

HPG

Humanitarian
Policy Group

Integrated Programme proposal 2013–15

The changing humanitarian landscape



Shaping policy for development



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Budget summary

Research projects	2013/14	2014/15	Total
Zones of Engagement: Regional Action and Humanitarian Response	184,980	204,905	389,885
A Global History of Modern Humanitarian Action (continued)	209,050	195,259	404,309
Markets and Resilience in Crises and Transitions	178,220	219,115	397,335
Approaches and Innovations Reshaping the Humanitarian Landscape: Opportunities and Challenges for Protection Work	209,110	187,198	396,308
The Changing Humanitarian Landscape: Reflection, Analysis and Outlook	45,650	57,410	103,060
Total Research projects	£827,010	£863,886	1,690,896
Non-Research projects			
Humanitarian Practice Network	230,930	237,042	467,972
Policy Engagement and Rapid Response	140,940	144,390	285,330
Public Affairs and Representation	142,100	144,443	286,543
Advanced Course on Conflict, Crisis and Transitions (York)	25,000	25,000	50,000
Advanced Course on Crisis, Recovery and Transitions (Beijing)	35,000	35,000	70,000
Reprinting	3,000	3,000	6,000
Distasters	10,000	10,000	20,000
Total non-Research projects	£586,970	£598,874	1,185,844
Grand total	£1,413,980	£1,462,760	£2,876,740

The Humanitarian Policy Group

The Humanitarian Policy Group (HPG) at Overseas Development Institute (ODI) is one of the world's leading teams of independent policy researchers and communications professionals dedicated to improving humanitarian policy and practice in response to conflict, instability and disasters. HPG combines high-quality policy analysis with a capacity to act as a neutral forum for dialogue and debate. Over the past 15 years, HPG has demonstrated its ability to both anticipate and respond to emerging issues in humanitarian policy, and to provide a critical link between academics, policymakers and field practitioners.

The overall aim of HPG is to inspire and inform effective and principled humanitarian action. Specifically, its objectives are to:

- Inform understanding and realisation of the distinctive purposes, legal frameworks and principles of humanitarianism.
- Inform international debates regarding the organisation, financing and management of humanitarian action.
- Enhance the effectiveness of humanitarian action by identifying the strategies most likely to reduce loss of life and suffering.

The work of HPG combines five elements:

- *A programme of policy research* on key elements of humanitarian policy and practice identified by HPG researchers in collaboration with partners and with the advice of the Advisory Group.
- A capacity to undertake *commissioned studies and evaluations* that relate to HPG's core aim and objectives.
- The *Humanitarian Practice Network*: an independent forum for humanitarian practitioners to share and disseminate information, analysis and experience.
- *Learning and academic engagement* through editorship of *Disasters*, the leading peer-reviewed journal in the sector; the Advanced Course on Conflict, Crisis and Transitions (York) and the Advanced Course on Crisis, Recovery and Transitions (Beijing); and the MSc in International Humanitarian Affairs, in partnership with the University of York.
- *Strategic communication and public affairs* promoting debates amongst policymakers and practitioners on the learning from our research.

HPG's policy competencies are concentrated around five themes:

1. Principles, Politics and the Humanitarian System
2. Civilian Security and Protection
3. Displacement, Migration and Urbanisation
4. Livelihoods and Food Security in Crises
5. Transitional Programming

Based on these themes, HPG produces a biannual Integrated Programme of work that combines its different core activities within a coherent thematic framework. The Integrated Programme gives intellectual consistency to the research work of HPG, helping to ensure HPG's effectiveness and providing a clear basis for the mobilisation of funds.



Introduction

This is the eleventh Integrated Programme (IP) of work proposed for funding by the Humanitarian Policy Group (HPG) at the Overseas Development Institute (ODI). The projects presented here constitute the core of HPG's research work in 2013–15, combining policy-relevant research and engagement, humanitarian practice, academic engagement and a vigorous and extensive public affairs programme of events, conferences and media work.

HPG's overall aim is to inform and inspire principled humanitarian policy and practice and enhance the effectiveness of humanitarian action in saving lives and alleviating suffering.

The research agenda proposed here is the result of a process of horizon-scanning, consultation and scoping research. While each Integrated Programme aims to build upon the strengths of previous years, they are

also designed to capture the emerging concerns of humanitarian actors and respond to new trends. Adding to the expertise of the HPG team, consultations during the Advisory Group meeting in December 2012 and discussions with HPG partners contributed to the selection of the new research topics. Preliminary literature reviews were used to shape outline proposals, which have been commented upon by members of HPG's Advisory Group and other experts

in humanitarian action. As the projects progress, each will be developed into a full research framework made available on the HPG website.

In 2013–15, HPG’s research addresses one of the most crucial systemic challenges facing humanitarian action today: the common perception that the ‘humanitarian landscape’ as traditionally understood is undergoing significant change. While in the aftermath of the Cold War stakeholders in the ‘humanitarian system’ were confronted with what became known as ‘new wars’ and ‘complex political emergencies’, today commentators speak of the rise of ‘new’ or ‘different’ actors and the emergence of new forms and modalities of assistance. Whether these changes are viewed by more established actors as welcome or threatening, genuinely new or an extension of patterns and trends long under way, it is clear that the concepts, traditions and practices that have underpinned the humanitarian system for years are no longer as dominant as they were. The research that HPG will undertake in the period 2013–15 will engage with these issues through four major focus areas:

- Zones of engagement: regional action and humanitarian response.
- A global history of modern humanitarian action.
- Markets and resilience in crises and transitions.
- Approaches and innovations reshaping the humanitarian landscape: opportunities and challenges for protection work.

Globalisation, interconnectedness and interdependence characterise today’s world. Changes in the global political architecture since the end of the Cold War, inflected by additional pressures since 9/11, have had a significant impact upon the landscape of humanitarian action. Looking forward, research points to increased numbers of small to medium-sized natural disasters, more widespread resource-driven conflict, a greater number of failed states

and new threats from biological and technological disasters.

It is now recognised that the most established members of the international system, such as the UN agencies and Western non-governmental organisations (NGOs), do not have a monopoly on the delivery of services to alleviate the suffering of victims of conflicts or natural disasters.

One striking feature of the current humanitarian landscape is the prominent role of regional actors. Many regional organisations, such as the Association of South East Asian Nations (ASEAN), the African Union (AU) and the Organisation of Islamic Cooperation (OIC), date from the late 1960s. However, their involvement in humanitarian action has gained in profile in recent years as they take greater initiative in responding to disasters. For instance, the response to Cyclone Nargis in Myanmar in 2008, when the Myanmar government denied access to most Western-based agencies, indicated the value of ASEAN’s role as it helped coordinate the efforts and resources of NGOs from the region.

This process has been accompanied by institutional and doctrinal reform through mechanisms and policies for humanitarian action. Concurrently, an overburdened and at times deadlocked UN system has tasked regional organisations with conflict prevention and peacekeeping, relying on them to address tensions and disruption as a first responder. Across the board, the sense that ‘regional’ solutions may be more suited to ‘regional’ problems has become more compelling. It has also generated discussions on concepts such as neutrality and impartiality.

An in-depth examination of these issues is the topic of HPG’s research project on ‘Zones of Engagement’. Looking at the role of regional and sub-regional organisations in humanitarian action, it explores the rationale for their involvement, the degree to which their approaches may or may not differ from the UN’s, and whether they

offer a particular model of action that can be used and built upon in future crises. Through desk research and fieldwork, this project will explore the comparative advantages of the major regional organisations in humanitarian response, the forms of cooperation these regional bodies seek with other multilateral organisations and how regional organisations have adapted their approaches to address issues of humanitarian concern in their region. Like the other research projects and public affairs work in the 2013–15 cycle, it will seek to establish partnerships beyond Europe and North America, especially in disaster- and conflict-affected countries, building on the efforts initiated during the 2011–13 cycle.

The examination of how regional organisations engage in humanitarian action builds upon and complements the regional studies of the ongoing project on ‘A Global History of Modern Humanitarian Action’. Work undertaken as part of the Integrated Programme 2011–13 brought the evolution of the system into focus, highlighting the multiple understandings of humanitarian action across the globe. Regional studies on East and Southeast Asia and the Middle East and North Africa indicated some of the diverse understandings and expressions of humanitarianism that have influenced the practice of aid and its evolution on an international stage.

In the 2013–15 cycle, the Global History project will include studies on the history of humanitarian action in three more regions, including Central and Latin America and the Horn of Africa. In addition, the project will explore the historical relationship between conflict and natural disaster response and the role of solidarity and religious groups in the provision of humanitarian aid. These studies will be incorporated into a synthesis piece at the end of the 2013–15 Integrated Programme, offering a history of humanitarian action that reflects the global reach and variety of humanitarian traditions and actors.

The third project proposed here, ‘Markets and Resilience in Crises and Transitions’, builds on HPG’s previous work on resilience in order to look at the growing interest among humanitarian actors in markets and the private sector. Humanitarian actors are increasingly seeking to expand partnerships with the business sector and donors are increasingly looking to take advantage of the assumed innovation and cost-efficiency of the for-profit sector in aid delivery. Operational agencies are meanwhile exploring the use of local markets as a vehicle for delivering assistance, including through cash programming and emergency livestock marketing, and tools such as the Emergency Market Mapping and Analysis Toolkit (EMMA) and the Market Information and Food Insecurity Response Analysis (MIFIRA) system have been developed.

The research project will examine the impact of crises – and humanitarian aid – on local markets, not merely from an economic perspective, but looking also at how crises alter the social and power relations that determine people’s opportunities and terms of trade in markets. The research will explore how the resilience or vulnerability of different market actors to crises (and to the impact of aid) affect the resilience of the people who use these markets. HPG’s hypothesis is that understanding of markets and the private sector as important determinants of resilience and livelihood security, and as potential arenas of external intervention by humanitarian assistance, can benefit from greater analysis of the political economy of markets in crises.

Innovations deriving from private sector experience have often overlapped with the emergence of new technologies in humanitarian action, especially in highly volatile contexts. The politicised and criminalised nature of contemporary conflicts has produced an environment in which humanitarian actors have increasingly become targets of violence. The escalation in violent attacks over the past decade

has led many international agencies to assume highly risk-averse strategies of intervention, often adopting radical new methodologies such as ‘remote-control’ programming to reduce the exposure of international staff in particular to such threats. While new approaches and technologies are being employed to improve aid worker security through remote programming and monitoring, the potential negative consequences for affected populations are not well understood.

HPG’s research project on ‘Approaches and Innovations Reshaping the Humanitarian Landscape: Opportunities and Challenges for Protection Work’ will critically examine the opportunities and challenges presented by new approaches and methodologies in humanitarian settings, and how their use affects the work of protection actors and local populations. The project will explore key lessons learned in the use of new approaches and technologies for humanitarian action, with a view to promoting the documentation and exchange of good practice and identifying where these developments have contributed to new and improved working methodologies. It will analyse the benefits and risks involved in the use of technologies, innovations and methodologies to address protection issues, both for affected populations and for protection actors.

The research projects of the 2013–15 Integrated Programme address the challenges presented to humanitarian action today from the perspectives of a range of different actors. They recognise that there is no homogenous or ‘pure’ conception of humanitarian action. Understanding the past and present diversity of the humanitarian landscape will enable more productive reflection on the challenges and opportunities involved in humanitarian action today.

The research projects will be accompanied by extensive policy engagement in 2013–15, including additional work on humanitarian dialogue with armed non-state actors

and civil–military coordination. Particular attention will also be given to sudden crises or spikes in protracted crises, seeking to explore the variety of responses to these crises beyond the traditional humanitarian system.

As in previous years, communications and public affairs remain central to HPG’s work. The projects within the Integrated Programme form the core of the Group’s public affairs strategy, with tailored communications plans designed to ensure that research findings reach our key stakeholders in accessible and useable formats. In this cycle HPG will seek to further expand the team’s presence and outreach beyond Europe and North America and to diversify its programme of public events to include contributions from disaster- and conflict-affected countries and crisis capitals. It will further consolidate the Group’s reputation as an important source of expertise for journalists, editors and programme-makers and increase and expand our engagement with the international media. It will also establish more multimedia products, such as podcasts, online interviews and discussions.

HPG researchers also participate extensively in external and overseas engagements, and as in previous years funding is sought to enable this to continue. Funds are also sought to allow rapid engagement with current or emerging issues as they arise, and the production of Briefing Notes to guide policymakers and practitioners in their responses to unfolding crises.

HPG will also continue its engagement with humanitarian practitioners through the publishing and events programmes of the Humanitarian Practice Network (HPN). HPN publications – the quarterly *Humanitarian Exchange* magazine, commissioned Network Papers on specific subjects and Good Practice Reviews – form the heart of HPN’s output and depend on submissions from dedicated and reflective practitioners worldwide. Increasingly, HPN members are accessing these and other materials

through the dedicated HPN website (relaunched at the end of 2011), which also contains the entire HPN back-catalogue. Material is now being made available in Arabic as well as other languages when relevant in order to further expand HPN's outreach. HPN also manages an active programme of public events in London and in other locations around the world.

HPG will also maintain its links with the global academic community through editorship of *Disasters* journal and via the Advanced Course on Conflict, Crisis and Transitions, held annually in York, and the Advanced Course on Crisis, Recovery and Transitions, held for the first time in 2012 in Beijing. These courses, organised jointly with the Post-

war Reconstruction and Development Unit (PRDU) at the University of York and the National Institute for Emergency Management at the China Academy of Governance (NIEM-CAG) respectively, with the support during the latter of the Australia and New Zealand School of Government (ANSZOG), aim to facilitate learning and guided reflection through a combination of lectures and small group discussions and exercises. HPG is also working with PRDU to develop a new online Master's degree (MSc) in International Humanitarian Affairs.

These engagements across multiple communities both enrich HPG's own work and allow the Group to serve as a forum for broader debate and analysis. For the first time, in the 2013–15

Integrated Programme HPG will aim to consolidate learning from the four research projects, policy engagement initiatives and targeted public affairs work into a reflective paper on how the landscape of humanitarian action is evolving. This overarching synthesis work, to be published in 2015, is another feature of the ambition to promote thinking that cuts across institutional boundaries, geographical zones and sector expertise.

The 2013–15 Integrated Programme cycle will consolidate HPG's past work with a dynamic research agenda, international partnerships and outreach programmes and a network of relationships that reflect the diversity of today's humanitarian landscape.



Humanitarian policy research

Zones of engagement: regional action and humanitarian response

Background and rationale

In recent years regionalism has become a critical component of the international system. Regional organisations such as ASEAN, the AU and the OIC and sub-regional organisations such as the Economic Community of West African States (ECOWAS) have assumed a more prominent role in the mediation and resolution of conflict and the provision of assistance, and in peacekeeping missions and policy debates. In line with their expanded role, a

number of regional organisations have established dedicated humanitarian affairs departments and several are actively assisting victims of natural disasters and conflict. ASEAN has been one of the most proactive. In July 2005, ASEAN Foreign Ministers signed the ASEAN Agreement on Disaster Management and Emergency Response (AADMER), committing ASEAN Member States to promote regional cooperation and collaboration in reducing disaster losses and step up joint emergency responses in Southeast Asia. Standard

operating procedures, training and capacity-building, disaster information-sharing and communication networks and rapid assessment teams have all been set up or put into practice. The AADMER entered into force in December 2009, and the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (the AHA Centre) was established in 2011. The AHA Centre aims to be the regional hub for information and knowledge for disaster management, as well as for the mobilisation of resources for

deployment in disaster-affected areas of Southeast Asia. Troops from ASEAN states were active well before the official establishment of the AHA Centre, namely in the relief efforts following the Indian Ocean tsunami.

Similar structures have been set up in other parts of the world. The OIC established the Islamic Conference Humanitarian Affairs Department (ICHAD) in 2008; prior to that, the OIC was actively involved in providing assistance in the Balkans, Yemen, Gaza and Mozambique, and in Asia following the tsunami. In another example, the ECOWAS-based FOREWARN initiative aims to strengthen disaster risk reduction in West Africa. Likewise, the Organisation of American States (OAS) established an Inter-American Natural Disaster Response (IACNDR) in 1999. The African Union Commission deals proactively with humanitarian problems, including refugees, internal displacement and weapons proliferation. The existence of dedicated humanitarian departments points to a growing awareness of humanitarian issues within a number of organisations; however, practical experience and response capacity remain limited in comparison to other multilateral organisations. Partnerships between different regional organisations or between humanitarian agencies and regional organisations are increasing and there is a growing interest in exploring the best possible models for partnership (training, joint activities etc.).

Regional organisations, much like the UN, are essentially political bodies, and finding consensus among their members can be difficult. Issues such as sovereignty and norms of non-intervention need to be taken into consideration, as well as the fact that these norms have been challenged in recent years with initiatives such as the Responsibility to Protect (R2P). Geographic reach and overlapping responsibilities can also at times be unclear and in competition. Countries are often members of several regional/sub-regional organisations and the UN as well, which may give rise to tensions.

Project framework and methodology

This project is designed to explore the role of regional organisations, the rationale for their involvement in humanitarian action, the degree to which their approaches may or may not differ from the UN's and whether there is a particular model of action that may be used and/or built upon in future crises. The project will also examine the implications for humanitarian norms, values and principles as they are generally understood by the formal humanitarian system.

The project will explore the comparative advantages of the major regional organisations, their involvement in humanitarian response and the motives for this engagement, the forms of cooperation regional bodies seek with other multilateral organisations and how regional organisations have adapted their approaches to address issues of humanitarian concern in their region. It will address a series of guiding research questions, including:

1. Which main regional and sub-regional organisations engage in providing humanitarian assistance, conflict resolution, peacekeeping missions and policy debates? Do they have dedicated humanitarian departments? Does the practice of lesser-known sub-regional organisations offer a different perspective on the provision of humanitarian aid by better-known or more obviously influential actors?
2. Who are the member states? What are some of the dynamics between them? What motivates them to become responders in a crisis?
3. What concrete examples are there of regional engagement in humanitarian action? What level of collaboration – if any – has there been with the UN and other regional or sub-regional organisations? Are there standing mechanisms for cooperation or is there less formal interaction with the UN, EU, NGOs (separate or as a consortium), donors, the private sector or others?

4. What are the advantages and disadvantages in the regionalisation of humanitarian assistance? Is access easier or more difficult for a regional organisation, and to what extent if at all does impartiality play a role in being granted access? Is the cultural and linguistic background or predominant religion in a regional organisation's identity a determining factor in terms of access?

The project will initially focus on Asia and Africa; the possibility of including the Asia-Pacific region will be explored depending on funding. It will combine field-based case studies with desk research, workshops and roundtables. The desk research will map the main regional organisations and their involvement in humanitarian action since the end of the Cold War. It will examine relevant documents (Charters, Statutes, Conventions) enabling regional organisations to respond to emergencies. The literature review will also consider examples of coordination and cooperation with the UN or other regional organisations. While this is still a growing area of research there is nonetheless existing literature and documentation from other organisations, thinktanks and researchers, and this will be taken into consideration. The mapping exercise will be used to inform the choice of organisations on which further research will be conducted. Apart from the biggest organisations, such as the AU, the OIC, ASEAN, the League of Arab States (LAS) and ECOWAS, smaller groupings should not be neglected. Particular attention will be paid to the possibility of including organisations such as the Intergovernmental Authority on Development (IGAD), the Southern African Development Community (SADC) and the trilateral disaster relief arrangement between New Zealand, Australia and France (FRANZ) in the Pacific.

Field research will examine two contexts (one in a conflict, the other during a natural disaster) where regional organisations have provided humanitarian assistance. The project will attempt to shed light on the issue of

perceptions through a survey of local NGOs which may implement projects for one or more multilateral organisations. Should this not be feasible or possible a roundtable with local NGOs could be used to explore their interaction with regional organisations.

The workshops will bring together regional organisations and actors that engage with them (humanitarian and development organisations, the UN, thinktanks) in order to exchange ideas and critically examine the benefits and challenges of regional engagement in humanitarian crisis and disasters, based on findings from the field research as well as concrete examples and experiences of participants. Another possibility would be to present a hypothetical scenario of a disaster/ conflict and examine how participants would coordinate or cooperate and identify practical recommendations for future use. HPG will attempt to partner with universities and thinktanks in the organisation of the regional workshops.

Communicating research findings

In order to achieve the project's objectives a range of outputs will be utilised, including an HPG Working Paper at the start of the project

exploring key trends in involvement in humanitarian action by regional organisations, as well as a review of the literature. Dissemination and research are integrated into the project's methodology. Roundtables involving representatives from regional organisations, donors and policymakers will be organised to present key findings based on the literature review and workshops. These roundtables will also stimulate dialogue to deepen the research findings and raise awareness of the topic. Summaries of the roundtables will be published online, and as the project progresses key emerging themes will be presented in HPG Policy Briefs and Working Papers. A synthesis report with accompanying Policy Brief will be produced at the end of the project. These outputs will be disseminated to a wide range of stakeholders through HPG's networks and those of our research partners. HPG will seek opportunities to hold public events to launch research outputs in the cities where regional organisations' headquarters are based.

Ongoing and related work

This project will build on current HPG work on civil–military relations, in particular drawing on research

conducted on ASEAN's activities, the history of humanitarian action in the twentieth century and its related regional studies, the role of local institutions and non-system actors in humanitarian response, risk and security management and trends affecting 'humanitarian space'. Previous and ongoing projects have enabled HPG to establish new contacts or reinforce existing ones within some regional organisations, which have shared their expertise on a number of research questions. Examples include the AU's role in peacekeeping operations in the framework of the 'Civilian Security and Protection' project and UNAMID's operations in Darfur, which were discussed during a roundtable on civil–military relations. HPG has also started building links with ASEAN, particularly the AHA Centre, through several research projects ('Civil–Military Relations', 'Resilience' and 'A Global History of Humanitarian Action') and our involvement in the Advanced Course on Crisis, Recovery and Transitions in Beijing. The experience of these regional organisations and their member states in responding to conflicts and disasters will tie into and complement discussions previously held with them.

A global history of modern humanitarian action

Background and rationale

Despite the long history of action to alleviate suffering, the humanitarian system has tended to neglect the study of its own past. While NGOs and international agencies including the UN, UNHCR, the ICRC, Oxfam and Save the Children have fostered research into their own histories, and there is a growing body of academic research on humanitarian history, policy-related debates rarely extend their historical frameworks beyond a decade or two.

Moreover, most historical accounts of humanitarian action focus on its Western-

oriented evolution – in other words, the creation of organisations to respond to humanitarian needs in Europe in the aftermath of the world wars. This system has expanded to the global South and is now facing the challenge of engaging with actors from other regions and cultures. The humanitarian system's Western-oriented nature and outlook are now seen as inhibiting effective humanitarian action, yet in practice there is little understanding of the diverse histories of humanitarian action across the globe.

For these reasons, in the 2011–13 Integrated Programme HPG began a research project entitled 'A Global

History of Modern Humanitarian Action', which will continue during the 2013–15 Integrated Programme. The project seeks to identify and understand the principal changes in policy, practice and institutional architecture that the humanitarian sector has undergone since the beginning of the twentieth century. It is based on the belief that an improved historical consciousness within the sector will help to generate a more informed critical perspective on practice and innovation.

As outputs from the 2011–13 research cycle have argued, the benefits of a greater historical perspective within the international humanitarian system

can be understood in three main and mutually reinforcing ways. Firstly, a fuller awareness of the challenges that humanitarian action has faced in the past – the mistakes made, as well as the successes achieved – will aid reflection on the challenges facing practitioners today and help in the development of more appropriate practical responses. This is the element that bears the greatest relationship to ‘lessons learned’ evaluations, though at a greater remove and on a more systemic level.

Secondly, greater attention to the past will generate a more informed critical perspective on processes of operational change and normative evolution. By shedding light on the factors that have encouraged or inhibited changes in practice and in the normative frameworks that make practice possible, historical analysis can inform reflection upon the changes that may take place now and in the future.

Thirdly, a stronger engagement with history will help those that make up the system more accurately perceive its origins and identity in a broader global perspective. In being more aware of its own past and recognising the specificity of that experience, the Western system will have a better basis from which to engage with those who were shaped by a different set of historical experiences. Understanding the historical and cultural evolution of humanitarian action beyond the Western narrative will assist dialogue and enhance partnerships.

The aim of this project is to help humanitarian actors to better understand their history and make greater use of historical analysis in current discussions and debates aimed at improving humanitarian action. It is intended to encourage the sector to rethink the assumption that many of the challenges it faces are ‘new’ or ‘unique’, when in fact there are many precedents and possible responses. This will contribute to a sector that is more self-aware, clearer about its identity and

more confident in its engagement with the world in which it operates.

Work in the 2011–13 cycle explored the diverse influences upon the evolution of the international system, as well as the historical experiences of humanitarian action in two significant geographical areas. Outputs include a Working Paper on the changing meanings of the term ‘humanitarian’ in English (*Continuity, Change and Contest: Meanings of ‘Humanitarian’ from the ‘Religion of Humanity’ to the Kosovo War*), another on the French experience of humanitarian action (*Beyond the ‘French Doctors’: The Evolution and Interpretation of Humanitarian Action in France*) and an analysis of the history of the formal international humanitarian system (forthcoming), as well as reviews of the Nordic literature on humanitarian action and a detailed study of colonial relief in India. A Policy Brief (*New Players Through Old Lenses: Why History Matters in Engaging with Southern Actors*) argued for the importance of an awareness of the past when seeking dialogue with today’s actors.

Two regional studies were undertaken in the 2011–13 IP cycle: one on East and Southeast Asia and the other on the Middle East and North Africa. A partnership with the Institute of Southeast Asian Studies (ISEAS) in Singapore has been established for the East/Southeast Asia study, and the same process is under way for the Middle East/North Africa study. Smaller steering groups are also being used to provide feedback and guidance for each region, involving members of organisations and institutions including the Australian National University (ANU), ASEAN, ISEAS, the National Institute for Emergency Management at the China Academy of Governance (NIEM-CAG), the Graduate Institute of International and Development Studies (Geneva), Human Rights Watch, the School of Oriental and African Studies (SOAS) of the University of London and the University of California, Davis (UC-Davis).

Project framework and methodology

Responses to the project suggested that continuing research would be of benefit to the humanitarian sector. In the 2013–15 Integrated Programme, the project will extend previous research to include more regional studies. The material derived from the regional studies over the four years of the project, as well as from the history of various elements of the Western tradition, will allow research that explores and analyses the different traditions, histories and understandings of humanitarian action, resulting in a more fully global history of humanitarian action.

A series of questions were developed to serve the project’s research:

- How has humanitarian action evolved and changed since the beginning of the twentieth century? How has this evolution differed in different geographical regions? What key trends and issues can be identified?
- Is there a common understanding of the meaning, origins and composition of humanitarian action across different geographical regions? How do these relate to each other, if at all?
- What analysis and lessons can be derived from historical trends and issues to inform current debates and discussions on humanitarian policy and practice?

Regional studies are an integral part of the project. They recognise the importance of Southern actors in humanitarian action today and seek to contextualise their role through an understanding of their history. The 2013–15 cycle will add three further regional studies to the project. The decision about which regions to study will be made in consultation with the project’s Steering Group, although views have also been sought from HPG Advisory Group members. They will be drawn from the following:

- Latin and/or Central America
- Southern Africa
- The Sahel
- East Africa and the Horn
- The Great Lakes region
- South Asia
- The Pacific

The regional studies are undertaken through collaborations with regionally based researchers. In each region, academics and experts who have engaged in humanitarian research are invited to prepare papers with a focus on geographical and thematic aspects of the regional history of humanitarian action. These will be presented and disseminated at local conferences, with the papers published as a collection and additional unifying work done by HPG researchers. The subjects of these papers will be selected by the project research team on the basis of their research and the findings of literature reviews, commissioned by HPG, which will draw attention to published research on humanitarian action in the regions and the key events or actors that emerge from this literature.

The regional studies and the project in general are enriched by partnerships and collaborations; some of the partnerships already established will remain central and new partnerships will also be developed. The project Steering Group involves a number of academic institutions, including the Centre for Education and Research in Humanitarian Action (CERAH) in Geneva, the Humanitarian and Conflict Response Institute in Manchester (HCRI) and the Humanitarian Futures Programme (HFP) at King's College London. The regional studies also involve extensive partnerships and collaboration, helping HPG to develop its networks beyond European and North American research centres. The project's second cycle will entail a renewed engagement with researchers in Latin America and Africa as part of the new regional studies. Over the course of the 2011–13 Integrated Programme, research and

discussions with the Steering Group have drawn attention to several important historical issues that merit further reflection as the project continues. Several key issues have been identified, in addition to any additional key questions that arise at the regional conferences in 2013 or during discussions with the HPG Advisory Group, the Global History Steering Group and the project research team. Decisions about which themes to focus on will be taken in consultation with the above groups as well as the regional steering groups as appropriate. Possible topics include:

- Voluntarism versus professionalism in humanitarian action.
- Denial of access in historical perspective.
- Solidarity networks and religious contributions to humanitarian action.
- Understanding principles as historically and culturally defined.
- A historical analysis of the concept and conduct of protection work.
- The construction of legitimacy.
- Operational history focused on a particular practice (e.g. the use of cash in humanitarian programming).
- Categories of action: natural disaster and conflict response over the twentieth century.

In this Integrated Programme, the global history project will also seek to achieve greater integration with HPG's other key research subjects. Case studies undertaken for the project on 'Markets in Crises' will draw on the historical studies on Central/Latin America and Africa. There will also be significant overlap with the 'Zones of Engagement' studies on regional actors, and the project will provide context for HPG's work on protection.

Communicating research findings

The outputs from the 'Global History' project will largely fall into two categories: regional studies and cross-cutting work. Regional conferences will be organised

to disseminate findings and reflect on possible conclusions, followed by an edited publication for each region. Publications that reflect upon the key historical themes indicated above, or on other issues that arise from HPG's Integrated Programme research areas, may be developed during the course of the cycle. These will be Working Papers or more targeted Policy Briefs, as appropriate to the subject matter and aims.

In a longer time-frame, the project will culminate in the preparation of one or more books bringing together the material that has been developed throughout the four years of research. There are several possible avenues for publication and some of the project's contacts have already expressed interest in publishing a book-length study. Materials may also be incorporated into the planned HPG/HCRI web-based information-sharing project, should it receive sufficient funding to proceed (see below; funding for this project is being sought outside the IP and a project proposal is available upon request).

Public events and external engagements will be an important part of this IP cycle and will move the 'Global History' project beyond the interest it has already generated in educational and academic contexts.

Ongoing and related work

HumanitarianHistory.org is a collaboration between HPG and HCRI comprising a shared, co-branded website (www.humanitarianhistory.org) that will have clear links to both organisations. The primary objectives of the site will be to make the history of the humanitarian sector more accessible to humanitarian workers and researchers and to facilitate and support the work of groups and individuals undertaking research on the history of the humanitarian sector. The HumanitarianHistory.org project will be linked to the Global History project, but will have separate funding.

Markets and resilience in crises and transitions

Background and rationale

In almost all societies, including those in crises, markets are a key determinant of household livelihood resilience. The ways in which market opportunities and market relations change during crises (including as a result of aid) may thus be a significant determinant of household livelihood resilience. Crises can affect market conditions in obvious ways, for instance by increasing food prices during a drought or conflict. However, there may be just as powerful indirect forces affecting market opportunities and terms of trade, including social and power relations.

These relations are of importance to humanitarian actors for several reasons. Humanitarian actors are interested in market outcomes because they are a significant determinant of livelihood outcomes. Understanding markets in crises is thus an important component of understanding livelihoods and life outcomes. Secondly, the provision of humanitarian assistance may have an effect on markets, and on wider social and power relations. Finally, where specific market dynamics have specific impacts on the resilience of groups of particular interest, it is possible that an intervention targeted directly at market relations could have significant potential, either unblocking a constraint or helping to ensure that the market itself is more resilient to crisis.

If markets are an essential vehicle for people to find a livelihood, then the continuation of markets during crises may be essential to their resilience. However, the mere persistence of a market is not in itself enough to signify whether or not people's resilience has been maintained. This also necessitates an understanding of the economic and political aspects of market relations, and how resilient these are as market forces change. This can be approached by looking at

market transactions – the normal field of economists – but also by exploring how and why different market actors adapt, cope or fail through crises. This presents two questions about resilience: what gives local businesses and markets resilience?; and how does their resilience affect the resilience or vulnerability of people affected by crises? HPG's hypothesis is that greater attention to the political economy of markets can lead to policy and practice that is more conducive to resilient outcomes for households and societies.

Project framework and methodology

The overall policy question this research addresses is: how can people living in situations of crisis best be supported through policies and interventions that maximise the potential of markets to support household resilience? The key specific research questions to be examined are as follows.

In crises:

- How do relations of power and institutional factors affect the way in which people are treated by markets?
- What influences the extent to which people derive resilience or are placed in vulnerability by market activity?
- How does humanitarian aid affect markets, and how does this translate into impacts for different households?
- Could humanitarian assistance be designed and delivered in ways which would maximise its positive impacts on household resilience and minimise negative effects?

Phase 1

The first phase of the study will involve an extensive review of current knowledge of markets in crises, using economic and anthropological/sociological studies, and an analysis

of approaches to markets within the humanitarian sector. This study will be published as an HPG Working Paper.

Phase 2

This phase will examine the role of markets in the resilience of people (i.e. at household level) and of local populations (i.e. at societal level). It will look in particular at how power relations influence outcomes for different groups, and how this affects people's long-term life prospects.

HPG's ongoing work on resilience in crises and transitions has led to the conclusion that the most important dimensions of people's resilience are likely to vary greatly between situations and even within the same context. This necessitates a research methodology which is not based on the pre-identification of what will be measured, but an approach that permits the research to investigate what these parameters are for different people. A case study approach, and the use of a smaller sample of people investigated through more intensive qualitative work, will permit the research to identify these parameters, and explore how different dimensions of resilience alter as a result of market-driven changes. Using a livelihoods approach, the research will examine the main factors determining and constraining people's opportunities and choices, combining a study of existing knowledge and understanding with fieldwork and first-hand interviews. Attention will be given to market relations, including relations of exchange of goods and the employment and exchange of skills and labour.

The research will focus on two countries in protracted or recurrent crisis, chosen from the same regions where other HPG research is being undertaken under the 'Global History' or 'Zones of Engagement' themes (e.g. East Africa/Horn of Africa; the Sahel; Southeast Asia). There will be one rural and one urban case study. Each will be published as an HPG Working Paper.

Phase 3

The third phase of the research will examine how markets change in times of crisis and as a result of the provision of humanitarian aid. A case study approach will again be adopted. The desk reviews from phase 1, together with key informant interviews, will be used to draw up possible mechanisms by which crises and aid may change market dynamics. The case studies researched in phase 2 will provide information on the range of market transactions that households engage in and the implications of changes in the choice of transactions they make. From that research, markets with the greatest impact on household resilience will be identified. A range of market actors at national and local level will be interviewed, and a history of market activity will be created, examining how people's options and their terms and conditions of trade changed during the crisis, and with what effect.

The case studies will end with roundtables in each country to discuss the findings in order to ensure that their implications for humanitarian actors are fully explored. The study of the two countries will be published as an HPG Working Paper.

Phase 4

The final phase will relate the research findings to the broader policy context and to current practice by governments and aid agencies. This will be an analytical study, engaging with the literature analysed in phase 1, findings on the relationship between household resilience and markets and findings on the impacts of crises and humanitarian aid, alongside an analysis of aid actors' market-related work. A final HPG Report (with accompanying Policy Brief) will synthesise the main aspects of the study, the lessons emerging from the research and recommendations for policy and practice in this area.

Communicating research findings

A detailed communication plan will be developed as conclusions and lessons emerge from the study. HPG will produce four Working Papers and a final HPG Report, and at least one Policy Brief. Roundtables will play an important role, both in generating and communicating the research findings. It is initially anticipated that roundtables will be organised both thematically and regionally. Roundtables will also be organised around specific groups

of actors. Regional roundtables will take place in the countries where case studies were conducted.

Ongoing and related work

This project will collaborate with the Secure Livelihoods Research Consortium (SLRC), learning from and contributing to this ongoing programme of related research. The SLRC is a six-year global research programme exploring livelihoods, basic services and social protection in post-conflict situations, with the aim of strengthening the evidence base and informing policy and practice around livelihoods and services in conflict recovery. SLRC is being conducted by an ODI-led consortium, and HPG researchers are involved in three of the seven countries being studied.

HPG is also beginning a partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) examining approaches to building resilience in transitions, supporting the design of a methodology to investigate resilience outcomes and conducting field research on resilience-building programming in transitions.

Approaches and innovations reshaping the humanitarian landscape: opportunities and challenges for protection work

Background and rationale

The question of how to strengthen protection for civilians has become a matter of growing debate over the last decade, both in the humanitarian sector and in the political sphere. The deliberate targeting of civilians and the increasingly blurred distinction between civilians and combatants in violent conflict has made protection more necessary and at the same time more complex. Whilst many of the primary protection measures are taken by threatened people themselves, humanitarian agencies still have an important part to play in helping them protect their lives and livelihoods. This

is particularly true in certain conflict situations when a government does not uphold its responsibility to protect people within the boundaries of the state, whether through loss of control, deliberate policy or otherwise. Traditional external mechanisms for protecting civilians, such as those provided by the ICRC and UNHCR, are under increasing strain and there is much debate in humanitarian circles about the nature and effectiveness of protection-related activities and strategies in specific crisis contexts.

The highly politicised and criminalised nature of contemporary conflicts has

produced an environment in which humanitarian actors have increasingly become targets of violence. The escalation in attacks over the past decade has led many international agencies to assume highly risk-averse strategies of intervention, often adopting radical new methodologies such as 'remote-control programming' to reduce the exposure of international staff in particular to such threats. While such programmes may allow agencies to maintain a semblance of operational capability in very difficult environments, they are rarely able to achieve their objectives effectively, especially insofar as protection programming is concerned.

Security threats may also mean that protection operations in the most difficult environments (e.g. Somalia and Afghanistan) are often reduced simply to the collation of data on abuses of human rights or international humanitarian law (IHL), often through mobile technology, and to the release of situation reports that denounce the actions of alleged perpetrators and advocate for more robust political action. The expanding use and usability of mobile devices has implications for addressing protection needs all over the world. In parts of Colombia, for example, civilians are able to anonymously report violations of IHL using mobile phone technology designed by OCHA. In a similar vein, Oxfam used SMS alerts to monitor violence during elections in Congo in 2012. Satellite imagery is being used by UNHCR to track population movements during conflicts. However, the increasing reliance on remote management and use of technology means that, in many locations where strong field-based protection programming is most urgently needed, international protection actors are notably absent.

While new approaches and technologies are being employed to improve aid worker security through remote programming and monitoring, the potential negative consequences for affected populations are not well understood. There are also important ethical considerations about the potential risks that national staff face, and whether or not this is deemed a more acceptable option than potentially putting the lives of international staff at risk. In addition, there are significant risks related to the transmission of sensitive data concerning human rights abuses and violations of IHL. Using crowdsourcing to monitor violence, for instance, can put people at risk of reprisals from armed actors or local authorities. There are also the inherent risks of bias and malicious use. Furthermore, the lack of proximity hampers the ability of protection actors to identify protection threats and address violations with alleged perpetrators in a meaningful way. Given these challenges,

the new methodologies made possible by new technologies are a central issue in the ongoing revision of the *Professional Standards for Protection Work*, edited by the ICRC.

This research project will critically examine the opportunities and challenges presented by new approaches and methodologies that are being developed for, or being newly employed in, humanitarian settings, and explore how their use affects the work of protection actors and local populations.

Project framework and methodology

This research project will explore key lessons learned in the use of new approaches and technology for humanitarian action, with a view to promoting the documentation and exchange of good practice and identifying the ways in which they have contributed to new and improved working methodologies. More specifically, it will explore the benefits and risks involved in the use of technologies, innovations and methodologies to address protection issues, both for affected populations and for protection actors.

The project will address two key research questions:

1. Have innovative approaches such as remote management and the use of technology changed the way protection actors work, and if so how?
2. Have these approaches altered the levels of protection being provided to local populations, and if so how?

Detailed research questions include:

- How might innovations and methodologies employed by protection actors to address security and protection issues be usefully categorised?
- Which innovations and methodologies are being used,

particularly in areas where humanitarian actors have no, or only sporadic, direct access? What kinds of benefits and risks do they present to affected communities?

- How are experiences shared within the humanitarian sector? How might this be improved?
- Does remote humanitarian work introduce new security and protection risks, and if so how should humanitarian actors respond?

The project will begin by outlining the range of new methodologies and approaches in protection work, including approaches used by communities themselves. Key actors will be identified through mapping and an analysis of the relevant literature will be conducted, building on HPG's expertise and past work on protection issues. This will include the identification and critical review of relevant humanitarian policy and programme documents, focusing on key approaches, obstacles and dilemmas, with particular emphasis on protection programming in volatile environments. Several roundtables will also be held in London and pertinent field locations to examine these issues in depth with humanitarian actors, donors and other relevant stakeholders.

This will be followed by field research in two or three volatile contexts to examine practice on the ground and capture the perspectives of affected populations in situations of remote humanitarian assistance. The study will look in particular at protection approaches being directed at local populations. Potentially this could involve field research in Somalia, Afghanistan and Syria, building on the methodology employed for the 'Humanitarian Negotiations' project during the IP 2011–13. Field research is planned for the first year of the project, and will be complemented by a comparative study, to be released in 2014, aimed at capturing risks to affected populations related to remote work, as well as providing recommendations about how humanitarian actors can truly 'stay and deliver' in protection

interventions. HPG will devote the second year to disseminating these findings and engaging with donors and humanitarian actors on key issues around remote management and the use of technology in volatile environments through a series of roundtables, public events and other activities. The results of this engagement and any additional research will be made public through Policy Briefs and roundtable notes.

Communicating research findings

By mid-2013, the research team will finalise a review of innovations and methodologies being employed in protection work in highly volatile environments. The review will inform the development of a full research framework which will be discussed with a steering committee comprising humanitarian protection experts as well as experts on risk assessment in humanitarian operations. The research framework will be further refined following a conference co-hosted with the Ditchley Foundation in May 2013 at Ditchley Park, which will centre on the protection of civilians. A wide range of protection experts will be convened and their views and advice solicited in order to refine the methodology and further tailor research questions and activities.

Findings will be communicated through roundtable summary notes, Policy Briefs and Working Papers as well as public events. At this stage, the intention is to foster the exchange of experience and lessons learned between protection actors and stimulate debate about the impact that these approaches have on protection work, especially where remote management is involved.

Fieldwork for the case studies will be conducted in the second half of 2013. An HPG Working Paper will be published based on the findings of each of the case studies. These will be distributed widely among partners and feedback will be sought. Potential research partners include organisations that provide logistical and operational support for field research and policy engagement, such as the International NGO Safety Office, the Collaborative Learning Approach to NGO Security Management project, Conflict Dynamics International and various academic institutions.

The project will culminate in the publication of a final HPG Report and accompanying Policy Brief by late 2014. HPG will disseminate its findings to a wide range of humanitarian actors engaged in protection, possibly

through a publication that captures and illustrates both the opportunities and the challenges related to remote control protection work and other innovative and technology-based approaches. A series of workshops will be held in donor capitals and in the case study regions to disseminate the project findings and discuss the implications.

Ongoing and related work

This research builds on various themes relevant to HPG's previous work. Components of this research that focus on how humanitarian actors are utilising new approaches in insecure environments build on previous research on humanitarian space, aid worker security and negotiations with armed non-state actors. There will also be close links to the 'Global History' project, and the project team will also actively collaborate with the 'Markets in Crises' project. HPG is part of the Advisory Group working with the ICRC on the revision of the *Professional Standards for Protection Work*. A large part of this revision has to do with data collection and management and new technologies. This work has brought together different protection actors interested in the subject. HPG will seek to build on this network for its research.

Policy advice and engagement

HPG's international influence is reflected in the range of its policy advice and engagement, providing expertise to governments, foreign affairs departments, policymakers, parliamentary select committees, NGOs and international multilateral organisations. HPG's expertise has been sought on issues such as fragile states, cash transfers in emergencies and resilience, and we regularly provide advice, analysis and guidance on a range of humanitarian crises in which the group has particular expertise, including Afghanistan, Myanmar, South Sudan and Sudan.

During the 2013–15 IP, HPG plans to develop a programme of public affairs and policy engagement to further disseminate ongoing research into humanitarian negotiations with non-state armed actors. The project includes case studies from Afghanistan, Sudan (South Kordofan and Blue Nile; Darfur) and Somalia, as well as a synthesis report. To ensure that the findings of this research reach humanitarian actors and policymakers, and that they continue to encourage productive debate around these issues, roundtables will be held in donor capitals as well as other locations

of relevance (tentative sites include Geneva, New York, Nairobi, Islamabad, Juba, Washington DC and London). Similar policy engagement will reflect on ongoing work on civil–military relations. HPG research in this area has explored country-level guidelines, the interaction between civilian and military actors in the protection of civilians in crisis and the role of the police in UN peacekeeping missions. In addition to a special feature of *Humanitarian Exchange* on this subject, further research will look at particular country case studies, including Sudan and East Timor. As with negotiations with non-state armed actors, we believe that the issue of civil–military coordination is

a central concern for the humanitarian sector, and one of continued policy relevance in coming years.

Rapid response

As in previous years, we propose to allocate funds to allow rapid engagement with topical or developing issues as they arise. Typically, this involves the production of a briefing paper on a particular topic or crisis context. In previous years, subjects covered under this heading have included military intervention in the Libya conflict, DFID's response to the Humanitarian Emergency Response Review and the resumption of the conflict in South Kordofan. In producing these briefings HPG covers issues and developments where we feel our particular expertise allows us to make a significant analytical contribution.

HPG also has an important convening role within the sector, providing a protected space for frank and open discussion of live crises as they unfold. Recent examples include the humanitarian response in Syria, the crisis in Myanmar and the conflict in South Kordofan. These roundtables

provide a rare opportunity for donors, policymakers and practitioners to share their views in a private, confidential forum, governed by the Chatham House rule. Reflecting the value of these events within the sector, HPG has been asked to convene further roundtables where appropriate, in London and potentially at locations close to the crisis under discussion.

Exploring the humanitarian landscape

This policy engagement and advice across multiple communities both enriches HPG's own work and allows the Group to serve as a forum for broader debate and analysis. For the first time, in the 2013–15 Integrated Programme HPG will aim to consolidate learning from the four research projects, policy engagement initiatives and targeted public affairs work into a reflective paper on how the landscape of humanitarian action is evolving. The research work will be complemented by a series of roundtables in various locations exploring different perspectives on this evolution, and the implications of these changes for the way the humanitarian system operates.

In addition to the research areas discussed above, potential topics for analysis include:

- Humanitarian engagement in violent urban environments.
- Meanings, contexts and complexities of 'access'.
- Reviewing approaches to forgotten crises.
- Humanitarian response with state consent versus 'clandestine' operations.
- Building strategic coherence between the UN-led system and other international actors.
- Neutrality and impartiality seen through the lens of history.

This overarching synthesis work, to be published in 2015, is another reflection of the Group's ambition to promote thinking that cuts across institutional boundaries, geographical zones and sectoral expertise. The 2013–15 Integrated Programme cycle will consolidate HPG's past work with a dynamic research agenda, international partnerships and outreach programmes and a network of relationships that reflect the diversity of today's humanitarian landscape.



Humanitarian practice

Humanitarian Practice Network

The Humanitarian Practice Network (HPN) represents our most important link with practitioners, and constitutes what is generally recognised to be an invaluable asset for the sector as a whole. HPN publications – the quarterly *Humanitarian Exchange* magazine, commissioned Network Papers on specific subjects and Good Practice Reviews – form the heart of HPN's output and depend on submissions from dedicated and reflective practitioners

worldwide. Increasingly, network members are accessing these and other materials through the dedicated HPN website, which also contains the entire HPN back-catalogue.

The project

HPN is a global forum for policymakers, practitioners and others working in the humanitarian sector to share and disseminate information, analysis and

experience. Its specialised resources aim to contribute to improving the performance of humanitarian action by encouraging and facilitating knowledge-sharing and contributing to individual and institutional learning. HPN publications and blogs are written by and for practitioners, and play a unique role in examining policy developments and distilling and disseminating practice. HPN continues to be valued for its objectivity, analysis, accessibility and

relevance; its print and online activities provide an important resource to support improved practice and learning in the sector.

Organisation and management

To maximise efficiency and minimise costs, HPN is run by an experienced but part-time team consisting of a dedicated HPN Coordinator supported by HPG's Managing Editor, Programme Manager and Database and Membership Officer, as well as the Communications Officer and Assistant. By working in partnership with other groups (the Cash Learning Partnership (CaLP) and infoasaid are two recent examples) HPN is able to leverage additional funding to expand the number of publications and events.

Network membership

HPN's members are part of a network of several thousand policymakers and practitioners around the world. During the 2011–13 IP period HPN membership grew by over 30% – from 5,480 to 7,376. Membership has increased in all regions but growth is most pronounced in previously under-represented areas such as the Middle East (26%, albeit a small increase in absolute terms), Asia (17%) and the South Pacific (14.5%).

To build on the strength of HPN's membership and add value to the network, HPN will:

- Encourage increased member engagement with the network, including more opportunities for debate at targeted events and online. To this end, we will continue to promote a range of feedback mechanisms and periodic events and workshops. During 2013–15 we plan to undertake a stakeholder survey which will give members an opportunity to provide direct feedback on the relevance and quality of HPN's publications and events. We will also endeavour to widen members' access to HPN resources and activities by

consolidating existing partnerships and developing new ones.

- Continue to increase network membership. Activities will include promoting the network during visits to the field, and at key global events and regional conferences. Partnerships with regional and sector-wide networks, academic and training institutions and online information/media groups will also be strengthened and new partnerships forged. During 2013–15 HPN will use the regional reference groups to be established by the 'Global History' project and a number of planned international conferences, meetings and courses to increase and diversify HPN membership.
- Continue to explore and expand the use of media techniques – such as online streaming, podcasts and video conferencing – to ensure that HPN's analysis and learning reaches members in formats that meet their preferences and needs.

Publications

HPN's primary activity is the production and dissemination of specialist resources. Members can choose to receive HPN products in print or by email. These are distributed through the subscriber base of HPN's membership, through humanitarian information websites such as ReliefWeb and Alertnet and at relevant conferences and events. HPN publications continue to be extremely useful and relevant to the membership, as evidenced by a 30% increase in publication downloads from the website between April 2011 and March 2012 as compared with the previous year. During 2013–15 HPN will maintain a focus on publishing as its core activity, but will seek to enhance dissemination and uptake by doing more in partnership with others.

Humanitarian Exchange (HE)

Each issue of this quarterly publication carries a special feature on a specific theme or country, as well as general

articles. Special features published during the previous IP period focused on humanitarian action in Afghanistan and Pakistan (February 2011); humanitarian partnerships (April 2011); humanitarian action in the Middle East (July 2011); humanitarian accountability (October 2011); the crisis in the Horn (February 2012); new learning in cash transfer programming (May 2012); the crisis in the Sahel (September 2012); and civil–military coordination (January 2013). Four of these issues were co-edited with partners¹ and four with HPG staff conducting research on particular themes. In 2013–15, HPN is planning special features on the humanitarian situation in Sudan and South Sudan, humanitarian negotiations and China's engagement in humanitarian action.

Network Papers

Network Papers examine specific issues or experiences in the humanitarian field. They provide a critical review of a specific theme or sector, or a critical reflection of a particular approach in a country or region. Three to four Network Papers are published each year. Forthcoming issues include papers on lessons learned from research by infoasaid on communicating with disaster-affected communities and response analysis in food security crises.

Good Practice Reviews (GPRs)

GPRs are reference guides for field practitioners. HPN has published 11 to date, reviewing operational experience of good practice in key areas. In June 2011 GPR 11, *Cash Transfer Programming in Emergencies*, was jointly published with CaLP in English, French and Spanish. Launches and other discussion and learning events were held in London, Washington DC, Copenhagen, Brussels, Nairobi, Melbourne, Bangkok, Niamey and Manila. Between April 2011 and June 2012, more hard copies and downloads

¹ Rachel Houghton, CDAC (HE 50, humanitarian partnerships); John Mitchell and Paul Knox-Clarke, ALNAP (HE 52, humanitarian accountability); Breanna Ridsdel, CaLP (HE 53, new learning in cash transfer programming) and Jo Khinmaung, Sahel Working Group (HE 55, the crisis in the Sahel).

of GPR 11 were requested than of any other HPN publication.

During 2013–15 HPN is planning to commission a GPR on preventing and responding to gender-based violence, and will explore the possibility of revising Good Practice Review 9 on disaster risk reduction (published in 2004). The GPRs will be fundraised for separately, but seed money from the IP will be used to develop proposals and identify potential partners.

Translation

HPN has continued to translate publications into other languages where demand is anticipated and resources are available. However, with the exception of GPR 11 (*Cash Transfer Programming in Emergencies*), uptake continues to be low. In 2013–15 HPN will develop dissemination strategies for all translated publications and monitor whether this helps to increase uptake.

HPN website

The HPN website (www.odihpn.org) provides an archive of HPN publications, as well as other key documents and reports and a search facility by region and keyword. The website has become a key reference site for humanitarian actors, with visits averaging around 30,000 per month. HPN also maintains links from other humanitarian websites such as Alertnet and Reliefweb. The HPN website was revamped and relaunched at the end of 2011. The new website helps members find and access HPN resources more easily, as well as enabling them to post blogs and share information on their own resources and events in the new 'Humanitarian Space' section. HPN will continue the practice begun in 2007 of sending regular e-alerts to members to notify them of new publications, products and events and to encourage feedback and engagement in network activities.

We will also continue to provide audio and online reports of public meetings including using innovative techniques, such as 'storify', which combine text and video.

Public events

During 2011–13 HPN hosted a wide range of public events and smaller roundtables, including a large public event held at ODI with CaLP in July 2011 to launch GPR 11. HPN has also convened and hosted public events and roundtables in partnership with ELRHA, the Sahel Working Group and other network members. HPN will continue convening events during 2013–15 in London and with partners in other humanitarian hubs (e.g. Geneva, Nairobi and Bangkok), varying formats to make events more dynamic and encourage greater participation from non-European members and online participants, who increasingly outnumber attendees in the room.



Learning and academic engagement

Disasters

Disasters journal constitutes one of HPG's most important links with the international academic community. The journal has performed strongly over the 2011–13 IP cycle. Downloads of articles increased by 37% in 2010, and there were 79,711 full-text downloads between 1 December 2010 and 31 October 2011. *Disasters* is now in the top three most downloaded journals

in Development Studies at Wiley-Blackwell Publishers. It also ranks in the top 20 Development and Planning Journals worldwide. During the 2011–13 cycle a special supplementary issue was published on humanitarian action in urban areas, with a special focus on urban displacement, downloaded 2,770 times between July and October 2012, along with two virtual issues,

one to mark the sixtieth anniversary of the Refugee Convention, and the other in August 2011 to collate the best scholarly articles on famine published in the journal over the past 37 years, in order to help inform the response to the Horn of Africa famine.

At least two supplementary special issues will be developed for the 2013–15 cycle.

The first will focus on state sovereignty and humanitarian action, in collaboration with Médecins Sans Frontières (MSF). A special issue is also in preparation which

will gather together the best papers from the International Humanitarian Studies Association (IHSA) World Conference on Humanitarian Studies in 2011. A

virtual issue on resilience, selected by the journals' editors as a topical debate to which the journal has contributed extensively, is also in preparation.

Advanced Course on Conflict, Crisis and Transitions (York) and Advanced Course on Crisis, Recovery and Transitions (Beijing)

The past decade has seen a surge in efforts to support countries affected by and recovering from conflict – and consequently a growth in the number of professionals working in humanitarian aid, development and post-conflict recovery. These professionals are faced with a myriad of challenges associated with the transition from conflict to peace, yet rarely have the opportunity to reflect upon the critical concepts and policy dilemmas involved.

To address this gap, HPG, in partnership with the Post-War Reconstruction and Development Unit (PRDU) at the University of York, convenes an annual week-long course designed for

mid-career and senior professionals. The Advanced Course on Conflict, Crises and Transitions aims to facilitate learning and guided reflection through a combination of lectures and small group discussions and exercises. Past participants have included NGO country directors, senior UN and donor staff, experienced consultants and former military personnel. Feedback on past courses has been excellent; participants greatly value the opportunity offered by the course to exchange ideas with peers, have space for reflection and engage in debates with the senior colleagues and experts we select each year to run the course. The fourth and fifth Advanced Courses at York are planned for July 2013 and 2014.

During the 2011–13 IP cycle HPG also organised the first Asia-Pacific Advanced Course on Crisis, Recovery and Transitions in partnership with the National Institute for Emergency Management at the China Academy of Governance (NIEM-CAG), with the support of PRDU and the Australia New Zealand School of Government (ANSZOG). The Asia-Pacific course, held in Beijing in November 2012, drew on regional examples and case studies, and included speakers and academics from the region and/or with regional expertise. HPG will seek to hold a second and third course in Beijing during the 2013–15 IP cycle.

MSc in International Humanitarian Affairs

HPG is also supporting the PRDU in the design and delivery of a new online Master's degree (MSc) in International Humanitarian Affairs (MIHA). The course is aimed at those with professional experience who wish to advance their knowledge and skills, with a focus on conflict, natural hazards and political crises. Drawing on teaching and research

expertise within HPG and the PRDU, the MIHA will be practitioner-relevant while also providing students with a rigorous and in-depth understanding of core academic concepts and contemporary debates. The course will feature modules on the politics of humanitarian affairs, education in emergencies, international law and the built environment. With study

conducted on a part-time basis over three years, the MIHA will provide its students with the opportunity to research, reflect upon and write about contemporary issues, challenges and dilemmas in international humanitarian affairs. Students will also have the opportunity to complete a dissertation within a particular area of interest. The first course begins in January 2013.



Public affairs and representation

A central element of HPG's public affairs strategy is a vibrant and diverse programme of events, well-attended in person and online, available in recordings and covered by national, regional and international media. The Group's research projects for the next stage of the IP (elaborated above) will form the core of the events programme, and will feature HPG researchers and other engaging speakers, policymakers, practitioners and leading figures

from the humanitarian sector. Events will be further diversified to include contributions from disaster- and conflict-affected countries and crisis capitals, similar to those held in the 2011–13 cycle of the IP: 'Juba Calling', 'Khartoum Calling' and 'Kabul Calling'. Events will be produced to the highest standards, chaired by professional broadcasters, foreign affairs correspondents and experts from the sector.

The events programme will also feature the well-established input of HPN. HPN events will be designed to improve the performance of humanitarian action by encouraging and facilitating knowledge-sharing and contributing to individual and institutional learning. HPN events will feature greater participation from practitioners in the field.

Where appropriate, events will be conducted under the Chatham House

rule to provide opportunities for candid discussion and reflection. Examples during the first cycle of the IP include an assessment of the failure to respond to the humanitarian crisis in Sri Lanka in the final stages of the civil war, the dilemmas faced by aid agencies following the outbreak of war in Syria and in South Kordofan and a high-level roundtable on Myanmar to discuss response options with senior policymakers in the immediate aftermath of the Rakhine crisis.

HPG researchers also participate extensively in external and overseas engagements. In the 2011–13 IP cycle, HPG contributed to 86 public affairs engagements in 20 countries. This involved providing expertise to policymakers, as well as delivering lectures, seminars and talks and attending symposia, workshops and conferences. Where possible, we attempt to recover the costs of participating from the organisers of the events in question, but the costs of attending such events and of holding exploratory meetings and discussions around new and developing work often cannot be recovered. This requires that we set aside a relatively modest budget for this purpose.

As before, the cost of the annual Advisory Group meeting will be included in this budget instead of splitting it among the different projects in the Integrated Programme.

A third key element of HPG’s public affairs strategy is its work with the media, which has featured prominently in the UK and international press throughout the 2011–13 IP cycle, with a more than three-fold increase in media coverage. The Group makes significant media contributions, including broadcast interviews, blogs, commentaries, op-eds, articles and discussions in the national and international press. The diversification of media outlets will continue throughout the next phase of the IP, which is likely to see marked media interest in HPG’s country expertise and its ability to respond rapidly to the humanitarian dimensions of current events and breaking news stories. HPG will aim to target its media work to ensure greater coverage in crisis-affected countries and regions. Media coverage will also reflect the considerable additions in expertise that the new intake of researchers brings to HPG. Throughout the past year HPG has contributed multimedia commentary and analysis of major humanitarian stories: the tensions between Sudan and South Sudan, the humanitarian and displacement crises in Syria and Libya, the withdrawal of troops from Afghanistan and the hunger crises in the Horn of Africa.

Each IP project will have a tailored communications plan to further the public affairs strategy and ensure that research findings are targeted at stakeholders and made available in

accessible formats so that key messages can be more widely disseminated. The next phase of the IP will seek to consolidate the Group’s reputation as an important source of expertise for journalists, editors and programme-makers. It will also establish more multimedia products such as podcasts, online interviews and discussions.

The launch of social media outlets has furthered the reach and dissemination of HPG’s work, drawing in international online audiences for publications and live-event video streaming. HPG has also been involved in the redesign of the ODI website, with the aim of increasing usability and promoting connections between influential outputs. This is expected to have a marked effect on website traffic; during the last IP cycle the HPG pages received 161,424 page views, a 45% increase over the previous period.

Reprinting

HPG strives to reduce waste by limiting the number of copies of its publications produced in the first printing. The reprinting budget enables us to lower the overall amount of printing by covering the costs of reprinting additional reports as needed. These funds are also used to cover the costs of carrying out design work on new formats. Over the next IP cycle we plan to review our printing policy with a view to increasing flexibility and cost-efficiency.

Annexes

Annex 1

Zones of Engagement: Regional Action and Humanitarian Response

		Budget 13/14			Budget 14/15			
Notes/Description		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	Totals
Internal research costs								
Sara Pantuliano	<i>HPG Head</i>	5	850	4250	5	893	4463	
Eva Svoboda	<i>Research Fellow</i>	49	700	34300	33	735	24255	
Lilianne Fan	<i>Research Fellow</i>	15	670	10050	61	704	42914	
RF2	<i>Research Fellow</i>	27	670	18090	15	704	10553	
Simone Haysom	<i>Research Officer</i>	87	470	40890	76	494	37506	
HPG Administration		30	250	7500	30	250	7500	
HPG Communications		25	250	6250	30	250	7500	
Salary costs total				£121,330		£134,690	£256,020	
External research costs								
Senior Research Associates		0	450	0	0	450	0	
Research Associates		0	350	0	0	350	0	
Local Researchers		40	300	12000	40	300	12000	
External research total				£12,000		£12,000	£24,000	
Travel and subsistence								
Flights – Return	<i>International</i>	4	1000	4000	3	1000	3000	
Flights – Return	<i>Europe</i>	3	250	750	2	250	500	
Flights – Return	<i>USA</i>	1	700	700	1	700	700	
Accommodation and subsistence		35	150	5250	14	150	2100	
Visas, vaccinations and insurance		4	250	1000	4	250	1000	
Airport transfers		16	50	800	16	50	800	
In country travel (flights)		2	500	1000	2	500	1000	
UK travel		3	150	450	3	150	450	
In country travel (local)		0	150	0	0	150	0	
Team travel for regional roundtables								
Team flights		4	1000	4000	6	1050	6300	
Team airport transfers		8	50	400	12	53	630	
Team accommodation/subsistence		12	150	1800	8	158	1260	
Travel and subsistence total				£20,150		£17,740	£37,890	
Publication costs								
HPG Working Paper	<i>Editing</i>	9	450	4050	3	473	1418	
	<i>Production</i>	3	900	2700	1	900	900	
Sub-total				6750		2318		
HPG Policy Brief	<i>Editing</i>	2	450	900	2	473	945	
	<i>Production</i>	1	500	500	1	500	500	
Sub-total				1400		1445		
HPG Final Project Report	<i>Editing</i>	0	450	0	5	473	2363	
	<i>Production</i>	0	1000	0	1	1000	1000	
Sub-total				0		3363		
Publications total				£8,150		£7,125	£15,275	

(continued)

Annex 1 (continued)

Notes/Description	Budget 13/14			Budget 14/15			Totals
	Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	
Meetings/Roundtables/Conferences/Dissemination*							
Roundtable (EU)	1	3000	3000	1	3000	3000	
Roundtable (Regional)	2	10000	20000	3	10000	30000	
Meetings total			£23,000			£33,000	£56,000
Project costs/Miscellaneous							
Communications and project costs <i>conference calls, couriers, etc.</i>	1	200	200	1	200	200	
Documentation costs <i>books, journals, library</i>	1	150	150	1	150	150	
Sub-total			£350			£350	£700
Grand total			£184,980			£204,905	£389,885

* The costs of Meetings/Roundtables/Conferences/Dissemination includes provisions for flights, accommodation and ground travel costs for speakers and key participants as well as the costs of hiring a venue and providing catering

Annex 2

A Global History of Modern Humanitarian Action

		Budget 13/14			Budget 14/15			
Notes/Description		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	Totals
Internal research costs								
Sara Pantuliano	<i>HPG Head</i>	5	850	4250	5	893	4463	
Matthew Foley	<i>Research Fellow</i>	10	670	6700	7	704	4925	
Eleanor Davey	<i>Research Officer</i>	92	470	43240	90	494	44415	
RF2	<i>Research Fellow</i>	38	670	25460	46	704	32361	
Simon Levine	<i>Research Fellow</i>	15	700	10500	4	735	2940	
Irina Mosel	<i>Research Officer</i>	45	470	21150	66	494	32571	
HPG Administration		15	250	3750	15	250	3750	
HPG Communications		12	250	3000	15	250	3750	
Salary costs total				£118,050			£129,174	£247,224
External research costs								
Senior Research Associates		5	450	2250	5	450	2250	
Local Researchers		20	250	5000	0	300	0	
Honoraria		16	2000	32000	8	2000	16000	
External research total				£39,250			£18,250	£57,500
Travel and subsistence								
Flights – Return	<i>International</i>	1	1000	1000	1	1000	1000	
Flights – Return	<i>Europe</i>	3	250	750	3	250	750	
Flights – Return	<i>USA</i>	1	700	700	1	700	700	
Accommodation and subsistence		12	150	1800	12	150	1800	
Visas, vaccinations and insurance		1	250	250	1	250	250	
Airport transfers		10	50	500	10	50	500	
In country travel (flights)		0	500	0	0	500	0	
UK travel		3	150	450	3	150	450	
In country travel (local)		1	150	150	1	150	150	
Team travel for regional roundtables								
Team flights		4	1000	4000	2	1000	2000	
Team airport transfers		8	50	400	4	50	200	
Team accommodation/subsistence		16	150	2400	8	150	1200	
Travel and subsistence total				£12,400			£9,000	£21,400
Publication costs								
HPG Working Paper	<i>Editing</i>	12	450	5400	9	473	4253	
	<i>Production</i>	4	900	3600	3	900	2700	
Sub-total				9000			6953	
HPG Policy Brief	<i>Editing</i>	0	450	0	2	473	945	
	<i>Production</i>	0	500	0	1	500	500	
Sub-total				0			1445	
Book	<i>Editing</i>	0	450	0	15	473	7088	
	<i>Production</i>	0	0	0	0	0	0	
Sub-total				0			7088	
Translation costs				10000			10000	
Publications total				£19,000			£25,485	£44,485
Meetings/Roundtables/Conferences/Dissemination								
Conferences (Regional)		2	10000	20000	1	10000	10000	
Roundtable (EU)		0	0	0	1	3000	3000	
Meetings total				£20,000			£13,000	£33,000
Project costs/Miscellaneous								
Communications and project costs	<i>conference calls, couriers, etc.</i>	1	200	200	1	200	200	
Documentation costs	<i>books, journals, library</i>	1	150	150	1	150	150	
Sub-total				£350			£350	£700
Grand total				£209,050			£195,259	£404,309

Annex 3

Markets and Resilience in Crises and Transitions

		Budget 13/14			Budget 14/15			
Notes/Description		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	Totals
Internal research costs								
Sara Pantuliano	<i>HPG Head</i>	5	850	4250	5	893	4463	
Simon Levine	<i>Research Fellow</i>	46	700	32200	57	735	41895	
Lilianne Fan	<i>Research Fellow</i>	62	670	41540	16	704	11256	
Sean Loughna	<i>Research Fellow</i>	22	650	14300	79	683	53918	
Irina Mosel	<i>Research Officer</i>	64	470	30080	39	494	19247	
HPG Administration		10	250	2500	10	250	2500	
HPG Communications		12	250	3000	15	263	3938	
Salary costs total				£127,870			£137,215	£265,085
External research costs								
Senior Research Associates		25	500	12500	25	500	12500	
Research Associates		41	250	10250	5	250	1250	
Local Researchers		20	250	5000	40	250	10000	
External research total				£27,750			£23,750	£51,500
Travel and subsistence								
Flights – Return	<i>International</i>	2	1000	2000	1	1000	1000	
Flights – Return	<i>Europe</i>	2	250	500	2	250	500	
Flights – Return	<i>USA</i>	1	700	700	1	700	700	
Accommodation and subsistence		20	150	3000	40	150	6000	
Visas, vaccinations and insurance		1	250	250	2	250	500	
Airport transfers		10	50	500	12	50	600	
In country travel (flights)		1	300	300	2	300	600	
UK travel		2	150	300	2	150	300	
In country travel (local)		5	150	750	10	150	1500	
Team travel for regional roundtables								
Team flights		0	900	0	5	1000	5000	
Team airport transfers		0	50	0	10	50	500	
Team accommodation/subsistence		0	150	0	20	150	3000	
Travel and subsistence total				£8,300			£20,200	£28,500
Publication costs								
HPG Working Paper	<i>Editing</i>	9	450	4050	9	470	4230	
	<i>Production</i>	3	900	2700	3	900	2700	
Sub-total				6750			6930	
HPG Policy Brief	<i>Editing</i>	6	450	2700	6	470	2820	
	<i>Production</i>	3	500	1500	3	500	1500	
Sub-total				4200			4320	
HPG Final Project Report	<i>Editing</i>	0	450	0	5	470	2350	
	<i>Production</i>	0	1000	0	1	1000	1000	
Sub-total				0			3350	
Publications total				£10,950			£14,600	£25,550
Meetings/Roundtables/Conferences/Dissemination								
Roundtable (EU)		1	3000	3000	1	3000	3000	
Roundtable (Regional)					2	10000	20000	
Meetings total				£3,000			£23,000	£26,000
Project costs/Miscellaneous								
Communications and project costs	<i>conference calls, couriers, etc.</i>	1	200	200	1	200	200	
Documentation costs	<i>books, journals, library</i>	1	150	150	1	150	150	
Sub-total				£350			£350	£700
Grand total				£178,220			£219,115	£397,335

Annex 4

Approaches and Innovations Reshaping the Humanitarian Landscape: Opportunities and Challenges for Protection Work

		Budget 13/14			Budget 14/15			
Notes/Description		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	Totals
Internal research costs								
Sara Pantuliano	<i>HPG Head</i>	5	850	4250	5	893	4463	
Ashley Jackson	<i>Research Fellow</i>	76	670	50920	75	704	52763	
Eva Svoboda	<i>Research Fellow</i>	39	700	27300	53	735	38955	
Sean Loughna	<i>Research Fellow</i>	70	650	45500	10	683	6825	
Simone Haysom	<i>Research Officer</i>	22	470	10340	30	494	14805	
HPG Administration		15	250	3750	15	250	3750	
HPG Communications		12	250	3000	15	250	3750	
Internal research costs total				£145,060		£125,310	£270,370	
External research costs								
Senior Research Associates		0	450	0	0	450	0	
Research Associates		0	350	0	0	350	0	
Local Researchers		40	300	12000	40	300	12000	
External research total				£12,000		£12,000	£24,000	
Travel and subsistence								
Flights – Return	<i>International</i>	3	1000	3000	1	1000	1000	
Flights – Return	<i>Europe</i>	2	250	500	2	250	500	
Flights – Return	<i>USA</i>	0	700	0	0	700	0	
Accommodation and subsistence		40	150	6000	10	150	1500	
Visas, vaccinations and insurance		7	250	1750	5	250	1250	
Airport transfers		12	50	600	6	50	300	
In country travel (flights)		2	500	1000	2	500	1000	
UK travel		1	150	150	1	150	150	
In country travel (local)		3	150	450	3	150	450	
Team travel for regional roundtables								
Team flights		4	1000	4000	4	1000	4000	
Team airport transfers		8	50	400	8	50	400	
Team accommodation/subsistence		18	150	2700	14	150	2100	
Travel and subsistence total				£20,550		£12,650	£33,200	
Publication costs								
HPG Working paper	<i>Editing</i>	9	450	4050	6	473	2835	
	<i>Production</i>	3	900	2700	2	900	1800	
Sub-total				6750		4635		
HPG Policy Brief	<i>Editing</i>	2	450	900	4	473	1890	
	<i>Production</i>	1	500	500	2	500	1000	
Sub-total				1400		2890		
HPG Final Project Report	<i>Editing</i>	0	450	0	5	473	2363	
	<i>Production</i>	0	1000	0	1	1000	1000	
Sub-total				0		3363		
Publications total				£8,150		£10,888	£19,038	
Meetings/Roundtables/Conferences/Dissemination								
Roundtable (Regional)		1	10000	10000	2	10000	20000	
Roundtable (EU)		1	3000	3000	2	3000	6000	
Ditchley conference		1	10000	10000				
Meetings total				£23,000		£26,000	£49,000	
Project costs/Miscellaneous								
Communications and project costs	<i>conference calls, couriers, etc.</i>	1	200	200	1	200	200	
Documentation costs	<i>books, journals, library</i>	1	150	150	1	150	150	
Sub-total				£350		£350	£700	
Grand total				£209,110		£187,198	£396,308	

Annex 5

The Changing Humanitarian Landscape: Reflection, Analysis and Outlook

Notes/Description	Budget 13/14			Budget 14/15			Totals
	Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	
Internal research costs							
Sara Pantuliano	<i>HPG Head</i>	5	850	4250	5	893	4463
HPG Research Fellows	<i>Various</i>	30	670	20100	40	704	28140
HPG Research Officers	<i>Various</i>	10	700	7000	10	735	7350
HPG Communications		12	250	3000	15	250	3750
HPG Administration		10	250	2500	10	250	2500
Internal research costs total			£36,850			£46,203	£83,053
External research costs							
Senior Research Associates		0	450	0	0	450	0
Research Associates		0	350	0	0	350	0
Local Researchers		0	250	0	0	250	0
External research total			£0			£0	£0
Travel and subsistence							
Flights – Return	<i>International</i>	0	1000	0	0	1000	0
Flights – Return	<i>Europe</i>	0	250	0	0	250	0
Flights – Return	<i>USA</i>	0	700	0	0	700	0
Accommodation and subsistence		0	150	0	0	150	0
Visas, vaccinations and insurance		0	250	0	0	250	0
Airport transfers		0	50	0	0	50	0
In country travel (flights)		0	500	0	0	500	0
UK travel		0	150	0	0	150	0
In country travel (local)		0	150	0	0	150	0
Travel and subsistence total			£0			£0	£0
Publication costs							
HPG Working paper	<i>Editing</i>	0	450	0	3	473	1418
	<i>Production</i>		900	0	1	900	900
Sub-total			0			2318	
HPG Policy Brief	<i>Editing</i>	4	450	1800	4	473	1890
	<i>Production</i>	2	500	1000	2	500	1000
Sub-total			2800			2890	
HPG Final Project Report	<i>Editing</i>	0	450	0	0	473	0
	<i>Production</i>	0	1000	0	0	1000	0
Sub-total			0			0	
Publications total			£2,800			£5,208	£8,008
Meetings/Roundtables/Conferences/Dissemination							
Roundtables (EU)		2	3000	6,000	2	3000	6,000
Meetings total			£6,000			£6,000	£12,000
Project costs/Miscellaneous							
Communications and project costs	<i>conference calls, couriers, etc.</i>	0	200	0	0	200	0
Documentation costs	<i>books, journals, library</i>	0	150	0	0	150	0
Sub-total			£0			£0	£0
Grand total			£45,650			£57,410	£103,060

Annex 6

Humanitarian Practice Network

		Total Budget 13/14			Total Budget 14/15			
Notes/Description		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	Totals
Internal research costs								
Wendy Fenton	<i>HPN Coordinator</i>	118	700	82880	118	735	87024	
Research Fellow		5	670	3350	5	704	3518	
Research Officer		0	470	0	0	494	0	
Matthew Foley	<i>Editor</i>	80	450	36000	80	473	37800	
HPG Administration		20	250	5000	20	250	5000	
HPG Communications		150	250	37500	150	250	37500	
Salary costs total				£164,730		£170,842	£335,572	
External research costs								
Senior Research Associates		5	450	2250	5	450	2250	
Research Associates		0	350	0	0	350	0	
Local Researchers		0	250	0	0	250	0	
External research total				£2,250		£2,250	£4,500	
Travel and subsistence								
Flights – Return	<i>International</i>	3	1000	3000	3	1000	3000	
Flights – Return	<i>Europe</i>	4	250	1000	4	250	1000	
Accommodation and subsistence		15	150	2250	15	150	2250	
Visas, vaccinations and insurance		4	250	1000	4	250	1000	
Airport transfers		14	50	700	14	50	700	
In country travel (flights)		2	500	1000	2	500	1000	
UK travel		2	150	300	2	150	300	
In country travel (local)		2	150	300	2	150	300	
Travel and subsistence total				£9,550		£9,550	£19,100	
Publication costs								
Humanitarian Exchange	<i>Formatting and Production</i>	4	2500	10000	4	2500	10000	
	<i>Mailing</i>	4	4200	16800	4	4200	16800	
Sub-total				26800		26800		
Network Papers	<i>Formatting and Production</i>	2	2000	4000	2	2000	4000	
	<i>Mailing</i>	2	500	1000	2	500	1000	
Sub-total				5000		5000		
Translating and proofreading		2	3000	6000	3	3000	9000	
Publications total				£37,800		£40,800	£78,600	
Meetings/Roundtables/Conferences/Dissemination								
Dissemination meetings		10	500	5000	10	500	5000	
Roundtable (EU)		3	3000	9000	2	3000	6000	
Couriers		3	300	900	3	300	900	
Meetings total				£14,900		£11,900	£26,800	
Project costs/Miscellaneous								
Communications and project costs	<i>conference calls, couriers, etc.</i>	2	200	400	2	200	400	
Website maintenance		1	1000	1000	1	1000	1000	
Documentation costs	<i>books, journals, library</i>	2	150	300	2	150	300	
Sub-total				£1,700		£1,700	£3,400	
Grand total				£230,930		£237,042	£467,972	

Annex 7

Policy Engagement and Rapid Response

Notes/Description		Total Budget 13/14			Total Budget 14/15			Totals
		Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	
Internal research costs								
Sara Pantuliano	<i>HPG Head</i>	18	850	15300	18	893	16065	
HPG Research Fellow	<i>Various</i>	110	670	73700	110	704	77385	
HPG Research Officer	<i>Various</i>	27	470	12690	27	494	13325	
HPG Administration		10	250	2500	10	263	2625	
HPG Communications		36	250	9000	36	263	9450	
Salary costs total				£113,190		£118,850	£232,040	
External research costs								
Senior Research Associates		0	450	0	0	450	0	
Research Associates		0	350	0	0	350	0	
Local Researchers		0	250	0	0	250	0	
External research total				£0		£0	£0	
Travel and subsistence								
Flights – Return	<i>International</i>	4	1000	4000	2	1000	2000	
Flights – Return	<i>Europe</i>	5	250	1250	5	250	1250	
Flights – Return	<i>USA</i>	2	700	1400	2	700	1400	
Accommodation and subsistence		20	150	3000	20	150	3000	
Visas, vaccinations and insurance		3	250	750	3	250	750	
Airport transfers		24	50	1200	18	50	900	
In country travel (flights)		0	500	0	0	500	0	
UK travel		0	150	0	0	150	0	
In country travel (local)		0	150	0	0	150	0	
Travel and subsistence total				£11,600		£9,300	£20,900	
Publication costs								
HPG Working Paper	<i>Editing</i>	0	450	0	0	473	0	
	<i>Production</i>	0	500	0	0	500	0	
Sub-total				0		0	0	
HPG Policy Brief	<i>Editing</i>	4	450	1800	4	473	1890	
	<i>Production</i>	2	500	1000	2	500	1000	
Sub-total				2800		2890		
HPG Final Project Report	<i>Editing</i>	0	450	0	0	473	0	
	<i>Production</i>	0	1000	0	0	1000	0	
Sub-total				0		0	0	
Publications total				£1,000		£1,000	£2,000	
Meetings/Roundtables/Conferences/Dissemination								
Roundtable (regional)		1	10000	10000	1	10000	10000	
Roundtable (EU)		1	3000	3000	1	3000	3000	
Meetings total				£13,000		£13,000	£26,000	
Project costs/Miscellaneous								
Communications and project costs	conference calls, couriers, etc.	1	200	200	1	200	200	
Documentation costs	books, journals, library	1	150	150	1	150	150	
Sub-total				£350		£350	£700	
Grand total				£140,940		£144,390	£285,330	

Annex 8

Public Affairs and Representation

Notes/Description	Total Budget 13/14			Total Budget 14/15			Totals
	Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	
Internal research costs							
Sara Pantuliano	<i>HPG Head</i>	15	850	12750	15	893	13388
HPG Research Fellows	<i>Various</i>	90	670	60300	90	704	63315
HPG Research Officers	<i>Various</i>	25	470	11750	25	494	12338
HPG Administration		30	250	7500	30	250	7500
HPG Communications		87	250	21750	93	250	23250
Salary costs total			£114,050			£119,790	£233,840
External research costs							
Senior Research Associates		5	450	2250	5	450	2250
Research Associates		0	350	0	0	350	0
Local Researchers		0	250	0	0	250	0
External research total			£2,250			£2,250	£4,500
Travel and subsistence							
Flights – Return	<i>International</i>	2	1000	2000	2	1000	2000
Flights – Return	<i>Australia</i>	2	1800	3600	0	1800	0
Flights – Return	<i>Europe</i>	8	250	2000	8	250	2000
Flights – Return	<i>USA</i>	1	700	700	1	700	700
Accommodation and subsistence		20	150	3000	20	150	3000
Visas, vaccinations and insurance		2	250	500	2	250	500
Airport transfers		26	50	1300	26	50	1300
In country travel (flights)		0	500	0	0	500	0
UK travel		2	150	300	2	150	300
In country travel (local)		0	150	0	0	150	0
Travel and subsistence total			£13,400			£9,800	£23,200
Publication costs							
HPG Working Paper	<i>Editing</i>	0	450	0	0	473	0
	<i>Production</i>			0			0
Sub-total			0			0	
HPG Briefing Note	<i>Editing</i>	4	450	1800	4	473	1890
	<i>Production</i>	2	500	1000	2	500	1000
Sub-total			2800			2890	
HPG Annual Report	<i>Editing</i>	5	450	2250	5	473	2363
	<i>Production</i>	1	2000	2000	1	2000	2000
Sub-total			4250			4363	
Publications total			£3,000			£3,000	£6,000
Meetings/Roundtables/Conferences/Dissemination							
ODI Meetings/events		10	500	5000	10	500	5000
Meetings total			£5,000			£5,000	£10,000
Project costs/Miscellaneous							
Communications and project costs	<i>conference calls, couriers, etc.</i>	1	200	200	1	200	200
Documentation costs	<i>books, journals, library</i>	1	150	150	1	150	150
Sub-total			£350			£350	£700
Grand total			£142,100			£144,442	£286,542

Annex 9

Disasters Journal*

Notes/Description	Total Budget 13/14			Total Budget 14/15			Totals
	Quantity	Unit cost	Cost	Quantity	Unit cost	Cost	
Internal research costs							
Sara Pantuliano	37	850	29755	37	893	33023	
Eleanor Davey	10	470	4700	10	494	4935	
Disasters Administrator	28	250	7000	28	250	7000	
Salary costs total			£41,455			£44,958	
Travel and miscellaneous expenses							
UK travel	10	50	500	10	50	500	
Miscellaneous expenses			0				
Travel and miscellaneous total			£500			£500	
External production costs							
Editor – Helen Young	4	1200	4800	4	1500	6000	
Editor – David Alexander	4	500	2000	4	500	2000	
Copy Editor – Richard Jones	4	3200	12800	4	3200	12800	
Additional Editor	1	2000	2000	1	2000	2000	
Publication costs total			£21,600			£22,800	
Grand total			£63,555			£68,258	68,258

* A contribution of £10,000 will be made from IP income towards the *Disasters* Journal budget to draw linkages with HPG's work. The balance will be funded by journal subscriptions

Annex 10 Key Live Projects: Integrated Programme and Commissioned

Donor	Project Name	Researchers
IP 11–13		
IP	Resilience and Humanitarian Action	Simon Levine and Lilianne Fan
IP	Strengthening Humanitarian Negotiations and Strategies of Principled Action and access	Ashley Jackson
IP	Civil Military Coordination: The Search for Common Ground	Eva Svoboda, Simone Haysom, Lilianne Fan and Sean Loughna
IP	Global History of Modern Humanitarian Action	Sara Pantuliano, Eva Svoboda, Eleanor Davey and Matthew Foley
IP/MFA Denmark	Displacement in Urban Areas: Implications for Humanitarian Action	Sara Pantuliano, Simone Haysom, Sean Loughna and Ashley Jackson
IP	Humanitarian Practice Network	Wendy Fenton
IP	Rapid Response and Public Affairs	All
IP/Course fees	Advanced Course on Conflict, Crisis and Transitions (York)	Sara Pantuliano, Ashley Jackson and Eleanor Davey
IP/Course fees	Advanced Course on Crisis, Recovery and Transitions (Beijing)	Sara Pantuliano and Lilianne Fan
IP	Reprinting and Representation	Sara Pantuliano
Subscriptions/IP	<i>Disasters</i> Journal	Sara Pantuliano and Eleanor Davey
Commissioned Projects 11–12		
Donor	Project Name	Researchers
World Bank	Assessment of Livelihood Projects Targeting Internally Displaced Persons (IDPs) and Refugees	Simon Levine
ESRC and University of Bristol	Achieving Policy Coherence in Challenging Environments: Risk Management and Aid Culture in Sudan and Afghanistan	Ashley Jackson, with Sarah Collinson
NRC and ECHO	Strengthening Principled Humanitarian Response Capacities	Ashley Jackson and Sean Loughna
Horn Relief/Adeso	Food Assistance for Vulnerable Households in South Central Somalia Monitoring and Evaluating Services Consultancy (Phases I and II)	Simon Levine, Sarah Bailey
Oxfam	Africa Climate Change Resilience Alliance	Simon Levine
PSO	Perspectives on NGO Relations, Roles and Functions in the Aid Structure in South Sudan	Sara Pantuliano, Wendy Fenton
UNDP & OSE	Office of the Special Envoy for Haiti's Lessons Learned Report 2012	Lilianne Fan
OCHA, DPA, IP	Integrated Regional Information Networks (IRIN) Advisory Group	Sara Pantuliano
DG ECHO	INSPIRE Consortium – Civil-Military Policy Study	Eva Svoboda
DG ECHO	INSPIRE Consortium – ECHO Outreach Policy Study	Lilianne Fan
Irish Aid	Technical/Policy Support to Irish Aid's Emergency and Recovery Section on Resilience	Sara Pantuliano, Simon Levine
WFP	Review of WFP Evaluations of Cash Based Interventions 2007–2011	Simon Levine, Sarah Bailey
GIZ	Strengthening Resilience to Improve Connectedness in Transitional Settings	Simon Levine
UNWOMEN	Thematic Evaluation of UN WOMEN's Contribution to Increase Women's Leadership and Participation in Peace/Security and Humanitarian Response	Sean Loughna, Ashley Jackson
FAO	Analysis of Financing Mechanisms and Funding Streams to Enhance Emergency Preparedness	Lilianne Fan, Sara Pantuliano, Simon Levine
IFRC	World Disasters Report (Chapter 4 and contribution to Chapter 6)	Sara Pantuliano, Simone Haysom
DfID	Secure Livelihoods Research Consortium	Ashley Jackson, Simon Levine

Annex 11: HPG Advisory Group Members

AG Member	Organisation	Position
John Mitchell	ALNAP	Director
Alan March	AUSAID	Head, Humanitarian Preparedness and Response Branch
Sorcha O'Callaghan	British Red Cross Society	Head of Humanitarian Policy
Leslie Norton	Canadian International Development Agency (CIDA)	Director General, International Humanitarian Assistance Directorate
Dennis McNamara	Centre for Humanitarian Dialogue	Senior Humanitarian Advisor
Nicolas Lamadé	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Senior Manager, Security, Reconstruction and Peace
Joanna Macrae	Department for International Development (DfID)	Head of Profession and Senior Research Adviser, Humanitarian
Henrike Trautmann	European Commission Humanitarian Aid Office (ECHO)	Head of Unit, Humanitarian Aid and Civil Protection
Luca Alinovi	Food and Agriculture organisation (FAO)	FAO Representative in Somalia
Hany El-Banna	Humanitarian Forum	President
Margie Buchanan-Smith	Independent Consultant	Independent Consultant
Linda Poteat	Emergency Capacity Building Project	Director
Bruno Pommier	International Committee of the Red Cross (ICRC)	Humanitarian Action Advisor
Susan Fraser	Irish Aid	Senior Development Specialist, Emergency and Recovery Section
Jehangir Malik	Islamic Relief	UK Director
Randolph Kent	King's College London	Director, Humanitarian Futures Programme
Yoon Jeehyun	Korea International Cooperation Agency (KOICA)	Manager, Humanitarian Assistance and Multilateral Cooperation Office
Jelte van Wieren	MFA Netherlands	Head of the Humanitarian Aid and Reconstruction Division of the Stabilisation and Humanitarian Aid Department
Øystein Lyngroth	Ministry of Foreign Affairs Norway	Head of Project, Humanitarian Affairs
Thomas Thomsen	Ministry of Foreign Affairs Denmark	Chief Advisor, Humanitarian Section
Marc Dubois	MSF France	Executive Director
Hansjoerg Strohmeier	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Chief, Policy Development and Studies Branch
Kébé Abdullah	OIC (Organisation of Islamic Cooperation)	Professional Humanitarian Officer
Andy Norton	Overseas Development Institute (ODI)	Director of Research
Jane Cocking	Oxfam GB	Humanitarian Director
Patrick Kratt	Swedish International Development Cooperation Agency (SIDA)	Head (acting), Humanitarian Assistance Unit
Helen Young/Dan Maxwell	TUFTS University	Research Director, Nutrition and Livelihoods/Research Director for Food Security and Complex Emergencies
Jeff Crisp	United Nations High Commissioner for Refugees (UNHCR)	Head, Policy Development & Evaluation Service
Miwa Hirono	University of Nottingham	Deputy Director, Institute of Asia Pacific Studies
Roger Zetter	University of Oxford	Emeritus Professor of Refugee Studies
Sultan Barakat	University of York	Director, Post-war Reconstruction and Development Unit
Mia Beers	US Agency for International Development (USAID)	Humanitarian Coordination Specialist
Manuel Aranda da Silva	Independent Consultant	Independent Consultant

HPG

**Humanitarian
Policy Group**



Shaping policy for development