



**redr**  
australia

**2016/17**  
**ANNUAL REPORT**



**redr**  
australia



## CHAIR'S REPORT

This year, we celebrated our 25th birthday so it's timely to reminisce about where we have come from and the road ahead.

RedR Australia was established when engineer Jeff Dobell had a vision for Australian engineers to bring their skills to international disaster relief.

The impetus of the Rwandan genocide saw RedR Australia sign a partnership agreement with the United Nations High Commissioner for Refugees (UNHCR) to deploy engineers into international emergencies.

In that first year, we deployed 14 experts. By 2000, we were also deploying surge support to Oxfam and Caritas and, by the time the Asian tsunami hit, we had signed partnership agreements with the World Food Programme, UNOCHA and UNICEF. The Australian Government provided us with \$1.25 million in tsunami response funding and in 2005/06, we deployed a record 80 people across the globe.

During that early period, RedR Australia drew heavily on the engineering professional organisations and firms such as SKM and Arup. RedR UK provided wonderful support to our training programs. We knew that ensuring our people had a good understanding of the humanitarian environment as well solid technical skills would make them far more effective in the field.

Our humanitarian roster of 500 experts now covers more than 25 technical skills profiles. Our engagement now spans building resilience and disaster risk mitigation as well as emergency surge relief. Our relationships now encompass the UN, governments, NGOs, the private sector, individuals and the higher education sector.

The increasing complexity, size and severity of humanitarian need means that the journey ahead will challenge us and we must continue evolving. As we have throughout our history, we will carefully maintain alignment with our vision, balancing governance rigor with agility to respond to humanitarian need quickly. We will continue to enhance and support the capability and commitment of our highly valued people, our internationally recognised humanitarian training and the quality and breadth of our partnerships.

On behalf of all at RedR Australia, I thank our UN partners, the Australian and UK Governments, our university collaborators, our corporate and individual donors and pro-bono advisors who together enable us to relieve the suffering of disaster-affected populations across the globe.

**ELIZABETH TAYLOR**

Chair

The Australian Government has championed RedR Australia since our inception and, today, remains our largest donor.

Over 25 years, RedR Australia has evolved as we strive to find effective ways to relieve suffering in increasingly complex humanitarian contexts.



## CEO'S REPORT

Since I joined RedR Australia four years ago, we've more than doubled the number of United Nations (UN) agencies with which we share standby partnership agreements. In April this year, I was honoured to bring on board our 10th UN partner, the United Nations Development Programme. This partnership will see us support longer term deployments and broaden our focus to include more assignments focused on recovery. It was a fitting way to celebrate 25 years of contributing to the humanitarian sector.

Our experience, reputation and long history of working with UN agencies hasn't gone unnoticed. This year, we were invited to tender for a new Australian Government funded integrated deployment civilian capability that will integrate RedR Australia's humanitarian roster with the Australian Civilian Corps. The capability will expand the global reach of Australia's humanitarian efforts, deliver policy efficiencies via strategic alignment of deployment streams, deepen the pool of humanitarian experts and, importantly, achieve one globally recognised brand. As we go to print, we are signing a contract that will see us deliver this new program next year.

We also marked the year with a refreshed brand; a new logo and a new look website

and we shaped our organisation to ensure we are prepared for the future and the changing needs of the humanitarian sector.

This year, we increased our investment in disaster risk reduction with 18% of our deployments focused on aiding disaster-prone countries to prepare for emergencies.

The Syrian crisis continued to be a major focus of our deployments, with four experts supporting our UN partners in Turkey to reach those displaced inside Syria, and another nine working with Syrian refugees in Jordan and Lebanon. I had the opportunity to visit some of them and hear first-hand about the impact we are having on these communities. In Lebanon, we helped increase vulnerable refugees' access to education, improved the quality of UNICEF's crisis response plan and coordinated the provision of vital water and sanitation. The diversity of this work is an important reminder of how much our organisation has evolved in 25 years.

And finally, this year we trained a record number of humanitarians, with in excess of 1000 people benefiting from our training expertise, and we have initiated training partnerships with the Australian Red Cross and Care Australia.

Of course, none of this would be possible without your support and I would like to thank each and every one of you who has contributed to our impact this year.

**KIRSTEN SAYERS**

Chief Executive Officer



Australian Government  
Department of Foreign Affairs and Trade

Department for International Development

# ABOUT REDR

RedR Australia is a leading humanitarian agency for international emergency relief. We provide skilled people and train them to help communities rebuild and recover in times of crisis.

Our internationally recognised training courses prepare aspiring aid workers for life in the field and help experienced humanitarians further hone their skills. We also build resilience in disaster prone countries through our disaster preparedness training activities which build their capacity to respond to humanitarian crises.

## HOW WE WORK

RedR Australia is a Standby Partner to 10 United Nations agencies or entities. During a humanitarian crisis, a global network of Standby Partners provides additional support to United Nations (UN) response efforts. We are the only Standby Partner in the Asia Pacific and Southern Hemisphere.

When thousands of people flee into neighbouring countries to escape civil war, we are there to plan refugee camps, provide clean water and shelter, ensure children can access education and advise on public health. When entire communities are left homeless by earthquakes or typhoons, we're there to ensure the vulnerable are protected. Our people repair and rebuild infrastructure, coordinate response efforts and public communications, map and track relief activities, assist in the prevention of gender-based violence, manage the movement of essential supplies and ensure accountability to affected populations. Increasingly, our experts are coordinating response efforts.

RedR Australia is at the forefront of disaster risk reduction. We capacity build local staff at the national level through various mechanisms and agencies. Our training and mentoring support is delivered worldwide but with a strong focus on neighbouring countries in the Asia Pacific region and their responders.

We capacity build staff from Government Ministries and National Disaster Management Offices throughout the Asia Pacific and train other local responders. We are committed to increasing the localisation of humanitarian aid and to increasing the resilience of disaster prone communities.

## OUR HISTORY

This year, we celebrated our 25th birthday. RedR Australia was established by Engineers Australia, with Consult Australia, the Institute for Public Works Engineers Australasia (IPWEA) and Professionals Australia support, when engineer Jeff Dobell had a vision for Australian engineers to bring their skills to international disaster relief.

The impetus of the Rwandan genocide saw RedR Australia sign a partnership agreement with the United Nations High Commissioner for Refugees (UNHCR) to deploy engineers into international emergencies. Since then, we have established a training service that offers internationally recognised humanitarian

## OUR VISION

A world in which sufficient competent and committed personnel are available and responding to humanitarian needs.

## OUR MISSION

To build resilience and relieve suffering in times of international crisis

## OUR VALUES

We are guided by our values of Accountability, Integrity, Empathy and Collaboration

training to our own experts and the wider humanitarian sector and have deployed people to more than 85 countries.

## REDR INTERNATIONAL

RedR Australia is part of the international RedR network of accredited organisations, each sharing a common vision and mission. RedR is represented in the UK, India, Malaysia and Indonesia.

## SCOPE

RedR is internationally recognised as a provider of quality humanitarian training and delivers standard core training all over the world as well as customised training for UN agencies and international non-government organisations.

RedR Australia has been training humanitarian workers since 1998, working with UNHCR e-Centre, World Food Programme (WFP), World Health Organization (WHO), United Nations Children's Fund (UNCF) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), as well as the NGO and university sectors, to provide training in Australia and throughout the Asia Pacific.

We continue to be the preferred training provider for Australian Government staff and the NGO community, attracting participants from all over the world. Our training courses are a prerequisite for people seeking to join the RedR Australia Humanitarian Roster for deployment on UN and other emergency response field missions.

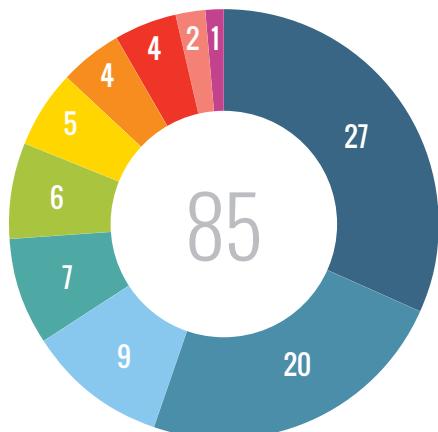
We maintain a Roster of over 500 experienced personnel from which operational agencies (governmental, non-governmental and international) can access surge support to improve their response in disaster relief and support disaster risk reduction.

## FUNDING

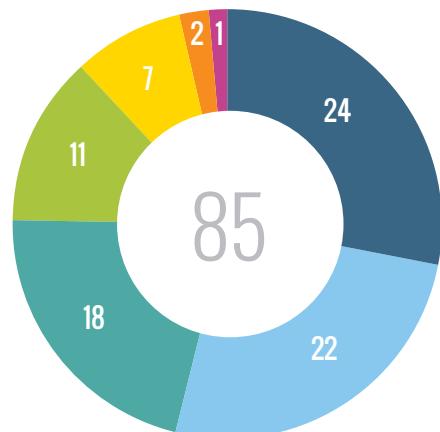
RedR Australia is funded by the Australian government through the Department of Foreign Affairs and Trade, the government of the United Kingdom through their Department for International Development, our corporate partners and public donations.

# WHERE WE WORK

DEPLOYEES BY AGENCY 2016/17

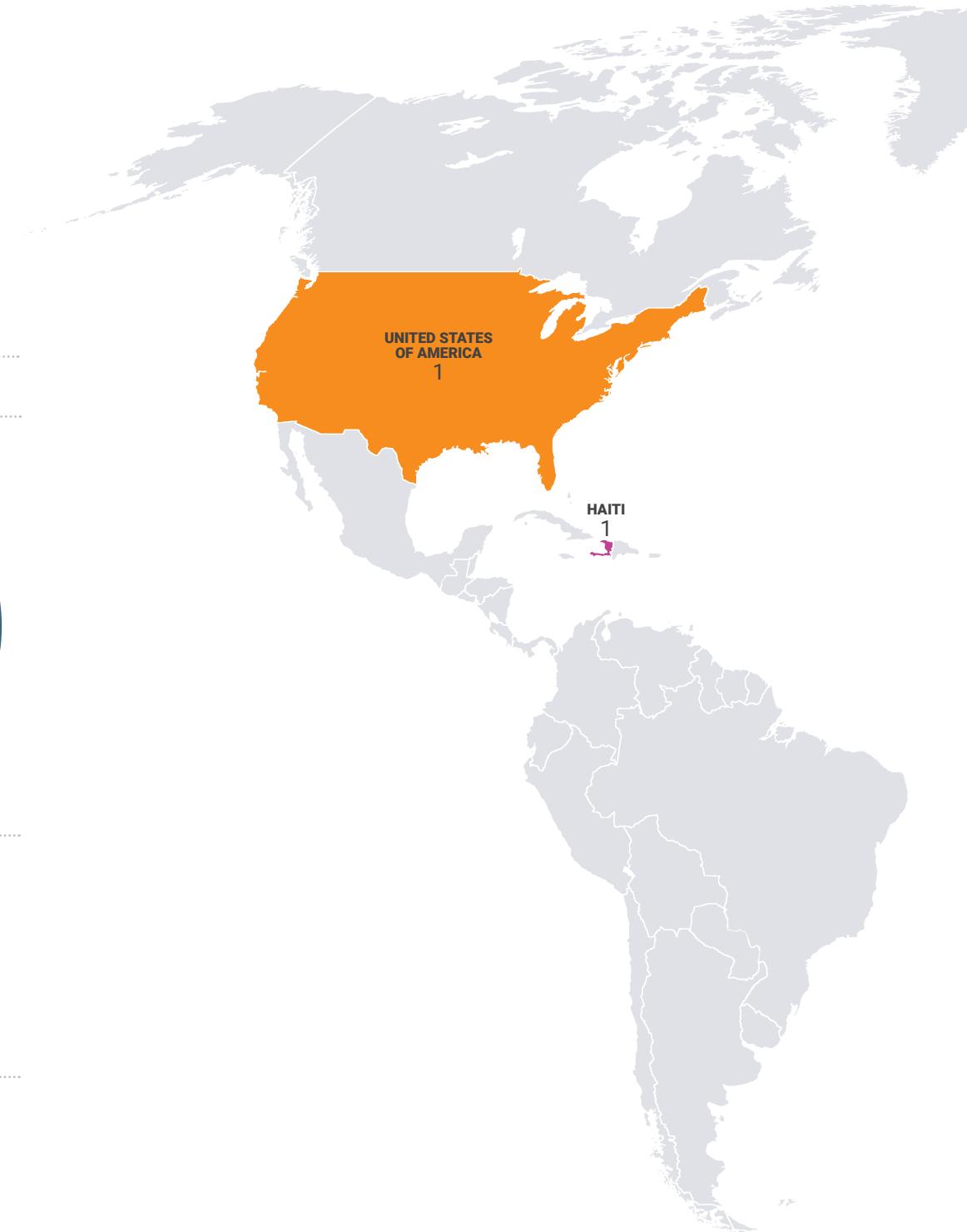


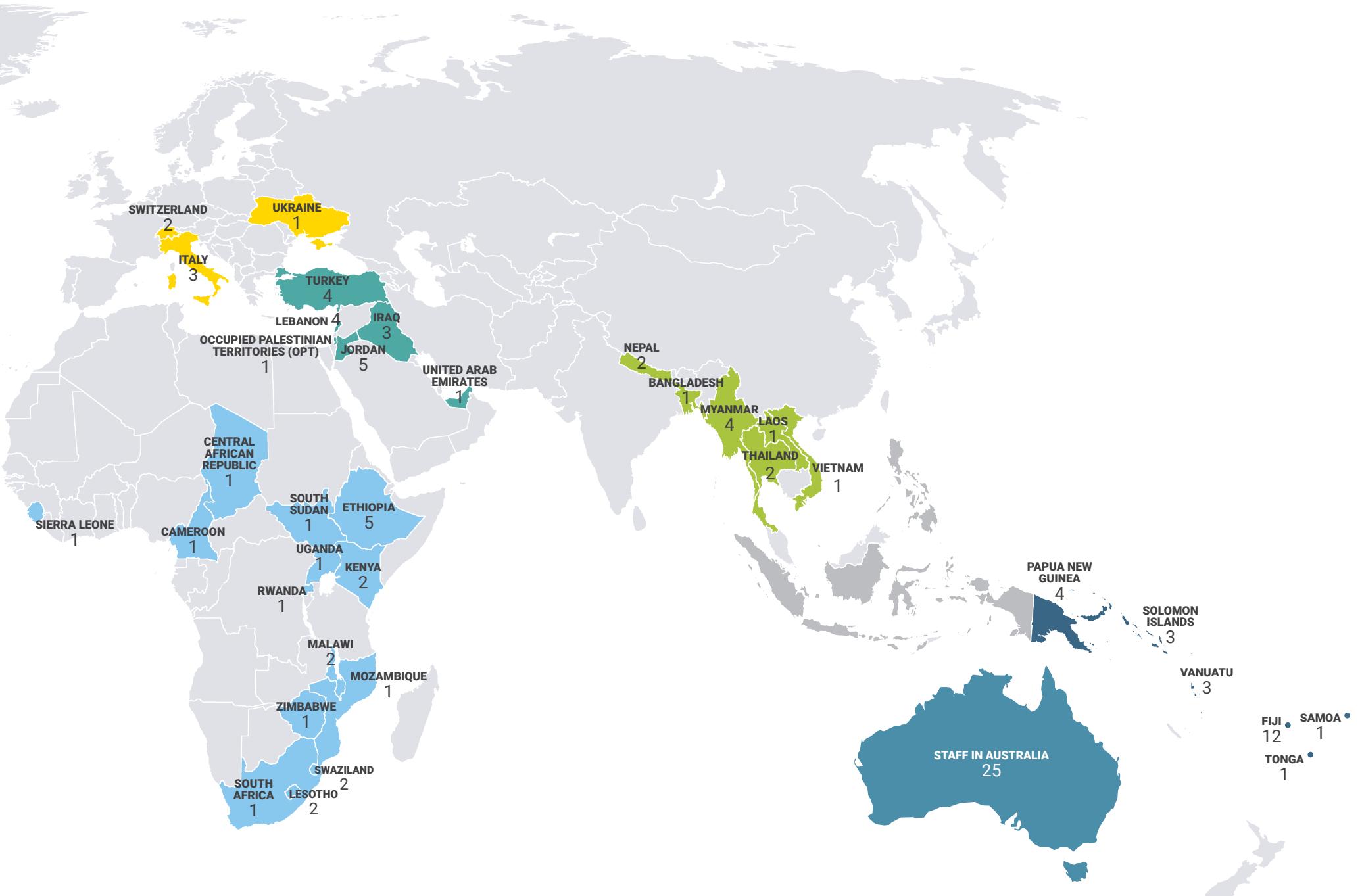
DEPLOYEES BY REGION 2016/17



- UNICEF
- WFP
- OCHA
- FAO
- UNHCR
- WHO
- IOM
- UN Women
- UNFPA
- NDMO

- Pacific
- Africa
- Middle East and North Africa
- Asia
- Europe
- Americas
- Caribbean





# ROSTER PERSONNEL AND DEPLOYMENTS

## HUMANITARIAN ROSTER

In June this year, we had 525 people on the RedR roster with 50% active at any one time. We recruited 49 new members in this financial year and 10% of them have already deployed with us.

Most of our personnel possess skills and competencies in coordination (29%), as well as protection & legal (16%), engineering (16%) and logistics & procurement (14%). More than 10% of our members are foreigners or possess dual citizenship and include people from Canada, the UK, New Zealand, France, Denmark, Indonesia, Nepal, Malaysia, Jordan and Ireland.

Our roster members range in age from late 20s to mid-70s and we have recruited more women this year, bringing our gender parity to 49% women and 51% men. Most of our

Civil engineer **Nicole Hahn** joined our roster in 2004 and first deployed with us as a WASH engineer supporting UNICEF in East Timor two years later. Over the past decade, Nicole has completed

## 10 ASSIGNMENTS

with RedR Australia. Most recently, she supported our earthquake response in Nepal.

WE DEPLOYED REDR PERSONNEL TO  
**39 COUNTRIES THIS YEAR**



roster members have averaged 2.3 deployments and typically have 5–10 years' direct experience in the humanitarian sector, predominantly in field based roles.

We are continuing to expand our roster and are seeking to recruit experts with skills in civil-military coordination, election monitoring, information management, gender-based violence prevention, nutrition, child protection, ICT and communications as well as experts in disaster risk reduction, public health and education in emergencies.

We had 85 roster members on deployment this year and most of them worked in the Asia Pacific (41%). Our deployments reflect RedR Australia's geographic and thematic priorities and those of our donors. They also reflect the diversity and strengths of our roster members' technical expertise and the diversity of skills and experience required in a multifaceted response.



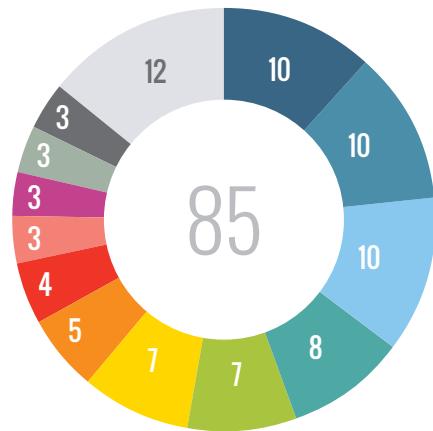
RedR protection expert Michelle Sanson with hill tribe women in Laos

All of the United Nations languages (Arabic, Mandarin, English, French, Russian and Spanish) and more than 30 additional languages including Thai, Burmese, Indonesian, Farsi, Pashto, Pidgin, Fijian and Bislama, are spoken by one or more of our members.

## 36 LANGUAGES SPOKEN

## DEPLOYEES 2016/17 BY SKILLS PROFILE

TOTAL: 85 PEOPLE



- WASH Engineering
- Supply Chain Logistics
- Information Management
- Emergency Preparedness
- Emergency Response
- Humanitarian Affairs
- Emergency Education
- General Protection
- Cash and voucher
- Child Protection
- Sexual and Gender-based violence
- Other

Right: RedR engineer Paul de Launay watches on as Andrew Morris washes his face from the new water stand recently installed in his village in Vanuatu.

## DEPLOYMENTS

In our capacity as a standby partner to 10 United Nations (UN) agencies and entities, we received 538 requests for staff to provide surge support this year. More than 30% of requests came from UNICEF whilst 15% came from each of WFP, UNOCHA and UNHCR. Most of our experts responded to droughts and floods brought on by the El Niño weather pattern (25%) which caused a food crisis in East Africa, Cyclone Winston in Fiji and the Syrian refugee crisis. This year, 18% of them assisted disaster-prone countries, mostly in the Asia Pacific, in preparedness. This compares with 9% in the previous financial year and reflects our increased focus on disaster risk reduction and capacity building local actors in order to enable an increased localisation of humanitarian aid.

RedR Australia is one of several UN Standby Partners, (the only one in Asia Pacific and the Southern Hemisphere), that receive and respond to UN requests for humanitarian support. It's a highly competitive market and our roster members compete against all applications submitted from UN Standby Partners across the globe.



Photo: RedR Australia/Arlene Bax

We only advertise requests that match the skills sets of our roster members and reflect our strategic priorities and those of our major donors, the Australian and British Governments. This year, we advertised one third of the requests received from UN agencies to our roster. We were successful in deploying our roster members to more than 50% of the requests to which we responded, against significant global competition. This is testament to the high calibre of talent and experience within the RedR Australia roster membership, and demonstrates our ability to punch above our weight within the UN Standby Partnership Programme.



**(The RedR employee) is the most ethical, professional, dedicated and driven team member we have ever had the privilege to host. She is a leader in the field and a true asset to RedR."**

Aleta Miller, UN Women Representative in Fiji

Most UN partner agency requests in 2016/17 were split across Information Management (17%), Humanitarian Affairs (11%) and Protection roles (10%). Eight per cent of their requests were for Water, Sanitation and Hygiene engineers.

We deployed 85 personnel to 39 countries including Vanuatu, Fiji, Papua New Guinea, Myanmar, the Solomon Islands, Jordan, Turkey, Iraq, Ethiopia, Lesotho and Rwanda. This equates to 310.6 months of expert support.

## CAPACITY DEVELOPMENT TRAINING

Through our UN partnerships, RedR staff and roster members are able to access UN training programs. On occasion, we are also invited to co-facilitate some of these workshops.

We encourage our staff and active roster members to attend UN delivered training in order to ensure their skills are current and sought after by our partners. There are numerous CDT opportunities – far exceeding our budget. However, we still support our humanitarian roster members with nominations when funding isn't available.

In 2016/17, RedR received 42 capacity development training invitations from our UN partners which enabled us to increase the diversity of courses we support and fund members to attend. As a result, 40 roster members (20 males and 20 females) participated in one of 21 different training courses across Europe, the Middle East, Africa, Asia and the Pacific. They gained new skills in Child Protection, Sexual and Gender Based Violence, Information Management, Civil-Military Coordination, and Emergency Preparedness and Response.

For many of our roster members, this training provides the springboard for their first deployment.



**RedR Australia has been a valuable partner for WFP, responsive, understanding of our technical needs and possessing a depth of roster that has enabled those needs to be met. WFP also appreciates RedR's collaborative approach to problem-solving and seeing a project through to successful results."**

Rie Ishi, Manager, Augmented Logistics Intervention Team for Emergencies (ALITE), World Food Programme

# OUR UNITED NATIONS PARTNER AGENCIES

RedR Australia is the only United Nations Standby Partner in the Asia Pacific region. We have formal agreements with 10 UN agencies or entities.

## UN WOMEN

UN Women is the United Nations organization dedicated to gender equality and the empowerment of women. The organisation's humanitarian unit focuses on achieving equality between women and men as partners and beneficiaries of humanitarian action. The agency plays a key role in supporting the coordination and accountability efforts of humanitarian providers during emergencies.



Kirsten Sayers and Assistant Administrator of UNDP's Crisis Response Unit, Izumi Nakamitsu, sign a partnership agreement in New York.

## OCHA

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) ensures there is a framework within which each player can contribute to the overall response effort during emergencies and coordinates the response. It is involved in assessing situations and needs, agreeing common priorities, developing common strategies to address issues such as negotiating access, mobilizing funding and other resources, clarifying consistent public messaging and monitoring progress.



## IOM

The International Organization for Migration (IOM) is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. The IOM provides humanitarian assistance to migrants in need including refugees and internally displaced people.



## UNICEF

The United Nations Children's Fund (UNICEF) works with others to overcome the obstacles that poverty, violence, disease and discrimination place in a child's path. The fund works in 190 countries and responds to emergencies to relieve suffering and protect children. It is present wherever children are threatened.



## UNHCR

The Office of the United Nations High Commissioner for Refugees (UNHCR) coordinates international action to protect refugees and resolve refugee problems worldwide, and supports stateless people. It operates in 123 countries. UNHCR also protects and assists millions of internally displaced people (IDP) who remain within their own countries but were displaced by conflict or natural disaster.



## WHO

The World Health Organization (WHO) coordinates international health activity within the United Nations' system and works towards universal health coverage to ensure general access to health. During emergencies, WHO's operational role includes leading and coordinating the health response, undertaking risk assessments, identifying priorities and setting strategies. It also provides critical technical guidance, supplies and financial resources and monitors the health situation.



## UNFPA

The United Nations Population Fund (UNFPA) focuses on family planning and women's reproductive and maternal health. UNFPA works closely with governments, UN agencies, community-based organizations and other partners to ensure that reproductive health is integrated into emergency responses and action is taken to prevent gender-based violence.



## FAO

## WFP

The World Food Programme (WFP) is the world's largest humanitarian agency fighting hunger worldwide. On average, WFP reaches more than 80 million people, with food assistance, in 75 countries each year.



In emergencies, WFP gets food to where it is needed, saving the lives of victims of war, civil conflict and natural disasters.



## WHO

The Food and Agricultural Organization (FAO) of the United Nations focuses its efforts on achieving food security for all – to make sure people have regular access to enough high-quality food to lead active, healthy lives. The organization works towards the eradication of hunger, food insecurity and malnutrition and the elimination of poverty. When disasters strike, the FAO seeks to ensure agricultural production recovers and future food security is ensured.

## UNDP

Working alongside humanitarian and peacebuilding actors, as endorsed by global leaders at the 2016 World Humanitarian Summit, UNDP (United Nations Development Program) helps affected communities return to sustainable development as soon as possible, while building resilience to future shocks."



# OUR SUPPORTERS

This year, we received \$134,637.38 in donations. RedR Australia founding body Engineers Australia was our largest donor providing \$76,000 which included a special \$25,000 to mark our 25th Birthday.

Strathmore Community Bank Branch of Bendigo Bank continued their partnership with us donating \$20,000 towards first aid equipment to be used in our training programs.

We raised \$16,992.55 from Wear Red for RedR Day and \$3,410.78 from our End of Financial Year Appeal. We didn't run any emergency appeals this year.

The generous contributions of our supporters enable us to continue to respond to humanitarian emergencies and to train the next generation of humanitarian experts. We appreciate the support of everyone including our government funders, corporate supporters, regular givers and those who responded to our end of financial year appeal.

## WEAR RED FOR REDR DAY

This year, more than 30 organisations and individuals were involved in Wear Red for RedR day on Friday 5th May raising more than \$16,992.55. Our biggest fundraiser was Laing O'Rourke Australia who held the event in all their offices across Australia and raised \$10,000. We'd like to acknowledge the efforts of all those individuals who organised events within their organisations.

### GOVERNMENT SUPPORTERS

The Australian government through the Department of Foreign Affairs and Trade is our major donor providing core funding and support for our deployments. The Australian government also subsidises our internationally recognised training courses enabling us to train humanitarian workers at heavily discounted rates. We also receive significant funding from the UK government for deployments into the field through the Department for International Development.



### CORPORATE SUPPORTERS

Partners who provided more than \$10,000 in cash donations in 2016/17

GHD Pty Ltd

Engineers Australia

Laing O'Rourke

Strathmore Community Bank

### MAJOR DONORS

Donors who provided more than \$1,000 in 2015/16

ARUP

Colin McClelland & Associates

Norman McComb

Institute of Public Works Engineers Australasia

Sonja Chandler

### IN-KIND SUPPORT

This year, we received in-kind support valued at \$578,386.

Companies and individuals that provided \$5000 or more in pro bono services or in-kind support in 2016/17

Consult Australia

DHL

Engineers Australia

GHD

International Federation of the Red Cross and Red Crescent (IFRC)

Institute of Public Works Engineers Australasia

Maddocks

Salesforce

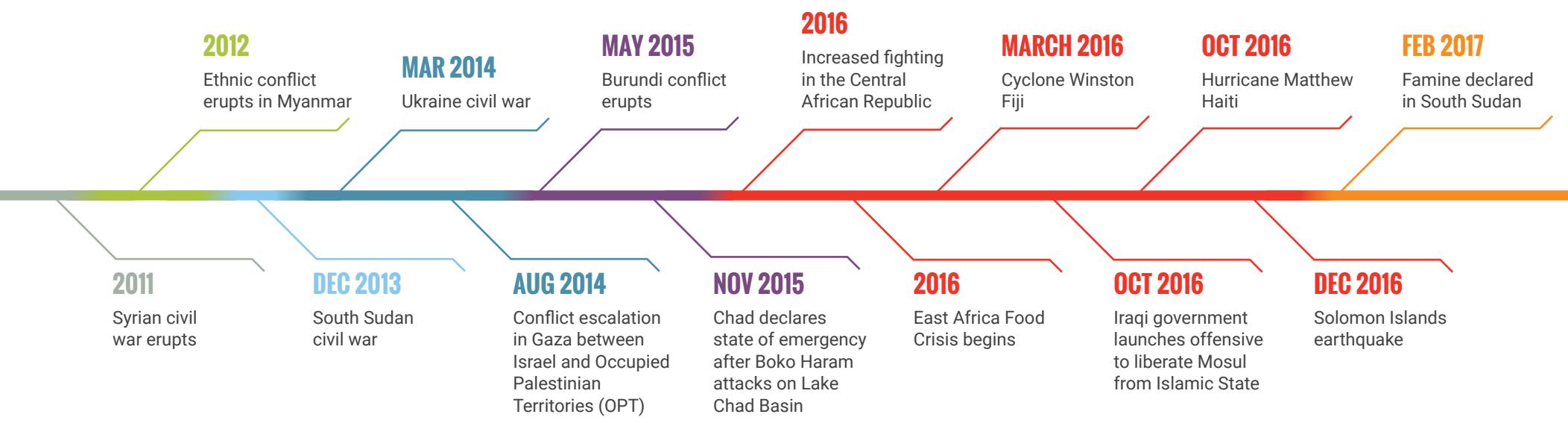
SPC

Steen Reese

World Food Programme

Left: Kirsten Sayers with Arup staff on Wear Red for RedR Day

# MAJOR INTERNATIONAL EMERGENCIES



Katrina Coates (left) and an FAO colleague observe a demining demonstration in Iraq.



Michelle Sanson consults with a community in northern Laos.



Chris Batchelor consults with community leaders in Jordan.



Victoria McDonough joins girls cycling around Za'atri refugee camp in Jordan.

# OUR PARTNERS

We extend our thanks to all of our partners and acknowledge our corporate partners for the cash and in-kind support they provided this year which has helped us achieve our mission.

## INNOVATION IN EMERGENCIES

RedR Australia is a founding member of the Global Centre of Research and Engagement (GCORE) which provides a platform that links fieldwork researchers to each other and delivers international best-practice fieldwork training for university graduate students and staff, non-governmental humanitarian and development organisations and journalists. The centre aims to enable researchers to perform more efficiently, effectively and safely in complex and less secure field sites. RedR provides members of the GCORE community of practice with personal safety, security and communications training. RedR also utilises Mobile Application tracking technology Field Connect, an innovation of GCore, to support the safety and security of staff and employees in the field.

## UNIVERSITY COLLABORATION

The RMIT collaboration goes from strength to strength. This year, RMIT established a scholarship programme for students of the Masters of International Development to facilitate attendance at RedR's EHP, WASH, and Logistics courses, for which they receive unit credits. This year six students have attended RedR courses via this programme. Staff and associates from the Capability Team have also developed sessions and taught into the Masters of

International Development and the Masters of Design, Disaster and Development, offered through the School of Architecture. Further strengthening the partnership has been the opportunity provided by RMIT for three RedR staff to undertake postgraduate studies via the School of Global Studies.

We continue our ongoing partnership with Charles Darwin University which contracted us to run our Essentials of Humanitarian Practice and Personal Safety, Security and Communications courses for 26 of their students studying the Bachelor of Humanitarian Studies.

RedR staff members serve as an Industry Fellow on the advisory committee of Monash University's Masters of Environmental Management Studies and Masters of International Development and an Honorary Fellow in Charles Darwin's School of Health for the University's Humanitarian, Emergency and Disaster Management Studies. RedR also sits on the advisory board for RMIT's School of Global and Language Studies.

## MADDOCKS LAWYERS

We are very grateful for the in kind support we receive from Maddocks Lawyers, now entering their third year as a corporate partner. Their ongoing commitment to RedR Australia, as we move into a new phase with the Australian Government, has been outstanding and we thank them for their time and expertise.

## BENDIGO BANK (STRATHMORE COMMUNITY BANK BRANCH)

Moving into our third year in partnership with the Strathmore Community branch of Bendigo Bank, we thank David Porter, manager of the Strathmore branch and his team for their continued support of RedR Australia pledging an annual commitment of \$20,000. This is greatly appreciated and assists RedR to grow and develop innovative ways in which we can improve our core business and expand our portfolio of work within the humanitarian industry.

## LAING O'Rourke

Laing O'Rourke staff have continued to nominate RedR Australia as their charity of choice and, this year, the company was our highest corporate fundraiser on Wear Red for RedR Day raising \$10,000 to help us continue deploying experts to disaster-affected populations and delivering knowledge and expertise to aid workers around the world.

Our partnership has extended to include a scholarship program for staff hoping to utilise their professional and technical skills in the humanitarian sector. Interested staff went through a competitive recruitment process, jointly managed by Laing O'Rourke and our staff, to select two participants who

will be funded by the company to attend our core courses (EHP and PSSC) next year. We are now working with Laing O'Rourke to identify opportunities for successful participants to deploy into the field.

## GHD

Our long standing partnership with GHD goes from strength to strength. The global professional services company supports us through corporate activities and by encouraging their staff to train with us and deploy into emergencies. GHD also donates \$10,000 a year to support our work and their staff take part in fundraising on Wear Red for RedR Day.

GHD continues to support our WASH in Emergencies training and sends experts to collaborate with our trainers and ensure we deliver world's best practice and our humanitarians are aware of new developments in the sector.

## ARUP

Our partnership with Arup remains strong and we look forward to further engaging their young, robust and dynamic team over the next 12 months with lunch time seminars by RedR staff planned for the upcoming year.

Arup is a regular donor to our Emergency Appeals and, this year, a record number of their offices around Australia as well as their Singapore office, supported us on Wear Red for RedR Day.

# OUR IMPACT

Building resilience, alleviating suffering, being accountable and expanding our influence are our four strategic goals. Measuring our progress and impact, learning from it and sharing those lessons is how we ensure continuous improvement.

This year, we invested heavily in Monitoring, Evaluation, Accountability and Learning (MEAL) and improved our ability to identify our successes and the areas where we need to improve. We refined our research and evaluation priorities which led to a particular focus on localising our programs and services, emergency preparedness, and gender and protection.

## OUR DEPLOYMENT CAPABILITY

We conducted a number of formal monitoring visits to the Middle East, the Pacific and East Africa this year, including a joint monitoring mission (with three other Australian INGOs) to Lebanon and Jordan. This enabled us to share lessons learned and good practice on the Syrian response and jointly identify critical gaps, which we shared with the Australian Government and other Australian humanitarian actors. This included significant gaps in gender and protection which we subsequently prioritised for deployments to the region.

RedR employees continue to have an impressive reputation in the region, based on the consistent technical and coordination expertise they provide to emergencies in the **Middle East** and the solid, often sustainable outcomes that have resulted. Our employees have developed and strengthened internal systems and processes for their UN host agencies, contributed to vital program delivery, facilitated coordination between agencies, clusters and host governments, and brought critical visibility to simultaneous emergencies in Syria and Iraq, which are suffering from the effects of donor and compassion fatigue.

**Lessons Learned:** Deployment effectiveness is significantly improved when the Terms of Reference for roles are refined and our office facilitates close contact between the employee

and host agency staff prior to their arrival in-country. Putting these findings into practice is a priority for RedR.

Our **East Africa Monitoring Mission** took place in June 2017, following the devastating drought and influx of refugees from South Sudan to several neighbouring countries. We visited Kenya, Uganda and Ethiopia and our partners were overwhelmingly positive about the contribution of RedR employees to the current humanitarian crises. They highlighted the impressive technical and field experience of our employees and their focus on mentoring national staff (who are often suffering from burn-out), their strategic guidance on emergency preparedness in particular, and the speed with which RedR can deploy experts.

They also commented on the unique position our employees occupy, whereby they are embedded in a UN agency but able to bring an outsider's perspective, using their diverse experience from other emergency contexts to challenge usual ways of operating, champion good practice initiatives and create space for innovation. All vital for a large-scale humanitarian crisis.

A highlight for **WFP in Uganda** was the work of a Protection and Gender Adviser we deployed. The employee modelled best practice by demonstrating sensitive and appropriate engagement with communities during distributions and, as a result, the way in which WFP Uganda and their implementing partner now engages with communities and their leaders pre, during and post-distribution has reduced the level of violence and tension (and increased safety for staff) during the distributions in Bidi Bidi, currently the location of the world's largest refugee settlement.

The same employee recommended WFP establish a Beneficiary Feedback Helpline and subsequently coordinated and piloted it. "The process of assessing, planning and implementing a helpline for the WFP programmes in Uganda was very successful with (the RedR employee) playing a key role in making it happen. (She) defined the requirements for the helpline, drafted the TORs for the operators, assisted in recruitment, induction and training, supervised installation of the SugarCRM software and helped management define the best geographical activity scope to roll out the helpline," Pedro Matos, head of WFP programmes in Uganda said.

Over the past two years, we have deployed 23 experts to the protection sector and a desk review this financial year revealed that we have successfully brought protection issues to the fore, gaining critical traction in the agencies our employees have supported, despite the inherent challenges of an area of humanitarian action that is often not seen as urgent or tangible.



*Above: Cyclone Winston survivors attend a UNICEF kindergarten program.*



**RedR employees are well prepared, motivated and professional. Always able to contribute within a short period of arrival, to the work and objectives of their receiving office."**

Alan Butterfield, Head, Surge Deployment Team,  
UNOCHA, Geneva

## OUR TRAINING CAPABILITY

The nature of RedR's training capability requires a process of continually refining and re-designing our course content and delivery to ensure their relevance and effectiveness. We also place emphasis on making sure we're reaching the right people - those that will make a contribution to the humanitarian sector. Leading on from this, a qualitative understanding of the longer-term outcomes and impact of our training (such as actual risk mitigation behaviour in the field and post-training career outcomes) is a key priority for us and this year we continued to lay the foundations for this important work.

The RedR training team undertook course re-developments throughout the year to refresh and update course content and mainstreamed gender, disability inclusion, humanitarian protection, culture, education, child protection and gender-based violence across the technical sectors in the Essentials of Humanitarian Practice course. We also introduced an 'enablers' component to emphasise the importance of early recovery through livelihoods and cash programming initiatives.

Participant evaluations across all of our core training courses revealed a high average satisfaction rating although the time dedicated to covering the extensive course material continues to be a challenge for most of our courses.

## OUR FOCUS ON SAFETY AND SECURITY

Safety and security are important areas of focus for organisational learning and development and, this year, we introduced a number of processes to build upon our security risk management architecture. This includes the use of software solution Field Connect to provide head office with the capability to geographically track our employees and give them the ability to regularly provide security "check-ins".

## MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

This year, we focused on building the capacity of our staff in MEAL to improve their ability to embed it within their work. Key staff participated in a week-long course in Comprehensive Learning-Based Monitoring and Evaluation and we are prioritising their participation in formal monitoring visits to the field.

We have invited recently returned roster members to share their field experiences and learnings with staff during lunchtime sessions that help foster a learning environment within RedR and we look forward to developing these further.

As part of our ongoing commitment to promoting inclusion and diversity, this year we formed an Inclusion and Diversity Working Group comprised of staff from all teams to ensure that it fully represents all aspects of our business. The Working Group, with support from RedR's Senior Management and Board, developed an Action Plan for Gender Equality and is working on a similar plan for disability inclusion. Five other priority inclusion areas were identified which will be addressed similarly in future.

We know that understanding our impact not only means looking inward but also requires that we reach out to our partners - both existing and new - to bring validity and an external perspective to this critical work. To this end, we commenced two new research partnerships in FY17 and continued to refine our research and evaluation priorities. Impact and learning is important to us and we look forward to sharing the progress of these initiatives and more in the coming year.



**(RedR's employee) has truly been an asset for the country office. She is dedicated, committed and extremely knowledgeable and competent in her area. She shared her knowledge and built the capacity of national staff in the country and field offices in an area which was totally new to them, i.e. protection, which added quality to WFP's work on the ground and benefitted the people we serve."**

Rie Ishi, Manager, Augmented Logistics Intervention Team for Emergencies (ALITE), WFP on a protection adviser deployed to Laos.



Above: Mother and child with plumpy nut nutritional supplement in Laos.

# THE PACIFIC

The Pacific islands are vulnerable to a range of natural hazards including cyclones, earthquakes, drought and flooding and we cannot change that fact, however, we can invest in reducing their vulnerability to these disasters and, this year, as part of our increased focus on disaster risk reduction and increasing the capacity of local responders, we deployed a large contingent of experts to capacity build neighbours in emergency preparedness. They deployed to five Pacific island countries including Fiji, Samoa, the Solomon Islands, Vanuatu and Tonga.

Six experts were deployed to Fiji, a hub for coordinating regional responses to other Pacific Island nations. These included ICT officers, an information manager and a cash-based transfer and coordination specialist who all deployed to the World Food Programme; a gender and protection expert to capacity build staff at UN Women and the Pacific Humanitarian Protection Cluster and a civil-military coordinator who advanced UNOCHA's regional CMC strategy and helped define the organisation's new country preparedness framework.

We also sent a disaster risk reduction expert to Samoa, logistics officers to the Solomon Islands and Vanuatu and a food security and livelihoods expert to provide support and advice to the food security cluster in Tonga.

Meanwhile, our Pacific emergency responders included water and sanitation engineers who coordinated the rehabilitation of Vanuatu's water supply

infrastructure, which was severely damaged by Cyclone Pam, and structural engineers to assess the damage the December 2016 earthquake caused to public infrastructure in the Solomon Islands and to oversee the reconstruction of damaged schools.

This year, we assisted UNOCHA to coordinate the Pacific Humanitarian Partnership Meeting in Fiji.

Thanks to money raised from our End of Financial Year Appeal last year, we were able to provide eight first responders from Vanuatu, the Solomon Islands, Fiji and Samoa with the opportunity to participate in our Humanitarian Logistics in Emergencies and WASH in Emergencies courses.



**The employees from RedR Standby arrangements were a critical complement to the UNHCR internal emergency response mechanisms. While the arrangement is primarily made to support immediate response to a rapid-onset emergency, the partnership has helped to strengthen capacity development of partner countries for emergency preparedness and risk reduction."**

UNHCR Geneva



Above: Five year old Harry Peter enjoys the new water stand installed in his village in Vanuatu.

Right: Great great grandmother 85-year-old Siteri Logomosi holds Navitilevu village's youngest member, Salomi Winston, named after Cyclone Winston.



Photo: RedR Australia/Ariene Bax

Photo: ©UNICEF/Sokhin

## PATRICIA THORNHILL



Emergency preparedness was the key focus of Patricia Thornhill's work in Vanuatu this year and it proved salient when Cyclone Donna struck in May.

The logistics expert was deployed to work with

the World Food Programme in Port Vila and document the infrastructure that plays a key role in the country's logistics capacity during a humanitarian response. Logistics in Vanuatu is particularly challenging as the population of 270,000 is spread across many islands, most with limited or no port or airstrip infrastructure. Trish travelled to the country's six provinces and recorded vital information on the location of ports, capacity to land a barge, road conditions, capacity of airstrips, storage availability, and how various disasters impact the needs and supply chains on the islands.

Vanuatu is one of the world's most disaster prone countries and regularly in the path of tropical cyclones. In 2015, Vanuatu was ravaged by Cyclone Pam which affected 80% of the population and infrastructure is still being repaired. Last year, El Niño caused widespread drought across parts of the country affecting replanted crops and water supplies then, in April 2017, disaster struck again.

Whilst Trish was gathering and mapping data on ports, roads and helicopter landing points, Vanuatu was hit by Tropical Cyclones Cook and Donna and she was co-opted to support the humanitarian efforts that provided vital supplies to 176 households in the northern Torres islands.

"There was significant destruction of housing and crops particularly on Hiu island and damage to water systems," she said.

Earlier, Cyclone Cook affected the Shepherds Islands in the country's southeast causing crop damage and flooding that led to the evacuation of 1000 people in Efate, and evacuation centres were opened in Tanna.

Trish provided logistics support to the National Disaster Management Office (NDMO) and helped ensure relief supplies like shelter, water and hygiene kits reached those affected in Torres. It was also an opportunity to road test the logistics capacity assessments she was compiling.

"The local people are quite resilient. They even started to build back natural shelters immediately. They cleaned streets and airstrips and just got on with it. I guess they accept it is part of life there," she noted.

During her deployment, Trish provided mapping information for Vanuatu's NDMO that included all the road conditions, ports and whether it was possible to land on the beach, or sit at anchorage and banana boat off supplies under certain weather conditions. As a result, those planning a response to the next tropical cyclone that hits this archipelago of 83 islands, will be able to determine the most effective and efficient means of transporting life-saving relief supplies to affected populations; saving both time and money.

Trish's logistics capacity assessments are now living documents that will be regularly updated by the NDMO and provisional disaster offices.

## DAVID O'MEARA



School children in the Solomon Islands will feel safer at their desks thanks to the work of civil engineer David O'Meara, who is making sure that schools damaged in the December 2016

earthquake are rebuilt to withstand future earthquakes and cyclones, and that all future education infrastructure is designed to withstand expected loadings too.

"This is also important because schools are traditionally used as evacuation centres when disasters strike or a cyclone is imminent," David said.

"Many of the schools that were damaged were built with materials the local population are not able to maintain or inadequate bracing and buildings' support piers buckled. We are revising the building materials to be more appropriate to the environment and community capacity to maintain," he said and, "in the process, revising the tender process to minimise variations and thereby saving government funds which can be spent on improving water and sanitation in all school facilities."

David was deployed to UNICEF and is supporting the Assets Management

Division of the Ministry of Education and Human Resource Development which is responsible for the repairing and remediation works to school buildings, partly funded by the Australian Government.

"I'm working closely with a great local team and this has provided the opportunity to ensure capacity building is a focus as well as making sure all school building designs are reviewed, updated and certified as being structurally adequate for expected loading events," David said.

On 9th December 2016, the archipelago was struck by a magnitude 7.8 earthquake that affected 4052 people in 35 villages.

"Fourteen schools were damaged, many on the weather coast which is remote and can only be accessed by banana boat so we are planning for all repairs and rebuilds to be undertaken using locally available materials to minimize transport issues and, more importantly, to allow the local community to undertake maintenance and repairs themselves," David said.

David and his team are also providing basic construction and maintenance training to local communities to increase their knowledge and resilience in the longer term.

# SYRIAN CRISIS

Last year, Europe faced the largest refugee crisis since World War II, when more than a million refugees arrived in the space of a year. Most of the arrivals had fled conflict in Syria. As the crisis became protracted, they abandoned the refugee camps of neighbouring countries in the Middle East in order to seek a brighter future for themselves and their children.

In March 2016, the European Union signed an agreement with Turkey that would see the return of refugees that arrived by boat from Turkey. The agreement aimed to stop the flow of Syrian refugees who were travelling by boat to Greece and then making their way overland to other European countries. The UNHCR estimates more than five million Syrian refugees are living in neighbouring countries and beyond. This includes three million in Turkey, more than a million in Lebanon and over 650,000 in Jordan.

RedR Australia has supported those affected by the Syrian Crisis since civil war broke out in 2011. This year, we sent 12 people to Turkey, Jordan and Lebanon. Many of them focused on stabilisation activities that addressed issues around protection and women's empowerment, psycho-social support, access to education, improving livelihood opportunities and providing sustainable water and sanitation facilities.

The Syrian conflict has now entered its seventh year and shows no signs of abating with 13.5 million people inside Syria in need of humanitarian aid and refugees continuing to flow out of the country. Our people have provided logistic support to send relief items into Syria and supported UNOCHA as civil military coordinators.



Photo: Chris Batchelor



Photo: RedR Australia/Victoria McDonough

*Top: Children attend classes in a Makani learning centre in Za'atari refugee camp in Jordan.*

*Above: Women attend sewing classes in Jordan as part of UN Women's livelihood program.*



*Humanitarian aid is airlifted from Jordan into the Berm.*

Photo: ©UNICEF/Miraj

## HAYDEN PICKERING



RedR Australia's Hayden Pickering was credited with helping to end a humanitarian crisis on the Syrian Jordanian border whilst on deployment to UNOCHA this year.

Around 50,000 people were stranded when the Jordanian Government closed the border, after an Islamic State attack on a guard post left seven dead and several more injured.

Hayden was deployed to assist the United Nations to negotiate with the Jordan Armed Forces (JAF), for access to Syrian refugees that were trapped in a "no man's land" between the two countries known as the berm.

A humanitarian crisis quickly unfolded as the Jordanian border region became a closed military zone and the authorities restricted access for Syrians into Jordan and humanitarian access to the stranded population. Many of them were asylum seekers fleeing the war but it's a vulnerable population mix as Islamic State is known to operate nearby. Whilst water was provided, food was running out and there were increasing serious health issues. The people needed urgent life-saving humanitarian assistance.

In September 2016, the United Nations negotiated an agreement with the Jordanian authorities to allow access for humanitarian aid but the terms and conditions of that access still needed to be agreed upon and, as the civil military coordinator, it fell to Hayden Pickering to liaise between the JAF and the UN agencies, to finalise those terms and conditions and ensure the access was gained.

"His deployment came at a critical time and it is without a doubt that his contribution has accelerated access at the berm," his supervisor at OCHA Sarah Muscrot said.

"Hayden, very quickly understood how he could use his knowledge and expertise to advance our negotiations with the Jordanian authorities to resume the delivery of humanitarian assistance at the berm. With very little support or guidance, he developed all of the supporting documents necessary to secure the approval of the Jordanian authorities for the berm operations," she said.

"It took a couple of months but finally, in November last year, the first aid trucks went over the border and it was a great moment," Hayden said.

There is no doubt that lives were saved as a result of the resumption of humanitarian aid to people at the berm.

Jordan currently hosts more than 650,000 registered Syrian refugees whilst there are around three million registered in Turkey and over a million in Lebanon.

## MATTHEW SWIFT



Every parent wants the best education for their children and this motivates many refugees to leave their country of first asylum for one with more opportunities.

"International donors have realised that education for their children was one of the biggest pull factors for refugees towards Europe and the primary pull factor from Turkey to Europe was education for their children," RedR's Matthew Swift said commenting on the refugee and migrant crisis that engulfed Europe in 2015/16.

"Donors realised that if they can provide education opportunities for children in countries of first asylum then people are less likely to flee."

"We are not talking about life saving interventions now. It's more about the future and education is one of those things," the education in emergencies specialist RedR deployed to UNICEF said.

Today, Lebanon hosts more than a million Syrian refugees and 400,000 Palestinians. One in four residents is a refugee.

"It has put a significant strain on public health, water and education systems and generally on the social fabric of Lebanon as well," Matthew said.

A large part of Matthew's job has involved helping UNICEF reintegrate children into the formal public school sector and it's not always easy.

"The key challenges for children accessing education are transportation, child labour and tension between refugee and host communities as some local communities are welcoming and others aren't. There are also Syrians from all sides of the war coming here and children of pro and anti – Assad parents can be in the same classroom," he said.

Matthew worked with partners and the Ministry of Education and Higher Education (MEHE) to ensure children had access to education in the Bekaa valley.

"I've also been working closely with local partners to stop duplication and get more effective outreach to communities so I do a lot of coordination," he said.

# EAST AFRICA FOOD CRISIS

A devastating drought hit East Africa this year and famine was declared in parts of South Sudan in February 2017. It was the first famine to be declared anywhere in the world since 2011, when southern Somalia was struck by famine.

Almost 25 million people were on the brink of starvation and we deployed 17 experts to 10 countries including Ethiopia, Kenya, Uganda, South Sudan, Lesotho, Malawi, Mozambique, Swaziland, South Africa and Zimbabwe.



**The multiple tools the employee created have directly impacted the capacity of the response, but not necessarily individuals.**

**I actually think the impact is greater because of this, because the tools are there now not only for UNICEF but also for others involved in the response. The sustainability that her coordination brings is evident because there are child protection structures in place now...we lacked the expertise to initiate this until she joined us."**

Jeanette Wijnants, Head of Child Protection Section, UNICEF Kenya

They included emergency coordinators, logisticians, public health experts, report writers and information managers as well as child protection and gender experts.

In early 2017, we conducted a monitoring mission to the region as part of our ongoing efforts to understand the impact of our deployments, to learn from the challenges and opportunities they present, and to understand the capacity needs of our partners in the region. UN agency representatives were overwhelmingly positive about the contribution of RedR employees to the food crisis and told us their contribution came at a crucial time, given the compounding nature of multiple emergencies affecting the broader region simultaneously and the severe impact this has had on the capacity of RedR's UN partners to respond.

*Top: Kara Jenkinson meets a family of herders in Somali region.*

*Right: WFP food distribution at drought affected Hadew village in Jijiga district, Somali Region, Ethiopia*



Photo: FAO



Photo: WFP/Michael Tewelde

## TIGEST SENDABA



Gender and protection adviser Tigest Sendaba developed the Gender Action Plan for the World Food Programme's Uganda country office and was instrumental and getting gender and protection considered throughout the country office's new strategic plan for 2018–22.

Originally deployed to WFP to support the Uganda country office to develop a gender action plan and to mainstream protection and gender into their programming, Tigest quickly found herself deployed to refugee settlements in the northwest when the civil war escalated in South Sudan and over 800,000 South Sudanese crossed the border in 10 months.

"Initially no one anticipated the amount of people that would be coming and would continue to come into the country. The Government of Uganda and all supporting humanitarian agencies were taken by surprise and had to scale up extensively to meet the influx," Tigest said.

"I was deployed to the refugee settlements for a rapid assessment of gender and protection issues. I looked at what impact WFP was having and also what impact this influx would have on our activities."

"When I do protection assessments and meet with local host communities I get a real sense of welcoming from them towards the refugees. They say things like 'it could be us one day', 'we are all brothers and sisters' and 'we need to help each other' and it's really heart-warming," Tigest said.

"Protection-wise, the critical thing I'm looking at is that people are informed of their rights, how to complain and provide feedback and that protection risks in food and cash distributions are mitigated. Clear complaints and feedback mechanisms are critical for ensuring that we can continue to fulfil beneficiary satisfaction and rights."

"She was key in establishing food management committees in final distribution points in each of the newly established settlements and in opening communication channels between WFP and the communities supported," Pedro Matos, WFP's head of programs said.

Tigest subsequently piloted a beneficiary feedback helpline.



**The work of the (RedR) staff during the emergency response, namely setting up working food management committees and in drafting SOP's on how and when to communicate with beneficiaries is proving instrumental in improving the way WFP relates with its beneficiaries. The Helpline will also provide an invaluable direct line between WFP and the two million people it assists in Uganda."**

Pedro Matos, Head of Programmes, WFP Uganda.

## KARA JENKINSON



While Ethiopia is in the process of recovering from the El Niño-induced drought which affected large areas of the country in 2015 and 2016, a new drought in 2017 has put 8.5 million people in urgent need of emergency food aid.

The drought, which has predominantly affected the south and south eastern pastoral regions of Somali, Oromiya and SNNP Regions, has led to widespread livestock deaths and extreme emaciation among dwindling herds. This has resulted in increasing rates of malnutrition amongst the local population.

"Pastoral communities are almost entirely dependent on livestock for their food and income," RedR's Kara Jenkinson explained from her base in Addis Ababa. "And this drought is predominantly affecting the livestock, which have limited pastures and water. In some localized areas of Ethiopia's Somali Region more than half of some herds have died."

"The severe drought in the southeast has led to widespread food insecurity in many of the pastoral communities in these regions," Kara said. "In addition, drought is again affecting some areas hit by last year's drought, in places where people had already planted seeds."

A program and reporting specialist, Kara Jenkinson has deployed to the United Nations' Food and Agriculture Organization (FAO), which is focused on food security. FAO's Ethiopia country office is at the forefront of tackling threats facing

agriculture, which supports the livelihoods of up to 85% of the population.

"Last year after the El Niño drought decimated food and seed stocks, FAO was involved in the largest emergency seed distribution in the country's history," she said.

"This year FAO is focused on livestock response, including livestock destocking – this involves purchasing weak stock at a reasonable price so the remaining stock would have improved water and feed access. There would therefore be a reduced burden on pastoral lands," stated Kara.

Kara is tasked with gathering and collating key information about FAO's impact in this humanitarian response.

"Reporting is important for many reasons. Donors give money and trust FAO with that money. We have to be transparent and we have an obligation to report on how we spent the funds, including how many people we helped, what the benefits were and the challenges faced along the way, and how we addressed those challenges."

She explained, "For example it is important to gather information on why particular seeds work or don't work as this information can inform future programs and activities not only in Ethiopia, but also other countries where FAO is active."

Donor reporting is a critical part of any response and can help ensure access to additional funding when a crisis worsens.

"The amount of poverty can seem overwhelming. Australia has to be helping these countries a lot more. If we want to help the most vulnerable then the most vulnerable are here in Africa," she said.

# GENDER

We are investing in the protection of women and children, gender equality and women's empowerment as we are committed to these principles and to not widening the gap during international crises.

We want humanitarian action to work for women and girls and we want you to know that our people on the ground are listening to their voices when they seek to provide food, water and shelter in emergencies. All of our humanitarian experts undertake training in gender mainstreaming in our Essentials of Humanitarian Practice course, a prerequisite for anyone seeking to join our roster and deploy with one of our United Nations partner agencies.

This year, we deployed our first experts to UN Women under our new partnership agreement and, in total, supported the agency's humanitarian work with four specialists across four continents.

Protection and psycho-social support specialist Victoria McDonough was the first to deploy to UN Women and supported their Jordan office. We sent a humanitarian affairs officer to work with them in Mozambique and a Cash and Voucher specialist to head office in New York. Gender and protection specialist Michelle Sanson deployed closer to home and supported UN Women in Fiji helping them to capacity build their own team and the Pacific Humanitarian Protection Cluster.

We also sent two logistics experts to the United Nations Population fund; one to Greece and one to Turkey and added the World Food Programme to the list of agencies to benefit from our gender expertise. Gender and protection advisor Tigest Sendaba spent 12 months supporting the World Food Programme in Uganda.

## JEAN-NOEL MELOTTE



Jean-Noel Melotte deployed to New York to help UN Women promote the use of cash-based interventions as a protection tool and a vehicle for women's empowerment.

Fresh from a RedR deployment piloting cash and voucher programming with the World Food Programme in the Central African Republic, and with a strong background in logistics, Jean-Noel was the right person for the job.

When Hurricane Matthew struck Haiti shortly after his arrival, he was sent to establish a viable cash-for-work program

## HENRI STEIN



Logistics expert Henri Stein was able to improve the supply and distribution of reproductive health and rape trauma kits to Syrian women displaced by the war, during his deployment with the United Nations Population Fund (UNFPA) this year.

"UNFPA are distributing 12 standard kits from Turkey as part of their cross border operations," Henri said.

"These kits also include clean delivery kits for pregnant women and family and female dignity kits which comprise soap, underwear and other personal hygiene items," he said.

Henri's extensive experience in logistics enabled him to identify bottle necks in the supply chain and issues that were costing the UNFPA time and resources. As a result, he worked with his team to propose some changes to the INCOTERMS and custom brokers procedures which enabled the agency to get their kits delivered directly to their warehouses in Gaziantep in a more cost efficient and time efficient way.

"Our team made savings for UNFPA of around \$200,000 a year only by streamlining the transport from airfreight to sea freight" Henri said making his deployment an excellent investment.

and build the capacity of local staff to coordinate and manage it.

"Jean-Noel's skill set really shone through in the field where he was able to apply his experience and first-hand knowledge of programme planning and implementation," head of UN Women's Humanitarian Action and Crisis Response unit, David Coffey said.

Jean-Noel subsequently drafted a corporate strategy for UN Women on the use of cash transfers in humanitarian action and his work was a catalyst in shaping the organization's thinking on what it needs to do and where it needs to invest to be able to utilize cash as a central programming tool in its humanitarian responses. He also helped UN Women explore blockchain technology, an innovation that's shaping up to be a

central tool in cash-based initiatives that can empower women in humanitarian contexts.

"Through Jean-Noel's practical inputs, UN Women has been able to make a number of advances in the development of its partnerships and establishing its role in integrating Gender Equality and Women's Empowerment into coordinated humanitarian action," David said.

Jean-Noel was particularly proud of the role he played in developing new protection and needs assessment tools.

"One key achievement was developing new protection evaluation tools with the Women's Refugee Commission, these tools are currently being trialled by them in Niger, Somalia and Jordan," he said.

# CONFLICT

War displaces more people than natural disasters and was responsible for all the UN declared Level 3 emergencies this year in Iraq, Syria, Yemen and South Sudan.

More than 35% of our deployees were supporting people affected by conflict this financial year with wars in the Middle East and Africa dominating the landscape. Our UN partners responding to conflict in the Ukraine and Myanmar also drew on our expertise and, in total, we sent 29 people to nine emergencies affecting people in 15 countries.

We deployed four people to Myanmar, where ongoing violence between Rohingya Muslims and Buddhists in Rakhine state continues to displace people. These included protection officers to the UNHCR and UNICEF and information managers to WHO and UNOCHA. In addition, we sent an emergency health officer to the IOM in Bangladesh, where the Rohingya refugee population continues to increase.

In October, we deployed three experts to Iraq. They supported the global humanitarian response to the massive displacement of people that followed the government offensive to retake Mosul and the surrounding towns from Islamic State. Our response included a humanitarian affairs coordinator and experts in logistics and communications.



Danielle and colleagues check the flow meter and pressure gauge on a new water pump.



Main photo: Danielle Brunton meets Palestinian mother of seven Ahlam Ahmad in Gaza.

## DANIELLE BRUNTON

When deployed to Gaza, Danielle Brunton took an armoured car to work each day but it didn't bother this engineer, who relished the opportunity to share her expertise in water and sanitation engineering.

RedR deployed Danielle to the Occupied Palestinian Territories where she supported UNICEF's water, sanitation and hygiene program including the repair of infrastructure destroyed during the 2014 war with Israel.

She helped the agency improve water systems, sewerage networks and stormwater infrastructure mitigating the risks of flooding during the rainy season. She also worked with local colleagues to repair and upgrade water and sanitation facilities at both the household and municipality levels.

"A lot of Gaza operates using septic tanks which leak into the shallow aquifer, causing contamination of the main water source. We are trying to improve the situation by connecting more households to water treatment plants," Danielle explained.

"The work is quite challenging, especially when importing materials as there are a lot of heavy procedures placed by the Israelis on materials coming into Gaza. Although this is apparently to ensure materials will not be used for non-humanitarian purposes, the result has a big impact on the lives of normal Gazans" she said.

# OUR TRAINING

More than 1000 people benefited from one of our 36 training courses this year, an increase of more than 50% on the previous year.

We refreshed and updated course content for our fundamental training courses, the *Essentials of Humanitarian Practice* (EHP) and *Personal, Safety Security and Communications* (PSSC). The new course content reflects current trends within the humanitarian sector and the global security context. This year, 35% of these course participants were male and 65% female.

## CORE TRAINING

### Personal Safety, Security and Communications (PSSC)

We added an Active Shooter module to this course as active shooter situations are predicted to continue to rise creating a huge threat to police, communities, humanitarian workers and first responders globally. We are currently assessing the potential of utilising new technologies such as virtual reality for this course to enhance the

learning outcomes of participants' ability to assess and make decisions in emergency situations. 133 people completed one of six public courses and an additional 66 participants completed the course as part of their studies though the University of Melbourne or the University of WA through our partnership with GCore.

### Essentials of Humanitarian Practice (EHP)

We revitalised the EHP curriculum by mainstreaming a number of emerging themes throughout the course content and simulation exercises to ensure these aspects of the humanitarian sector are considered across all cluster activity and coordination. We have mainstreamed gender, disability inclusion, humanitarian protection, culture, education, child protection and gender based violence, across the course. 100 people completed one of our four courses.



*Left: Australian Department of Foreign Affairs and Trade staff participated in Crisis Response training in Vietnam this year.*

### Water Sanitation and Hygiene in Emergencies (WASH)

Participants came from Samoa, Fiji and New Zealand for our WASH course this year and included the WASH coordinator from Fiji's Ministry of Health and Medical Services. The course is currently being redeveloped to consolidate units on public health and WASH linkages and to increase the content on sanitation and hygiene promotion.

### Humanitarian Logistics in Emergencies (HLE)

This course was in high demand and attracted 30 participants this year. People travelled from Nepal, the Solomon Islands, Vanuatu, Fiji, Samoa and New Zealand to join the course. We are introducing new sessions on Cash and Vouchers, emerging technologies and cross cutting issues (gender, protection and environmental considerations) and will revise the simulation exercise to reflect these adjustments.

### Child Protection in Emergencies (CPiE)

The number of people affected by humanitarian crises globally has almost doubled over the past decade. This has increased demand for humanitarianists with expertise in child protection in emergencies (CPiE) so we responded with this three day training to increase the pool of experts available to deploy in this sector. There were 17 participants in the course which focused on the application of the Child Protection Minimum Standards in humanitarian practice as well as ensuring child protection and child safeguarding is factored into other operational sectors like shelter, health and WASH.

## NEW COURSES

This year, we collaborated with several agencies in the development of two new courses. The *Integrated Shelter Training* is an innovative initiative RedR is leading together with CARE and the Australian Red Cross (ARC). The course will integrate Shelter, WASH and Protection concepts and seek to promote an integrated approach in disaster preparedness, response and recovery for the Indo-Pacific context.



**This is probably the best training I've ever done.  
The methods were just outstanding."**

Tom Tanhchareun, Technical Advisor, CBM, PSSC participant Feb 2017

*Negotiation for Humanitarian Responders*, is a new initiative we are jointly developing with the Australian Red Cross (ARC). It will equip humanitarian practitioners to be strong and agile negotiators in complex humanitarian settings. It explores legal frameworks, mandates of humanitarian actors and unpacks the complex factors that can help or hinder negotiations. RedR continues to stress the importance of negotiation skills to all our roster members as it plays a pivotal role in the ability of our employees to successfully navigate their new environments whilst on deployment.

## TAILORED TRAINING

Over the last financial year, RedR has contributed to regional capacity building by designing and delivering specific customised training to directly meet the needs of other humanitarian organisations,



development agencies as well as both national and foreign governments. In Vanuatu, we conducted a *Humanitarian Logistics in Emergencies* training for the World Food Programme and Vanuatu's National Disaster Management Office and, in Thailand, provided RedR trainers for Basics in Humanitarian Response for the UNHCR E-Centre.

We facilitated five Global WASH Cluster Leadership and Coordination trainings in partnership with RedR UK for UNICEF in Nepal, the Philippines, Peru, Zimbabwe and Cameroon.

## REGIONAL SECURITY TRAINING

RedR assists fellow humanitarian agencies to operate safely in complex environments by customising safety and security training or critical incident training for their organisation and for the structures they work within. RedR has provided training of this nature for CBM, MAF and Scope Global over the last financial year. RedR also conducted Civil Military Coordination Training for OCHA in Fiji.

## UNIVERSITY PROGRAMS

RedR Australia partners with a number of educational institutions to prepare the next generation of humanitarian experts to influence the humanitarian space and work in an ever-changing global security context by providing customised practical training programmes they may not have access to through traditional university courses. In September 2016, RedR delivered a WASH course for Refugee Health at James Cook University in Townsville and a Humanitarian Practice module for 32 RMIT students. We also developed a two-day simulation exercise for RMIT University's School of Architecture and Design which covered settlement planning for a displaced population in a rural area and a multi-stakeholder urban regeneration project. The simulation exercises fall on a sequence of events in different locations and aim to provide an opportunity for students to practice and test acquired knowledge, methodologies and tools for problem solving in context and to work across team dynamics towards a common goal.

## HUMANITARIAN AND CRISIS RESPONSE TRAINING

Over the past financial year, we conducted customised training workshops in Humanitarian Response Training for staff of the Australian Department of Foreign Affairs and Trade in Hanoi and Port Vila. We also helped facilitate Humanitarian Response Training for 40 of the department's staff in Canberra. In addition, we provided the government with training in Crisis Response and Sexual and Reproductive Health.



Demand for each of these courses regularly outstrips available places, and students who have completed them rave about the richness of learning, networking and engaging that they have experienced."

Vandra Harris, School of Global, Urban and Social Studies, RMIT University



RedR Associate Trainer Kathryn Harries with participants on the Water, Sanitation and Hygiene in Emergencies course

# OUR PEOPLE

The success of RedR Australia can be largely attributed to our dedicated and talented people. This includes our experts on mission, associate trainers, volunteers and the 26 core RedR staff.

Over the past 12 months, we have invested in developing a sustainable, resilient, and fit-for-future purpose organisation. Part of this included a comprehensive review of our organisational design and a new organisational structure that was implemented in 2017.

During this financial year, we have increased our preparedness and strengthened our capacity to deal with critical incidents. At the end of 2016, staff participated in a simulation exercise to test our systems and processes and the learnings were documented for our continuous improvement agenda.

This year, we have continued to build on staff's psychosocial awareness and our employee support program. Our staff psychosocial counselling provider, Mandala Staff Support, delivered staff training on post-traumatic stress disorder (PTSD) and how to recognise and manage the symptoms.

Capacity building our employees and providing opportunities to participate in our preparedness and response program continue to play an important role in ensuring our people have a comprehensive understanding of our work. RedR Director,

Emma Kettle, deployed to UNOCHA in Fiji, Suva and coordinated the Pacific Humanitarian Partnership (PHP) meeting in October last year and executive officer Sarah Forbes deployed to the Food and Agriculture Organisation (FAO) in Rome as the Standby Partner Coordinator.

RMIT awarded full scholarships to three RedR staff to complete Masters degrees in International Development through our partnership agreement with RedR Australia.

Additional staff completed capacity training through our United Nations agency partners including UNDSS Security Training, and Protection Capability (ProCap) through the Norwegian Refugee Council and UNOCHA.

An inclusion and diversity working group was established to support the process of translating our commitment into action and to identify opportunities for affirmative action across all our services. Our diversity and inclusion policy focuses on gender (including sexual orientation), disability, indigenous, culture and religion, mental health, age and vulnerable socio-economic groups.



## JESS HAZELWOOD



Jess was an "accidental nurse" before she found her true passion as an international human rights lawyer. Now, she is using her background in health and law to help us train the next generation of humanitarians.

"I was never meant to enrol in nursing, it happened unexpectedly but I loved the course," Jess said.

"It was more challenging than I had imagined it would be. I liked the level of intimacy and honesty in nursing and my favourite placement was in palliative care which I found humbling; to see the raw humanity at that time was a special experience," she said.

After several years working as a paediatric nurse, Jess returned to her first love and enrolled in a law degree in Ireland with a view to becoming a child right's lawyer.

"I finally graduated with a Master of Laws. I had specialised in human rights law and the Convention on the Rights of the Child but I was armed with three degrees and no work experience in the sector I wanted to join!" she said.

So Jess deployed to Peshawar in Pakistan as a paediatric nurse with the International Committee of the Red Cross (ICRC) and began treating refugee children wounded in the war in Afghanistan.

"It was an incredible experience and opened my eyes," she said. After subsequent assignments with ICRC in Afghanistan and South Sudan and two years as the International Humanitarian Law coordinator at the Australian Red Cross, Jess landed at RedR Australia where she is now one of our senior humanitarian trainers.

"I love RedR because it's a small, innovative, agile organisation and I have the opportunity to be creative and realise my ideas. I'm most excited about a new course I've developed in partnership with the Australian Red Cross called Negotiations for Humanitarian Responders which we will pilot next year. One of the key things I learned working in conflict zones is that humanitarians must have negotiation skills because lives can depend on it," Jess said.



**"UNICEF has greatly appreciated its partnership with RedR Australia, which plays a critical role in assisting UNICEF in delivering results for children affected by emergencies."**

Julien Temple, Manager Humanitarian Partnerships, UNICEF, Geneva



## ASSOCIATE TRAINERS

We have 60 active Associate Trainers who assist us in training humanitarian and emergency response workers in Australia and abroad. All of them are active humanitarians and the majority deploy through RedR's humanitarian roster.

## VOLUNTEERS

We have a committed team of volunteers that assist our Associate Trainers at core training programs in Dookie, Perth and Darwin. We couldn't run our world class training programs without them. Our practical real life simulation exercises require up to 10 volunteers per course. These sessions help participants develop the skills to work effectively across cultures, assist refugees, follow safety procedures and negotiate in difficult situations.

## INTERNSHIPS

We hosted 12 interns in our International Emergency Response, Training, Finance, and MEAL teams this year. Five participants were subsequently employed in casual, part-time or full time roles. Our internship program aims to equip junior/entry-level professionals and recently arrived migrants with employability skills and provide them with meaningful learning opportunities that aid their successful transition to work.

## RESEARCH

RedR hosted University of Melbourne student David Simpson to undertake research that identified trends in reported field incidents and provided recommendations for ongoing monitoring and risk mitigation frameworks. We subsequently hired David to manage risk, safety and security for our organisation.



**"Red Australia is an important partner for FAO and consistently provides us with highly qualified, experienced and motivated specialists across a range of technical areas, to support our emergency preparedness and response operations around the world."**

Patrick Jacqueson, Emergency and Rehabilitation Division, FAO, Geneva

## DOMINIC O'DWYER



Logistician Dominic O'Dwyer has been volunteering on our training courses for more than a decade and he loves the extensive personal network the opportunity has

helped him create.

"When I deploy into a crisis, I have plenty of people I can call on for support and if it's a major emergency, there are usually other RedR experts on mission so we provide each other with in-country support which is great," Dominic said.

Dominic was working in a warehouse for ACT Health in Canberra when someone suggested he think about joining RedR Australia and using his knowledge of logistics to support the humanitarian sector.

"I was looking for something more morally rewarding and to make a difference so I did the training and, after 18 months, deployed to work with the World Food Programme in Sudan. That was in 2009," Dominic said.

"My most memorable experience was deploying to the IOM after Cyclone Haiyan and helping them provide 27,500 families with shelter kits in two and a half months; that was an incredible experience," he said.

With 10 deployments under his belt, Dominic knows the value of RedR's training and has volunteered on half a dozen courses a year for the past decade.

The grandfather has been shot at in South Sudan and worked 18 hours a day, seven days a week on past missions. He knows the value of personal security training but his favourite training tips are the calming techniques.

"I've seen stressed people lose their temper and lose the support of their local staff. I've used the techniques and they are great for helping you sleep in stressful environments. If you can't sleep, you burn out quickly," he said.

# OUR GOVERNANCE

RedR Australia is an Australian Public Company limited by guarantee. We are a registered charity with the Australian Charities and Not-for-profits Commission (ACNC) and the Australian Tax Office and also operate a Registered Training Organisation.

## REDR AUSTRALIA'S BOARD

The Board of Directors is responsible for setting our strategic direction and guiding our operations and strategic direction. It approves our annual budget, ensures compliance with legislation and regulatory requirements and monitors our organisation's performance and costs. It is accountable for our overall performance, compliance with codes of conduct and for oversight of RedR Australia's risk management.

The Board appoints the Chief Executive Officer and delegates the operational management responsibility of RedR Australia to the CEO.

## BOARD MEMBERS

Our Board is comprised of eight non-executive directors and includes four representatives of our founding bodies: Engineers Australia; Consult Australia; the Institute of Public Works Engineering Australasia and Professionals Australia.

The Board also includes up to seven members who are co-opted for their professional skills and expertise. Board members act in a voluntary capacity and do not receive any remuneration with the exception of travel expenses incurred in the course of their duties.

## BOARD NOMINATIONS COMMITTEE

The Nominations Committee oversees the nomination of co-opted Board and Committee members.

## ETHICAL STANDARDS

RedR Australia is committed to maintaining the highest ethical standards. All Board members, employees and employees are expected to comply with relevant laws and to sign RedR Australia's Code of Conduct and Child Protection Policy. Board members are required to declare any potential conflict of interest.

## RISK MANAGEMENT FRAUD AND CORRUPTION CONTROL

The Board is responsible for oversight and all employees are required to abide by our anti-bribery and corruption policy.

## RESERVES POLICY

Our reserves policy specifies that reserves need to be retained to safeguard RedR Australia's operations.



RedR adds quality to our work, provides crucial additional support when we need it, and builds capacity of staff to ensure sustainability."

Rie Ishi, Manager of WFP's Augmented Logistics Intervention Team for Emergencies, Geneva

## OUR ORGANISATIONAL CHART

### REDR BOARD MEMBERS

Emeritus Professor  
Elizabeth A Taylor AO  
(re-appointed 2013), Engineers Australia  
  
Mr Andreas Marquart  
(re-appointed 2013), Professionals Australia  
  
Mr Michael Marley  
(re-appointed 2013), Consult Australia

Mr David Swan  
(re-appointed 2013), IPWEA  
Mr Mal Ralston  
(co-opted 2012)  
Mr Andrew Stevenson  
(co-opted 2011)  
Ms Nicole Hahn  
(elected Dec 2014)  
Mr Dinesh Jayasuriya  
(elected Oct 2014)

### BOARD SUB-COMMITTEES

- Nominations Committee
- Audit and Risk Committee
- Constitution Review Committee

### Chief Executive Officer Kirsten Sayers

Director, Strategy and Partnerships  
Drasko Kraguljac

- International Partnerships
- Risk, Safety and Security
- Monitoring Evaluation and Learning

Finance and Corporate Services Director  
Keith Hawkins

- Finance
- Marketing and Communications

Director, Capability  
Emma Kettle

- Training Services

Director, International Programs  
Heidi Winder

- Deployments

# ACCOUNTABILITY & ACCREDITATION

## ACFID MEMBER

RedR Australia is a member of the Australian Council for International Development. We are a signatory to the ACFID Code of Conduct and committed to adhering to ACFID's high standards of corporate governance, public accountability and financial management.

Complaints concerning alleged breaches of the code can be made to the ACFID Code of Conduct Committee via [www.acfid.asn.au/code-of-conduct/complaints](http://www.acfid.asn.au/code-of-conduct/complaints)

## ACNC

RedR Australia is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). ABN 89068902821

## REDR INTERNATIONAL

We adhere to the following RedR International principles: Impartiality, Neutrality, Independence, Voluntary Service and Unity.



Photo: RedR Australia/Wissam Nassar

RedR engineer Danielle Brunton meets Palestinian refugee Ahlam Ahmad and her children in Gaza.

## THE SPHERE PROJECT

RedR Australia is the Sphere focal point in Australia. Our training programs are underpinned by the internationally recognised Sphere standards of humanitarian response.

## CODE OF CONDUCT

Our Board, all employees, deployees, associate trainers, volunteers and interns sign our Code of Conduct.

## FEEDBACK

We welcome your feedback about us. If you have any suggestions, compliments or complaints, please contact our communications team by emailing [communications@redr.org.au](mailto:communications@redr.org.au) or call +61 (0) 3 8341 2666 to request to speak to Human Resources. Our complaints policy is available on our website at:

<https://www.redr.org.au/media/1492/feedback-and-complaints-handling-policy.pdf>

## OUR SOLICITORS

### Maddocks

Level 6, 140 William St  
Melbourne Vic 3000

## OUR BANKERS

### Bendigo Bank

Strathmore Community Bank  
337 Napier Street  
Strathmore Vic 3041

## OUR AUDITORS

### BDO

Collins Square/Tower 4  
Level 18, 727 Collins St  
Melbourne Vic 3008



RedR has supported – and influenced – emerging sectors, ways of working and policy frameworks in some cases and did not simply increase UNHCR core capacity but actively created new capacity,”

UNHCR, Geneva

# OUR FINANCIALS

## INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
<b>Revenue</b>		
<b>Donations and Gifts</b>		
Monetary	86,000	188,525
Non-Monetary	578,386	452,400
Total Revenue from Australian Public	664,386	640,925
<b>Grants</b>		
DFAT	6,502,710	5,772,400
Other Overseas <sup>1</sup>	546,146	783,699
Total Grants	7,048,856	6,556,099
<b>Investment Income</b>		
Bank Interest and other investments <sup>2</sup>	117,797	138,997
Total Investment Income	117,797	138,997
<b>Other income</b>		
Domestic Programmes <sup>3</sup>	904,413	687,545
Other Income <sup>4</sup>	525,051	320,370
Total Other Income	1,429,464	1,007,915
<b>Total revenue<sup>5</sup></b>	<b>9,260,503</b>	<b>8,343,936</b>

	2017 \$	2016 \$
<b>Expenditure</b>		
<b>International Aid and Development Programmes Expenditure</b>		
International Projects <sup>6</sup>	3,862,017	4,031,154
Total Aid and Development Programme Spend	3,862,017	4,031,154
<b>International Projects Fundraising costs – Public</b>		
Cost of promotional campaigns	39,058	20,624
International projects fundraising campaigns-Government, multilateral and private sector	62,287	20,973
International projects accountability and administration costs <sup>7</sup>	1,328,239	1,171,548
Total International Projects Costs	1,429,584	1,213,145
<b>Domestic Programmes Expenditure</b>		
Monetary <sup>8</sup>	0	0
Non Monetary Expenses <sup>9</sup>	578,386	452,400
Australian Beneficiaries <sup>10</sup>	0	0
Programme Spend <sup>11</sup>	3,261,071	2,456,517
Total Domestic Progamme Spend	3,839,457	2,908,917
<b>Total Expenditure</b>	<b>9,131,058</b>	<b>8,153,216</b>
<b>Surplus/Shortfall of Revenue over Expenditure<sup>10</sup></b>	<b>129,445</b>	<b>190,720</b>

## NOTES

- The UK Government through its Department for International Development.
- All deposits are held at the Strathmore Community Bank Branch Bendigo Bank and interest is recognised when received.
- Australian Training fees.
- Includes Cost sharing revenue from UN Agencies for extended deployments.
- RedR did not receive any revenue from bequests or from other Australian grants. No revenue was received for international political or religious adherence promotion programs. RedR had no expenditure on international projects community education.
- The cost of deploying international emergency response experts to our UN partners and includes program support costs.
- The management and administration cost of supporting humanitarian experts to deploy and return from the field.
- ACFID advised that RedR needed a note re the monetary cost of Domestic Programmes Expenditure which RedR had not reported previously as we did not have any in previous years and we do not have any this year as RedR programmes are International.
- An offset for accounting treatment of non-monetary donations an gifts.
- ACFID advised that RedR needed a note re the monetary cost of Domestic Programmes Expenditure which RedR had not reported previously as we did not have any in previous years and we do not have any this year as RedR programmes are International.
- Includes the operating costs of Humanitarian Aid Funding, our RTO and Administration and Governance costs of RedR.

## BALANCE SHEET AS AT 30 JUNE 2016

	2017 \$	2016 \$
<b>Assets</b>		
Current assets		
Cash and cash equivalents <sup>12</sup>	4,798,386	5,704,280
Trade and other Receivables <sup>13</sup>	274,469	251,208
Other financial assets <sup>14</sup>	222,734	202,100
<b>Total current assets</b>	<b>5,295,589</b>	<b>6,157,588</b>
Non-current assets		
Trade and Other Receivables	0	0
Other Financial Assets	0	0
Property Plant and Equipment <sup>15</sup>	149,801	277,257
Donated Assets	0	0
Intangibles	49,600	0
<b>Total non-current assets</b>	<b>199,401</b>	<b>277,257</b>
<b>Total assets</b>	<b>5,494,990</b>	<b>6,434,845</b>
<b>Liabilities</b>		
Current liabilities		
Trade and Other Payables <sup>16</sup>	511,301	322,111
Borrowings	0	0
Current Tax Liability <sup>17</sup>	55,579	234,144
Other Financial Liabilities	0	0
Provisions <sup>18</sup>	267,477	335,740
Other <sup>19</sup>	1,763,363	2,820,251
<b>Total current liabilities</b>	<b>2,597,720</b>	<b>3,712,246</b>
Non-current liabilities		
Borrowings	0	0
Other Financial Liabilities	0	0
Provisions <sup>20</sup>	84,293	39,069
Other Non-Current Liabilities	0	0
<b>Total non-current liabilities</b>	<b>84,293</b>	<b>39,069</b>
<b>Total liabilities</b>	<b>2,682,013</b>	<b>3,751,315</b>
<b>Total Net Assets</b>	<b>2,812,977</b>	<b>2,683,530</b>

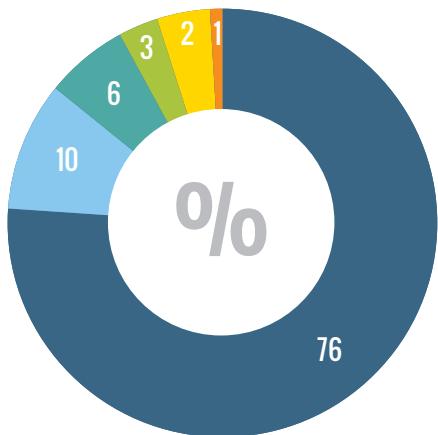
	2017 \$	2016 \$
<b>Equity</b>		
Restricted Reserves	806,342	0
Unrestricted Reserves	131,041	937,381
Other Reserve	0	0
Asset Revaluation Reserve	0	0
Retained Earnings <sup>21</sup>	1,875,594	1,746,149
<b>Total equity</b>	<b>2,812,977</b>	<b>2,683,530</b>
<b>Total Net Equity</b>	<b>2,812,977</b>	<b>2,683,530</b>

## NOTES

12. Bank Account balances with Strathmore Community Bank Branch Bendigo Bank.
13. All outstanding Receivables less receipts unallocated for future training fees.
14. Prepayments to be amortised over the following Financial Year.
15. Fixed Assets are depreciated in accordance with the reasonable life of the asset. Assets at cost are \$638,455.
16. Includes Trade Creditors, Credit Card expenses not remitted and Accrued liabilities.
17. Includes PAYG tax and GST component amounts to be remitted to the ATO.
18. Includes provision for employee leave entitlements, audit fees, doubtful debts and lease make good (for the lease we left in October 2015).
19. DFAT Grant funds to be expended in the following Accounting period.
20. Non-Current provision for Employee leave entitlements.
21. Retained earnings include donations held as the Overseas Aid Trust used for supporting activities of disaster risk reduction of vulnerable international communities of \$937,383.

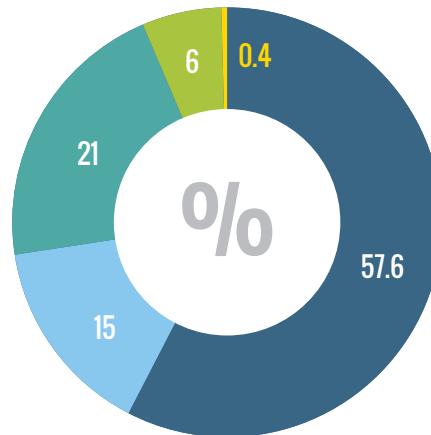
# OUR FINANCIALS

## REVENUE



- Grants
- Training
- Probono
- Interest & miscellaneous
- UN Cost Sharing
- Donations

## EXPENDITURE



- Deployment
- Training
- Business Admin
- Probono offset
- Fundraising

WE WORKED IN  
39 COUNTRIES

1033 PEOPLE

participated in our courses



64 PEOPLE  
COMPLETED CAPACITY  
DEVELOPMENT TRAINING

We supported

85 FIELD ASSIGNMENTS



WE WELCOMED  
49 NEW MEMBERS  
TO OUR STANDBY ROSTER



Above: World Food Programme truck delivers food aid in the Central African Republic.

Main: Trish Morrow.



## HAZARDOUS WASTE MANAGEMENT IN DISASTER RESPONSE

WFP moves vast quantities of food during emergencies and operates a fleet of more than 800 trucks and 3,600 passenger vehicles globally to support their work.

In 12 of the developing countries they operate in, they have to run their own maintenance garages because vehicle servicing is not available. This requires the management of a continuous stream of hazardous waste that includes vehicle batteries that contain acid and lead, used engine oil, tyres, used oil filters, brake fluid, and paints and solvents. In some cases, these countries have limited environmental protocols and legislation and WFP works with partners to identify good alternatives for the disposal of the toxic waste.

RedR sent environmental engineer Trish Morrow to spend a year with the World Food Programme reviewing their environmental management policies and practices in these countries, providing training to field staff and recommending sustainable ways to implement more environmentally-friendly vehicle fleets. She went to some of their most challenging operating environments including Afghanistan, the Central African Republic, Chad, South Sudan and the Democratic Republic of Congo and provided advice on how to reduce waste and maximise reprocessing and recycling.

"This is a really exciting and important project because hazardous waste streams could damage soils, waterways and air quality if they were released into the environment," Trish said.

"I'm really pleased that some of the recycling businesses that I have identified are community-based organisations which provide employment for marginalised

groups such as youth, widows, or women who have not had the benefit of education."

"In Ethiopia, there is a fair trade company making shoes with soles from recycled tyre tread and organic fabrics that has expressed interest in recycling WFP's tyres there."

"In South Sudan, used tyres could be collected in Juba and used for landscaping projects to prevent soil erosion and for stabilizing slopes in hilly areas where roads are being built so we can transport food to people in need."

Many of Trish's short-term recommendations are already being implemented by WFP's country offices.

"Over time, the impact of this project will extend well beyond WFP, results and guidance are already being shared amongst UN agencies and the humanitarian community," the Manager of WFP's Augmented Logistics Intervention Team for Emergencies, Rie Ishi said.

"This deployment was one of three "technical expert" deployments piloted at WFP in 2016, in the environmental sustainability field, and widely hailed as a success. Australia has a reputation for high quality environmental protection and WFP would welcome further opportunities to link Australia's expertise with the humanitarian community's need to embed sustainable development considerations throughout our work, especially in some of the most challenging operating environments on earth," she said.



**redr**  
australia



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*Photo: Jean-Noel Melotte reviews  
Hurricane Matthew damage in Haiti*