk Reduction
Regional Logistics Specialist	UNFPA	Asia	Thailand	5.0	Female	1 Stability, Resilience and Risk Reduction
National Disaster Risk Management Advisor	UNDP	Asia	Lao People's Democratic Republic	1.6	Male	1 Stability, Resilience and Risk Reduction
Civil-Military Specialist	ASEAN AHA Centre	Asia	Indonesia	1.3	Female	1 Stability, Resilience and Risk Reduction
Humanitarian Affairs Officer (Coordination)	UNDP	Asia	Lao People's Democratic Republic	0.5	Male	2 Crisis Preparedness and Response
Emergency Preparedness Response Officer	WFP	Asia	Thailand	8.4	Male	1 Stability, Resilience and Risk Reduction
Cash Based Transfer Officer	WFP	Asia	Bangladesh	5.7	Female	2 Crisis Preparedness and Response
Education Information Management and Communication Officer	UNICEF	Asia	Myanmar	9.0	Female	2 Crisis Preparedness and Response
Information Management Specialist (Education)	UNICEF	Asia	Bangladesh	4.4	Male	2 Crisis Preparedness and Response
Disability Advisor	WFP	Asia	Bangladesh	3.8	Female	2 Crisis Preparedness and Response
Coordination Officer	UNHCR	Asia	Bangladesh	5.4	Female	2 Crisis Preparedness and Response
Protection Officer	UNHCR	Asia	Bangladesh	1.7	Female	2 Crisis Preparedness and Response
Disaster Risk Reduction & Climate Change Adaptation Advisor	FAO	Asia	East Timor	10.0	Female	1 Stability, Resilience and Risk Reduction
Civil Protection Policy Advisor	IOM	Asia	East Timor	6.0	Female	1 Stability, Resilience and Risk Reduction
HAO (Access Advisor)	OCHA	Asia	Myanmar	8.1	Female	2 Crisis Preparedness and Response
Environmental Assessment and Planning Specialist	UNDP	Asia	Bangladesh	7.1	Male	1 Stability, Resilience and Risk Reduction
Shelter Officer	UNHCR	Asia	Bangladesh	2.5	Male	2 Crisis Preparedness and Response
Humanitarian Communications Expert	UNFPA	Asia	Pakistan	4.5	Male	1 Stability, Resilience and Risk Reduction
Disaster Recovery & Risk Reduction Specialist	UNDP	Asia	Lao People's Democratic Republic	4.1	Male	3 Stabilisation, Recovery and Reconstruction
Hydraulic Engineer	UNHCR	Asia	Bangladesh	3.7	Male	2 Crisis Preparedness and Response
Drought Risk Mitigation and Recovery Expert	WFP	Asia	Pakistan	0.4	Male	1 Stability, Resilience and Risk Reduction
Civil Protection Policy Advisor	Ministry of the Interior	Asia	East Timor	3.7	Female	1 Stability, Resilience and Risk Reduction

POSITION TITLE	HOST ORGANISATION	REGION	COUNTRY	FY20 MONTHS	GENDER	AUSTRALIA ASSISTS END OF PROGRAM OUTCOME (1-3)
Protection and AAP Advisor	WFP	Asia	Myanmar	2.3	Female	2 Crisis Preparedness and Response
WASH Global Coordinator Assistant	UNICEF	Asia	Indonesia	2.2	Male	2 Crisis Preparedness and Response
Health Logistics Officer	WHO	Asia	Bangladesh	0.7	Male	2 Crisis Preparedness and Response
Emergency Specialist (Roving IDP Response)	UNICEF	Africa	Ethiopia	5.0	Female	2 Crisis Preparedness and Response
Structural Engineer "Damage Assessment"	UNICEF	Africa	Malawi	3.6	Male	2 Crisis Preparedness and Response
Post Disaster Shelter Expert	IOM	Africa	Mozambique	1.2	Male	2 Crisis Preparedness and Response
Ebola Infrastructure & Camp Services Management Engineer	WFP	Africa	Uganda	11.0	Male	2 Crisis Preparedness and Response
Protection Advisor (Disability)	OCHA	Africa	Kenya	1.6	Female	2 Crisis Preparedness and Response
Emergency Programme Officer (Livelihoods/IDP Response)	FAO	Africa	Ethiopia	4.6	Male	2 Crisis Preparedness and Response
Humanitarian Affairs Officer - Protection	OCHA	Africa	Kenya	2.4	Female	2 Crisis Preparedness and Response
Humanitarian Affairs Officer/ICC (Remote)	OCHA	Africa	Somalia	0.9	Male	2 Crisis Preparedness and Response
Associate Education Officer	UNHCR	Africa	Liberia	0.5	Female	3 Stabilisation, Recovery and Reconstruction

## 5.2. FY20 Financial Acquittal

COST TYPE	FINANCIAL YEAR TO DATE	BUDGET THIS FINANCIAL YEAR	FINANCIAL YEAR TO DATE VARIANCE	% BUDGET EXPENDED	ACTUAL JULY	ACTUAL AUGUST	ACTUAL SEPTEMBER	ACTUAL OCTOBER	ACTUAL NOVEMBER	ACTUAL DECEMBER	ACTUAL JANUARY	ACTUAL FEBRUARY	ACTUAL MARCH	ACTUAL APRIL	ACTUAL MAY	ACTUAL JUNE
<b>Management Fee</b>																
Milestone 1 ... 40% 1/07/18	811,150.40	811,150.40	-	100%	-	811,150.40	-	-	-	-	-	-	-	-	-	-
Milestone 2 ... 20% 1/10/18	405,575.20	405,575.20	-	100%	-	-	-	-	405,575.20	-	-	-	-	-	-	-
Milestone 3 ... 10% 1/11/18	202,787.60	202,787.60	-	100%	-	-	-	-	202,787.60	-	-	-	-	-	-	-
Milestone 4 ... 10% 1/03/19	202,787.60	202,787.60	-	100%	-	-	-	-	-	-	-	-	202,787.60	-	-	-
Milestone 5 ... 10% 1/05/19	202,787.60	202,787.60	-	100%	-	-	-	-	-	-	-	-	-	-	-	202,787.60
Milestone 6 ... 10% 1/06/19	202,787.60	202,787.60	-	100%	-	-	-	-	-	-	-	-	-	-	-	202,787.60
<b>Total Management Fee</b>	<b>2,027,876.00</b>	<b>2,027,876.00</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>811,150.40</b>	<b>-</b>	<b>-</b>	<b>608,362.80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,787.60</b>	<b>-</b>	<b>-</b>	<b>405,575.20</b>
<b>Personnel Costs</b>																
Total Specified	590,241.38	590,241.38	-	100%	45,833.33	45,833.31	45,833.31	45,833.30	50,691.64	50,691.64	50,691.63	50,691.64	50,691.64	51,149.98	51,149.98	51,149.98
Total Non-Specified	1,835,854.66	1,835,854.66	-	100%	142,117.82	143,716.32	143,997.33	142,924.42	146,783.49	139,894.26	165,111.68	175,341.13	167,343.98	160,809.08	154,373.41	153,441.74
<b>Total Personnel Costs</b>	<b>2,426,096.04</b>	<b>2,426,096.04</b>	<b>-</b>	<b>100%</b>	<b>187,951.15</b>	<b>189,549.63</b>	<b>189,830.64</b>	<b>188,757.72</b>	<b>197,475.13</b>	<b>190,585.90</b>	<b>215,803.31</b>	<b>226,032.77</b>	<b>218,035.62</b>	<b>211,959.06</b>	<b>205,523.39</b>	<b>204,591.72</b>
<b>Short-term Personnel Costs</b>																
MEAL consultant	39,412.27	39,412.27	-	100%	-	-	2,727.27	-	-	-	-	-	-	-	-	36,685.00
<b>Total Short-term Personnel Cost</b>	<b>39,412.27</b>	<b>39,412.27</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>2,727.27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,685.00</b>
<b>Personnel Support Costs</b>																
Specified personnel support costs																
Travel Overseas	126,263.68	126,263.68	-	100%	43,032.82	11,263.67	3,648.31	7,898.68	6,036.12	5,185.86	10,302.13	17,343.84	17,235.50	1,447.57	1,369.19	1,500.00
Local travel costs (Australia)	20,348.55	20,348.55	-	100%	310.36	542.13	415.85	495.76	666.60	95.08	-	833.40	6,466.09	264.70	1,488.58	8,770.00
Regional managers accommodation	84,000.00	84,000.00	-	100%	-	-	12,000.00	-	-	12,000.00	24,000.00	-	12,000.00	-	-	24,000.00
Non-specified personnel support costs																
Travel Overseas	164,368.04	164,368.04	-	100%	59,960.68	11,388.99	4,924.95	21,431.98	15,771.07	3,212.79	14,972.08	19,161.04	8,043.84	-	5,500.62	-
Local travel costs (Australia)	6,858.67	6,858.67	-	100%	19.61	95.65	1,019.48	684.08	633.81	88.01	-	1,821.79	1,735.21	173.30	587.73	-
<b>Total Personnel Support Costs</b>	<b>401,838.94</b>	<b>401,838.94</b>	<b>-</b>	<b>100%</b>	<b>103,323.46</b>	<b>23,290.44</b>	<b>22,008.59</b>	<b>30,510.50</b>	<b>23,107.60</b>	<b>20,581.74</b>	<b>49,274.21</b>	<b>39,160.07</b>	<b>45,480.64</b>	<b>1,885.57</b>	<b>8,946.12</b>	<b>34,270.00</b>

COST TYPE	FINANCIAL YEAR TO DATE	BUDGET THIS FINANCIAL YEAR	FINANCIAL YEAR TO DATE VARIANCE	% BUDGET EXPENDED	ACTUAL JULY	ACTUAL AUGUST	ACTUAL SEPTEMBER	ACTUAL OCTOBER	ACTUAL NOVEMBER	ACTUAL DECEMBER	ACTUAL JANUARY	ACTUAL FEBRUARY	ACTUAL MARCH	ACTUAL APRIL	ACTUAL MAY	ACTUAL JUNE
<b>Operational Costs</b>																
Office rental	19,563.96	17,000.00	2,563.96	115%	-	-	-	-	-	-	-	-	-	-	-	19,563.96
Office stationery supplies	3,204.85	3,705.84	(500.99)	87%	-	39.41	1,835.90	10.66	-	385.78	121.55	189.55	35.71	-	586.29	-
Phone, communications, IT/ internet, printers, photocopier, software	54,819.16	57,348.32	(2,529.16)	96%	7,896.59	1,885.36	2,295.11	1,677.44	1,523.96	1,413.65	1,521.73	2,545.00	16,248.23	1,505.70	1,835.55	14,470.84
Utilities	3,562.67	3,555.59	7.08	100%	176.35	191.02	-	175.06	422.40	1,032.29	162.76	1,166.63	63.05	40.11	125.92	7.08
Office cleaning services costs	1,611.52	1,442.12	169.40	112%	97.09	62.98	132.41	131.83	159.88	125.54	125.69	129.00	-	-	477.70	169.40
Vehicle operating costs as required by the program	8,517.10	8,517.10	-	100%	806.92	983.46	247.12	681.26	416.46	1,173.09	456.26	2,239.54	935.10	387.48	190.41	-
Vehicle Lease costs Fiji \$30K Jordan \$27K	39,186.93	44,565.82	(5,378.89)	88%	6,565.82	-	-	-	-	-	-	-	-	-	-	32,621.11
Car insurance	1,558.93	1,558.93	-	100%	-	-	-	-	-	1,558.93	-	-	-	-	-	-
Office insurance costs (in-country)	6,994.34	5,906.72	1,087.62	118%	-	1,931.97	14.87	-	159.88	-	-	-	-	-	-	4,887.62
Office outgoings	6,101.33	5,400.52	700.81	113%	142.53	471.28	136.22	222.34	108.41	222.81	2,426.20	648.65	216.98	50.70	254.40	1,200.81
Security	10.98	10.98	-	100%	-	-	-	10.98	-	-	-	-	-	-	-	-
In country legal compliance and payroll support	25,601.58	21,721.40	3,880.18	118%	10.87	5,706.26	1,981.87	-	10.91	5,735.87	162.08	1,357.27	11.09	2,197.02	1,349.16	7,079.18
<b>Total Operational Costs</b>	<b>170,733.35</b>	<b>170,733.34</b>	<b>-</b>	<b>100%</b>	<b>15,696.17</b>	<b>11,271.74</b>	<b>6,643.50</b>	<b>2,909.57</b>	<b>2,801.90</b>	<b>11,647.96</b>	<b>4,976.27</b>	<b>8,275.64</b>	<b>17,510.16</b>	<b>4,181.01</b>	<b>4,819.43</b>	<b>80,000.00</b>
<b>Activity Costs</b>																
Employee remuneration	5,636,741.46	5,552,759.81	83,981.65	102%	337,684.49	511,165.79	390,808.70	348,604.95	501,200.75	444,084.95	379,370.67	415,403.93	432,126.66	685,629.06	540,129.86	650,531.65
Post Cost Sharing: Employee remuneration package	-	-	-	0%	-	-	-	-	-	-	-	-	-	-	-	-
Recruitment, training, mobilisation and retention, CDT, clothing	639,991.06	636,385.07	3,605.99	101%	75,967.25	100,373.24	49,936.85	34,256.40	46,914.00	30,113.80	44,041.25	45,479.34	21,497.01	14,240.97	92,418.89	84,752.06
Post Cost Sharing: Recruitment, training, mobilisation etc	-	-	-	0%	-	-	-	-	-	-	-	-	-	-	-	-
Partnerships and Innovation	35,396.46	35,396.46	-	100%	-	-	-	61.41	-	-	19,800.00	3,107.01	3,107.01	3,107.01	3,107.01	3,107.01
Logistical Assistance Fund	13,583.00	13,583.00	-	100%	4,145.00	-	-	-	-	-	9,438.00	-	-	-	-	-
Communities of Practice	694.39	694.39	-	0%	-	-	-	483.94	-	-	210.45	-	-	-	-	-
Training Course Evaluations	25,852.48	25,852.48	-	100%	-	-	-	-	-	500.00	14,172.50	4,949.28	6,230.70	-	-	-
Regional Effectiveness Meetings	-	-	-	0%	-	-	-	-	-	-	-	-	-	-	-	-
MEAL Advisor travel	30,433.19	30,433.19	-	100%	7,952.13	3,905.05	991.50	-	709.16	141.71	6,836.06	4,816.04	2,861.19	-	2,220.35	-
Training Expenses	475,403.07	551,222.21	(75,819.14)	86%	56,869.24	12,926.88	74,721.48	22,400.90	38,867.39	37,598.25	6,620.44	84,081.83	77,781.36	24,017.12	14,518.17	25,000.00
Disability Consultant and CBM Partnership	27,005.00	34,629.50	(7,624.50)	78%	-	-	-	-	-	-	-	-	-	-	8,950.00	18,055.00
Gender Consultant and HAG Partnership	27,345.00	31,489.00	(4,144.00)	87%	-	4,000.00	-	-	-	-	-	-	-	-	-	23,345.00
Security Assessment & Regional Management Team Monitoring Visit	21,598.30	21,598.30	-	100%	-	8,608.30	-	-	-	-	-	-	-	-	-	12,990.00
<b>Total Activity Costs</b>	<b>6,934,043.41</b>	<b>6,934,043.41</b>	<b>-</b>	<b>100%</b>	<b>482,618.11</b>	<b>640,979.26</b>	<b>516,458.53</b>	<b>405,807.60</b>	<b>587,691.31</b>	<b>512,438.71</b>	<b>480,489.37</b>	<b>557,837.43</b>	<b>543,603.93</b>	<b>726,994.16</b>	<b>661,344.28</b>	<b>817,780.72</b>
<b>Total</b>	<b>12,000,000.00</b>	<b>12,000,000.00</b>	<b>-</b>	<b>100%</b>	<b>789,588.89</b>	<b>1,676,241.47</b>	<b>737,668.54</b>	<b>627,985.39</b>	<b>1,419,438.73</b>	<b>735,254.31</b>	<b>750,543.16</b>	<b>831,305.91</b>	<b>1,027,417.95</b>	<b>945,019.80</b>	<b>880,633.22</b>	<b>1,578,902.64</b>