

Square Circle Global Development

Prepared by Square Circle Global Development

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About Square Circle Global Development

Square Circle

Square Circle is a global development consulting company headquartered in Brisbane, Australia.

We work critically, adaptively and creatively with development partners to facilitate a more inclusive development process that enables sustainable and equitable impact.

To do this, we partner with communities, governments, civil society, the private sector and development partners to connect policy and capacity to better serve diverse communities.

A key part of our approach is how to best work with cultures, politics, environments and institutional norms to enable knowledge and skills to take us into a more sustainable, inclusive future.

Working at the intersection of theory and practice, we provide services in Education and Capacity Development, Governance and Social Impact, and Research and Monitoring, Evaluation and Learning.

Our development partners include the Australian Department of Foreign Affairs and Trade (**DFAT**), the World Bank, New Zealand Ministry of Foreign Affairs and Trade (**MFAT**), the European Union (**EU**), The University of Queensland (**UQ**), The International Finance Corporation (**IFC**), The Natural Resource Governance Institute (**NRGI**), Transparency International (**TI**) and Conciliation Resources (**CR**), amongst others.



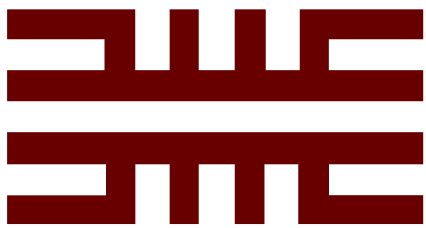
The Square Circle Network

The SC Network: Our network of friends and collaborators

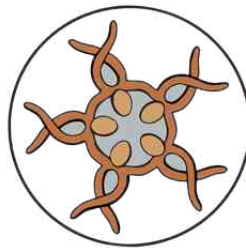
Square Circle invests in building strong and durable relationships everywhere we work.

We believe in knitting together networks across geographies, sectors and cultures to share knowledge of the diverse local experiences, challenges and opportunities of global development.

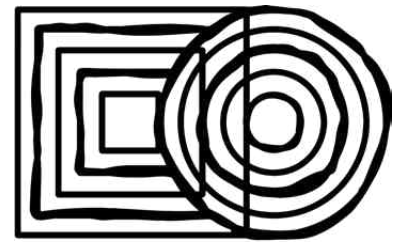
Such networks for development allow us to build teams fluidly to meet the needs of our clients, and the people and communities where we work.



Tanorama
Papua New Guinea



Dignity Pasifik
Solomon Islands



INDIGENOUS TO INDIGENOUS
i2i
Australia



Hue Institute for Development Studies
Vietnam



Bushmen Farming Network
Solomon Islands



Climate Security Research Network
Global



Governance and Collaboration

Square Circle has developed a Project Governance and Collaboration Framework to guide our project work with development partners.

A key part of our project governance arrangements are our policies in areas such as Bribery and Anti-Corruption Policy, Child Protection, Ethical Research, and Protection from Sexual Exploitation, Abuse and Sexual Harassment.

We have also invested in a range of project management and collaboration tools that support effective and efficient management of project teams. These include fit-for-purpose digital platforms for planning, implementing and monitoring work delivered by project teams in geographically dispersed and often-times remote locations.

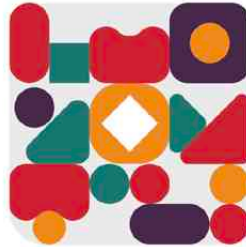


The Way We Work



Insight through critical reflection and participatory methodologies to develop a relational understanding of contemporary development challenges and pathways for change.

Square Circle derives insight through critical reflection and participatory processes that seek to understand the content and quality of social relations—from the local to the global—through which people and communities reproduce social life. Such perspective is informed by a critical historical approach to the contemporary challenges and opportunities of development. Our approach seeks to understand key questions: ‘where have we come from’, ‘how have we gotten here’, and ‘where do we want to go’? We do this by bringing people’s everyday lived experience into dialogue with commonplace assumptions and abstractions of development theory and practice. As such, people, everywhere, are seen as holders of knowledge with important insights for realising the opportunities afforded by the contemporary politics of development and social change.



Action that is knowledge-based, sustainable, and connects people, places, and ideas.

We have a deep commitment to ensuring that our programs and activities are informed by local context and knowledge, as well as local conceptions of the ‘good life’. Because of this conviction, we take a strengths-based approach where we value local capacities and understandings of the challenges of development. We also bring a keen awareness of the interconnectedness of our world, and the possibilities for action that such connectivity brings. It is through the building and strengthening of ties within and across geographies, scales, cultures and ideas that we ensure programming and activities that are meaningful, sustainable and inclusive. We seek to foster an environment for action that is locally grounded and globally informed for maximum impact.



Impact across local, regional and global scales through adaptive change that embraces a dynamic and diverse world.

Creating sustainable and inclusive impact for a dynamic and diverse world is at the core of all of Square Circle’s research and analysis, policy advice, program design and implementation activities. One of the reasons we do what we do is to have an impact on some of the diverse development challenges found in an increasingly complex global environment. By fostering an exchange of knowledge, experience and practices, our work seeks to ensure that impact is felt at every level of our approach—from the local, grassroots level, through to national, regional and global levels. Such an exchange allows governments, communities, institutions, and private sector partners for development to continuously learn and adapt towards more equitable and inclusive outcomes.

Select recent projects

Project: Global Evaluation of the Extractive Industries Transparency Initiative

Client: Extractive Industries Transparency Initiative

Date: 2021-2022 (Consortium with Voconiq)

Project: MEL Capacity Building Workshops for JSS4D (PNG)

Funder: Justice Services and Stability for Development

Date: 2022

Project: Developing anti-corruption and integrity strategies (PAIS) for public sector agencies in PNG

Funder: TIPNG/EU

Date: 2022 - Ongoing

Project: Strongim Bisnis Rural Women Business Development Manual (Solomon Islands)

Funder: DFAT/Adam Smith International

Date: 2022 - Ongoing

Project: Listening to Climate-impacted Communities in Fiji

Funder: Pacific Centre for Peacebuilding (MFAT and EU)

Date: 2021-2022

Project: Design and establishment of the Lihir Foundation

Funder: Newcrest Mining Limited

Date: 2021- Ongoing (Consortium with Tanorama and Deloitte)

Project: Land Mediation Training and Local Land Court Mentoring on Bougainville Study (PNG)

Funder: Justice Services and Stability for Development/DFAT

Date: 2022 - Ongoing

Project: Stakeholder Consultation and Indigenous Participation (SCIP) Strategy for CSIRO project 'Empowering local communities to suppress populations of the invasive vectors Aedes albopictus and Aedes aegypti in Torres Strait, Australia'.

Funder: CSIRO

Date: 2022

Project: Community and Business perceptions of crime, safety and justice services provision in 2021/2022 (PNG)

Funder: Justice Services and Stability for Development (Partnership with Tanorama)

Date: 2021-2022

Project: Australia Awards Mekong Australia Partnership Leadership Experience Program

Funder: DFAT

Date: 2022-2024

Project: Pacific Leadership Programme for leaders in the fisheries sector

Funder: MFAT

Date: 2019-ongoing

Project: Australia Awards PNG Pre-Departure and Reintegration

Funder: AAPNG/DFAT.

Date: 2019-ongoing

Project: Executive Skills for Inclusive Development (Regional)

Funder: DFAT/Australia Awards Cambodia

Date: 2021-2022

Project: Advancing the Office of the Registrar of Indigenous Corporations (ORIC) Governance Approach: Supporting Corporations and Communities beyond Compliance

Funder: Office of the Registrar of Indigenous Corporations

Date: 2022

Project: Nazareth Centre for Rehabilitation Conflict Resolution and Mediation Modules

Funder: Conciliation Resources

Date: 2021



Our Digital Learning Platforms

Square Circle has a track record of designing and delivering highly successful leadership workshops and programs through digital learning and facilitation platforms. In fact, we are at the **leading edge of digital engagement**.

Our approach to learning and facilitation is based on the important premise that digital engagement is not simply about 'facilitating through Zoom'. Many of the pedagogical and facilitation processes that work in a face-to-face environment cannot be simply transplanted into a digital setting. Digital engagement programs must be built from the ground-up, with appropriate modalities, platforms, content, phasing and engagement for the digital environment.

Our digital engagement methodology includes a range of online platforms such as **Howspace** (a content-focused platform with an emphasis on social learning) and **Virbela** (a 3D Virtual Space environment where learners control their own movements in a virtual conference hall).

Howspace is an online social learning platform that supports development of customised, purpose-built workspaces to meet the needs of participants across the life cycle of their training experience. This platform provides a place for training participants to meet; to share knowledge and experiences; to network; to collaborate; and to support one another. Designed for both collaborative and individual learning, the platform helps to foster a shared learning experience for cohorts as they engage with program content and with one another. Importantly, Howspace is highly intuitive and does not require prior experience or knowledge on the part of users

Designed for learning, networking and collaboration, the program's Virbela environment places participants in control of their own 'avatar'. In this sense, Virbela offers a more 'familiar' way of engaging as it enables participants to inhabit the same 'space', and to be 'free' to move about and engage with full control of their online avatars. This means that it is the participants

who decide when and how they move in and out of conversations and workshop sessions in much the same way as they would in a physical workshop. The Virbela Virtual Space incorporates an office and boardroom as well as a conference hall and an auditorium, to enable hosting of a diverse range of activities. Virbela allows participants to gather collectively and in small groups for discussion and engagement, to participate in seminars and workshop activities, and to further solidify networks.

In this way, Square Circle's methodology underpinning digital delivery and engagement incorporates both asynchronous conversations with participants as they engage through the online workspace in line with their own schedules, combined with synchronous workshop and networking where all participants meet together for facilitation-team led presentations and group activities.



Figure 1. The Virbela 3D Environment

Square Circle Studio

Through Square Circle Studio, our in-house digital storytelling and content creation capability, we work with our development partners to create stories for impact.

Stories pique curiosity, convey meaning and shape action. They also create shared insight across geographies, cultures and ideologies. Storytelling is also a powerful tool to amplify voices that are often not heard.

Through documentaries, animations, illustrations and pictures, we draw on our in-house storytelling capabilities across all of our services—from catalysing change through our governance and social impact advisory work, to supporting learning and insight through our education and capacity development programs, and understanding the impacts and drivers of change through our MEL projects.

SC Studio capabilities span the full spectrum of storytelling, from concept design to production, ideation to execution.





Our Leadership Team



Dr Tim Grice

CEO + Founding Director

Dr Tim Grice is a governance and institutional strengthening specialist with experience in the design, implementation and evaluation of a broad range of international development programs.

Dr Grice's governance work focuses on multi-stakeholder structures and mechanisms to enhance local agency, transparency, participation and accountability for inclusive development impacts.

Tim has led international development projects across a wide range of areas including infrastructure development, conflict and peacebuilding, climate change adaptation, small and medium enterprises, education and community health. He also has extensive experience in adaptive programme management; monitoring, evaluation and learning (MEL); institutional strengthening; strategic planning; leadership development; and capacity building.

Dr Grice's research and advisory work is inclusive, adaptive, participative and rigorous. He also uses digital storytelling methods for sensemaking and sharing of development insights with a diverse range of people.

Recent experience:

- » **FPIC process for invasive mosquitoes in the Torres Strait (2022)**
CSIRO
Working with Square Circle's partner Indigenous 2 Indigenous, leading a Free, Prior and Informed Consent process for the elimination of invasive mosquito born disease in the Torres Strait, Australia.
- » **Independent evaluation of the EITI (2022)**
EITI International Secretariat
Co-lead of the Independent evaluation of the Extractive Industries Transparency Initiative with Square Circle's consortium partner Voconiq.
- » **Design of the APEP Natural Resource Wealth Strategy (2022)**
Australian - PNG Economic Partnership
Design of the Sustainable Governance of Natural Resource Wealth Strategy for the Australian - PNG Economic Partnership (APEP).
- » **Design lead for the Lihir Foundation (2022)**
Newcrest Mining Limited
Design lead for a community development foundation for compensation and benefits streams from the Lihir Gold Mine, PNG.
- » **Nepal World Bank ESF Framework**
The World Bank
Led the review of the effectiveness of the World Bank's Environmental and Social Framework (ESF) for Investment Project Financing (IPF) in Nepal.
- » **The impacts of COVID-19 on mineral governance landscapes (2021)**
Transparency International
Lead for global study on COVID-19 and minerals governance.
- » **Climate change and conflict in the Pacific (2020-2021)**
Conciliation Resources
Lead adaptive MEL advisor for large climate change and conflict project in Fiji, Solomon Islands and PNG. Also supporting listening study for informal communities in Fiji and developing peacebuilding curriculum for the Pacific Centre for Peacebuilding.
- » **Design of a model for decentralisation in Vanuatu's justice sector (2020)**
Vanuatu Australia Policing and Justice Program,
Developed a decentralisation model for Vanuatu's Ministry of Justice and Community Services.



Dr Kamil Shah

Founding Director - Education and Capacity Development

Dr Shah is a lecturer, researcher, advisor and program design and implementation specialist with long experience working collaboratively with academia, public and private sectors. He holds a PhD in International Relations and a Masters in Peace and Conflict Resolution from the University of Queensland and is a Founding Director of Square Circle, a global development consulting firm located in Brisbane, Australia.

Kamil is an expert educator and trainer, with over ten years of experience researching and lecturing in the School of Political Science and International Studies at the University of Queensland. His academic (teaching and research) pursuits focus on security, development and the politics of statebuilding; conflict and non-violent social change; governance, ethics and public policy; development and social inclusion; global political economy; international security and cooperation; and trade and development.

Dr Shah has designed and led numerous programs across the Pacific and Southeast Asia. In all of his work, Kamil deploys innovative methods to foster development of diverse networks, to build effective and resilient communities of

practice, and to instil a culture of dialogue and critical reflection to support sustainable outcomes.

Key experience:

- » **Australia Awards Cambodia Executive Skills for Inclusive Development (2021)**
Australia Awards Cambodia
Designed and led a short course in Inclusive Development for Executives across public, private, and NGO sectors from Cambodia, Vietnam, Laos, and Myanmar.
- » **Australian Embassy in Cambodia GEDSI Training (2021)**
The Government of Australia
Designed and led three-part GEDSI training for staff of the Australian Embassy in Cambodia.
- » **Australia Awards Papua New Guinea Pre-Departure Training and Reintegration Workshops (2018-2021)**
AAPNG and The University of Queensland
Designed and led the full life cycle of programs to support AAPNG Awardees preparation for study and life in Australia, as well as to use their learnings and networks to make an inclusive impact upon their return to PNG.
- » **The Pacific Leadership and Governance 'Precinct' Tracer Study (2019-2021)**
DFAT and The University of Queensland
Team Co-Lead on project to trace the contribution of Precinct Programs to Ethics and Values Based Leadership in PNG Public Service.
- » **The Pacific Leadership and Governance Precinct Future Leaders Program (2018-2019)**
DFAT and The University of Queensland
Program Advisor and Public Policy (co-) Lead for the Future Leaders Program, supporting emerging leaders across the Public Service in PNG.
- » **PNG EITI Resource Governance Coalition (2020)**
The World Bank
Advisor for PNGRGC and CSO operationalisation to support PNG EITI implementation.
- » **The Science and Practice of Sustainable Development (2020)**
The University of Queensland
Provided a series of contributions for The Science and Practice of Sustainable Development MOOC, part of the Leadership in Global Development Micro-masters Program at The University of Queensland.



Dr Jodie Curth-Bibb

Director - Governance and Social Impact

In the interests of supporting the development aspirations of local people, Jodie's work draws on complex adaptive systems theory using a social inclusion lens to bring about institutional and social change.

Over Dr Curth-Bibb's 20+ year career, she has worked in various roles in academia and the public and private sectors in the fields of governance and institutional reform; leadership and capacity development; monitoring, evaluation and learning; gender-based violence; and gender equity and social inclusion. Jodie's experience cuts across a diverse range of sectors, including law and justice, media and politics, defence, public sector administration, public health, education, extractives and Indigenous policy.

Dr Curth-Bibb has worked on public policy issues in global forums for multilateral organisations as well as in Australia, Papua New Guinea, Solomon Islands, Tonga, Fiji and Pakistan. Jodie holds a PhD in Political Science and is an Adjunct Senior Researcher for the Centre for Social Impact at Flinders University, where she was previously the Head of Public Administration and Policy Masters Program in the College

of Business, Government and Law. Prior to this appointment, Jodie was the Head of the Pacific division of The University of Queensland's International Development unit.

Key experience:

- » **Global Evaluation of the Extractive Industry Initiative (2021 – Current)**
Extractive Industries Transparency Initiative
Lead qualitative researcher – designing methods and data management systems and overseeing 10 country case studies.
- » **MEL Capacity Building Workshops for JSS4D (PNG) (2022)**
Justice Services and Stability for Development
Co-designer of course content and key facilitator.
- » **Land Mediation Training and Local Land Court Mentoring on Bougainville Study (2022 – current)**
Justice Services and Stability for Development
Co-Lead Researcher, including methods design, data analysis and report writing.
- » **Office of the Registrar of Indigenous Corporations (ORIC): Supporting Corporations and Communities beyond Governance Compliance (2021-22)**
Office of the Registrar of Indigenous Corporations
Senior researcher, conducting interviews and case studies.
- » **Research Project Title: Analytical Review Paper: Western Province PNG (2021)**
DFAT and Oxford Policy Management
Senior Researcher and Gender Adviser, exploring opportunities and constraints to sustainable economic, environmental and human development of Western Province.
- » **Impact of Public Finances on the PNG-Australia Borderland (2016-2019)**
Australian Research Council
Senior Research Fellow to explore the public finance, livelihoods, governance and effectiveness of service delivery in the PNG borderland region.
- » **Pacific Leadership and Governance Precinct - Precinct Leadership Program (2017-2019)**
Abt Associates
Manager /Program Designer/ GESI Adviser / MEL Adviser to capacity develop ethical and capable public sector leaders in PNG.



Dr Michael Spann

Founding Director - Research and Monitoring, Evaluation and Learning

Dr Michael Spann is a researcher and practitioner in the areas of international development and community development, with experience working on complex challenges with diverse stakeholders. He is comfortable dealing with a wide range of stakeholders from government officials and corporate executives to subsistence agriculturalists and villagers.

Michael has a strong understanding of all aspects of applied social science research and political economy, with expertise in qualitative and mixed methods research. He has a solid track record of peer-reviewed publications and analysis pieces and has sectoral interests and expertise in food security, global development, peace and conflict and governance at both the national and sub-national levels.

Michael is an adjunct lecturer in the Faculty of Humanities and Social Sciences at the University of Queensland and a guest lecturer at the Vietnamese Academy of Social Sciences. He has also completed courses in adult education teaching and training techniques.

Key experience:

- » Lead Data Analyst/Pacific Leadership and Governance 'Precinct' Tracer Study (2019-2021). DFAT funded nationwide project to study the extent to which Pacific Leadership and Governance 'Precinct' participants are using their skills, knowledge, and networks to contribute to improved public policy and delivery of services in PNG.
- » Research/ Background Report on Climate Change Migration and Peacebuilding in Solomon Islands (2020-2021) Background paper on Climate Change Migration and Peacebuilding for Conciliation Resources to provide the foundation for their peace-building program in Solomon Islands.
- » Climate change and conflict in the Pacific (2020) Conciliation Resources - MFAT and EU Grants. Provided inputs for a Listening, Storytelling and Relational Mapping Methodology for large climate change and conflict project in Fiji, Solomon Islands and PNG.
- » Listening to climate-impacted communities in Fiji (2020-21) Pacific Centre for Peacebuilding
- » Researcher for adaptive peacebuilding and listening project for informal communities in the Suva-Nausori Corridor in Fiji.
- » Training Facilitator/ Australia Awards PNG Intake 2019 & 2020 Pre-departure Training In this role, Dr Spann delivered sessions on building academic confidence.
- » Workshop Facilitator/Australia Awards Ethical Leadership Reintegration Workshop, Port Moresby, (2019-2021) In this role, Dr Spann participated in the design and delivery of the Ethical Leadership Reintegration Workshop, supporting AAPNG scholars at the conclusion of their studies.
- » Community Engagement Protocols Analysis in Solomon Islands' Mineral Sector (2019) Assisted in providing support and analysis on local level consultation and awareness for the proposed establishment of the Solomon Islands Minerals Advisory Centre



Dr Faiza El-Higzi OAM

Principal Consultant - Diversity and Inclusion

Faiza El-Higzi is a recognised social advocate for her work as a social change and diversity expert. While her current focus is gender and social inclusion, her professional experience includes strategic economic and social policy at both state and Federal government levels in Australia. She is an adviser on gender and culture diversity and sits on many Australian government committees and not-for-profit organisation boards to build institutional capacity.

She brings extensive experience working in leadership positions in government and the NGO sector, directly influencing and contributing to strategic objectives and key organisational goals. Importantly, Faiza's experience includes organisational change to accommodate diversification, expansion, restructuring and social inclusion.

Faiza holds several post-graduate qualifications, has extensive experience in international development policy and has worked in refugee resettlement. In 2020, her contributions were recognised by the Order of Australia Medal, and in 2018 by the Queensland Government Outstanding Individual Award for services to the multicultural sector.

Key experience:

- » Australian Embassy of Cambodia- Gender Training Program (2021) Co-Designed and co-lead a Gender Training Program for Australian Embassy Staff in Cambodia.
- » Multicultural Advisory Council, Member, Queensland Government (2019-2022). Provides advice to government on multicultural policy priorities such as unconscious bias in employment and access to interpreting services. Work with the government to enable innovative approaches to social inclusion and multi-culturalism.
- » Domestic and Family Violence (DFV) Implementation/ Prevention Council, Member, Qld Government (2016). Identified key issues that depart from mainstream concerns to inform policy outcomes. Highlighted key areas of need engaged diverse communities in addressing DFV.
- » Women on Boards Strategic Advisory Group, Qld Government (2016 – current). The Committee advocates and provides advice to Office for Women on improving the uptake of women on Government boards. Focused on raising awareness about the need to increase the percentage of NESB to align with the QLD government Multicultural charter and to reflect the state demographic diversity in decision making.
- » Australian Agency for International Development (AusAid), Manager (2008-2011). Established the Trilateral Development Cooperation Program Framework with Brazil, Argentina, Chile and Colombia. Lead negotiations with ABC (Brazilian Cooperation Agency) and the Inter-American Agency for Cooperation in Agriculture to collaborate on the design and implementation of a clean water tank program in Haiti.
- » Department of Premier and Cabinet Queensland, Principal Policy Officer (2007-2008). Developed high level policy research to inform Government strategic direction in transport and health at a State-wide level.
- » Department of State Development, Queensland, Principal Project Officer (2000-2007). Lead policy and research activities to ensure policy development and advice to Government.



Dr Joseph Hongoh

Principal Consultant - Governance, Conflict & Peacebuilding

Dr Joseph Hongoh is a Peacebuilding, Governance and Development specialist with over 15 years public and private sector experience in designing and implementing programs in participatory governance, peacebuilding, Gender, Equity, Disability and Social Inclusion (GEDSI), socio-economic and political analysis, and community development. He has well-developed skills in project management, strategic planning, monitoring, evaluation, and learning.

Dr. Hongoh served as a trainer and facilitator in the pre-referendum dialogues in the Autonomous Region of Bougainville under the auspices of Peace and Conflict Studies institute Australia (PaCSIA).

Key experience:

- » Development of Peacebuilding Curriculum for the Pacific Centre for Peacebuilding as part of a European Union and New Zealand MFAT funded project led by Conciliation Resources. (2021).
- » Technical advisor, Community Dialogue: Design and part of the lead team that delivered the Bougainville Referendum Dialogues. The dialogues engaged communities in the Autonomous Region of Bougainville, including the mining region of Panguna to dialogue and reflect on their future as they prepare for the referendum and discuss opening of Panguna Mines.
- » Gender and Social Inclusion Advisor: Design and delivery of Gender and Social Inclusion teaching modules for various cohorts under the Australia Awards Programs, including for AAPNG.
- » Program Manager, Peacebuilding, Governance and Development program. Designed and implemented programs that enhanced community participation in governance in resource rich regions of Eastern Democratic Republic of Congo and Rwanda - 2004-2009
- » Senior Conciliator/ Mediator, Queensland Human Rights Commission: Delivering Alternative Dispute Resolution Process through interpretation and application of legislation and policies on promoting the understanding, acceptance and public discussion of human rights in the state of Queensland, (2016-Present).
- » Monitoring and Evaluation (M&E) Advisor – Office of Presidential Advisor on the Peace Process (OPAPP), Government of Philippines: Developed a technical approach to monitoring and evaluating multi-sectoral peace and development programs within the Peace and Institutional Development Unit (PIDO). The goal was to develop a Monitoring and Evaluation system that would capture and track progress and output of different projects under Peace and Development umbrella

Leadership and Policy

For inclusive development

Effective, transparent and inclusive leadership in pursuit of the common good is integral to the development of legitimacy and trust between institutions and the populations they serve. Such leadership is central to the development of public policy that provides practical outcomes for communities in line with local, national, and global visions of development and social change.

Working across the public sector, private sector and civil society, Square Circle's leadership programs empower and support the capacity of established and emerging leaders to think and lead strategically, adaptively, inclusively and creatively. We help leaders to consider how best to work with cultures, politics and institutional norms to carve out new leadership knowledge, skills and networks to influence change for a more sustainable and inclusive future.

Square Circle's policy advisory services help governments to mobilise diverse voices in the articulation and formulation of public policy that creates inclusive and sustainable impacts for all citizens. We balance global policy frameworks for governance, economic growth, social prosperity and environmental stewardship with local conceptions and experiences of development. Our approach seeks to bring about inclusive and environmentally sustainable growth where local peoples, ecologies and economies actively engage with and speak to global initiatives, frameworks and institutions.



“We work collaboratively with our development partners to develop innovative and creative approaches to leadership and policy that support sustainable and inclusive futures.”

Governance

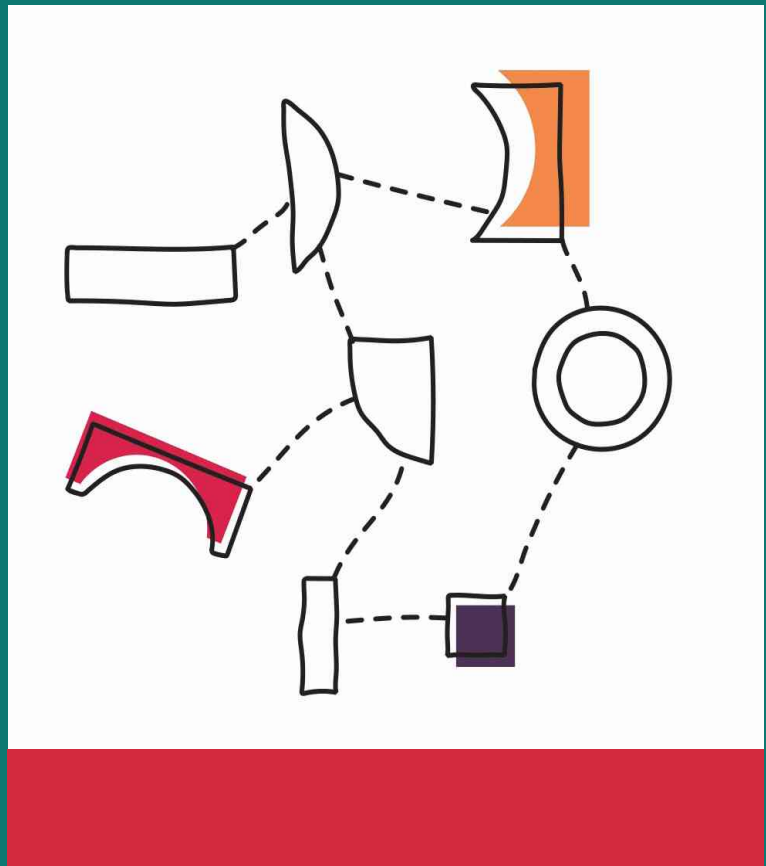
Through traditional and non-traditional systems

Effective and transparent systems of governance are essential for ensuring inclusive development outcomes that have long-term impact.

Square Circle works with traditional and non-traditional governance systems to support greater transparency, accountability, inclusion and effectiveness—and ultimately improved legitimacy for institutions and organisations. We provide strategic analysis, education programs and advisory services for a range of governance actors including local and national governments, institutions of global governance, civil society organisations and the private sector.

We also understand the importance of linking systems of governance across local, national and global levels, and the way in which decision making can produce different outcomes for different groups. Because of this, we have a particular focus on multi-stakeholder governance structures that enhance local voices and agency.

Our governance work also seeks deep understanding of the experiences that diverse populations have with traditional and non-traditional governance institutions. Such understanding gives meaning to more abstract 'indicators of governance' while highlighting the potential pathways for strengthening governance systems—and for delivering on the promises of development.



“Our approach to governance reform is to work through a collaborative and strengths-based approach that bolsters local voices and agency while promote accountability, inclusion and effectiveness.”

Institutional Strengthening

For service delivery

Capable and legitimate state and civil society institutions are a vital part of the development landscape. They help to maximise human capacity and financial resources and can drive sustainable development outcomes that meet the needs and aspirations of diverse populations.

For Square Circle, institutional strengthening involves understanding the diversity inherent in any institutional context and harnessing it in ways that recognise existing and potential capacity, deepen and broaden legitimacy, enhance connectivity, and bring about sustainable and inclusive service delivery. Through our approach to institutional review and design, we help public sector and civil society institutions to articulate their vision and theory of change, provide support for the organisational design process, and help to build capability for inclusive service delivery and impact.

Square Circle's Institutional Review Assessment takes a collaborative approach to understanding institutional effectiveness across three domains: 1) Insight and Orientation; 2) Action; and 3) Impact. Insight and Orientation focuses on the path and direction the organisation has set upon. Action is about the way the organisation has worked to execute its strategy and realise its vision. Impact focuses on the substantive results achieved.

In our Institutional Strengthening work, we use innovative digital learning methodologies and tools to enhance opportunities for collaboration and to create a custom-built experience for training. Importantly, we understand the



“We do not see institutional strengthening merely as a technical issue. Instead, we situate institutional strengthening in wider political, economic, and social relationships that encompass policies and rules (the supply side) within a broader civil society, social accountability and equitable development framework (demand side).”

importance of continuous learning and improvement as central to any institution's long-term stability and impact. Because of this, our approach to institutional strengthening

is both participatory and iterative, helping to ensure local ownership from program design through to implementation and evaluation.

Investment Design & Program Management

For inclusive impact

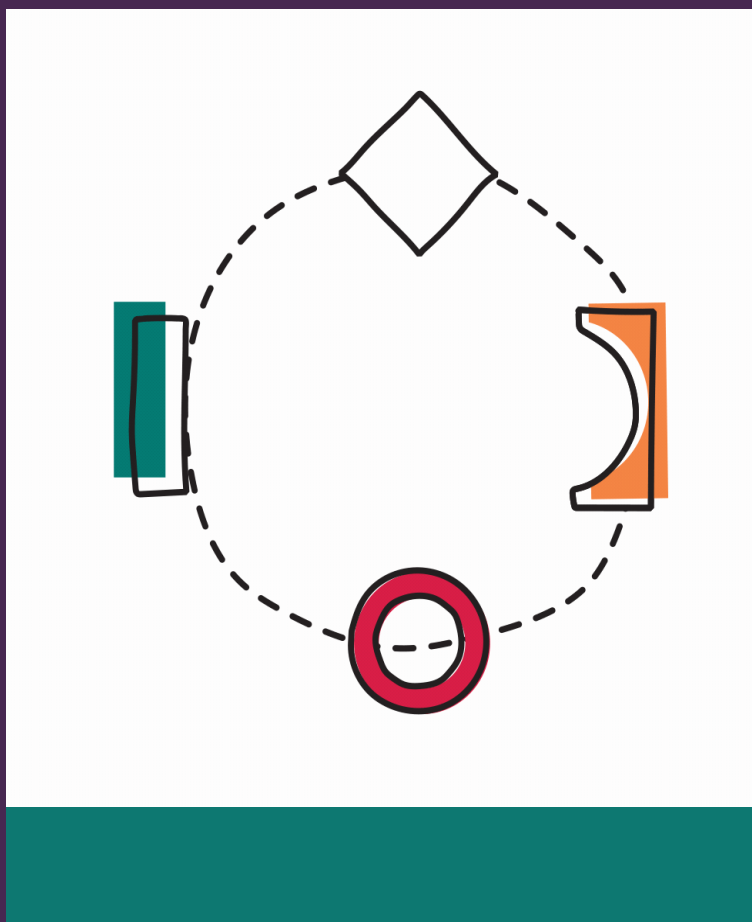
Square Circle works closely with our development partners to design investments and programs that bring about sustainable and inclusive impact.

Our experience in a range of complex environments, coupled with our deep knowledge of the broader 'development' context, means that our approach to investment design and implementation meets the needs of diverse stakeholders. A key part of how we do this is to include the intended beneficiaries of development programming into the design phase, helping to ensure that local knowledge informs the theory of change and program design.

We also understand that change is not linear, nor does it happen in a vacuum. A core part of our approach to investment design and implementation is to incorporate adaptive programming methodologies, where experimentation and learning are integrated throughout the program lifecycle. This approach enables space to recognise the different and sometimes divergent perspectives of stakeholders, the social, economic and cultural conditions 'on the ground', and the challenges and opportunities involved in trying to build consensus.

As experts in digital facilitation and collaboration, Square Circle's approach to investment design and program management also supports remote engagement. Central to all of our design and implementation work is the forging of long-lasting partnerships with our clients, stakeholders and the communities in which we work.

Square Circle calls on a wide and deep network of local and international experts across the development spectrum to support our programs.



“Square Circle believes that local voices should be prominent when development challenges and pathways for change are nominated and prioritised.”

Digital Storytelling

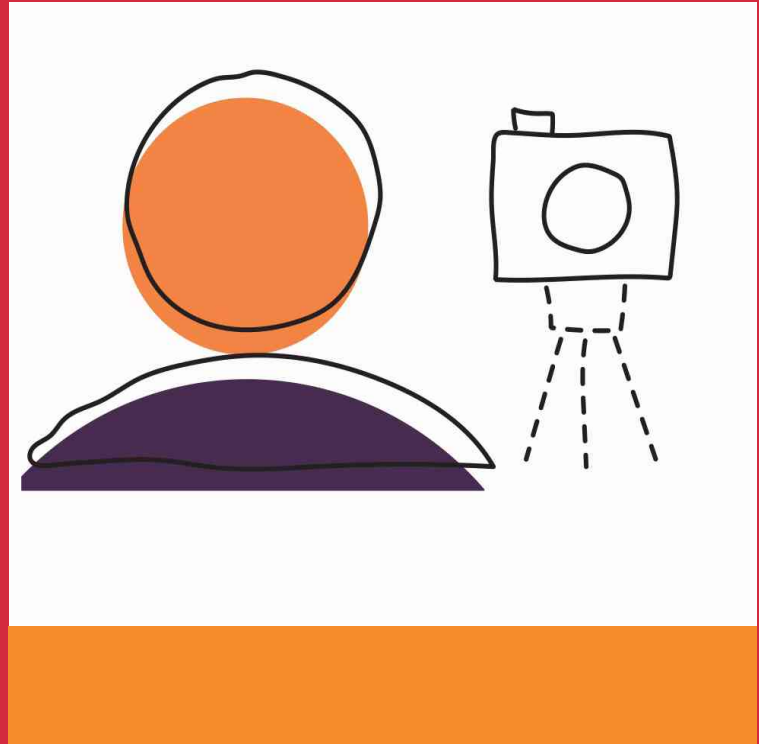
Through videography and animations

The global coronavirus pandemic brought home the importance of being able to collaborate, learn and share stories from a distance. To develop close-knit teams and collaborative working relationships with partners anywhere. To deliver learning programs through digital platforms that spark deep reflection and active engagement. To tell up-close stories from a distance in a way that piques curiosity, conveys meaning and shapes action. And to build familiarity and rapport amongst partners who are dispersed across multiple locations and countries.

Square Circle couples our professional content creation and storytelling capabilities with a deep understanding of digital engagement methods and pedagogies. We understand that many of the pedagogical and collaboration processes that work in a face-to-face environment cannot be simply transplanted into a digital setting. Digital engagement programs must be built from the ground-up, with appropriate modalities, platforms, content, phasing and engagement for the digital environment.

Our digital engagement methodology includes the development of customised, highly intuitive and purpose-built online workspaces to meet the needs of partners (collaboration) and participants (trainings) across the life cycle of a program. These workspaces provide a place for meeting; for sharing content, knowledge and experiences; for networking; for collaboration; and for supporting one another.

Through SC Studio, our in-house digital storytelling, collaboration and content creation capability, Square



Circle produces engaging content for use across our programs and services. Our digital stories spread the benefits of personal and institutional narratives to a wider audience. Illustrations, photographs, documentaries and animations, all have the potential to create shared

insight across geographies, cultures and ideologies. These digital mediums can also be used to amplify the stories of marginalised voices.

Square Circle draws on our unique combination of digital collaboration and storytelling capabilities

“Through SC Studio, our in-house digital storytelling and content creation capability, Square Circle produces engaging content for use across our programs and services.”

Research

That delivers insight and practical outcomes

Square Circle's research service creates deeper understandings of development and social change. These understandings support evidence-based recommendations for Investment Design, Adaptive Programming, and Monitoring, Evaluation and Learning (MEL). We provide these insights to our clients and donors as well as the populations that are the intended beneficiaries of development programming.

Our relational and mixed-method approach to research supports greater understandings of social inclusions and exclusions, and the potential opportunities associated with the politics, programs and policies of development—from the local to the global. Through this grounded and empirical approach, we create an evidence base to inform public policy, development programming, and local activities to better meet the demands posed by complex development challenges.

Our critical approach to research and analysis also shines a light on the diverse 'lived experiences' of development, as well as the multiple imaginations of the 'good life' that people and communities have across cultures, regions and geographies. Through an unpacking of global social relations of development and political economy, and an understanding of the complex multilateral environment in which social struggles over development take place, we bring new insights and possibilities to policy discussions and investment design.



Square Circle's research portfolio captures narratives through videography and animation, enhancing inquiry through qualitative data that is personal and rich—creating unique avenues for accessibility and impact for communities and stakeholders alike.

“We do not do ‘research for research’s sake’ but for substantive impact for the communities, institutions and clients for whom we work.”

Conflict, Peace & Development

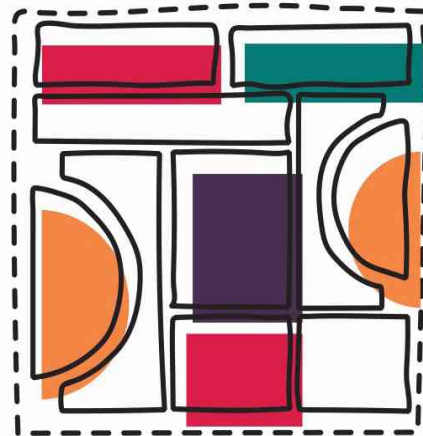
Through partnerships and networks

Global inequality and associated social, environmental, energy, food, and financial crises pose very real humanitarian concerns. These concerns are intensified in countries and regions emerging from conflict, and are the focus of much development policy, programming and practice.

Through partnerships and networks that connect researchers, policy makers, civil society and development practitioners operating at local, regional and global levels, Square Circle provides expert analysis and support for programs focused on conflict, peace and development. We seek to influence peacebuilding and broader development programming to meet the diverse needs of populations under contemporary conditions of inequality.

Central to our work is an understanding of the importance of local agency and voice in development programming. Inclusive development that supports diverse visions of 'the good life' while fostering social cohesion and belonging is integral to overcoming legacies of conflict and feelings of injustice.

Square Circle's team of researchers and practitioners have published on and worked in communities and regions emerging from long-term conflict, as well as those engaged in processes for peacebuilding and post-conflict reconstruction. We have worked with communities who have experienced violent extremism, political upheavals, natural disasters, mining legacies, environmental conflicts and ethnic tensions.



Across all of our projects, we take a locally-driven and strengths-based approach to community resilience and peacebuilding.

“Working with and through traditional and non-traditional institutions of governance, Square Circle takes a relational approach to understanding the causes of conflict and insecurity.”

Monitoring, Evaluation & Learning

That is adaptive, people-centered and outcome focused

Square Circle's Monitoring, Evaluation and Learning (MEL) service enables the application of knowledge to inform real-time decision making for adaptive program design and implementation—helping to improve development impact while supporting accountability.

Our team of researchers, academics and development practitioners bring in-depth experience working in complex environments and in the innovative use of mixed methods and participatory approaches that shed light on how, why, and under what circumstances change takes place. Our approach to MEL also provides a clear understanding of program value-for-money and cost-benefit analyses to support iterative adaptation.

Square Circle also has a deep understanding of the challenges posed by the politics of knowledge and representation. In complex environments in particular, understanding power imbalances and listening to marginalised and vulnerable voices helps to ensure a more holistic assessment of impact.

In our monitoring, evaluation and learning, the use of digital storytelling helps to highlight stakeholder interpretations, understandings and experiences of project activities and impacts. Digital stories also help to spread the benefits of personal and institutional narratives to a wider audience, creating shared insight across geographies, cultures and ideologies.



“Our approach to MEL is both inclusive and adaptive, creating the space for a wide range of stakeholders to provide real-time feedback throughout the program lifecycle.”



Indicative Projects

Australia Awards Mekong-Australia Partnership On-Award Leadership Program

Square Circle was privileged to deliver an education and capacity development program to a dynamic group of Australia Award scholars from the Mekong region. DFAT's Mekong-Australia Partnership (MAP) is based on a shared vision among the countries of the Mekong subregion and Australia for an open, inclusive, secure, and prosperous region.

Underlying the MAP is Australia's Partnerships for Recovery policy, and its focus on building relationships, and sharing knowledge and skills amongst the countries of the Mekong subregion and with Australia to strengthen economic recovery, environmental resilience, and human capacity. To this end, a key initiative of MAP is Building Human Capacity (BHC), including through Australia Awards Scholarships for emerging leaders in the subregion.

The cohort of future leaders was made up of 47 Awardees from Laos, Cambodia, Vietnam, Myanmar, and Thailand. Over the course of their 2-year Awards experience (2021-2022), Square Circle delivered numerous on-award activities focused on important Developmental Leadership skills and frameworks, building people-to-people linkages, and furthering dialogue on important topics for the region. These activities aimed to enhance the Awardees' Australia Awards experience and strengthen their practical capacity for collaborative governance and strategic management. Square Circle is confident that the cohort will go on to engage with entrenched challenges and advance inclusive development outcomes for the Mekong subregion.

Square Circle's in house studio, SC Studio, produced high quality video products for reporting and public diplomacy, earning a further contract with DFAT for digital storytelling related to the MAP. The SC Studio creatively highlighted Awardee stories and tangibly illustrated outcomes that were central to the program goals.



Pushing Barriers - Connecting youth from refugee backgrounds to the Australian community

Square Circle partnered with local Queensland non-government organisation, Pushing Barriers, to support their work connecting youth from refugee backgrounds to the Australian community through sport.

The project involved the development and delivery of online and in-person training modules for Pushing Barriers' Volunteers, Club Liaison Officers, and Participants.

In addition to covering important onboarding requirements, the training package focused on building understanding of difference. It promoted the development of skills that support Volunteers and Club Liaison Officers to effectively engage with families and participants with diverse cultural experiences and backgrounds. Alongside

the training modules, an online Community of Practice was designed and built to facilitate long-term support and networking for Pushing Barriers.



Lihir Development Foundation - Design and Establishment

Tanorama, Square Circle and Deloitte have been commissioned by Newcrest Mining Limited (Newcrest) to design and establish the 'Lihir Development Foundation'.

The Foundation will oversee the funds set aside for community development and investment under the Lihir Benefits and Development Agreement, 2020.

The vision for the Foundation is to deliver long-term socioeconomic development for Lihir to ensure the people of Lihir have sustainable futures at the close of the Lihir Gold Mine.

A key part of the design is engaging with cultural principles of ***Luksave*** - proper recognition, through sharing ownership and building equal relations, ***Hanmak***- tangible impacts and outcomes and ***Pasin***- the way in which events and engagements are managed.

Importantly, the design has been conducted through a participative process involving 'Resettled Family Groups' and 'Tenement Landholder Group's as well as broad range of local stakeholders.

The Tanorama, Square Circle and Deloitte consortium are responsible for the full governance and organisational design as well as the operational establishment of the Foundation.



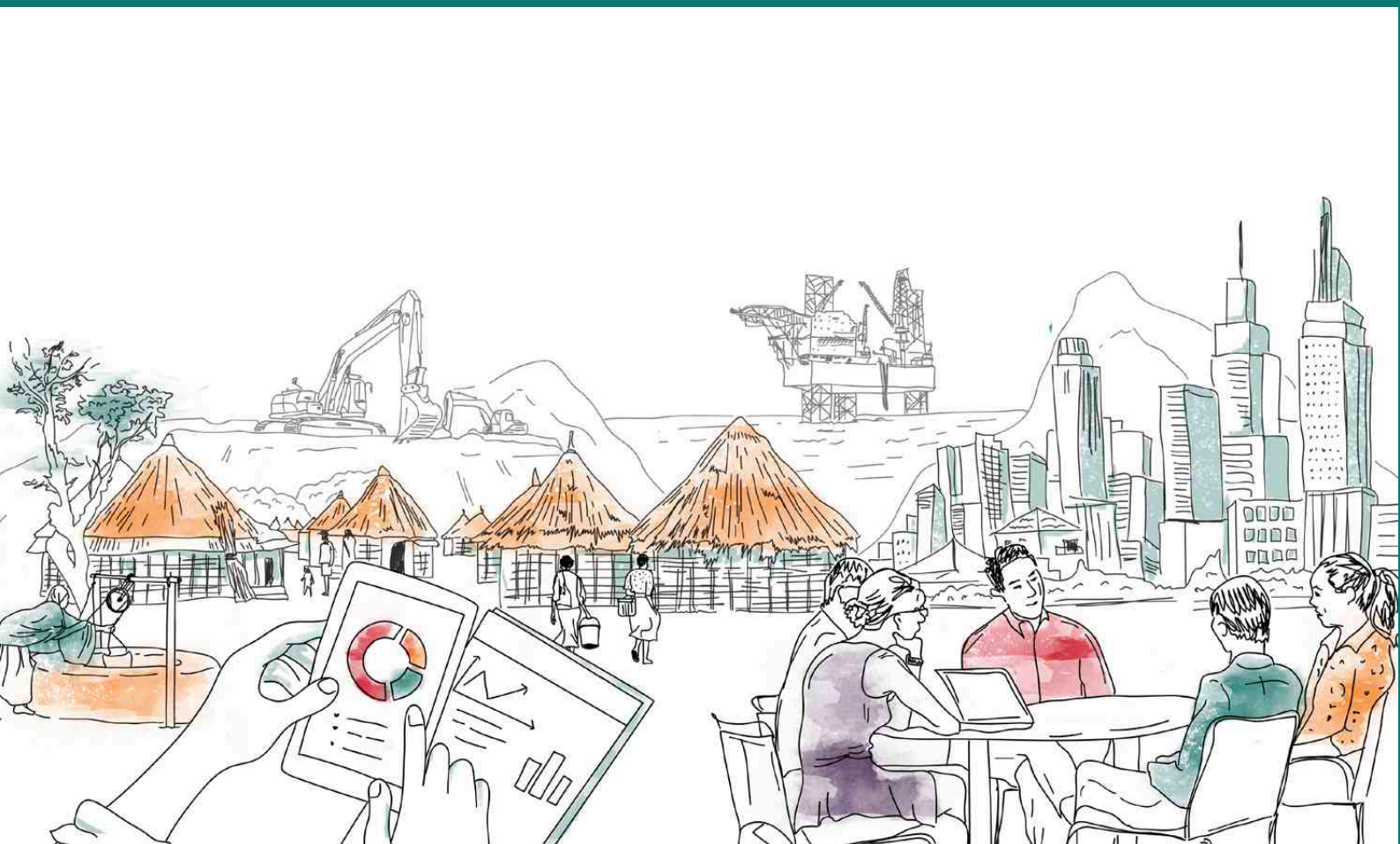
Global Independent Evaluation of the Extractive Industries Transparency Initiative (EITI)

Now that nearly two decades have passed since the Extractive Industries Transparency Initiative (EITI) was launched, there is good reason to ask questions about it: Is it relevant? Is it effective? What impact does it contribute to (both intended and unintended)? Can it be sustained? The Global Independent Evaluation of the EITI was a wide-ranging project that sought answers to these questions.

The evaluation undertaken by the Square Circle was based on international best practice, provided credible and useful evidence to strengthen accountability for development results, and contributed to organisational learning. It reflected the multi-stakeholder nature of the EITI through a participative approach that captured diverse stakeholder perspectives and expectations. Its focus was on the relevance and effectiveness of the EITI in

implementing countries, taking into account the diversity of national circumstances and EITI objectives. The evaluation also considered the overall effectiveness of the EITI at the global level based on the shared objectives expressed in the 2019 EITI Standard.

A suite of reports was produced for the EITI International Secretariat that presents a clear evaluation of the EITI's effectiveness, with practical recommendations addressed to the EITI Board on opportunities to further strengthen the EITI.



Australia Awards programs and support - South East Asia, Africa and PNG

Square Circle has extensive relationships with Australia Awards in Papua New Guinea, Africa, and Southeast Asia. In Papua New Guinea, we have supported scholars throughout their full Award life-cycle, through the design and delivery of Pre-departure Training and Reintegration Workshops, as well as On-Award Enrichment and other programs as called upon.

Likewise, for Australia Awards Africa, we have since 2018 designed and delivered Stay Connected and Reintegration Workshops, helping scholars to build linkages in Australia and supporting them to use their scholarship experience to make an inclusive impact upon their return home.

As a result of the global COVID-19 pandemic, Square Circle redesigned all of our programs for effective digital delivery, drawing on innovative platforms and pedagogy to ensure superior outcomes for participants.

In Southeast Asia, Square Circle has worked closely with Australia Awards Cambodia to design and deliver a Short Course in Executive Skills for Inclusive Development. In response to the pandemic, we delivered this program digitally, to Australia Alumni in Senior and Executive Leadership Positions across the region, including Cambodia, Vietnam, Laos and Myanmar.

Through this process, Square Circle has developed enduring connections with the Laos Australia Institute, Aus4Skills in Vietnam, and Australia Awards Myanmar.

Cross-cutting across all Square Circle programs is an explicit engagement with Gender Equity, Disability and Social Inclusion (GEDSI).



Designing Justice Access Centres in Vanuatu

Access to justice in Vanuatu plays out in different ways, through different institutions and systems, and with different outcomes, depending on where one lives in the archipelago nation.

Drawing on the lessons learned from subnational service delivery experiences in Vanuatu's justice and community services sector, justice models in other countries, and relevant policy and legislation, Square Circle designed a model for Vanuatu's Justice and Community Services Access Centres.

The overall objective of Justice and Community Services Access Centres is to facilitate more effective, efficient, timely and inclusive access to justice and community services for families and communities.

The design principles that informed the development of the model were:

- A sensitivity to the kastom justice system.
- An acknowledgment of diversity.
- A focus on social inclusion.
- A relational approach.
- A lean design methodology.
- A participative and adaptive design.

The project was commissioned by the MJCS and supported by the Sector Leadership Group (SLG) and the Vanuatu Australia Policing and Justice Program (VAPJP).



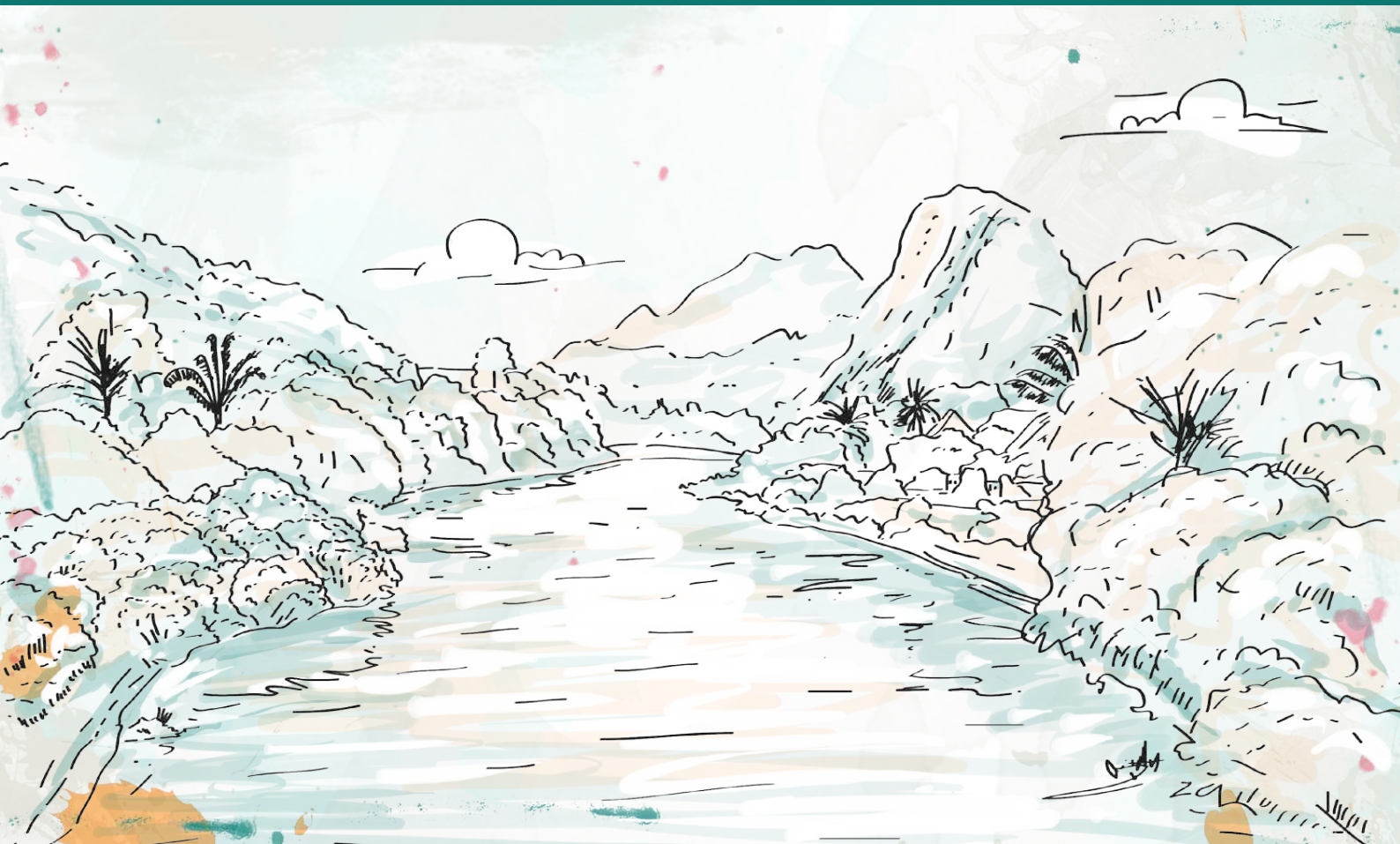
GEDSI Training for the Australian Embassy in Cambodia

Square Circle designed and delivered a bespoke GEDSI training for both Australian and locally-engaged staff of the Australian Embassy in Cambodia. Key outcomes of the training included:

- Improved conceptual and practical understanding of Gender Equality, Disability and Social Inclusion (GEDSI) with a focus on the Embassy's internal (workplace) and external programming and activities.
- Strengthening of communities of practice within and across Embassy teams through the sharing of experiences and insights to support inclusive practice.

- Identification of pathways and concrete actions for Embassy staff to support inclusive change in the workplace and through external programming.

The training was delivered digitally, and included development of a fit-for-purpose online platform through which participants could engage and reflect on their own time, as well as scheduled half day video-conferencing sessions.



Pacific Leadership and Governance ‘Precinct’ Tracer Study

Continuing Square Circle’s central involvement with The Pacific Leadership and Governance Precinct (the Precinct) in Papua New Guinea (PNG), we were subcontracted by the University of Queensland to lead a Tracer Study to evaluate the Precinct’s contribution to ethical values-based leadership in PNG. This Tracer Study provided evidence of the extent to which Precinct graduates are using their skills, knowledge and networks to contribute to improved public policy and delivery of services to the benefit of PNG citizens.

Specifically, the Tracer Study had three core aims: a) Gather evidence on the extent to which participants, and the Public Service sections to which they return, have benefited from the Precinct programs, with specific reference to the ten core capabilities of the Leadership

Capabilities Framework; b) Gather evidence on the extent to which the DFAT and PNG Government GESI policies have been adequately addressed via the Precinct programs; and c) Gather evidence to support continuous improvement in programs like The Precinct.

To achieve these aims, the project team—including Tanorama and the PNG National Research Institute—deployed a range of qualitative and quantitative research methods including surveys, interviews, and video case studies. This range of methods allowed the project to illuminate not only how participants have been affected by the programs they attended, but also what sorts of impacts they in turn have been able to make in their workplaces, in their sectors, and for their families and communities.

In mid-2020, the project was understandably interrupted by the necessary measures taken to counter the spread of Coronavirus. These measures of course included a disruption in travel, new social distancing guidelines, and also a 2-month shutdown in PNG. Nevertheless, the Tracer study was able to push forward. Square Circle developed innovative collaboration platforms for the study to enable the research team and stakeholders to continue to collaborate, conduct analysis and prepare our field teams.



THE PACIFIC
LEADERSHIP
AND
GOVERNANCE
PRECINCT
Tracer Study

Design of the Solomon Islands Minerals Advisory Centre

The mining sector in Solomon Islands has the potential to contribute much needed fiscal revenue to the state, while creating employment and livelihood opportunities for local communities. However, recent experiences of mining in the archipelago nation have been characterized by environmental degradation and a range of both positive and negative social impacts.

In 2013, a stakeholder forum was convened in Isabel Province to discuss experiences of mining impacts. One key proposal that came out of this forum was the suggestion to establish an independent centre that could provide support to landowners and impacted communities throughout the mining lifecycle.

The idea was to help to address the asymmetry of information, experience and capacity as local

landowners and communities in Solomon Islands encounter foreign mining companies.

This local idea was turned into a policy position in the Solomon Islands National Minerals Policy, launched in 2017. The Minerals Policy envisions the “Strengthening of access to legal advice, awareness training, financial management support and other services to enable effective participation by landowners, communities and other project impacted persons, through an independent Centre designed for this purpose.”

Against this background, the World Bank and The Minerals Policy Inter-Ministerial Taskforce of the Solomon Islands Government commissioned Square Circle to conduct a scoping study and run a design workshop for the proposed Centre.

The scoping study provides a number of findings that were endorsed by The Task force. The design workshop included more than 25 representatives from government, the private sector, civil society and landowners and communities impacted by mining exploration and development projects. Establishment of the Centre is underway, and Square Circle maintains an on ongoing role in supporting the Ministry of Mines, Minerals, Energy and Rural Electrification to improve the governance of the minerals sector.



Through the Looking Glass: Corruption Risk and COVID-19

In the immediate wake of the COVID-19 pandemic, a simultaneous contraction in supply and demand threatened mining jobs, mining capital and mineral rents. Host governments, mining companies and minerals markets rallied. Yet commodity markets have never been a good proxy for the wealth and wellbeing of governments and citizens in resource-rich countries. The disruptive impacts of the COVID-19 pandemic continue to challenge stability, prosperity and resilience globally, with the potential of prolonged and deep recessions in many countries. Upwards of 150 million people may be pushed into extreme poverty, while many developing economies and emerging markets could take years to return to their pre-pandemic trajectories. Like in past crisis junctures, it seems unlikely that the rising tide of the economic recovery will lift all boats.

Taken together, the intertwined yet potentially divergent trajectories of mining companies and the countries in which they operate raise important questions for mineral resource governance and anti-corruption efforts. As governments look to make mining deals to kick-start flagging economies, pandemic conditions impacting politics and peoples may exacerbate governance and corruption risks in the mining value chain.

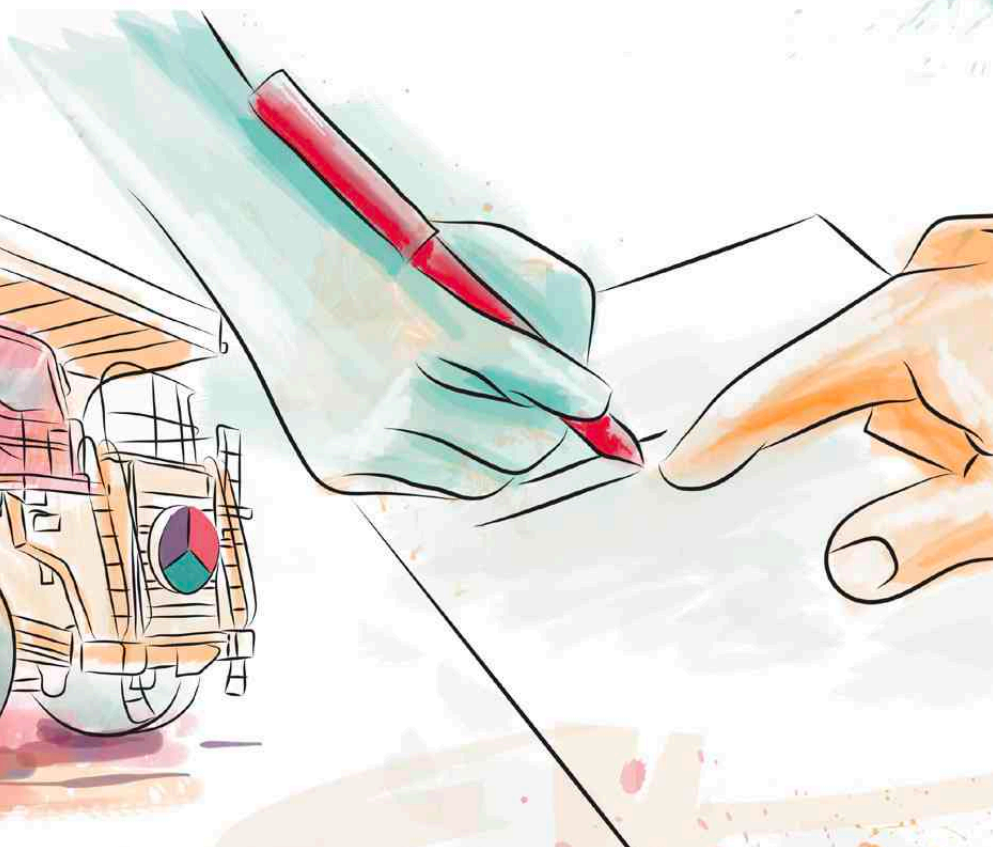
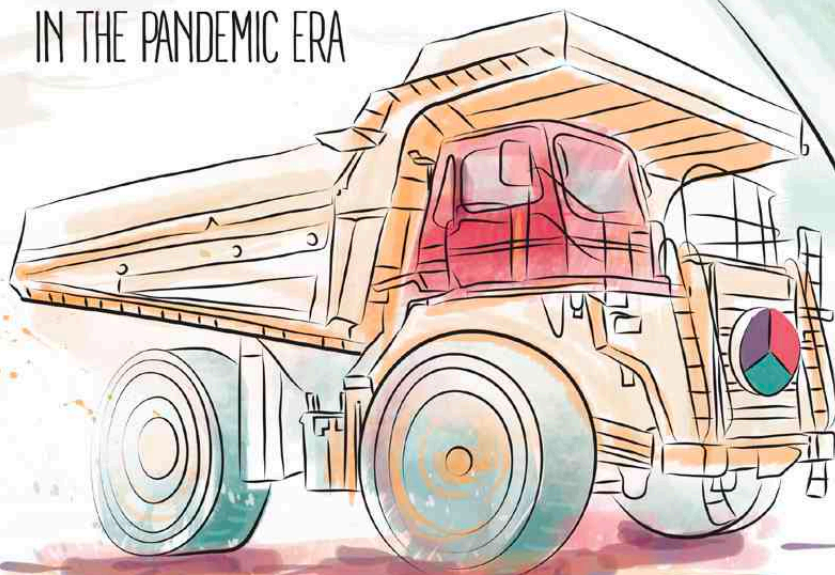
Transparency International's Accountable Mining Programme's report, *Through the looking glass: Corruption risk in mining licensing and permitting in the pandemic era*, examines the current and future impacts of the COVID-19 pandemic on corruption risks in the licensing and permitting of large-scale mining projects.

The analysis draws on over 80 semi-structured stakeholder interviews as well as case studies conducted in Zambia, Canada, Mexico and Indonesia.

Square Circle was commissioned by the Transparency International Accountable Mining Programme to lead this global study.

The written and video report can be accessed [here](#).

THROUGH THE LOOKING GLASS: CORRUPTION RISK IN MINING LICENSING & PERMITTING IN THE PANDEMIC ERA



Policy Analysis for PNG's Global Climate Fund

Papua New Guinea (PNG) has been classified as the 10th most likely country to be affected by climate change. With its substantial rainforest and biodiversity assets, and its status as the largest Pacific island nation, PNG has committed to the United Nations Framework Convention on Climate Change, the Kyoto Protocol, and the Paris Agreement—all important agreements for driving global action and financing for climate change.

At a national level, PNG has taken the important step of establishing the Climate Change Management Act and the Climate Change and Development Authority (CCDA). The country's existing higher order policies also provide a strong entry point for climate change with clear references to international charters and guidelines, and statements that give guidance on how agencies and stakeholders in PNG should

plan and implement activities on the ground. Despite this, PNG has not yet accessed significant funding for climate change from the Green Climate Fund (GCF) or other funding institutions.

Working together, Square Circle and Tanorama, an indigenous development consultancy from PNG, produced a stakeholder and policy analysis report to inform the development of GCF arrangements in PNG.

The analysis was informed through an integrated approach that included consultations with stakeholders at both the national and sub-national levels; a survey of key national-level and sectoral stakeholders, especially in relation to their policy and plans around climate change; results from a series of four regional stakeholder consultation workshops, including a survey of

the provincial administration and CSO participants; and a desk review of existing policies, strategies and plans both at a national level and at an agency level.

Acknowledging the range of policy and capacity challenges involved in establishing the GCF in PNG, our report outlines a range of opportunities to mainstream climate change in PNG's development planning process. The report is now informing the design of awareness and training programs aimed at promoting the uptake of GCF funding opportunities in PNG, including the gender guidelines that are under development. The report is also serving as a reference point for PNG's CCDA as it carries out its leadership. It also serves as a reference point for PNG's CCDA as it carries out its leadership, planning and coordination functions.



GLOBAL CLIMATE FUND READINESS
AND PREPARATORY SUPPORT PROJECT

Digital Storytelling for PNG's GESI Policy

The Government of Papua New Guinea has introduced two foundational policies for the public sector: the Gender Equity and Social Inclusion (GESI) Policy and the Ethics and Values-Based Leadership and Management Capabilities Framework (LCF). Together, both policies embody the PNG Government's efforts to create a more inclusive and ethical workforce. Yet creating awareness of these policies across a geographically dispersed public sector is a challenge.

Working with the Department of Personnel Management (DPM) and The University of Queensland, Square Circle's Dr Tim Grice was engaged to develop a series of animations to help create greater awareness of PNG's GESI Policy and LCF. Our approach was to work with local Papua New Guineans to write, narrate and animate a series of short animations that illustrate key topics such as gender equity and mainstreaming, social inclusion and leadership values.

Key considerations for the digital storytelling were to produce material that would generate greater awareness of both the GESI policy and the LCF; build wider capacity to implement both policies; and to produce teaching materials that take a strengths-based approach that would be available for other PNG educational programs. All materials were made available to The Pacific Leadership and Governance Precinct and DPM for their ongoing use.

DIGITAL STORYTELLING FOR PNG'S GESI POLICY AND LEADERSHIP CAPABILITY FRAMEWORK



Leadership Development for Vanuatu's Justice Sector

The executive leadership retreat for the Justice and Community Service sector is the flagship leadership and team development activity under the Executive Development Program for leaders in Vanuatu's Justice and Community Services sector.

Designed and facilitated by Square Circle, the two-day leadership retreat provided a foundational leadership and team development learning experience for agency heads. The purpose of the leadership retreat was to provide a foundational leadership and team development learning experience for agency heads that supports the sector vision of 'Jastis, sefti, digniti, rispek mo gud fasin blong evriwan',

or 'access to justice for all'. The theme for the retreat was 'Inclusive Strategic Leadership'—the ability to think and lead strategically, inclusively and adaptively in a way that delivers justice for all.

The program engaged leaders with a mixture of conceptual and practical frameworks to help participants strategically analyze the simple and complex problems and development challenges they face as public service leaders in the justice sector. The course supported participants in considering strategies for becoming more strategic, adaptive, and inclusive leaders. Gender, inclusion and participatory planning was also mainstreamed across the

two-day program and engaged as an area of strategic focus. Another key feature of the workshop was the use of digital storytelling to record 'Personal Leadership Visions' that connect to the Justice and Community Services Sector Strategy 2018-2021 and Vanuatu 2030: The People's Plan.

The workshop was attended by 13 agency heads from the policing, justice and community services sector.



Subnational Payments in PNG's Extractive Sector

As Papua New Guinea (PNG) works to transition its natural resources into inclusive and sustainable forms of development, the taxes, fees and levies collected from extractive projects provide much-needed revenue to the national government. These 'resource rents' help the national government to fund basic services to its citizenry—many of whom live in remote areas with limited access to health, education, electricity and sanitation services. Mining, oil and gas projects also generate important financial flows at the subnational level, where extraction takes place. These subnational payments and transfers fund a diverse range of public and private spending.

Through PNG's participation in the Extractive Industries Transparency Initiative (EITI), a global standard that promotes transparency and accountability in the oil, gas and

mining sectors, much progress has been made on the reporting of extractive revenues to the national level. Yet, payment data at the subnational level is either non-existent, too aggregated to be meaningful, inconsistent across projects, or difficult to obtain. More effective reporting of subnational payments and transfers through PNGEITI can provide local stakeholders access to relevant and timely information on the extractive revenue flows that affect them most. Strengthening PNGEITI subnational reporting can also drive transparency and accountability in PNG's extractive provinces, contribute to decentralisation and subnational governance efforts, and potentially improve social license to operate for extractive companies.

This scoping study, part of Square Circle's ongoing multi-year collaboration with PNGEITI, used

a combination of stakeholder interviews, data requests and case studies to:

- Identify and map the subnational payments and transfers in PNG's extractives sector,
- Document stakeholder views on enhanced subnational reporting through PNGEITI and
- Develop a reporting framework and roadmap for PNGEITI subnational reporting.

Case studies from Newcrest Mining Limited's Lihir gold mine in New Ireland Province, OK Tedi Mining Limited in Western Province, Geopacific's Woodlark Gold project in Milne Bay, and the PNG LNG Project highlight the range of subnational payments in PNG's extractive provinces.



Supporting the PNG Resource Governance Coalition

The Papua New Guinea Resource Governance Coalition (PNGRGC) was established with the dual purposes of coordinating civil society's participation in Papua New Guinea Extractive Industries Transparency Initiative (PNGEITI), while playing a broader role as an umbrella organisation for civil society organisations (CSOs) with an interest in PNG's extractive sector.

This dual role was part of the early imaginations of the CSOs who founded PNGRGC and has since been formalised in PNGRGC's Constitution.

PNGRGC's genesis story is one of local CSOs working alongside global initiatives. When the EITI was established in PNG, Transparency International PNG (TIPNG) was involved in consultations with the PNGEITI State Working Group that was formed in 2012, and facilitated a series of workshops and consultations to help determine and legitimise civil society representation on the PNGEITI Multi-Stakeholder Group (MSG).

Square Circle was contracted by The World Bank to conduct an institutional review, scoping study on CSOs in PNG, and to support the development of a strategy roadmap for the PNGRGC.

SUPPORTING THE PAPUA NEW GUINEA RESOURCE GOVERNANCE COALITION

Institutional Review and Strategic Roadmap



The Science and Practice of Sustainable Development

The Science and Practice of Sustainable Development is part of the Leadership in Global Development Micro-Masters® Program offered by The University of Queensland (UQ). The course is oriented towards professionals and leaders in development practice, offering an introduction to key concepts underpinning sustainability, and its application in practice.

Square Circle in our roles as lecturers in development, international relations and global political economy in the School of Political Science and International Studies at UQ were engaged to provide a series of contributions for the course, including presentations and interviews on the causes of poverty and inequality, knowledge and power in development, and the sustainable development goals.

The entire course can be experienced at: [LGDM201x](#)



THE SCIENCE AND PRACTICE
of Sustainable Development

Pacific Fisheries Leadership Programme

The Pacific Leadership Fisheries Program is a customised program for current and emerging leaders from the fisheries sector in Pacific Islands countries. This significant initiative, in support of the Pacific's most prominent industry, aims to improve the quality and diversity of leadership, management and cooperation across Pacific fisheries and support the goals of the Regional Roadmap for Sustainable Pacific Fisheries.

The program also works to improve quality and diversity of leadership and management in priority sectoral areas and to increase cooperation between relevant participants and their institutions. These objectives align with progressing the implementation of the Regional Roadmap for Sustainable Pacific Fisheries. The program attempts to achieve this goal through inclusive leadership with an emphasis on

gender equity and social inclusion to ensure the diversity of local needs are reflected in national regional forums.

As part of the Pacific Leadership Fisheries Program, Square Circle has designed and delivered a post-graduate level course called 'Inclusive Strategic Leadership in the Pacific'. The course builds upon key conceptual and practical frameworks for adaptive and inclusive leadership tailored specifically for the Fisheries sector. The course also provides participants a comprehensive understanding of how inclusion can be operationalised, new tools for developing strategic thinking and planning in a complex environment, and the opportunity to take a problem-driven approach to leading and managing that ensures locally driven solutions for regional problems.

Expected long term outcomes for the fisheries sector includes improved quality and diversity of leadership and management in priority sectoral areas and increased cooperation between relevant participants and their institutions. These objectives conform to progressing implementation of the "Regional Roadmap for Sustainable Pacific Fisheries."

The Pacific Fisheries Leadership programme (PFLP) funded by the New Zealand Government, is implemented by a consortium led by the Pacific Community (SPC) with the Forum Fisheries Agency (FFA), University of Queensland (UQ), and the Centre for Adaptive Leadership (CLA).



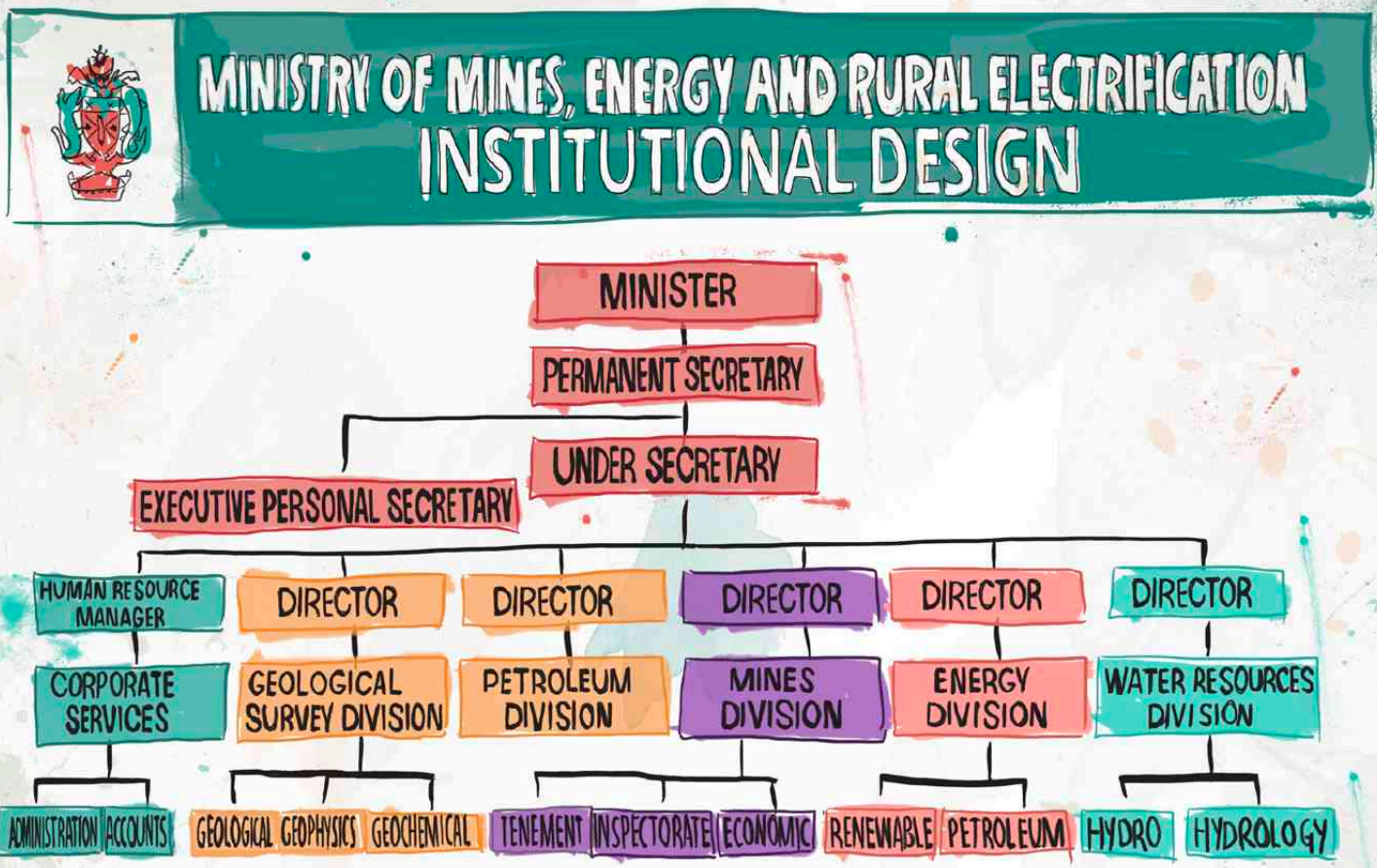
Institutional Design for Solomon Islands' MMERE

The Government of Solomon Islands is introducing a series of legislative and institutional reforms to implement the National Minerals Policy (NMP). One key initiative is an institutional support program for the Ministry of Mines, Minerals, Energy and Rural Electrification (MMERE), including strengthening the organisational structure and staff development program so that the ministry is better positioned to implement the new minerals policy.

As part of The World Bank's broader program of support for MMERE through the "Solomon Islands Mining Governance (SIMGov) Project" Square Circle was engaged to review MMERE's existing organisational structure and capability, and work with MMERE on an institutional reform process that would improve the regulation of the sector in line with the changes envisioned in the NMP.

Square Circle's approach was to work alongside MMERE's corporate services team and with section directors to review section mandates, structures and capacity in light of the requirements outlined in the new policy. MMERE is now in the process of realigning its divisions and capabilities for improved oversight of the sector.

Square Circle is a trusted leader in natural resources governance and policy, both regionally and globally.



The Impact of Mobile Banking in PNG

Papua New Guinea (PNG) has some of the highest unbanked rates in the world. With geographically dispersed communities, low population density, low financial literacy, relatively underdeveloped telecommunication and banking infrastructure, and diverse cultural and language groups, it is estimated that two thirds of PNG's population do not have reasonable access to financial service.

It was against this background that the International Finance Corporation (IFC) commissioned Square Circle and our local partner in PNG, Tanorama Limited, to evaluate the impact of mobile banking in urban, peri-urban and provincial locations. Case studies were conducted in Port Moresby, Kwikila, Lae and Mount Hagen. A mixed-method research design

was utilised to investigate the profile of mobile banking users and their financial behaviour; the user experience of mobile banking customers; the impact of mobile banking services; and barriers to adoption and usage of mobile banking services among banked and unbanked Papua New Guineans.

Mobile banking users and non-users were broadly positive about the benefits that mobile banking offers to PNG and its citizens, particularly those who live in rural locations. While there are a number of challenges to effective mobile banking service delivery in PNG, there is broad support for enhancing mobile banking services throughout the country.

The project report and video report have helped to improve financial inclusion and financial services delivery in PNG, a key priority area for both short-and long-term development plans.



Climate and Conflict in the Pacific

Square Circle has been centrally involved in a multi-year and multi-faceted Climate Change and Conflict in the Pacific project.

Contracted by Conciliation Resources and funded by the EU and MFAT, this has included the organisation of a Comparative Learning Workshop on Climate Change and Peacebuilding in Fiji with regional and global participation as well as designing a Listening Study and Methodology that was to be implemented by Transcend Oceania. At the core of this innovative Listening study and Methodology was incorporating Indigenous Pacific approaches to peacebuilding and conflict resolution. Square Circle also designed the MEL framework for the program, providing the client with a clear understanding of program value-for-money and cost-benefit analyses to support iterative adaptation.

As part of this wider Climate and Conflict in the Pacific Program, we have also designed a Listening Methodology to be implemented by the Pacific Centre for Peacebuilding (PCP) for informal communities in the Suva- Nausori Corridor in Fiji.

We are also working collaboratively with PCP to design a new package of curriculum of peacebuilding across a broad range of peacebuilding topics—including restorative justice, conflict resolution and communication skills.

Square Circle also wrote the Background Report on Climate Change Migration and Peacebuilding in Solomon Islands (2020-2021) to provide the foundation for Conciliation Resources forthcoming peace-building program in Solomon Islands.



CLIMATE CHANGE MIGRATION AND PEACEBUILDING
in Solomon Islands

Preventing and Countering Violent Extremism in Africa

The majority of counter-terrorism efforts have been security and intelligence led, with an emphasis on military and kinetic strategies to 'defeat' terrorism. Over the past decade in particular, global efforts have also focused on strategies for preventing and countering violent extremism (P/CVE), particularly on the role of international institutions, governments, regional organisations and communities. While several international frameworks for counter-terrorism have recognised the important role of the private sector in prevention measures, there has been a lack of research and analysis exploring the mechanisms for private sector involvement.

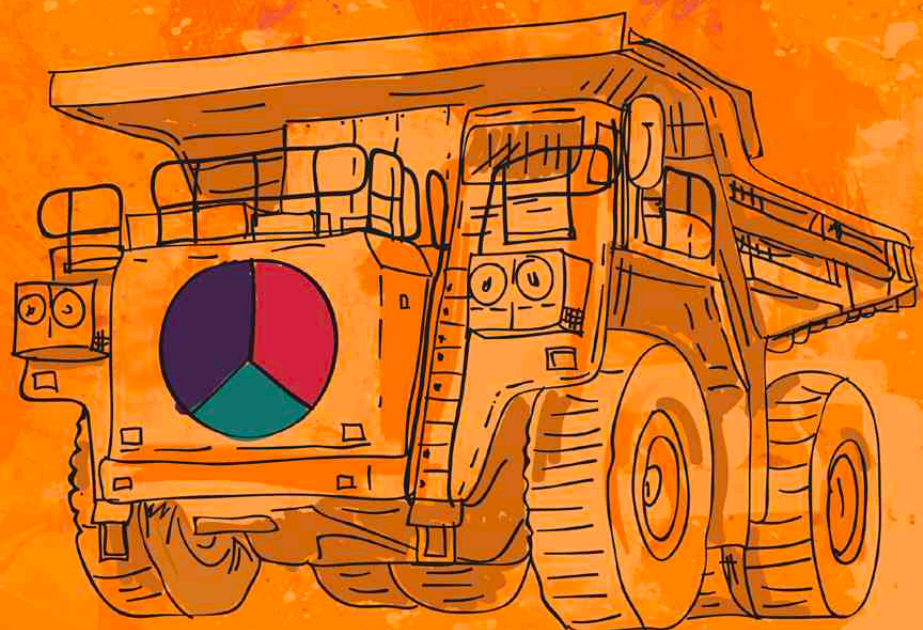
This report used a case study of the mining sector in Africa to examine how the private sector does and can engage in P/CVE efforts.

The research drew on a series of meetings and field interviews in the case study countries of Burkina Faso, Ghana and Kenya in June and July 2017 with mining company officials, security consultants, academics, non-government organisations, government officials and other stakeholders. Interviews were also conducted with representatives from mining companies operating in Burkina Faso, Ghana, Mali and Kenya, which were supplemented by follow-up conversations with Australian Government officials in Canberra and remotely with mining companies throughout the project, as well as discussions at Africa Down Under 2017 and the Hedayah International CVE Conference 2017.

The research has supported efforts to prevent and counter violent extremism and encourage better development outcomes.

For this project, Square Circle collaborated with the Australian Strategic Policy Institute (ASPI) and Hedayah (International Centre of Excellence for Countering Violent Extremism). The project was funded by the Department of Foreign Affairs and Trade (DFAT).

COUNTERING
VIOLENT
EXTREMISM &
The Mining
Sector



Evaluating Infrastructure in PNG's Justice Sector

Among the many challenges to service delivery in Papua New Guinea's (PNG) justice sector, the lack of fit-for-purpose and inclusive infrastructure deserves some prominence. When a police station is dilapidated and there is no accommodation for senior police, the provision of policing services is problematic at best. When there are no facilities for juvenile offenders, juvenile rehabilitation starts to look like adult incarceration. When survivors of family and sexual violence (FSV) do not have an appropriate facility to report crimes and access referral services, they do not have the support they need, and the cycle of violence continues without the possibility of state-sanctioned redress.

Working together with Tanorama, an indigenous PNG development consultancy, Square

Circle evaluated the impact of infrastructure investments in PNG's justice sector completed under Justice Services and Stability for Development (JSS4D), a four-year program funded by the Government of Australia in partnership with the Government of Papua New Guinea. Stakeholder interviews, perception surveys, observational data and digital storytelling to evaluate the impact of five infrastructure investments: a family and sexual violence unit; courtrooms (both adult and juvenile); a police station headquarters; accommodation for police officials; and a juvenile rehabilitation centre.

The report highlights a number of emergent themes and associated recommendations, including: continued investment in justice infrastructure in PNG; leveraging investment impact

through co-funding and co-commitment; investing in peri-urban and rural infrastructure; design of a standardized project implementation framework; and development of minimum standards for GEDSI and human rights.

Our approach on this project highlights Square Circle's commitment to social inclusion. Given that infrastructure is part of a broader ecosystem of actors, power relations, policy settings and bureaucracies, it is not surprising that an intervention into this system, albeit one that produces positive impacts and inclusions, can also create negative impacts and exclusions. Designing out or mitigating these negative impacts and exclusions is a vital part of any infrastructure project.



Strongim Bisins - Rural Women's Economic Empowerment

Working with our partner in Solomon Islands, Dignity Pasifik Square Circle developed a four-module business development manual and training program to be implemented in rural Solomon Islands. This manual is focused on rural women's economic empowerment, specifically giving rural women the information and tools to start and manage micro and small to medium businesses. This training program and modules are already having great impact in communities, allowing women to learn the skills to provide more for their families and communities.

Some participant feedback that illustrates the impact of the program includes:

"I have learnt a lot from my first day of training especially on the topic of Motivation and Vision. I see that vision is important for planning your business and seeing what it would look like in the future."

"The activity on the Mud Map has shown me two things. First, it helps me to identify different products that I can include in my Canteen e.g. Selling of Millrun to pig farmers in my Canteen and secondly it helps me to identify where I can expand in terms of creating other business opportunities."



Local Land Court Mentoring on Bougainville Study 2022

Square Circle was commissioned by JSS4D to undertake an evaluation of a pioneering mentoring program for district magistrates and land mediators in the Autonomous Region of Bougainville.

Focusing on the role of local land courts and their connection to community to dispute resolutions. We interviewed key stakeholders in north, south and central Bougainville.

Part of this study was also evaluating the use of GPS in the Land Disputes Settlement Act of 1975. As with the mentoring program, the use of GPS in this process is the first of its kind in PNG. This project is part of Square Circle's digital storytelling portfolio. Our written report is supplemented by a comprehensive video report.

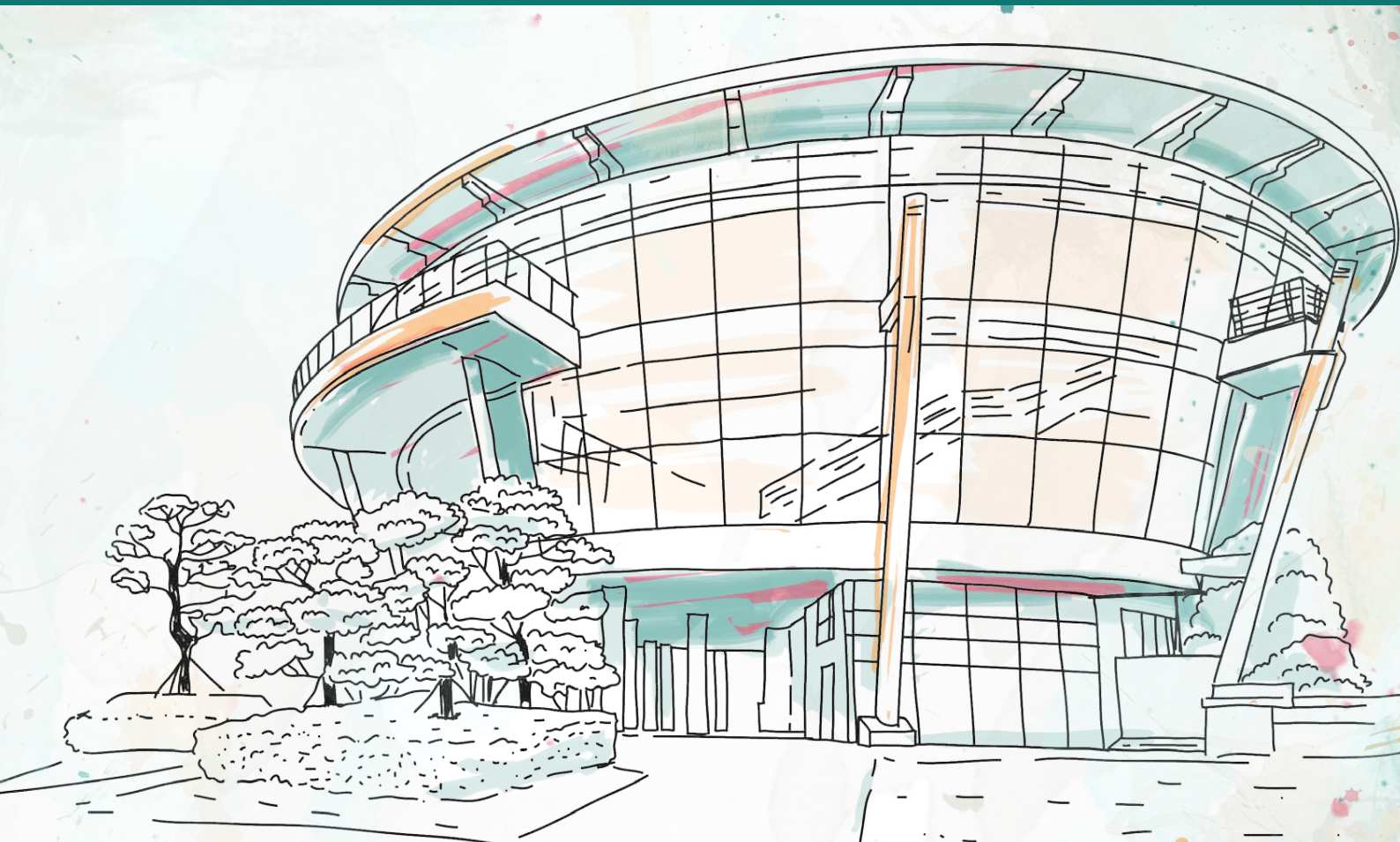


Development of Anti-Corruption and Integrity Strategies for PNG Government Agencies

As part of the European Union's promotion of anti-corruption and integrity in PNG, Square Circle worked with Transparency International PNG to help five state agencies to develop anti-corruption and integrity strategies.

These agencies were the National Economic and Fiscal Commission (NEFC), Interim Independent Commission Against Corruption (IICAC) office, Constitutional and Law Reform Commission (CLRC), Public Service Office (PSC), and National Judicial Staff Services (NJSS). These strategies were the first of their kind in PNG and pioneer internal anti-corruption strategies for government agencies.

This project offered great synergy with our other work in PNG. The development of anti-corruption strategies in key government agencies directly enhances good governance, strengthens leadership, and promotes inclusive and effective service delivery. This project continues our association with Transparency International PNG.



The Pacific Leadership and Governance Precinct's Future Leaders Program

The Future Leaders Program (FLP) was a foundational program of the Pacific Leadership and Governance Precinct (The Precinct), a joint initiative of the Papua New Guinea (PNG) and Australian Governments. The FLP was a key part of the Precinct's goal to develop more ethical and capable public sector leaders to enable more effective government service delivery in PNG. The program was designed to comprehensively address the needs of future leaders in PNG, taking into consideration current capacity gaps, succession planning and future implications of an aging workforce.

In line with the priorities of the Department of Personnel Management, the Program was based on the Ethics and Values-Based Executive Leadership and Management Capability Framework (LCF) and the Gender Equity and Social Inclusion (GESI) policy of the National

Public Service. The FLP was a combination of skills-based training, peer-to-peer learning, participatory exercises, class discussions, academic coursework and workplace projects. A key feature of these teaching and learning methods was to further embed gender and social inclusion for more effective and ethical leadership in PNG.

In 2019 Square Circle was sub-contracted by The University of Queensland to provide key support to the Future Leaders Program. Dr Tim Grice was engaged to lead the leadership components of the program and Dr Kamil Shah served as the Program Advisor (Academic) and the Public Policy Lead. Through their involvement with the Future Leaders Program, Dr Grice (whose involvement with the FLP began in 2017 through Leapfrog International) and Dr Shah have worked closely with over 200 emerging leaders from across

PNG, working in various national and subnational government agencies/departments. In their respective roles, Dr Grice and Dr Shah supported participants in the development and implementation of 'Workplace Application Projects' in areas of relevance for their workplaces and communities. These projects targeted improvements in areas such as transparency, local level democracy, better government outreach and inclusive service delivery, typically in key priority sectors such as health, education, agriculture, fisheries and extractives. Workplace projects often also supported income generating activities for local communities, developed through improved community engagement and connectivity.

FUTURE LEADERS

Program



