



# HPG

Humanitarian  
Policy Group

## Annual Report

◆  
2015–16



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# About HPG

The Humanitarian Policy Group (HPG) is one of the world's leading independent research teams working on humanitarian issues. We are dedicated to improving humanitarian policy and practice through a combination of high-quality research, dialogue and debate.

Our work is directed by our Integrated Programme (IP), a body of research examining critical issues facing humanitarian policy and practice, designed in consultation with our Advisory Group. This is complemented by commissioned studies, evaluations and communications and networking activity.

Grounded in field research spanning a range of countries and emergencies, IP projects allow us to cast a critical eye over the pressing issues affecting humanitarian policy and practice and to influence key debates in the sector. Our research focuses on five cross-cutting themes:

- Principles, politics and the international humanitarian system
- Civilian security and protection
- Livelihoods and food security in crises
- Displacement, urbanisation and migration
- Protracted crises and transitions

We also host the Humanitarian Practice Network (HPN), an independent forum for humanitarian practitioners to share and disseminate information and experience; edit and produce Disasters journal; and run an annual course for mid-level and senior policymakers and practitioners in the sector in partnership with the London School of Economics and Political Science. We offer consultancy services, policy advice and commissioned studies relating to HPG's core aims and objectives.

Communications and public affairs are a core part of our work, helping to promote and disseminate our research findings, encourage debate amongst policymakers and practitioners and influence perceptions and understanding of humanitarian issues amongst the wider media and public.

Our donors provide the funding that enables us to pursue IP research projects. During April 2015-2016, these donors were: the Australian Department of Foreign Affairs and Trade (DFAT), the British Red Cross, Care International, the Canadian Department of Foreign Affairs, Trade and Development (DFATD), the IKEA Foundation, Irish Aid, the International Rescue Committee UK, Mercy Corps, the Ministry of Foreign Affairs (MFA) Denmark, MFA Norway, Oxfam GB, the Swedish International Development Agency (SIDA), the Swiss Federal Department of Foreign Affairs (FDFA), the United States Agency for International Development (USAID) and World Vision International.

**We are dedicated to improving humanitarian policy and practice through a combination of high-quality research, dialogue and debate.**

## Events



## Publications



## Staff members



# Overview of the year

This report summarises progress on the Humanitarian Policy Group (HPG)'s principal research and non-research projects for the period April 2015–March 2016.

Under the rubric 'A new global humanitarianism', the projects outlined here explore key facets of global humanitarian policy and action, from analysis of high-level systemic issues to work around the role of state foreign policy in informing humanitarian assistance, access in conflict and refugee livelihoods. We have also maintained our engagement with key practice issues through the Humanitarian Practice Network, and continue to reflect academic debates in the sector through editorship of *Disasters* journal, and through our Senior-level Course on Conflict and Humanitarian Response.

## Policy research and analysis

The year was dominated by preparations for the World Humanitarian Summit (WHS) in Istanbul in May 2016. HPG's research and convening power played a valuable role in shaping the conversation around the Summit, both in its run-up and at the Summit itself. Ahead of the Summit HPG researchers provided analytical support for the regional consultations and thematic groups, and published analysis on key issues on the agenda, what the Summit should deliver and likely outcomes. At the Summit itself we held highly successful events on cash programming and regional humanitarianism, coinciding with the publication of the final output of HPG's IP research on regional organisations.

A wider concern for the systemic issues facing humanitarian action was reflected in our flagship report *Time to Let Go: Remaking Humanitarian Action for the Modern Era*. Published in April 2016 just ahead of the WHS, the report discusses how, despite decades of reform, humanitarian agencies are still not able to respond effectively to crises, points to fundamental

problems in power dynamics and incentive structures and calls for a more decentralised and devolved way of working. A concern for the systemic-level issues and flaws of the formal humanitarian aid system also informed our research project on the Ebola outbreak in West Africa. With King's College London and Tufts University, and drawing on our work on the history of humanitarian action, we also undertook a joint study identifying measures to make humanitarian action fit for more complex and unpredictable crises.

As well as feeding into the WHS process, key outcomes of this analysis serve as the backdrop to HPG's research project on the global humanitarian architecture. The project analyses the underlying political economy and institutions of the formal humanitarian sector and re-imagines a role and architecture more appropriate to crisis response today. As part of this research, HPG has finalised a literature review of the various aspects of the sector's political economy, to be followed by a series of case studies examining key components and attributes of the sector.

This focus on high-level systemic issues is complemented by more ground-level research on specific programming and policy challenges. Our research on state humanitarianism explores what drives states' engagement in humanitarian action, and analyses where a more foreign policy-attuned approach can be either an obstacle or an opportunity to strengthen humanitarian response. In keeping with our long-standing interest in so-called 'rising' donors, the research explores these questions in relation to China and Saudi Arabia, alongside comparative work looking at the UK. For the Saudi study interviews have been carried out in Riyadh, and preliminary findings were disseminated at two roundtable discussions at ODI in March.





Above: Refugees from Syria queue for aid in the town of Aarsal, Lebanon. © UNHCR/Andrew McConnell.

This year we have returned to the perennial problem of humanitarian access in conflict, with a focus on how ‘non-traditional’ actors negotiate access, the states that give or withhold it and what influences their decision to do so, and what influence the type of aid proposed has on the decision to grant or withhold access. Following an initial literature review, two case studies, Syria and Ukraine, have been identified, and field research has been conducted in Lebanon and Turkey.

Building on a significant body of past research, including a large study on protracted displacement published in September 2015, we have also begun work on refugee livelihoods in protracted displacement. With field studies in Malaysia, Cameroon and countries neighbouring Syria, the study aims at developing a better understanding of the perspective of refugees who live outside camps, the strategies they employ and the opportunities that are open to agencies to support their efforts. Two rounds of fieldwork in the first two case study countries have been completed, and findings from the Malaysia study have been published in a Working Paper.

In addition to the high-level side event on cash organised at the World Humanitarian Summit, our long-standing interest in cash programming continued through our involvement as lead of the Secretariat for the DFID-convened High Level Panel on Humanitarian Cash Transfers (HLPHCT). Following extensive consultation, discussion and analysis, the Panel published its final report in September 2015 outlining a series of recommendations for governments, humanitarian organisations and the private sector.

**On our side of the world,  
there's no institution trying  
to do what you all do.**

**Joel R. Charny**, Director,  
Norwegian Refugee Council USA

## Influencing humanitarian practice

As in previous years, we have maintained our links with practitioners through the Humanitarian Practice Network (HPN). In addition to publishing and launching three editions of *Humanitarian Exchange* magazine – on the response to the Ebola crisis, the crisis in Iraq and humanitarian innovation – and a revised edition of Good Practice Review 9 on disaster risk reduction, HPN continued its active networking role, with the Network Coordinator moderating and participating in a large number of events and steering groups. HPN also published a steady stream of online blogs and articles. Two Network Papers were commissioned during the reporting period, focusing on decision-making in high-risk contexts and the humanitarian response to refugee and migrant inflows. HPN also organised a series of successful public events on issues including cash programming, the crisis in Burundi and accountability.

## Academic engagement

We have continued to strengthen our links with the academic community over the past year. Our Senior-level Course on Conflict and Humanitarian Response, taught in conjunction with the London School of Economics and Political Science (LSE), attracted participants with extensive humanitarian experience in a diverse range of contexts. The course remains a unique opportunity for senior and mid-career professionals to learn and reflect on critical issues in humanitarian action. With our Chinese partners, the Chinese Academy of Governance (NIEM-CAG) and the Chinese Academy of Social Sciences (CASS), we held a joint conference on humanitarian challenges in Beijing in October. HPG researchers gave presentations at the World Humanitarian Studies Conference in Addis Ababa, the Refugees Studies Centre at Oxford University, the University of Manchester, Pembroke College at Cambridge University, the LSE and the University of Virginia in Charlottesville. Academic engagement has also continued through editorship of *Disasters* journal. The journal's most recent impact factor, which reflects the number of citations in relation to recent articles, saw an increase from .742 in 2014 to 1.080 in 2015, meaning that the journal's ranking in the development category is currently 30th out of 55.

## Policy advice and public affairs

HPG's international influence is reflected in the range of its public affairs work. In the last year we held 31 public events, roundtables, webinars and conferences, and organised events in response to crises including the conflicts in Syria, Yemen and Iraq and the Ebola outbreak in West Africa. HPG researchers also spoke at 57 external events in 17 countries. The World Humanitarian Summit was a large focus throughout the year, with the bulk of roundtables and conferences centred around shaping, feeding into or addressing gaps in the Summit agenda. We have also produced bespoke pieces of work, including for the Irish Humanitarian Summit, the ECOSOC Dialogue on the Longer-term Positioning of the UN Development System and the World Economic Forum, given informal briefings and delivered formal presentations at external events. HPG's work and experts have featured in outlets including Al Jazeera, BBC World News, *The New York Times* and Reuters, and researchers have also responded to breaking news in key crisis-affected countries, including Syria, Yemen and the Central African Republic. HPG has also continued its support for the humanitarian news agency IRIN in its transition to an independent organisation based in Geneva.

Below: An attendee at our annual Senior-level Course on Conflict and Humanitarian Response at the London School of Economics and Political Science. © Melanie Archer/ODI.



**In its meetings, events and studies, HPG leads the world in the quality of its analysis and discussion of the contemporary humanitarian scene.**

**Peter Gill**, journalist and author



# Principles, politics and the international humanitarian system

In 2015–2016, this theme focused on the conceptual and systemic evolution of humanitarian action and its application and interpretation across regions, actors and cultures. This area of HPG's work was particularly important to the preparations for the World Humanitarian Summit in May 2016, as HPG research and analysis helped to inform the perspectives, positions and commitments of governments, UN agencies and humanitarian organisations.





## Integrated Programme funded/part-funded projects

### Humanitarian architecture and flagship report

#### Overview and main activities

In April 2016 HPG launched its flagship report *Time to Let Go: Remaking Humanitarian Action for the Modern Era*. The report synthesises four years of HPG research on the changing humanitarian landscape. It discusses how, despite decades of reform, substantial resources and capacity and considerable ingenuity on the part of individuals and organisations, humanitarian agencies are still not able to respond effectively to crises. The report points to fundamental problems in power dynamics and incentive structures and calls for fundamental changes towards a more decentralised and devolved way of working. It calls upon humanitarian actors to let go of some of their closely held beliefs and behaviours in order to deal with ever-larger, longer and more complex crises.

The report launch, which took place at ODI in London and was live-streamed globally, drew an audience of 800 people in 36 countries. The event featured a high-level panel of senior aid officials, including Stephen O'Brien, the UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, Yves Daccord, the Director-General of the International Committee of the Red Cross, Mark Lowcock, Permanent Secretary at the UK Department for International Development, and Oxfam Deputy Chief Executive Penny Lawrence. Panel members answered questions posed to them about the weaknesses in the aid system by men and women affected by crisis in countries including Somalia, Syria, Myanmar and South Sudan. Expertly moderated by Lindsey Hilsum, international editor of Channel 4 News in the UK, the discussion that followed prompted a sharp debate among panellists and with the audience about the need for fundamental change in the way the humanitarian sector currently operates.

The analysis in *Time to Let Go* serves as the backdrop to HPG's research project on 'Constructive Deconstruction: Remaking the Global Humanitarian Architecture', which analyses the underlying political economy and institutions of the formal humanitarian sector and re-imagines a role and architecture more appropriate to crisis response today. As part of this research, HPG has finalised a literature review of the various aspects of the sector's political economy, to be followed by a series of case studies examining key components and attributes of the sector. Using a combination of theoretical aids, including theories of complexity and bureaucracy and value chain analysis, the project will engage in a 'ground zero' scenario-building exercise that reduces humanitarian action to its core elements and functions and then identifies the building blocks required of an 'ideal' humanitarian system. This will be followed by a series of case studies examining key components and attributes of the sector. As an integral part of this project, HPG will also provide the space for creative and unrestricted debate of these issues at key points during the programme. These will take the form of small, targeted roundtables, discussions and activities, bringing together humanitarian policymakers and practitioners, academics, management experts and lateral thinking to debate the outcome of the WHS, the core issues and to identify ways forward.

Previous page: People walking on a muddy path outside the ICRC drop-in compound, Waat, Jonglei State, South Sudan. © ICRC.

**I've just worked my way through the amazing report *Time to Let Go* and wanted to say how greatly needed this envisioned shift is. Thank you for this excellent report.**

**Mike Wessells**, Columbia University  
Program on Forced Migration and Health

## Uptake and impact

The report's communications package, comprising a report brief, a companion website and a video, has been a great success in terms of communicating its findings and extending its reach. In the first two weeks after the launch, the report's webpage was the most viewed on the ODI site, attracting almost 40,000 visits in its first three months, with readers spending close to 15 minutes on the page. The report was shared over 1,000 times on Facebook and the report's #RemakeAid hashtag reached over 60,000 accounts on Twitter. In addition, the YouTube video outlining our three main recommendations on how the system needs to 'let go' has been viewed over 2,000 times – well above the average for equivalent ODI videos. The report also received extensive media coverage, with 186 media hits in 18 different countries. Coverage included *The New York Times*, Associated Press, *The Washington Post*, Reuters and *The Guardian* in the UK.

Since its launch, *Time to Let Go* has garnered large amounts of praise and prompted substantial debate. The UK parliament's International Development Committee (IDC) quoted HPG testimony based on the report extensively as part of its written priorities for the World Humanitarian Summit. Organisations including Save the Children immediately incorporated its findings and companion video into its induction training, and the International Federation of Red Cross and Red Crescent Societies (IFRC) used it as part of a workshop on working through local actors. The report's co-authors have been asked to speak at numerous global events and meetings, including the START Network, the annual CEO meeting of the Humanitarian Coalition in Canada, and the annual meetings of Médecins Sans Frontières (MSF), Norwegian NGOs and the Global Humanitarian Team at Oxfam. The report's findings have also been challenged, in particular its conclusion that the humanitarian sector must decentralise to remain effective. Such reactions demonstrate the degree to which HPG continues to inform the global humanitarian agenda and generate debate and discussion within the sector.

Below: A family from the Damascus suburb of Daraya who fled to the neighbouring suburb of Sahnayeh and now live in an unfinished building.  
© UNHCR/Andrew McConnell.



## Response to the Ebola crisis in West Africa: a case for systemic transformation

### Overview and main activities

A concern for the systemic-level issues and flaws of the formal humanitarian aid system also informed our research project on the Ebola outbreak in West Africa. The crisis took the international aid system into uncharted waters. It involved new actors, required new approaches and magnified some familiar shortcomings, from the benefits and limitations of technical disease-specific approaches to the often unclear and overlapping roles of different actors (NGOs, the UN, local authorities, foreign governments, the military, pharmaceutical companies). It was this magnifying effect that prompted HPG to undertake an analysis of the response to Ebola as a way of exploring the systemic-level issues and flaws of the formal humanitarian aid system. The study examined pre-existing health policies and investments in the affected countries, early warning systems, the role of politics and security in the response and the strengths and limitations of the different approaches employed by international, national and community responders. The study's findings revealed enduring tensions between sovereignty and transnational responses, humanitarian and development approaches, supply- versus demand-driven programming and indigenous versus international responses. It revealed a humanitarian culture that still finds it difficult to engage with national and local responders and to learn and institutionalise lessons from past crises.

### Uptake and impact

The report was launched in Geneva in October 2015 in the margins of the Global Consultation of the World Humanitarian Summit. A dynamic panel of high-level representatives from the response's key players, including the United States Office of Foreign Disaster Assistance, the World Health Organisation, Médecins Sans Frontières and the Red Cross, debated deep-seated flaws in how the humanitarian aid system works and what remedial actions might be possible. Since its publication, the study has informed the Report of the High-level Panel on the Global Response to Health Crises, the policies of critical donors and thinking by the academic and public health communities around health systems' responses to pandemics and infectious diseases.

## Beyond donorship: state-led humanitarian action

### Overview and main activities

The 'Beyond Donorship' project, which began in April 2015, looks at how state foreign policy influences humanitarian action, and vice versa. The research explores what drives why, how and when states engage in humanitarian action – and where a more foreign policy-attuned approach can be either an obstacle or an opportunity to strengthen humanitarian response. The project has completed a comprehensive literature review which underpinned an initial Working Paper exploring the key issues and setting out an agenda for the research. The desk review included an analysis of both Western and non-Western state humanitarianism, following on from the 'Global History of Modern Humanitarian Action' project.

The project's steering group has met virtually and in person and three country case studies are under way, covering China, Saudi Arabia and the UK. These were selected to provide perspectives from both established and 'rising' donors. The Saudi study is the most advanced, with interviews carried out in Riyadh, London and Cairo. Preliminary findings were

**I wanted to commend you for a tough job well done. Thanks so much for your clarity, insight and precision.**

**Sharon Abramowitz,**  
Assistant Professor of Anthropology and  
African Studies, University of Florida



Above: Habibullah, aged 4, and his family fled the conflict in their home province of Badghis to live in an informal settlement near Herat city, Afghanistan.  
© UNHCR/Jim Huylebroek.

**HPG's research and support to the Regional Organisations Humanitarian Action Network (ROHAN) have been critical in raising the profile of regional organisations' work in the humanitarian field and in strengthening their mutual learning.**

**Amb. Hesham Youssef,**  
Assistant Secretary-General for  
Humanitarian Affairs at the  
Organisation of Islamic Cooperation

disseminated at two roundtable discussions held at ODI in March. A first round of fieldwork in Beijing has been completed, building on HPG's existing networks in China, and UK interviews are under way.

The study is generating considerable interest: little is known about the Saudi or Chinese humanitarian architecture, while the UK is a high-profile humanitarian donor. For the Saudi case, the newspaper *Asharq Al-Awsat* has asked HPG to comment on the Vision 2030 policy announced by Prince Mohammed Bin Salman in April 2016. In the coming phase, in addition to publishing the case studies, roundtable events will be convened to bring together key actors involved in state humanitarianism – and representatives of the broader humanitarian community – to consider developing trends and their implications for all those involved in humanitarian crises, including affected states and communities, inter-governmental organisations and NGOs. The roundtables will allow for original data collection, generate analysis and provide an opportunity to enhance the impact of the case studies and the broader project.

### **Zones of engagement: regional action and humanitarian response**

HPG's research on regional organisations was published in a final Working Paper in May 2016 summarising the key findings and conclusions from the case studies and wider work. Alongside the research, HPG has actively supported the development of the Regional Organisations Humanitarian Action Network (ROHAN), which was initiated at the Dubai conference of regional organisations organised by HPG in March 2015. ROHAN has matured over the past year with the launch of an online knowledge portal of key policy and operational documents. HPG/ROHAN was instrumental in organising a high-level special session on regional action at the World Humanitarian Summit. Chaired by HPG, it featured a senior panel including Le Luong Minh (Secretary-General of the Association of Southeast Asian Nations (ASEAN)), Monique Pariat (Director-General of the European Commission Humanitarian Aid and Civil Protection Department (ECHO)), Aisha Laraba Abdullahi (African Union (AU) Commissioner for Political Affairs), Hesham Youssef (Assistant Secretary-General for Humanitarian Affairs of the Organisation of Islamic Cooperation (OIC)), Fatimata dia Sow (Commissioner for Social Affairs at the Economic Community of West African States (ECOWAS)) and Badre Eddine Allali (Assistant Secretary-General of the League of Arab States). The special session also represented the official launch of the ROHAN network, and an opportunity for the leaders of 12 regional organisations to announce key commitments on issues such as respect for International Humanitarian Law, coordination with local assistance efforts and investing in better data and analysis of risks before, during and after crises.

### **Uptake and impact**

Establishing ROHAN has raised the profile of an important but neglected part of the international system. By bringing together regional organisations, ROHAN has created an opportunity, both for stronger joint advocacy on their role in the humanitarian system, and for them to share policy and practice on operational models and relations with member states, and create effective mechanisms to prevent and respond to disasters and conflict. After the successful formal launch of ROHAN at the World Humanitarian Summit Special Session, planning is now under way for a more detailed programme of joint activities including the next conference of regional organisations, to be hosted by ASEAN in November 2016.



## A global history of modern humanitarian action

HPG's project on the global history of humanitarian action entered its final phase this year. The aim of the research was explicitly to 'decentre' the debate around humanitarian action away from the 'traditional' system and to develop a more comprehensive understanding of humanitarian history outside of the Western experience. To date the project has produced a wide range and variety of outputs, including historical studies of the humanitarian tradition in North, South and South-east Asia and the Middle East and North Africa, meanings of humanitarianism in English and Arabic, the food crisis in North Korea in the 1990s and humanitarian practice and thought in France and the Nordic countries. Two final publications, bringing together papers from conferences on humanitarianism in Africa and Latin America, are in preparation, alongside a book synthesising the main themes and findings of the project.

**Wholehearted thanks for organising such a wonderful symposium at Addis. It was great to be involved.**

**Kevin O'Sullivan**, Lecturer in History, National University of Ireland, Galway

## Commissioned work

### High Level Panel on Humanitarian Cash Transfers

#### Overview and main activities

The ODI Secretariat to the DFID-convened High Level Panel on Humanitarian Cash Transfers (HLPHCT) published and launched the Panel's report in mid-September 2015, following a six-month period of consultation, discussion and analysis. During the consultation process, the Secretariat, led by the HPN Coordinator, reviewed over 200 documents, summarising the evidence in a series of four published briefing papers. Nearly 200 interviews informed the Panel's analysis and report. The launch, involving high-level speakers and an innovative TED talk-style approach, coupled with a compelling video recording of discussant David Miliband, was one of the best-attended events ever held at ODI. Over 130 people signed up to attend in the room and 560 signed up to watch online. The twitter chat event organised the day before also helped to generate interest in the event and extensive media coverage. Follow-on events were held in Berlin (with the German government), Washington DC (with the Center for Global Development), Oslo (with the Norwegian Refugee Council (NRC) and the Norwegian government), Nairobi (with the Cash Learning Partnership (CaLP) and DFID) and New York and Geneva (with OCHA).

#### Uptake and impact

The Panel's report was referenced in the Secretary-General's report for the WHS and the report of the UN High Level Panel on Humanitarian Financing, which noted that, 'In line with the expert recommendations made by the High-Level Panel on Humanitarian Cash Transfers, we call for the use of unconditional and predictable cash in humanitarian settings to be rapidly scaled up'.

Following the success of the Panel's report, ODI was funded to undertake additional work on cash including consultations on how the report is being received and used, the production of a whiteboard animation video on '10 things you should know about cash transfers', a high-level side event on cash at the WHS, and four case studies on how cash transfers could be used on a larger scale.

**You did an excellent job. Clearly articulated recommendations it's very difficult to argue against.**

**Tim Waites**, Senior Livelihoods and Disaster Resilience Adviser, DFID

## The role of business in responding to the Yemen and Somalia crises

While there is a growing recognition of the role of the private sector in humanitarian action, little in-depth analysis has been conducted in areas of conflict. Building on previous research by HPG, in collaboration with the Humanitarian Futures Project and OCHA, this study explores how the private sector has been affected by and responded to the protracted crises in Yemen and Somalia, and where potential opportunities and synergies can be achieved between the business and humanitarian communities. A qualitative approach was selected to tackle different dimensions of the research, including gathering the perspectives of Yemeni and Somali business leaders on the kind of roles they were interested in playing to address humanitarian crises and the challenges they have faced. A paper will be published later in 2016, and we will report on its impact in the next HPG Annual Report.

## WFP engagement with national NGOs

### Overview and main activities

The purpose of this commission was to review and explore the opportunities, best practices and potential approaches for more systematic investment by the World Food programme (WFP) in the capacity strengthening of national NGOs. The project built on two prior HPG submissions to WFP on the future of WFP's engagement with NGOs and more strategic ways for WFP to engage with its partners. The project was conducted against the background of the World Humanitarian Summit, in particular the emphasis placed on new partnerships and the call for making localised humanitarian action the default response wherever possible. Specifically, WFP required further analysis on how it contributed to localising response and strengthening local capacity through its partnerships with national NGOs, and recommendations for how the agency could invest more tangibly and strategically in local capacity.

### Uptake and impact

The report was commissioned as part of WFP's current internal strategic discussions around a new strategic plan (2017–21). Findings and recommendations from this report will also feed into WFP's new corporate results framework, strategic planning approach and financial framework.

## How much funding reaches beneficiaries? (part of the ECHO Framework Agreement)

HPG has joined the Global Public Policy Institute (GPPI), Groupe URD and the Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH) in the INSPIRE consortium, an ECHO Framework Agreement to provide flexible technical and policy support to ECHO thematic and geographical desks. The first assignment is to establish how much donor money gets to beneficiaries by analysing ECHO reports on 30 projects from four UN agencies and two NGOs. The study uses a common format to break down costs in order to illustrate where donor money ends up, and the implications for ECHO and other donors' assessment of needs and programming response.

## Localisation and complementarity in humanitarian action

### Overview and main activities

This HPG paper, co-authored with the International Council of Voluntary Agencies (ICVA) and members of ICVA's localisation and complementarity advisory committee, set the scene for ICVA's 2016 Annual Conference on Complementarity. The paper explored how more space, leadership and resources could be allocated to local, national and regional responders, and the challenges and opportunities in doing so.

### Uptake and impact

The paper, which was launched at the ICVA Annual Conference in Geneva on 5 April 2016, sparked a thought-provoking conversation on various modalities of localisation and complementarity among the participants. The conference, entitled 'Complementarity in Humanitarian Action: What Does It Mean? What Does It Look Like? What Are the Risks and Benefits?', brought together ICVA members, board and partners.



Above: A pupil at a school run by the Hawa Abdi Centre, Somalia.  
© UN Photo/Tobin Jones.

## Planning from the future

This two-year collaboration between HPG, Tufts University and King's College London aimed to analyse the origins and characteristics of key blockages in the current humanitarian system, and suggest concrete measures for reform. HPG's contribution included using the research and analysis from the 'Global History of Humanitarian Action' project to identify and discuss key moments in the history of humanitarian action – both Western and non-Western – that have helped to define and shape the contours of humanitarian principles, policies and practices today. HPG researchers helped to shape the project's objectives, approaches and methodologies, co-convened a project steering group and roundtable discussions around specific topics and themes and acted as both authors and peer reviewers of the project's written outputs. The partnership worked with Save the Children and Action Contre la Faim to develop, host and moderate a side event at the World Humanitarian Summit.

## Conversations that matter

In an effort to increase interest in and contributions to the World Humanitarian Summit discussions from the UK humanitarian community, HPG and the British Red Cross organised a series of closed-door roundtable discussions on tackling humanitarian needs, promoting national and local humanitarian action, humanitarian response in armed conflict, collective crisis risk management and a final meeting, organised with DFID and attended by the WHS Secretariat, focused on bringing the series together around an agenda for action. Elements of these discussions were incorporated into the policy positions of many of the organisations that attended. A companion paper series tackled issues such as localising humanitarian response, access and proximity in conflict and new models for crisis management. The papers themselves were submitted as formal WHS inputs.

## The development agency of the future

HPG contributed to the ODI project on the 'Development Agency of the Future', which aims to analyse and discuss what lies in store for donor aid departments as they seek to adapt to strategic and operational challenges. In a study entitled 'The Development Agency of the Future: Fit for Protracted Crises?', HPG analysed the cultural, structural and programmatic impediments to joint action between humanitarian and development actors in protracted crises. HPG presented the paper to representatives of 100 donor governments at ODI's annual conference on the topic, and it continues to be cited in analysis on bridging the humanitarian–development divide.

## Advisory for MSF's study on German humanitarian aid

HPG is advising on a study on humanitarian action in Germany. The study aims to reflect on the challenges German humanitarian aid is facing, its role in politics and society and its strengths and weaknesses in comparison to other countries. As part of this work, HPG attended a conference in Berlin that brought together policy-makers, practitioners and parliamentarians to discuss the challenges and opportunities for German humanitarian action.

**Enormous thanks for organising these discussions and inputs. Very useful.**

**Nicholas Harvey**, World Humanitarian Summit Secretariat

# Civilian security and protection

Research in this area explores the threats faced by communities in different contexts, the steps they take to reduce these risks and the extent to which national and international mechanisms offer effective protection. In particular, we examine the failure to translate legal and policy developments into improved protection for civilians in conflict.

## Integrated Programme-funded projects

### Holding the keys: who gets access in times of conflict?

#### Overview and main activities

This research project aims to examine the types of actors that are given access where the traditional system has no or only limited ability to work, and to what degree, if any, external actors have influence over who gets access. The project aims to analyse three areas: the manner in which non-traditional actors negotiate access; what influences states' decisions to give or withhold access, and the consequences when access is limited; and whether access is granted more or less readily depending on the type of programming being proposed.

The initial phase of this project was used to review existing literature to get a clearer idea of the current state of the debate on access, in particular from the perspective of organisations not part of what is generally called the 'traditional' system. The review also identified trends and challenges, as well as examples where actors outside the formal system have negotiated access, and the arguments they used to do so. Most of the research currently available tends to focus on the ability of the traditional humanitarian

sector to negotiate, obtain and maintain access to people in need. There is a dearth of research on whether 'non-traditional' actors (diaspora groups, businesspeople financing relief operations, local activist groups, grass-roots movements, faith-based groups and philanthropists) obtain access and how they negotiate such access in order to conduct relief and protection operations. The literature review enabled the team to adapt the research framework and refine the methodology. As part of this reflection, and to seek input and advice, the team called a first meeting with the Steering Group to discuss two potential case studies, Syria and Ukraine. For the Syria study field research was conducted in Lebanon and Turkey, with additional skype/phone interviews and meetings in London. Field research for the Ukraine case study has already been carried out.

In addition to publishing the case studies, in the next phase HPG will convene a roundtable to present the findings and discuss to what degree they can influence traditional and 'non-traditional' actors, as well as states. This will be followed by a final Policy Brief bringing together the findings and policy implications from the case studies and the roundtables.



## Protection of Civilians: interrogating the protection gap

### Overview and main activities

Following the publication of an HPG Working Paper on international and local diaspora actors in the Syria response, the second case study from HPG's project on protection, focused on the Central African Republic (CAR), was published in November 2015, alongside a Policy Brief, *Protection of Civilians in Armed Conflict: Bridging the Gap Between Law and Reality*. The CAR study looked at how people affected by the conflict there see protection threats, how they mitigate them and what they expect from actors seeking to provide protection. This work highlighted how civilians look to armed groups for protection more than peacekeepers, and the important role of faith groups in mediation and trust-building. The final paper of the project examined the gap between protection laws and reality

on the ground and offered suggestions on how to bridge the divide, including through an information-gathering mechanism similar to that on violations against children in armed conflict and the establishment of a dedicated focal point on IHL within the UN.

### Uptake and impact

The Syria case study continued to generate significant interest, with a number of invitations to public speaking engagements as well as bilateral briefings, including a side-event at the ECOSOC humanitarian segment. HPG Policy Brief 64, on how to bridge the gap between what the law says on the protection of civilians and the reality on the ground, which coincided with debates leading up to the ICRC International Conference and the WHS, was well-received, both by practitioners and policy-makers, and was referenced in the report of the UK parliament's International Development Committee ahead of the WHS.



## Commissioned work

### Children in danger: protection in crisis

This study was commissioned by UNICEF UK as part of its advocacy and policy development ahead of the World Humanitarian Summit. The research helped UNICEF to identify the current state of child protection while suggesting priority actions and options on issues such as government policy on child protection in humanitarian settings, the role of the private sector and the role that governments can play in enhancing the positive effects on child protection produced through private sector activity.

Above: Displaced people at the Mipoko IDP site close to the international airport in Bangui, Central African Republic. © UNHCR/Olivier Laban-Mattei.

## Livelihoods and food security in crises

This theme looks at livelihoods in situations of conflict and crisis, and ways of improving analysis and response at local and global levels. HPG is particularly involved in examining how markets affect people's resilience and vulnerability.



## Integrated Programme funded/part-funded projects

### Markets and resilience in crises and transitions

#### Overview and main activities

HPG's project on markets and resilience looked at markets in areas affected by crisis in Sindh in Pakistan, northern Mali and Juba. Using a qualitative methodology, the study explored the impacts of crises on markets in these three contexts, and asked how humanitarian assistance does or could interact with markets in order to maximise its positive impacts, mitigate its negative impacts and enable interventions that support markets for the benefit of people affected by crisis. Looking beyond issues of price and availability of goods, typically the focus of market assessments designed to assess the viability of cash assistance, the study sought to identify some of the key sociological aspects that determine how markets function, in 'normal' times as well as during crises, including issues around power, governance and the 'moral economy' of markets, trust and gender and ethnic status. These studies suggest that there is a far greater role for market understanding in planning and delivering humanitarian assistance, and that agencies should consider increasing their expertise and their attention to a wider body of evidence beyond their own rapid assessments. While a great deal more needs to be documented for a body of evidence to emerge that can provide a more general understanding of patterns and trends in different kinds of market, the study has helped to bring the humanitarian and market development communities closer together.

Working Papers from the three case studies were published in November 2015, and launched at two public events. The first event (available at [https://youtu.be/v5e\\_oF6pPrw](https://youtu.be/v5e_oF6pPrw)) was co-hosted with the Markets in Crisis community of practice. This was followed by a more informal debate co-hosted with Markets in Crises and Beam Exchange (a forum for market development). A final paper synthesising the main findings is in preparation.

Previous page: Sorting sorghum collected from broken bags after an ICRC airdrop, Unity State, Leer, South Sudan. © ICRC. Below: A doctor examines a child at a hospital run by the Hawa Abdi Centre, Somalia. © UN Photo/Tobin Jones.

## Commissioned work

### Building resilient communities in Somalia

HPG has continued to support the Building Resilient Communities in Somalia (BRCiS) programme as a learning partner. BRCiS is a four-year DFID-funded programme implemented by a consortium of NGOs. The role of the learning partner is to work with the implementing consortium to help in thinking through the logic behind the resilience approach, gather evidence and support programme implementation, suggesting course corrections and changes along the way and acting as a sounding board for ideas.

During the year we supported the consortium by commenting on its annual survey, suggesting methodologies and providing support in the analysis of outcomes. We also carried out research on how the consortium was using its new Monitoring & Evaluation systems, and how internal information flows were working. Findings were presented at a workshop in Nairobi.





## Building resilience and managing risk in fragile and conflict-affected states

HPG has continued to work with VALID Evaluations on the four-year thematic evaluation of DFID's multi-year humanitarian funding. The evaluation, conducted in Ethiopia, the Democratic Republic of Congo, Sudan and Pakistan, aims to learn how far multi-year financing mechanisms in protracted crises can lead to better assistance for affected people, better value for money and greater resilience. During the year, the study undertook longitudinal research in three countries, returning to the same households every six months to conduct detailed interviews on people's lives, the problems they faced and how they coped with them. Additional research included working with the donor's partners to see how multi-year funding affected their decision-making and the costs of their interventions. Preliminary analysis has been prepared for Ethiopia, the DRC and Sudan.

## Livelihoods topic guide

HPG was commissioned by DFID to write a topic guide to help its development livelihoods specialists to engage better with situations where emergency relief is also being given – and to help DFID's emergency cadre to better understand the role that can be played in crises, and in preparation for crises, by livelihood expertise that takes a longer-term perspective. The guide shows why

longer-term livelihoods support is almost always critically needed in emergencies, and that the humanitarian bureaucracy needs to be much more proactive in asking for guidance from those who take a longer-term view of situations and places where crises develop.

## Livelihood impacts of public work assets

Hundreds of millions of dollars are spent every year on public works programmes intended to support people's short-term needs. HPG worked with ODI's Water Policy and Social Protection programmes on a two-year programme to develop approaches to assessing the longer-term impacts of public works. The studies, in Ethiopia and Kenya, found that theory-based approaches to impact assessment, coupled with a scientific approach to testing evidence, can throw into doubt the dominant rhetoric that these programmes are making communities more resilient.

## Secure Livelihoods Research Consortium

In Pakistan, HPG continued to support the national SLRC partner the Sustainable Development Policy Institute (SDPI) with advice on research frameworks, methodology and write-up. In particular, HPG provided support to carry out research on markets in crisis in the Swat Valley, as well as a study on institutions and their impacts on livelihoods.



Above: Barotse Floodplain, Zambia. © Felix Clay.



# Displacement, urbanisation and migration

This theme continues HPG's long-standing concern with refugee movements and internal displacement, particularly in protracted crises. Work under this theme assesses the changing dynamics of displacement, with a particular focus on urbanisation, and explores the factors that affect forced migration.

## Integrated Programme funded/part-funded projects

### Livelihoods in protracted displacement: harnessing refugees' aspirations, skills and networks

#### Overview and main activities

This research aims at developing a better understanding of the perspective of refugees who live outside camps, the strategies they employ and the opportunities that are open to agencies to support their efforts. The point of departure is that there are several challenges to working with displaced people outside camps: it is difficult to identify refugees simply by displacement status; the objectives of assistance change, because the displaced cannot be thought of as a dependent and maintained population and because they are actively pursuing their own interests; the divide between humanitarian and development actors becomes more problematic in responding to a situation where needs are both urgent and long-term; and the range of institutions, networks and individuals on whom the displaced depend is much more diverse and harder to identify.

Following consultations, the project is researching refugee livelihoods in Malaysia (focusing on Rohingya refugees from Myanmar), Cameroon (looking at refugees from the Central African Republic) and countries neighbouring Syria. Two rounds of fieldwork in Malaysia and Cameroon

have been completed. In Malaysia, the first trip, in June 2015, involved interviewing refugees to understand their own perspectives on their lives in displacement, and the institutions with which they interact. The second round of fieldwork (completed in March 2016) involved interviewing a wide variety of representatives of institutions that figured prominently in refugees' lives, including the government, employers, NGOs and the UN High Commissioner for Refugees (UNHCR). A Working Paper documenting the main findings of the first round of research was published in June 2016.

The first round of research in Cameroon took place in October and November 2015, and a Working Paper will be published later in the summer. The second field trip was completed in March 2016, to complement refugees' experiences with those of the communities and institutions with which they interact. A report will be finalised later in 2016.

For the Syria study, the first phase of research has been completed, involving over 100 interviews with Syrian refugees in Jordan (Zarqa) and Turkey (Istanbul).

#### Uptake and impact

Based on the emerging analysis, UNHCR in Cameroon asked HPG to comment on its draft livelihoods

strategy, and it is hoped that this dialogue will continue and deepen. A photo essay on Rohingya refugees in Malaysia was published in the *New Internationalist*, and a short video filmed during the first round of fieldwork was released along with the first report from Malaysia.

The project has also helped give a new focus to HPG's long-standing policy and research engagement on refugee livelihoods. HPG participated in the recent Solutions Alliance Roundtable in Brussels in February 2016, through which it hopes to advance a deeper livelihood perspective on the economic situation of refugees.

Below: Rohingya refugees in Malaysia: a woman sews clothes in her home. © The Spacemen.



## Commissioned work

### Study on protracted displacement

#### Overview and main activities

This report, commissioned by DFID, set out to map and analyse evidence on the scale, typology and programmatic spend of protracted displacement globally; assess the impact of national policy frameworks, institutional arrangements and international assistance to improve self-reliance and livelihoods in situations of protracted displacement; and identify opportunities to promote people's livelihoods and self-reliance. The objective of the study was to inform DFID's policy and practice, contribute to the work of other humanitarian and development actors and influence the wider policy debate on protracted displacement, including the work of the Solutions Alliance. It was carried out together with the Internal Displacement Monitoring Centre (IDMC).

**One of the best things  
I've read for ages.  
Very timely.**

**Jo Macrae**, Head, Humanitarian Policy Team and Humanitarian Evidence and Innovation Programme, DFID

In addition to the study, we published an infographic on ‘10 things you need to know about displacement’ to highlight key trends and figures and make them more accessible, including to the general public. The infographic was extremely popular, with almost 2,500 downloads since its launch.

### **Uptake and impact**

The report was widely shared and cited and had considerable uptake among donors and policy-makers. The study helped shape DFID’s policy on protracted displacement, and we presented the findings at a DFID all-staff meeting as well as at a retreat for DFID’s global humanitarian advisers. The report was also well received by the World Bank and UNHCR, both of which had initiated the commission together with DFID. It informed discussions globally on protracted displacement and the refugee crisis, in particular in the run-up to the WHS.

### **Understanding the needs of civilians and refugees/migrants in Libya**

This study’s objective was to provide the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with a better sense of needs among Libyans and refugees/migrants in Libya suffering the consequences of conflict. In addition, it looked at the situation of refugees/migrants in Tunisia who have made their journey from or via Libya. The study also looked at which organisations are responding to the needs of migrants/refugees in the absence of an organised response, and the strategies, mechanisms and networks refugees/migrants are using to address their own needs. Lastly, the study looked at what Germany (on the political, humanitarian, transitional and development levels) can do to alleviate some of those needs. As part of this research and with support from GIZ, ODI published a policy brief looking at the question of whether Libya is predominantly a country of transit for refugees/migrants whose original intention has always been to reach Europe. The paper illustrates that not all migrants who reach Europe via Libya intend to make this journey when they leave their countries of origin, but find themselves continuing their journey due to instability, peer behaviour or poor conditions.

The study’s analysis and recommendations were well received by GIZ, and the policy brief generated interest among policy-makers and practitioners dealing with migration. The fact that the policy brief took a closer look at Libya – a context that is not very well known – was of particular value.

### **The urban crises learning partnership**

HPG has begun a collaboration with University College London and two operational NGOs (Habitat for Humanity and Oxfam) to explore new ways of planning for emergency action in urban areas. The project will support the staff of the international aid agencies to create forums that bring together people and institutions that are important in the lives of people affected by crises. Teams have been established in Haiti and Bangladesh. HPG will work with UCL over the course of 2016–17 to guide the process, and help the agencies draw lessons from it and share these lessons with a wider audience.



Above: Refugees on a train at Gevgelija, Macedonia.  
© UNHCR/Andrew McConnell.

# Protracted crises and transitions

Many of today's key humanitarian contexts are lengthy protracted crises undergoing social, economic and political or security transitions, with significant implications for humanitarian action. Over the years we saw consistent demand for our expertise on a wide range of protracted crises, including Libya, Yemen and Sudan.

## Sudan/South Sudan

Throughout 2015–16 we continued our engagement on humanitarian issues in Sudan and South Sudan. Peace negotiations to resolve the conflict in South Sudan triggered talks of further devolution. HPG provided insight into the humanitarian implications of the possible creation of 28 states in South Sudan in a project led by the Politics and Governance team at ODI. This piece of work will complement other contributions from academics and experts on the political, economic and security implications of different administrative structures in South Sudan.

## Middle East/North Africa

As part of its continued focus on the Middle East, ODI organised an event with The Elders to hear their thoughts on past and current challenges in the various conflict zones in the region. Introduced by former UN Secretary-General Kofi Annan and moderated by Lyse Doucet, the BBC's Chief International Correspondent, the panel discussion featured Lakhdar Brahimi and Hina Jilani, representing the Elders, Joost Hiltermann, Middle East and North Africa Programme Director of the International Crisis Group, and ODI Managing Director Sara Pantuliano. The discussion that followed included contributions from Jimmy Carter, Martti Ahtisaari and former UK Shadow Foreign Secretary Hilary Benn.

In Syria, a conflict that started as a civil war is now fuelled by external actors, while civilians on all sides suffer. Sectarian tensions are growing across the region, with a knock-on effect on human rights, acts of terror and rising numbers of refugees and internally displaced people. Meanwhile, the Israeli–Palestinian conflict has yet to see a meaningful and lasting resolution



Above: The Old City of Homs, Syria.  
© UNHCR/Andrew McConnell.



despite repeated attempts to revive the peace process. The event explored a number of questions, including the rights and responsibilities of actors in the region and beyond, and whether the current international architecture of multilateral institutions was robust enough to engage meaningfully with regional powers.

HPG's work on migration looked at the challenges facing refugees/migrants living in or transiting through Libya. Continued instability in the country has had a devastating effect on its people and infrastructure, but equally on refugees/migrants who are at risk of abuse and exploitation without much chance of seeking assistance from official authorities.

Our engagement with the Syrian conflict also resulted in Sara Pantuliano's participation in the PeaceGame exercise in Abu Dhabi in February 2016, a scenario-based model organised by *Foreign Policy* magazine that offers a chance to address the challenges of conflict resolution and peacebuilding with the same creativity and focus as has been traditionally devoted to war games.

In addition, HPG was asked by the Office of the Special Envoy for Syria to second a Research Fellow to the position of technical expert on detainee/missing persons issues. The Special Envoy is tasked with providing his good offices to help bring an end to violence and human rights violations, and promote a peaceful solution to the Syrian crisis.

## Yemen

Over the last year we continued our regular engagement on the crisis in Yemen. In addition to our private sector study for OCHA, reported above, along with Oxfam we organised a roundtable reported on above with Yemeni private sector representatives to explore current challenges and future roles in responding to the crisis and planning for recovery. A joint event with the Royal United Services Institute (RUSI) in London, 'Yemen's forgotten war', held in December 2015, explored the humanitarian and security implications of the conflict.

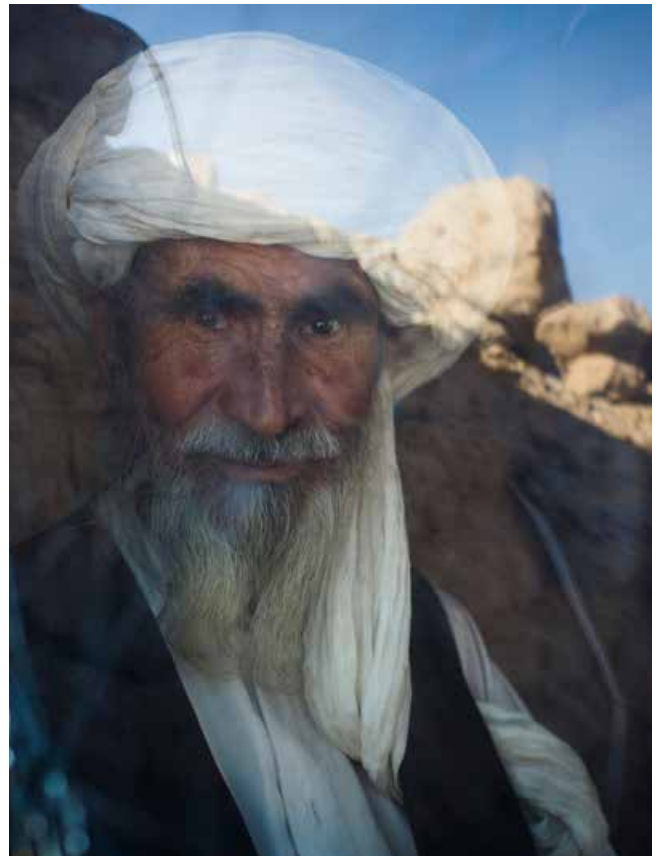
## Commissioned work

### Mid-term evaluation of the Dutch Relief Alliance

This mid-term evaluation considers the first half of a three-year implementation of a new Dutch government funding instrument (Dutch Relief Alliance (DRA)) which aims to support the joint response of a consortium of NGOs to new and worsening crises. The research seeks to establish the extent and ways in which the DRA governance structure, decision-making processes and functions support the achievement of the DRA's intended objectives and results, and to capture evidence of progress made towards the planned objectives and results. The HPG team will undertake field research in Northern Iraq and Nigeria, as well as interviews in the Netherlands.

### Evaluation of the Somalia resilience programme for FAO

HPG has been able to use the analysis of resilience which it developed during its IP research project to help inform the policy and practice of several agencies in their response during crises. In 2015–16, HPG played an advisory role in FAO's evaluation of its resilience programming in Somalia, helping it to shape the information-gathering exercise, and in reaching conclusions and recommendations for future programming.



Above: A man from Ghor province sits in his mud house in Police Rah informal settlement near Herat city, Afghanistan. © UNHCR/Jim Huylebroek.

# Influencing humanitarian practice

The Humanitarian Practice Network (HPN) is a global forum for policy-makers, practitioners and others working in the humanitarian sector to share and disseminate information, analysis and experience. HPN publications and online articles are written by and for practitioners, and play an important role in examining policy development and distilling and disseminating practice.

## Humanitarian Practice Network

### Overview and main activities

HPN's primary activity is the production and dissemination of specialist resources (*Humanitarian Exchange* magazine, longer Network Papers focused on a specific region or issue and Good Practice Reviews). These are distributed through HPN's subscriber base (over 8,300 members worldwide), through social media and humanitarian information websites and news providers such as ReliefWeb, Alertnet and IRIN and at relevant conferences and events.

HPN commissions and publishes work on topics of critical interest and concern to the humanitarian community, as reflected in high publication download figures, consistently good attendance and participation in events and roundtables, positive social media and humanitarian media coverage and direct feedback from HPN members. Further evidence of HPN's continuing relevance to its membership is the 6.5% increase in email subscribers between April 2015 and March 2016.

In addition to publishing and launching three editions of *Humanitarian Exchange* magazine and the revised Good Practice Review 9 on Disaster Risk Reduction, HPN continued its active networking role, moderating and participating in a large number

of member agency events, steering groups and WHS consultation meetings. The HPN Coordinator also led the ODI Secretariat for the DFID-funded High Level Panel on Humanitarian Cash Transfers.

### *Humanitarian Exchange*

During the reporting period, HPN published three editions of *Humanitarian Exchange*: HE 64 on the response to the Ebola crisis; HE 65 on the crisis in Iraq; and HE 66 on innovation in humanitarian action. Public events featuring interesting and diverse panels were held at ODI to launch these publications. The Iraq edition event was moderated by Frank Gardner, Security Correspondent for the BBC, and included Lise Grande, the UN Resident and Humanitarian Coordinator (who also serves as the DSRSG and head of UNAMI), who participated by video-conference from Erbil. This event generated a great deal of twitter discussion and very positive feedback from the large audiences in the room and online.

HPN has also published a steady stream of online blogs and articles, including HPG Research Fellow Christina Bennett's letter of advice to the new ERC, and Kelsey Hoppe and Christina Williamson's article on the implications of the Dennis vs. Norwegian Refugee Council case for duty of care, both of which attracted significant media attention and catalysed online debate.

### Network Papers

Two Network Papers were commissioned during the year and are scheduled for publication in 2016/17. The first focuses on decision-making in high-risk contexts, drawing on research in Syria, Somalia, South Sudan and Afghanistan, and interviews with agencies and donors. The second paper will interrogate the timeliness and effectiveness of the humanitarian response to refugee and vulnerable migrant influxes, focusing on how different humanitarian actors, including volunteers, have decided whether or not to intervene, what approaches they have taken, whether principles and standards have figured in the response and how effective responses have been in meeting humanitarian needs.

### Good Practice Reviews

One of HPN's most notable achievements has been the publication of the revised GPR 9 on Disaster Risk Reduction. The GPR was launched at ODI in mid-October 2015, the day after the international day for disaster reduction. In addition to developing a dedicated interactive microsite for the book, an animated whiteboard video was commissioned on '10 things you need to know about DRR', which was viewed more than 7,000 times in the first five weeks online. The launch event, which used the Nepal earthquake response as a central case study, was extremely well attended and generated much interest and discussion. HPN also commissioned two case study videos, one on community-based responses to the Nepal earthquake, which was shown during the event, and another on the Kenyan Hunger Safety Net Programme (HSNP). Both videos have been integrated into the GPR 9 microsite.

### Networking

During the reporting period, HPN hosted and co-organised roundtables at ODI on the developing crisis in Burundi and the humanitarian response to the influxes into Europe of refugees and vulnerable migrants. In addition to chairing a number of HPN and HPG public events and roundtables, the HPN Coordinator presented at, provided input to or moderated a number of external events during the reporting period, including WHS thematic meetings in Bonn and Berlin, the ALNAP Global Forum in New York, a CARE strategy meeting in Geneva, the KOICA Policy Forum and the KCOC NGO conference in Seoul, the 8th DRR Practitioners' meeting in Bangkok, a Sphere strategy meeting in Geneva, the Livestock Emergency Guidelines (LEGS) Steering Group meeting and the World Humanitarian Studies Conference in Addis Ababa.

The Coordinator also serves as the HPG representative for ALNAP, board member of the International Humanitarian Studies Association (on behalf of HPG), member of the REFANI and CREATE project steering groups, the deputy chair of the Enhancing Learning and Research for Humanitarian Assistance (ELRHA) Steering Group, and the chair of the LEGS Steering Group.

Visits to the HPN website increased slightly in the year, from 248,529 in 2014–15 to 249,184 in 2015–16. The number of unique users visiting the site increased by 2%, from 191,988 to 195,932. As in the previous year, the most downloaded publication was Network Paper 77 on gender-based violence in emergencies, which was accessed nearly 7,000 times. The microsite for the revised Good Practice Review 9 on disaster risk reduction, launched in October 2015, was visited 2,500 times in its first month. GPR 8 on operational security management in violent environments remains popular, having been accessed 3,700 times in the year.

**I watched the whiteboard video. Really good! It takes very good judgement to determine what to include (and even more importantly what *not* to include) and I thought it was pretty perfect.**

**Robert Glasser, UN Special Representative of the Secretary-General for Disaster Risk Reduction**

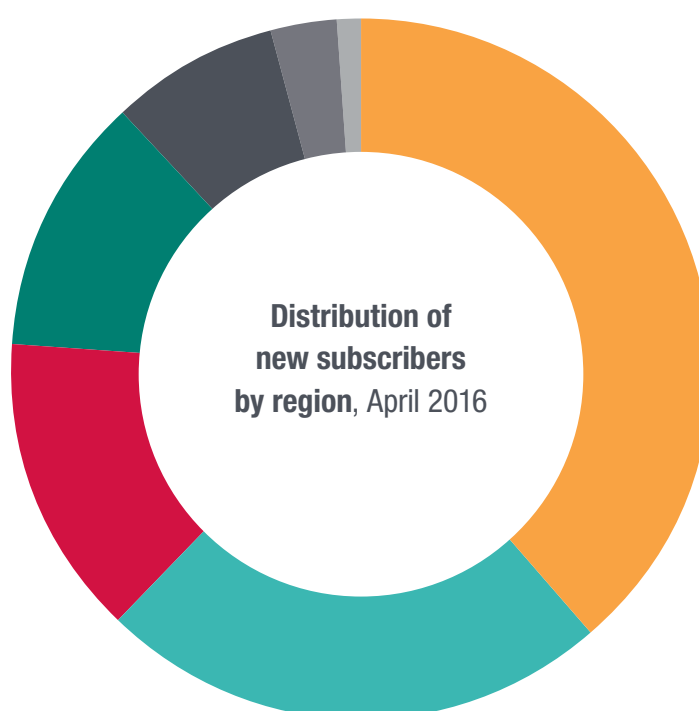
## Most popular downloads, April 2015–March 2016

Publication	Publication date	Downloads
<b>Network Paper 77</b> Preventing and responding to gender-based violence in humanitarian crises	February 2014	6,873
<b>Good Practice Review 9</b> Disaster Risk Reduction	October 2015	4,134
<b>Good Practice Review 8</b> Operational security management in violent environments	December 2010	3,691
<b>Network Paper 79</b> Counter-terrorism laws and regulations: what aid agencies need to know	November 2014	2,382
<b>Good Practice Review 3</b> General food distribution in emergencies: from nutritional needs to political priorities	December 1995	2,184
<b>Good Practice Review 11</b> Cash transfer programming in emergencies	June 2011	2,148
<b>Humanitarian Exchange 61</b> The humanitarian situation in Yemen	May 2014	1,904
<b>Network Paper 74</b> Improving communication between aid agencies and crisis affected people: lessons from the infoasaid project	February 2013	1,879
<b>Humanitarian Exchange 63</b> The Typhoon Haiyan response	January 2015	1,764
<b>Humanitarian Exchange 64</b> The Ebola crisis in West Africa	June 2015	1,685

## HPN new subscribers

The HPN subscriber base increased by 6.5% in the year, from 7,832 to 8,343. Asia is particularly well represented among new subscribers, accounting for a quarter of new members. This follows HPN representation at the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan, in March 2015 and a visit to Seoul, South Korea, in October 2015.

- Europe 39%
- Asia 24%
- North America 14%
- Middle East 12%
- Africa 8%
- South Pacific 3%
- Latin America 1%





# Academic engagement

Engagement with the academic community remains a core component of HPG's work, with activities ranging from collaborating with academic institutions to deliver courses on conflict and humanitarian responses to editing and managing a leading academic journal.

## Integrated Programme funded/part-funded projects

### Disasters

Between April 2015 and March 2016 *Disasters* published four regular quarterly issues (volume 39, issues 2, 3 and 4, and volume 40, issue 1). In October 2015 a special issue entitled 'Aid in the archives: academic histories for a practitioner audience', guest-edited by colleagues at the University of Manchester's Humanitarian and Conflict Response Institute and the Humanitarian Innovation Fund, was published. The issue sought to show how an understanding of the history of humanitarian action might inform innovative approaches to addressing recurrent issues. In the same month a virtual issue on disaster recovery, aiming to identify some of the key issues in recovery debates revealed through papers from the journal's back catalogue, was published online.

The journal's most recent impact factor, which reflects the number of citations in relation to recent articles, saw an increase from .742 in 2014 to 1.080 in 2015, meaning that the journal's ranking in the development category is currently 30th out of 55. Average downloads per article were 103, comparing favourably with the average for development journals of 46. *Disasters* is now accessed by 9,724

institutions worldwide through subscriptions, purchase of a Wiley License or philanthropic initiatives, representing a 14% increase on the previous year.

At the start of the year we were pleased to welcome John Twigg as a new *Disasters* co-editor, replacing Professor David Alexander. John is co-director of the Centre for Urban Sustainability and Resilience at University College London, and has worked in disaster risk reduction for over 20 years, publishing on a range of subjects, including community resilience, policy and institutional aspects of disaster management, and disability and disasters. He is the author of GPR 9 on Disaster Risk Reduction.

### Senior Leadership Course in Disaster Risk and Response

In consultation with our Chinese partners, Tsinghua University and the Chinese Academy of Governance (NIEM-CAG), the 'Senior Leadership Course in Disaster Risk and Response' planned for October 2015 was postponed to 2016 to enable HPG and NIEM-CAG to focus on the conference on 'Jointly Addressing the Challenges Faced by Humanitarian Aid', held in Beijing on 21–24 October (see Public affairs and policy advice).

## Senior-level Course in Conflict and Humanitarian Response

The Senior-level Course on Conflict and Humanitarian Response, taught by HPG and the London School of Economics and Political Science (LSE), provides an opportunity for mid-career and senior professionals in the sector to learn and reflect on critical issues in humanitarian response. The course is designed to foster peer-to-peer learning, and features lectures by distinguished academics and practitioners, alongside small group discussions and exercises.

This year the course had 23 participants with experience in countries including Kenya, Liberia, the Palestinian Territories, Lebanon, Jordan, Mexico and Thailand. Organisations represented on the course included ACCORD, ECHO, the ICRC, UNICEF, UNHCR, Sida, Oxfam, Concern Worldwide and CARE International. Guest speakers included Sir John Holmes (former UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and Director of the Ditchley Foundation), Dr Martin Barber (former Director of the United Nations Mine Action Service and former Chief of Policy Development and Advocacy in the UN Office for the Coordination of Humanitarian Affairs), Professor Mohammad-Mahmoud Ould Mohamedou (Deputy Director of Harvard University's Programme on Humanitarian Policy and Conflict Research), Dr Luka Biong Deng (Director of the Centre for Peace and Development Studies, University of Juba, South Sudan), Nan Buzard (Executive Director of ICVA) and Dr Rola Hallam (Medical Director, Hand in Hand for Syria). The course received excellent feedback from participants, who welcomed the opportunity to step away from their day-to-day work and connect with senior professionals from across the humanitarian system.

Thanks again for a fantastic course. I truly enjoyed every single day and I have recommended it to several other colleagues in my office.

**Isabella Castrogiovanni,**  
Senior Protection Specialist/  
Syria crisis, UNICEF

Below: Sara Pantuliano, ODI's Managing Director, teaching at our Senior-level Course on Conflict and Humanitarian Response at the London School of Economics and Political Science.  
© Melanie Archer/ODI.



# Public affairs and policy advice

Over the year, communications and public affairs remained a core part of our work in order to promote and disseminate our research findings, encourage debate amongst policy-makers and practitioners and influence perceptions and understanding of humanitarian issues amongst the wider media and public.

## Convening debates

HPG remains at the forefront of debates around humanitarian action. In the last year we held 31 public events, roundtables, webinars and conferences. HPG researchers also spoke at 57 external events in 17 countries.

Public events have continued to grow in reach, with over 4,400 people registering to attend events in person and online. Events featured leading humanitarian experts and public figures. We organised numerous events in response to crises including the conflicts in Syria, Yemen and Iraq and the Ebola outbreak in West Africa. The World Humanitarian Summit was a large focus throughout the year, with the bulk of roundtables and conferences centred around shaping, feeding into or addressing gaps in the Summit agenda.

IP funds also allow the HPG team to attend strategic events by other organisations that do not have provision for travel. During the past year, these have included the Humanitarian Congress in Berlin, the WHS consultations in Geneva and Budapest, the ICRC International Conference in Geneva, the SCHR conference on 'Humanitarian Leadership in 2025' in Geneva and the Solutions Alliance High-Level Roundtable in Brussels.

## Media engagement

Throughout the year, HPG has engaged with the media on topical crises, while seeking to draw attention to underreported emergencies and issues confronting humanitarian action. With 400 media hits, HPG's work and experts have featured in outlets ranging from leading international players such as Al Jazeera, BBC World News, *The New York Times*, *The Economist*, *Businessweek* and Reuters to more regional and local outlets in crisis-affected regions and emerging donor countries, such as *The Malaysian*

**If you want to get a good message out, go to ODI.**

**Rowan Douglas**, CEO Capital, Science and Policy Practice, Willis Group

## Forging a new aid model?

In the run-up to the World Humanitarian Summit, HPG sought to ensure that the perspectives and experiences of rising donor countries were given the recognition they deserved. In pursuit of this aim, HPG partnered with the International Committee of the Red Cross to organise a series of conferences in key emerging donor capitals. HPG's conference in Beijing influenced the approach of the top echelons of the Chinese government to working with the international community on shared challenges. Co-hosted with the ICRC, the Chinese Academy of Governance and CASS-RDI, the conference generated real excitement in China, attracting high levels of national news coverage. This was followed by a second conference, in Jakarta, and the coming year will see conferences in Tehran and Moscow.

Below: Refugees fleeing political violence in Burundi.  
© UNHCR/Benjamin Loyseau.

*Insider, China Daily* and *El Colombiano*. Coverage has spanned diverse issues, including the refugee crisis, the Ebola response, the impact of counter-terrorism legislation on humanitarian action and humanitarian financing. Researchers have also responded to breaking news in key crisis-affected countries, including Syria, Yemen and the Central African Republic.

## Policy advice and representation

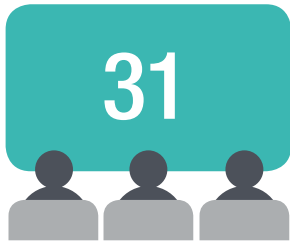
Alongside our body of research we have continued to shape and influence humanitarian debates through targeted policy advice to aid organisations, donor agencies, government bodies, regional organisations and international institutions on topics including how to create a more inclusive and effective humanitarian system, disaster risk reduction, urbanisation and negotiations with armed groups. We have contributed to tailored pieces of work, including for the Irish Humanitarian Summit, the ECOSOC Dialogue on the Longer-term Positioning of the UN Development System and the World Economic Forum, given informal briefings and delivered formal presentations at external events.

Our policy engagement and representation budget also allows us to meet donors at their headquarters to discuss the substance of the Integrated Programme, present on strategic and emerging humanitarian issues and carry out collaborative activities with their partners. Over the last year the Head of HPG and other senior researchers visited the Norwegian Ministry of Foreign Affairs, the Australian Department of Foreign Affairs and Trade, the IKEA Foundation, the Dutch Ministry of Foreign Affairs, the Office of US Foreign Disaster Assistance, Global Affairs Canada, the Swedish International Development Cooperation Agency and the Swiss Agency for Development and Cooperation. HPG's annual Advisory Group meeting, which brings together IP donors, representatives of international agencies and NGOs as well as senior academics, is also funded by this budget line.





## Communications, public affairs, and public engagement



public events, roundtables and conferences in 5 countries

1,649

people registered to attend in person



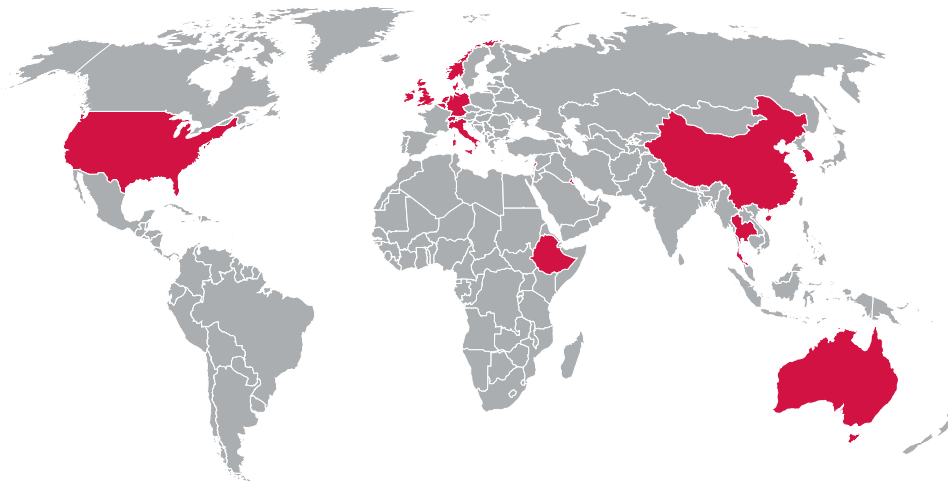
2,763

registered to watch online



blogs, op-eds, infographics and multimedia

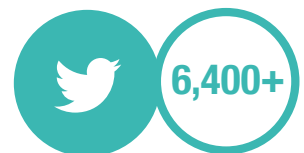
57 external speaking events in 17 countries



Australia, Belgium, China, Denmark, Ethiopia, Germany, Kuwait, Ireland, Italy, Lebanon, Netherlands, Norway, South Korea, Switzerland, Thailand, United Kingdom, United States

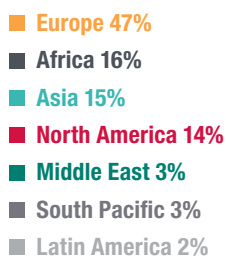


people reached through our Facebook page



Twitter followers that we engage with daily

### HPG subscribers



### Our most popular publications in 2015–16

- 1 Doing cash differently: how cash transfers can transform humanitarian aid
- 2 The Ebola response in West Africa: exposing the politics and culture of international aid
- 3 International and local/diaspora actors in the Syria response
- 4 10 things to know about refugees and displacement
- 5 Protracted displacement: uncertain paths to self-reliance in exile



Follow us online at [@hpg\\_odi](https://twitter.com/hpg_odi) for regular updates

# Publications

## Reports and Working Papers

*Understanding humanitarian action in South Asia: responses to famine and displacement in nineteenth and twentieth century India*, HPG Working Paper. Joanna Simonow. May 2015.

*Managing crises together: towards coherence and complementarity in recurrent and protracted crises*, HPG Commissioned Report. Samuel Carpenter and Christina Bennett. July 2015.

*Strengthening access and proximity to serve the needs of people in conflict*, HPG Commissioned Report. Eva Svoboda. July 2015.

*Localising humanitarianism: improving effectiveness through inclusive action*, HPG Commissioned Report. Steven A. Zyck with Hanna B. Krebs. July 2015.

*Protracted displacement: uncertain paths to self-reliance in exile*, HPG Commissioned Report. Nicholas Crawford, John Cosgrave, Simone Haysom and Nadine Walicki. September 2015.

*The Ebola response in West Africa: exposing the politics and culture of international aid*, HPG Working Paper. Marc DuBois and Caitlin Wake, with Scarlett Sturridge and Christina Bennett. October 2015.

*Markets in crises: the 2010 floods in Sindh, Pakistan*, HPG Working Paper. Steven A. Zyck, Irina Mosel, Huma Dad Khan and Saad Shabbir. October 2015.

*Markets in crises: the conflict in Mali*, HPG Working Paper. Veronique Barbelet with Marthe Diallo Goita. October 2015.

*Marchés en crise : le conflit au Mali*, HPG Working Paper. French translation. Veronique Barbelet with Marthe Diallo Goita. October 2015.

*Markets in crises: South Sudan case study*, HPG Working Paper. Irina Mosel and Emily Henderson. October 2015.

*Central African Republic: addressing the protection crisis*, HPG Working Paper. Veronique Barbelet. November 2015.

*Famine in North Korea: humanitarian policy in the late 1990s*, HPG Working Paper. Emma Campbell. December 2015.

*Neutrality and solidarity in Nordic humanitarian action*, HPG Working Paper. Carl Marklund. January 2016.

## Policy Briefs and Briefing Notes

*Uncommon bedfellows: local response to the crisis in Ukraine*, HPG/IRIN Crisis Brief. Christina Bennett and Kristina Jovanovski. July 2015.

*Protracted displacement: uncertain paths to self-reliance in exile*, HPG Briefing Paper. Nicholas Crawford, John Cosgrave, Simone Haysom and Nadine Walicki. September 2015.

*Creating a paradigm shift: statement for the World Humanitarian Summit Global Consultation*, HPG Briefing Note. October 2015.

*Protection of civilians in armed conflict: bridging the gap between law and reality*, HPG Policy Brief 64. Eva Svoboda and Emanuela-Chiara Gillard. October 2015.

*Regionalism and humanitarian action in West Africa and Southeast Asia*, HPG Briefing. Alice Obrecht and Justin Armstrong. November 2015.

## ODI and external publications

*Building resilience and managing risk in fragile and conflict-affected states: a thematic evaluation of DFID's multi-year approaches to humanitarian action in the Democratic Republic of Congo, Ethiopia, Sudan and Yemen – Inception Report*, Valid International paper. Bill Gray, Courtenay Cabot Venton, Lewis Sida and Simon Levine. March 2015.

*The development agency of the future: fit for protracted crises?*, ODI Working Paper. Christina Bennett. April 2015.

*Can emergency cash transfers 'piggyback' on existing social protection programmes?*, ODI Background Note. Rachel Slater, Sarah Bailey and Paul Harvey. May 2015.

*Humanitarian cash transfers: cost, value for money and economic impact*, ODI Background Note. Sarah Bailey and Sophie Pongracz. July 2015.

*Humanitarian cash transfers and the private sector*, ODI Background Note. Sarah Bailey and Laura Gordon. July 2015.

*Risk and humanitarian cash transfer programming*, ODI Background Note. Laura Gordon. July 2015.

*Doing cash differently: how cash transfers can transform humanitarian aid*, High Level Panel on Humanitarian Cash Transfers Report. September 2015.

*World Disasters Report 2015*. Focus on local actors: the key to humanitarian effectiveness. Case studies on the Central African Republic by Veronique Barbelet and Syria by Eva Svoboda. September 2015.

*Building resilience in Nepal through public-private partnerships*, World Economic Forum. Edited by Barnaby Willitts-King. October 2015.

*The migration crisis? Facts, challenges and possible solutions*, ODI Briefing. Victoria Metcalfe-Hough. October 2015.

*System failure? Why humanitarian assistance can't meet its objectives without systems thinking – and why it finds it so hard to use it*, Book chapter, Applications of systems thinking and soft operations research in managing complexity. Edited by Anthony J. Masys. Simon Levine. October 2015.

*Topic Guide: anticipating and responding to shocks*, Evidence on Demand. Simon Levine and Kay Sharp. November 2015.

*Urbanisation: consequences and opportunities for the Netherlands' Directorate-General for International Cooperation*, ODI Report. Irina Mosel, Paula Lucci, Julian Doczi, Clare Cummings, Aditya Bahadur, David Walker, Lucy Scott, Hamish Nixon. January 2016.

*Global Agenda Council on Risk & Resilience: Resilience Insights*, World Economic Forum. Sara Pantuliano and Caitlin Wake. January 2016.

*Enhancing aid architecture in the regional response to the Syria crisis*, ODI Report. Victoria Metcalfe, Marcus Manuel and Alastair McKechnie. February 2016.

## Blogs, op-eds, infographics and multimedia

Nepal earthquake in numbers, infographic. April 2015.

Turning the tide: addressing ASEAN's refugee crisis, *The Malaysian Insider*. Lilianne Fan. April 2015.

Dear Mr O'Brien: a letter of advice to the UN's new Emergency Relief Coordinator, HPN Blog. Christina Bennett. May 2015.

Rohingya refugees in Malaysia: life after the boat journey, *New Internationalist*. Caitlin Wake and Tania Cheung. June 2015.

Three ideas to make locally-led aid responses a reality, How Matters Blog. Steven A Zyck. July 2015.

Life on the humanitarian frontlines: the challenge of staying the course, ODI Blog. Sara Pantuliano. August 2015.

Dear EU leaders: Syria's refugees won't stop coming, ODI Blog. Sarah Collinson. September 2015.

10 things to know about refugees and displacement, infographic. John Cosgrave, Nicholas Crawford and Irina Mosel. September 2015.

Emergency aid is not enough: five ways to actually help refugees, ODI Blog. Irina Mosel and Tania Cheung. September 2015.

Five things you need to know about the Yemen crisis, Medium Blog. Sherine El-Taraboulsi. September 2015.

Scaling up humanitarian cash transfers, infographic. September 2015.

How can we build peace in post-earthquake Nepal?, World Economic Forum blog. Elizabeth Drew and Barnaby Willitts-King. October 2015.

The role of fear in the Ebola response, ODI Blog. Caitlin Wake. October 2015.

What Ebola exposed about health systems in West Africa, infographic. October 2015.

What you need to understand about Chinese humanitarian aid, ODI Blog. Hanna Krebs. November 2015.

Elections mean little when people trust armed groups more than peacekeepers or the state, Africa at LSE. Veronique Barbelet. November 2015.

Saudi blockade threatens famine in Yemen, openDemocracy. Sherine El Taraboulsi. November 2015.

How to fix the funding crisis for humanitarian emergencies, ODI Blog. Barnaby Willitts-King. January 2016.

Three humanitarian trends to watch in 2016, ODI Blog. Eva Svoboda. January 2016.

It's both unethical and unhelpful for governments to strip refugees of their assets, *New Statesman*. Tania Cheung. January 2016.

Three ways for countries to build resilience to mass refugee flows, World Economic Forum. Sara Pantuliano. January 2016.

Why Ban Ki-moon's report on the World Humanitarian Summit is worth a read, ODI Blog. Christina Bennett. February 2016.

## Conference reports

*UK humanitarian aid in the age of counter-terrorism*, Roundtable summary report. May 2015.

*World Humanitarian Summit: developing an agenda for action*, Consultation summary report. July 2015.

*Refreshing humanitarian action*, Conference summary report. February 2016.

## Disasters journal issues

Vol. 39, iss. 2, Disasters Journal. April 2015.

Vol. 39, iss. 3, Disasters Journal. July 2015.

Vol. 39, iss. 4, Disasters Journal. October 2015.

Vol. 39, supp. s2, Disasters Special Issue: Aid in the archives: academic histories for a practitioner audience. October 2015.

Recovery, Disasters Virtual Issue. October 2015.

Vol. 40, iss. 1, Disasters Journal. January 2016.

## HPN publications

Humanitarian Exchange Magazine

**The Ebola crisis in West Africa,** Humanitarian Exchange 64. June 2015.

**The crisis in Iraq,** Humanitarian Exchange 65. October 2015.

**Humanitarian innovation,** Humanitarian Exchange 66. April 2016.

Good Practice Reviews

**Disaster Risk Reduction,** Good Practice Review 9. October 2015.

## Public engagement

### HPG and co-hosted events

HPG held 31 events in total  
in 5 countries  
5 conferences and courses  
10 roundtables  
16 public events

#### China

**Jointly addressing challenges to humanitarian aid.** Conference with the ICRC, the Chinese Academy of Governance and the Chinese Academy of Social Science. October 2015.

#### Germany

**Diaspora organisations in Syria.** Public event with MSF Germany. May 2015.

#### Indonesia

**Refreshing humanitarian action: developing and reframing responses to meet new challenges.** Conference with the ICRC and Humanitarian Forum, Indonesia. February 2016.

#### Switzerland

**What Ebola tells us about aid.** Public event held at the ICRC's Humanitarian. October 2015.

#### United Kingdom

**A history of game changers in modern humanitarian action.** Roundtable with King's College London and Feinstein International Center. April 2015.

**UK humanitarian aid in the age of counter-terrorism.** Roundtable with Bond and Muslim Charities Forum. May 2015.

**Being critical about doing good.** Roundtable with the Humanitarian and Conflict Response Institute, University of Manchester. June 2015.

**Conversations that matter: collective crisis risk management.** Roundtable with British Red Cross. June 2015.

**Urban futures: making cities work for people.** Cross-institute ODI conference. June 2015.

**Senior-level course on conflict and humanitarian response.** Course held with LSE. June–July 2015.

**Conversations that matter: developing a WHS agenda for action.** Consultation held with British Red Cross. July 2015.

**Tales from the humanitarian frontline.** Public event. August 2015.

**National memorial event for humanitarian aid workers.** Public event. August 2015.

**The Yemen crisis: the private sector perspective on humanitarian space and beyond.** Roundtable with Oxfam. September 2015.

**Pastoralism: past perspectives and future policy.** Conference with the Pastoral and Environmental Network in the Horn of Africa. October 2015.

**World Disasters Report 2015: local actors, the key to humanitarian effectiveness.** Public event. October 2015.

**How public–private partnerships can build resilience.** Public event with the World Economic Forum. October 2015.

**What happens to markets in crises?** Public event. November 2015.

**Markets in crises: a humanitarian or development problem?** Public event. November 2015.

**Beyond the World Humanitarian Summit: addressing political blockages to humanitarian solutions.** Public event. November 2015.

**The Syria crisis: strategies for resilience, rebuilding and recovery.** Roundtable with the Council for British Research in the Levant and Humanitarian and Conflict Response Institute. December 2015.

**Five years on, what next for Syria?** Public event. March 2016.

### HPN events

#### Online

**Give cash, not stuff.** Twitter chat. September 2015.

#### United Kingdom

**High-level Cash Panel – 2nd panel meeting.** Roundtable. May 2015.

**'Accountability': what do crisis-affected people think?** Public event. June 2015.



**Ebola: a humanitarian crisis and development wake-up call?**  
Public event with SLRC. July 2015.

**How cash transfers can transform humanitarian aid.** Public event. September 2015.

**Disaster risk reduction in action: live Nepal case study.** Public event. October 2015.

**Iraq: providing aid in a 'protection crisis'.** Public event. November 2015.

**The Burundi crisis.** Roundtable with MSF. December 2015.

**Humanitarian Europe? Responses to the 2015 refugee and migrant movements through Lesbos, Greece.** Roundtable. December 2015.

## External events

57 external speaking events in 17 countries

### Australia

**Key humanitarian trends over the next 5 years.** Australian Council for International Development. Canberra. November 2015.

**Humanitarian protection, displacement, situation in the Middle East.** Department of Foreign Affairs and Trade. Canberra. January 2016.

### Belgium

**Strategically situating the Solutions Alliance in policy, principles and practice.** Solutions Alliance. Brussels. February 2016.

### China

**International approaches to disaster response and reduction.** Multi-stakeholder Partnership in Community-based Disaster Risk Reduction seminar. Chengdu. November 2015.

### Denmark

**Why diaspora engagement? The policy-maker perspective.** DiaGram Conference. Copenhagen. November 2015.

### Ethiopia

**Humanitarian cash transfers.** World Humanitarian Studies Conference. Addis Ababa. March 2016.

**Academic partnerships: imbalances of power and how to meaningfully engage crisis-affected populations in research.** World Humanitarian Studies Conference. Addis Ababa. March 2016.

### Germany

**The changing humanitarian landscape.** Ministry of Foreign Affairs. Berlin. May 2015.

**Understanding failure, adjusting practice.** Humanitarian Congress. Berlin. October 2015.

**Humanitarian aid in the Middle East: novel approaches to complex challenges.** Humanitarian Congress. Berlin. October 2015.

### Kuwait

**Regional solutions to regional problems.** OCHA Partnerships Conference. Kuwait City. November 2015.

### Ireland

**Coordination and consultation.** Irish Humanitarian Summit. Dublin. July 2015.

### Italy

**What will humanitarian aid look like in ten years' time?** Internazionale Festival. Ferrara. October 2015.

**Partnerships and development actors – dealing with the increasing complexity of development processes. Enhancing the evaluability of SDG2 conference.** Rome. November 2015.

### Lebanon

**Relevance of resource mobilization to conflict management strategies.** USIP Middle East and North Africa Facilitators Forum. Beirut. August 2015.

**Middle East Strategy Task Force: rebuilding societies.** Atlantic Council. Beirut. August 2015.

### Netherlands

**Opportunities and challenges of urbanisation.** Ministry of Foreign Affairs. The Hague. May 2015.

**Presentation to the IKEA Foundation.** Amsterdam. December 2015.

### Norway

**Aiding and protecting civilians in Syria.** Chr. Michelsen Institute. Bergen. June 2015.

**The changing humanitarian landscape.** Seminar with Ministry of Foreign Affairs staff. Oslo. June 2015.

**Resilience programming and measurement.** Community Resilience Conference organised by the IFRC and Norwegian Red Cross. Oslo. October 2015.

### Online

**Perspectives on access: engaging with non-state armed groups.** ATHA podcast. October 2015.

### South Korea

**Rise of new actors and changing dynamics in global humanitarian assistance.** Korea NGO Council for Overseas Development Cooperation. Seoul. October 2015.

**A case for systemic transformation.** Korea International Cooperation Agency. Seongnam. October 2015.

### Switzerland

**Protection of civilians and UN Integrated Missions.** Bern. May 2015.

**Strengthening protection in armed conflict.** EcoSoc Conference. Geneva. June 2015.

**Evolving role of the Central Emergency Response Fund.** EcoSoc Conference. Geneva. June 2015.

**Access and security.** Good Humanitarian Donorship meeting. Geneva. September 2015.

**Enhancing humanitarian operations in conflict.** World Humanitarian Summit Global Consultation. Geneva. October 2015.

**CARE Emergency Response Working Group biannual meeting.** Geneva. October 2015.

**Localising humanitarian action.** International Conference of the Red Cross and Red Crescent. Geneva. December 2015.

**Private sector partners. Humanitarian Networks and Partnership week.** Geneva. February 2016.

**Protection of civilians, displacement/migration.** Briefing. MFA Switzerland. Bern. February 2016.

## Thailand

**Beyond Sendai: unpacking the post-2015 agenda.** Practitioners' Workshop on Risk Reduction and Resilience in Asia. Bangkok. November 2015.

**Good Practice Review 9: a decade of good practice.** Practitioners' Workshop on Risk Reduction and Resilience in Asia. Bangkok. November 2015.

## United Kingdom

**(London unless otherwise stated)**  
**Middle East and North Africa strategy.** Christian Aid. April 2015.

**Development agency of the future: fit for protracted crises?** CAPE conference. April 2015.

**Open minds.** Oxfam. June 2015.

**Refuge in Europe: Syrian aspirations.** Refugee Studies Centre. Oxford. June 2015.

**Syria: getting help to the hardest places.** Just Festival/Mercy Corps. June 2015.

**East Asian humanitarianisms: past and present.** University of Manchester. Manchester. June 2015.

**Keynote speech. Facilitating innovation: challenges and opportunities.** Humanitarian Innovation Conference. University of Oxford. Oxford. July 2015.

**Syrian refugee crisis.** International Summer School in Forced Migration 2015. Refugee Studies Centre. Oxford. July 2015.

**Humanitarian futures and the development-humanitarian gap.** Humanitarian effectiveness conference. Manchester. September 2015.

**Refugee crisis: what next?** ODI. September 2015.

**Making and breaking peace in Sudan and South Sudan: ten years after the 'Comprehensive' Peace Agreement.** Pembroke College, University of Cambridge. Cambridge. September 2015.

**Lessons from recent humanitarian disasters.** Project for the study of the 21st century. Christian Aid. September 2015.

**Tackling the capacity challenge: empowering local actors in humanitarian contexts.** RedR UK. September 2015.

**Syria's invisible children: the impact of an ongoing crisis on disabled children.** Handicap International. September 2015.

**Humanitarian space and negotiations.** LSE. November 2015.

**Yemen's forgotten war.** ODI and RUSI. December 2015.

**The situation in Syria.** Nettlebed and Greys Group of Churches and Churches Together. Henley. February 2016.

**The global humanitarian system.** International Development Committee evidence session. March 2016.

## United States

**Making markets work for people in crisis.** 2015 InterAction Forum. Washington DC. June 2015.

**Protracted crises.** Global Forum for Improving Humanitarian Action. New York. June 2015.

**Mega disasters.** Global Forum for Improving Humanitarian Action. New York. June 2015.

**History of humanitarian action.** University of Virginia. Charlottesville. September 2015.

# Income and expenditure

Study number	Project	IP 15/17 Revised budget As per interim report (June 2016)	Income allocated As per interim report (June 2015)		Actuals Financial year 2015/2016	
			Financial year 2015/2016	Financial year 2016/2017	Final IP income spent up to 31/3/2016	Expenditure planned for 2015/2016 deferred to 2016/2017
CD000020	Zones of engagement: regional action and humanitarian response	3,801	3,801		3,801	–
CD000021	Markets and resilience in crises and transitions	38,052	24,848	13,204	24,848	13,204
CD000022	Protection of civilians	22,246	15,005		15,005	
D0403	A global history of modern humanitarian action	41,624	41,286		41,286	
CD000032	Constructive deconstruction: rethinking the global humanitarian architecture	377,359	136,024	241,335	118,799	17,225
CD000033	Holding the keys: who gets access in times of conflict?	312,009	110,117	201,892	90,013	20,104
CD000034	Beyond donorship: state-owned humanitarian action	395,148	187,789	207,359	157,989	29,800
CD000035	Livelihoods in protracted displacement: harnessing refugees' aspirations, skills and networks	361,289	174,624	186,665	153,862	20,762
CD000023	HPG flagship report 'Time to Let Go'	141,980	141,980	–	124,085	17,895
CD000036	Humanitarian Practice Network (HPN)	442,546	225,676	216,870	215,211	10,465
CD000037	Policy engagement and representation	272,825	104,341	168,484	104,341	
CD000038	Public affairs and rapid response	289,651	112,901	176,750	110,460	2,441
CD000031	Senior-level course in conflict and humanitarian response (London)	25,000	–	25,000	56,964*	
CD000039	Senior leadership course in disaster risk and response (Beijing)	25,000	–	25,000	–	–
CD000040	Conference series 'Forging a new aid model'	137,603	58,758	78,845	48,172	10,586
CD000026	Reprinting and publications	7,000	2,000	5,000	2,000	–
D03470S	Disasters Journal	13,000	3,000	10,000	–	3,000
D0000	Unallocated carry forward					7,579
<b>Total</b>		<b>2,906,133</b>	<b>1,342,149</b>	<b>1,556,404</b>	<b>1,266,835</b>	<b>153,060</b>

\* Income from course fees.

## IP grants

Project number	Project detail	Funder details	Income in advance for 2015/2016 (carried forward from 2014/2015)	Grants received in the year 2015/2016	Income in advance for 2016/2017 (carried forward from 2015/2016)
D0000	IP income	Australian Department of Foreign Affairs and Trade		128,993	
		British Red Cross	5,000		
		Canadian Department of Foreign Affairs Trade and Development	48,547	98,408	
		Care International		5,000	
		Danish Ministry of Foreign Affairs		252,827	197,080
		IKEA Foundation		263,936	92,489
		Irish Aid		88,884	
		Mercy Corps		5,000	
		Norwegian Ministry of Foreign Affairs		114,731	
		Oxfam		15,000	15,000
		Swedish International Development Cooperation Agency	104,364	168,438	111,130
		Swiss Federal Department of Foreign Affairs		174,274	
		United States Office of Foreign Disaster Assistance		149,963	
		World Vision International		7,206	
<b>Total</b>			<b>157,911</b>	<b>1,472,661</b>	<b>415,699</b>
Course fees				56,964	
<b>Total 15/16 income including course fees</b>				<b>1,529,625</b>	



# HPG Advisory Group members

As of March 2016

AG Member	Organisation	Position
John Mitchell	ALNAP	Director
Stephen Scott	Australian Department of Foreign Affairs and Trade	Assistant Secretary, Humanitarian Response Branch
Sorcha O'Callaghan	British Red Cross Society	Head of Humanitarian Policy
Heather Jeffrey	Canadian Department of Foreign Affairs, Development and Trade	Director General, International Humanitarian Assistance Directorate
Dennis McNamara	Centre for Humanitarian Dialogue	Senior Humanitarian Adviser
Thomas Thomsen	Danish Ministry of Foreign Affairs	Chief Advisor, Humanitarian Section
Nicolas Lamadé	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Senior Manager, Security, Reconstruction and Peace
Hans van den Hoogen	Dutch Ministry of Foreign Affairs	Policy Advisor
Henrike Trautmann	European Commission Humanitarian Aid Office (ECHO)	Head of Unit, Humanitarian Aid and Civil Protection
Luca Alinovi	Global Resilience Partnership	Executive Director
Hany El-Banna	Humanitarian Forum	President
Margie Buchanan-Smith	Independent Consultant	Independent Consultant
Linda Poteat	Independent Consultant	Independent Consultant
Pascal Daudin	International Committee of the Red Cross (ICRC)	Head of Policy Unit
Daniel Sissling	Irish Aid	Deputy Director, Humanitarian Unit
Imran Madden	Islamic Relief UK	Interim UK Director
Myeonjoa Kim/Gina Hong (alternate years)	Korea International Cooperation Agency (KOICA)/ South Korea Ministry of Foreign Affairs	Humanitarian Assistance Specialist (Emergency relief and DRR) / Second Secretary
Vickie Hawkins	MSF UK	Executive Director
Reidun Otteroy	Norwegian Ministry of Foreign Affairs	Senior Advisor, Humanitarian Affairs Section
Amb Hesham Youssef	Organisation of Islamic Cooperation	Assistant Secretary General for Humanitarian Affairs
Kevin Watkins	Overseas Development Institute (ODI)	Executive Director
Jane Cocking	Oxfam GB	Humanitarian Director
Peter Lundberg	Swedish International Development Cooperation Agency (SIDA)	Head, Humanitarian Assistance Unit
Adrian Junker	Swiss Federal Department of Foreign Affairs	Head of Section, Humanitarian Policy and Migration, Directorate of Political Affairs, Human Security Division
Sultan Barakat	The Doha Institute	Senior Fellow
Helen Young/Dan Maxwell (alternate years)	Tufts University	Research Director for Nutrition and Livelihoods/Research Director for Food Security and Complex Emergencies
Joanna Macrae	United Kingdom Department for International Development	Head, Humanitarian Policy Team and Humanitarian Evidence and Innovation Programme
Ewen Macleod	United Nations High Commissioner for Refugees (UNHCR)	Head, Policy Development and Evaluation Service
Hansjoerg Strohmeyer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Chief, Policy Development and Studies Branch
Roger Zetter	University of Oxford	Emeritus Professor of Refugee Studies
Mia Beers	US Agency for International Development (USAID)	Director, OFDA Humanitarian Policy and Global Engagement Division
Zlatan Milisic	World Food Programme (WFP)	Deputy Director, Policy and Innovation Division

## HPG staff and research associates

As of March 2016



**Sara Pantuliano**  
Director of Humanitarian  
Programmes



**Melanie Archer**  
Communications Officer



**Veronique Barbelet**  
Research Fellow



**Hannah Barry**  
PA to the Director of  
Humanitarian Programmes



**Christina Bennett**  
Research Fellow



**Tania Cheung**  
Senior Communications Officer



**Sherine El Taraboulsi**  
Research Fellow



**Wendy Fenton**  
HPN Coordinator



**Matthew Foley**  
HPG Managing Editor



**Francesca Iannini**  
Operations and  
Partnerships Manager



**Hanna Krebs**  
Research Officer



**Simon Levine**  
Research Fellow



**Irina Mosel**  
Research Fellow



**Eva Svoboda**  
Research Fellow



**Caitlin Wake**  
Post-Doctoral Fellow



**Ruvini Wanigaratne**  
Programme Officer



**David White**  
Database and  
Membership Officer



**Barnaby Willitts-King**  
Research Fellow

Sarah Bailey, Research Associate  
John Borton, Senior Research Associate  
Margie Buchanan-Smith, Senior Research Associate  
Sarah Collinson, Research Associate  
Nicholas Crawford, Senior Research Associate  
Jim Drummond, Senior Research Associate  
Lilianne Fan, Research Associate  
Simone Haysom, Research Associate  
Ashley Jackson, Research Associate  
Victoria Metcalfe-Hough, Research Associate  
Naz Khatoon Modirzadeh, Research Associate  
Sara Pavanello, Research Associate  
Steven A. Zyck, Research Associate



# HPG

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Policy Group**



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