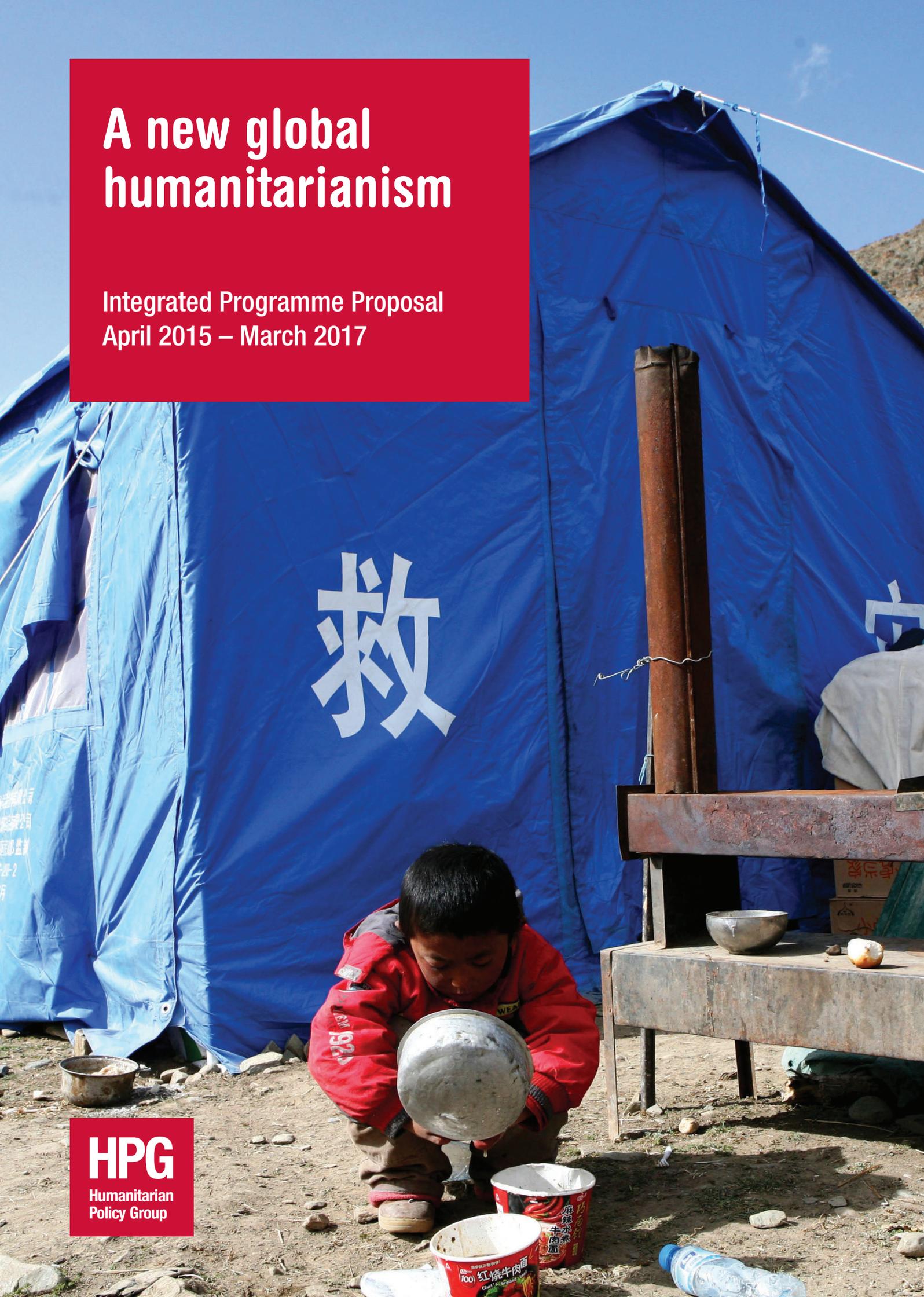


A new global humanitarianism

Integrated Programme Proposal
April 2015 – March 2017

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HPG
Humanitarian
Policy Group



HPG

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Front cover image: A child prepares food outside a Chinese aid tent after the Jyekundo Earthquake in Qinghai.
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Introduction

This is the twelfth 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 work in 2015–17, 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 work. 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 with our Advisory Group and discussions with HPG partners contributed to the selection of the new research topics. Preliminary literature reviews were used to shape outline proposals; as the projects progress, each will be developed into a full research framework, which will be made available on the HPG website.

Overview: a new global humanitarianism

The humanitarian system as currently constituted is failing to meet the needs of people in conflict and disasters, and it is increasingly apparent that slow, piecemeal change is not sufficient; what is required is much more far-reaching, fundamental transformation of the international humanitarian system. This research proposal sets out to map areas of potential change in how the system works, how it reaches people and delivers aid and how it responds to the needs and wishes of individual recipients in crises and disasters.

Many of the problems facing the international humanitarian system are inherent in the way it is organised, funded and run. Recognition of this fact has stimulated a decade of reforms aimed at addressing these systemic problems, but these changes have been designed to tweak existing arrangements, and the in-built flaws in the system's design and operation have been left largely untouched. Our project on 'Constructive deconstruction: rethinking the humanitarian architecture' seeks to challenge the

underlying – and often unspoken – assumptions on which the system currently operates, and map out how it might adapt or change by identifying the components of a more effective and efficient system and generating radical thinking on a new humanitarian architecture that reflects the wider landscape of humanitarian action beyond the 'traditional' system.

Other challenges to effective assistance are external to the system, and dictated by the security and political environment in which humanitarian action typically takes place. Our project 'Holding the keys: who gets access in times of conflict?' looks at one of the primary determinants of effective humanitarian response on the ground – the ability to reach people in need – but does so from the perspective of 'non-traditional' actors, including diaspora groups, businesses, grassroots groups and philanthropists. Building on past HPG research on negotiations with armed non-state actors, the aim is to move beyond the current preoccupation with access for mainstream aid providers to develop a

fuller picture of the aid landscape in areas where formal access is blocked or constrained.

The third research project proposed here, 'Beyond donorship: state-owned humanitarian action', complements this work on 'non-traditional' aid providers by exploring the growing role of 'non-traditional' states in humanitarian response, both on their own soil and, increasingly, overseas. Drawing on ongoing research on the global history of humanitarian action, which has documented long-standing traditions of state humanitarianism, the project will seek to develop a deeper understanding of states' engagement in crisis contexts, enabling the mainstream humanitarian system to adapt, not just to a broader range of aid actors, but to essentially new forms of state intervention in crises.

Finally, more effective humanitarian assistance will require a greater appreciation of the views, needs and capacities of affected people themselves. To that end, the fourth project in this cycle of the IP – 'Livelihoods in protracted displacement: harnessing refugees' aspirations, skills and networks' – moves beyond systemic and contextual questions to focus on the endpoint of the aid endeavour: the actual recipients of assistance. For a variety of reasons aid agencies rarely take the time to understand what their recipients need, or how they can support them in their own efforts to survive and make a living. Building on previous HPG work on displacement and vulnerability, this project will explore the different priorities of refugees in the course of protracted displacement,

and offer recommendations for supporting the strategies they use to meet them.

Taken together, this research proposal sets out an extremely challenging programme of far-reaching change and reform in systems and methods of aid delivery. It also argues for a new humility in how agencies approach the needs and aspirations of the people they are meant to be assisting. While many of the elements of change that are needed are beyond the scope of humanitarian actors themselves, this research programme has been developed in the belief that growing frustration with the failures of the existing humanitarian system provides an opportunity to shape a new approach to crises less constrained by the norms and assumptions of the past.

The research projects will be accompanied by extensive policy engagement and an energetic communications and public affairs programme, with tailored communications plans designed to ensure that research findings reach our key audiences 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. This 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. The Group will also continue to produce 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 Crisis Briefs 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), a global forum for policymakers, practitioners and others working in the humanitarian sector to share and disseminate information, analysis and experience. HPN publications – the quarterly *Humanitarian Exchange* magazine, commissioned Network Papers on specific subjects and Good Practice Reviews – form the heart of HPN's output. Increasingly, network members are accessing these and other materials through the dedicated HPN website, which also contains the entire HPN back catalogue. 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, through our Senior Leadership Course in Disaster Risk and Response with Tsinghua University and the

National Institute of Emergency Management at the China Academy of Governance (NIEM-CAG) in Beijing and via a new course for senior humanitarian

professionals in the UK which will build on the lessons learned from the advanced courses delivered over the last five years. Both courses aim to facilitate learning

and guided reflection on the political, strategic and operational challenges of transition from disaster and conflict to stability and peace.

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Integrated Programme 2015–2017

| Research projects | 2015/2016 | 2016/2017 | Total |
|---|-------------------|-------------------|-------------------|
| Constructive reconstruction: rethinking the global humanitarian architecture | 158,106 | 241,607 | 399,713 |
| Holding the keys: who gets access in times of conflict? | 187,103 | 207,392 | 394,495 |
| Beyond donorship: state-led humanitarian action | 191,977 | 201,892 | 393,869 |
| Livelihoods in protracted displacement: harnessing refugees' aspirations, skills and networks | 211,103 | 186,665 | 397,768 |
| The changing humanitarian landscape – Final report | 142,534 | 0 | 142,534 |
| Total research projects | £890,823 | £837,556 | £1,728,379 |
| Non-research projects | | | |
| Humanitarian Practice Network (HPN) | 218,930 | 216,870 | 435,800 |
| Policy engagement and representation | 143,960 | 168,484 | 312,444 |
| Public affairs and rapid response (Crisis Briefs) | 166,660 | 176,750 | 343,410 |
| Senior level course in conflict and humanitarian response (London) | 25,000 | 25,000 | 50,000 |
| Senior leadership course in disaster risk and response (Beijing) | 25,000 | 25,000 | 50,000 |
| Forging a new aid model – conference series | 77,320 | 78,845 | 156,165 |
| Disasters | 10,000 | 10,000 | 20,000 |
| Reprinting | 5,000 | 5,000 | 10,000 |
| Total non-research projects | £671,870 | £705,949 | £1,377,819 |
| | £1,562,693 | £1,543,505 | £3,106,198 |

Constructive deconstruction: rethinking the global humanitarian architecture

Background and rationale

During the past decade, there has been much debate about changes in the humanitarian sector. A survey of humanitarian literature reveals at least four major trajectories of change:

- the changing dynamics and growing complexity of humanitarian crises;
- changes in the types of actors involved in humanitarian action;
- changing technologies and innovations in humanitarian action; and
- changes to the humanitarian system itself.

Despite increasing discussion of such shifts in the humanitarian sector, actual changes in the formal global humanitarian architecture and in the way humanitarian assistance is delivered have been, at best, uneven, slow-moving and piecemeal. Despite significant growth in the scale of humanitarian needs and demands on the current system's competencies and capacity, a decade of reform efforts has focused on tweaking the current system, rather than challenging the underlying assumptions on which it operates and meeting the sector's current demands and growth.

Some changes have worked against the very goals of more effective and integrated response they were meant to address. For example, while innovative approaches such as cash transfers in emergencies are increasingly being applied and institutionalised, other changes, such as the cluster system, have perpetuated the 'siloed' manner in which humanitarian response works. Recent reports on humanitarian performance in places like South Sudan, the Democratic Republic of Congo and Syria suggest atrophy, inflexibility and a skills deficit in a sector that requires timeliness, predictability and flexibility, as well as appropriate, creative approaches to large-scale problems.

Project framework and methodology

Building on the findings of the 2013–2015 IP, which identified and examined the origins and implications of the changing humanitarian landscape, HPG will conduct a two-year research project on the global humanitarian architecture in an effort to analyse how it might adapt or change to meet the demands of today's crises. On a conceptual level, this work will examine the formal system's evolution and explore why it has failed to transform itself despite a growing awareness of 'change'. On a practical level, the research will assess the normative, policy and programmatic requirements of today's crises, and identify the characteristics of the current architecture that impede effective response. It will highlight the building blocks of a more enabling architecture, and offer recommendations for transformational change.

Research questions will include:

- What are the assumptions on which the current humanitarian architecture was built?
 - How are crises conceptualised, and how has this shaped (or failed to shape) these assumptions?
 - What are the power relationships implicit in these assumptions?
 - What assumptions have shifted and what assumptions have remained consistent through various processes of reform? What is at stake in the persistence of certain assumptions about the causes of crises and the role of humanitarian action in responding to them?
- What are the requirements of today's crises, and what are the blockages in the current system that prevent these requirements from being met?
 - Do institutions and mechanisms for planning, financing and coordinating humanitarian action reflect understanding of the complexity and diversity of humanitarian operations?

- What does ‘partnership’ mean in today’s emergencies? What models are available for engaging with current implementing organisations as well as emerging humanitarian actors, and what can we learn about networks, organisations and partnerships from other sectors and movements?
- What are the political, structural, financial and practical impediments and risks to developing and using national and local capacity?
- What are the building blocks of a system – or systems – that can better meet the diverse functional, geographic and partnership requirements of today’s crises, and in what ways can and should the current system adapt and change?

Project activities

Building on HPG’s and others’ analysis of the changing humanitarian landscape, a core programme of research would aim to identify the requirements of today’s crises, and analyse key critical flaws in the existing architecture that prevent these requirements from being met. Using a combination of theoretical aids, including theories of complexity and bureaucracy and tools such as Soft Systems Methodology, the project will engage in a ‘ground zero’ scenario-building exercise that reduces humanitarian action to its core elements and functions and then identifies the building blocks required of an ideal humanitarian system. Follow-up case studies will develop suggestions for adaptation in

key areas. HPG will also provide the space for creative and unrestricted debate of these issues at key points during the programme. These will take the form of small, targeted roundtable discussions and activities bringing together humanitarian policymakers and practitioners, academics, management experts and lateral thinkers to debate the core issues and identify solutions.

The programme will include specific activities designed to communicate and customise its findings and conclusions, both to individual organisations and sector-wide. The World Humanitarian Summit provides obvious entry points for HPG to inform system-wide debates, as will other global and local discussions oriented towards influencing Summit outcomes and implementation. For this reason, some of the preliminary analysis for this research programme will be front-loaded to ensure that it is incorporated into Summit consultations and debates. Taking the Summit as the midpoint in an ongoing process of change that will require additional thinking and strategising once Summit discussions are complete, key milestones have been designed to align with opportunities for leverage within the Summit process and beyond. HPG will also work with key partners to assist them in using the recommendations to inform their own change processes.

Project timeline and deliverables

This project will take place between April 2015 and March 2017. It will include the following phases:

- **Phase 1: April–September 2015.** This initial phase will define the research problem to be addressed. It will involve a review of relevant literature and policy debates, as well as an analysis of the critical assumptions underpinning the humanitarian architecture as currently constituted.
- **Phase 2: September 2015–May 2016.** This phase of the work will identify crisis requirements and systemic flaws. After an initial data-gathering exercise, case studies will be conducted to examine key problems in more detail. This phase will also include a ‘ground zero’ scenario-building exercise.
- **Phase 3: May 2016–March 2017.** Based on the analysis in the preceding two phases of work and the WHS outcomes, this phase will identify the building blocks of a more effective global humanitarian response architecture, and the bold changes required within the sector to meet the demands of future crises.

The project will result in a number of outputs, including:

- A working paper and policy brief outlining the key findings of the literature review and meta-analysis conducted in the first phase of the research.
- A set of case study reports and policy briefs based on the second phase of the research.
- A final report and policy brief synthesising the key findings of the project and setting out recommendations for change.

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

Background and rationale

Access is crucial in situations of armed conflict where civilians are in need of assistance and protection. It can also be denied or hampered by parties to a conflict for security or political reasons, or agencies themselves may delay or abandon attempts to deliver assistance out of concern for the safety of their staff and beneficiaries. Climate and terrain can also constitute constraints. Equally, some states have become more assertive and restrictive vis-à-vis the traditional humanitarian system, preferring to grant access, for example, to state-sponsored groups. States that previously were in a position to exert pressure on another state withholding access, such as the United States and Russia, have in some regions been replaced by other countries, including Turkey, Saudi Arabia and China. More broadly, the role of the UN Security Council in promoting humanitarian access has come under particular scrutiny and criticism in relation to the conflict in Syria. In the absence of a unified position on Syria and lack of progress on a political level, access is being negotiated on a more local level with the help of local authorities.

Thinking and research on the issue of access has tended to focus on security conditions and the safety of (primarily expatriate) aid workers. In relation to Syria the focus has been on the legal interpretation of access, in particular the legality of accessing territory without the consent of the state concerned. Some studies have looked at the use of humanitarian principles, and the degree to which they facilitate access in countries such as Somalia and Lebanon, while others have examined the obstacles humanitarian organisations face when trying to adhere to their principles.

In terms of those granting access, armed non-state actors (ANSAs) may give or withhold consent for

humanitarian agencies to operate in the territory they control. HPG has conducted extensive research on humanitarian negotiations with armed non-state actors. The current research will refer to this work for general discussion, and will carry out additional work on this dimension of access only if warranted by the specific context being analysed.

Most of the research currently available tends to focus on the ability of the traditional humanitarian sector to negotiate, obtain and maintain access to populations in need. There is limited research on how other, ‘non-traditional’ actors (i.e. diaspora groups, businessmen financing relief operations, local activist groups, grassroots movements, faith-based groups, philanthropists) negotiate access and conduct relief and protection operations.

This research will examine the types of actors that are given access where the traditional system has no or only a limited ability to work, and to what degree, if any, external actors (other states) have influence over who gets access. The project will look at three areas: the manner in which non-traditional actors negotiate access; states that give or withhold access (including the quality of access), what influences their decision to do so (variables such as political dynamics) and the consequences when access is limited; and whether access is granted more or less readily depending on the type of programming (protection, food, WASH etc.) access is negotiated for. Before these questions can be examined in detail the research will attempt to unpack terms such as access and what constitutes good quality or meaningful access, as well as terms such as ‘non-traditional’ actors. In addition, the assumption that there are two models – traditional and ‘non-traditional’ – will be reviewed and where appropriate other actors that might not fit these two categories will be included.

Project framework and methodology

The research will be guided by three main questions:

- How do ‘non-traditional’ actors gain access for relief and protection operations?
 - How do they negotiate and gain access: what do they do differently, if anything, and what can we learn from them (positives and negatives)?
 - Is there a difference in the way they conduct relief and protection activities?
 - What implications do their approaches have for the ‘formal system’ and for others trying to gain access or provide relief and protection in such situations?
 - Does the understanding of access among ‘non-traditional’ actors differ from the classical notion (based on consent from states and ANSAs, acceptance from local communities, guarantees to assess needs independently etc.)? Are humanitarian principles used to gain access?
 - In the absence of access do non-traditional actors revert to alternative strategies, such as the use of new technologies, remote management or ‘covert’ action?
- Who receives access, and who can influence those who give access?
 - Are those actors that are given access state-sponsored national groups, NGOs or individuals (businessmen,

philanthropists etc.)? How are their approaches different?

- To what extent are states that exert influence on belligerents (states and non-state armed actors) involved in discussions on access? To what degree can states such as Turkey, China, Saudi Arabia, Russia or the United States influence others in granting access, and to whom would such access be given if negotiated by these states as opposed to others? (This area of research will be done in close cooperation with the ‘state humanitarianism’ project of the IP.)
- The role of other gatekeepers (for example ‘black cats’ in Somalia), while not a primary focus, will also be examined.
- Does it matter what activities access is negotiated for (protection, food distributions, WASH projects etc.)?
 - Is access initially sought for less contentious activities in the hope that access for more sensitive work, such as protection, will come in time?
 - Are there examples of such a presence evolving over time, with protection interventions following assistance? Is it ethical to negotiate in such a ‘piecemeal’ fashion? What are the risks with such an approach?

Project activities

At the start of the project a Policy Brief will examine how traditional actors have negotiated access, how

risk management and political dynamics (state consent) have placed limitations on access and what alternative strategies are being employed, such as the use of technology, remote management and the use of implementing agencies. The research will begin with a steering group consultation. The steering group will ideally consist of traditional and ‘non-traditional’ actors. In addition, individual interviews with various actors will be conducted to refine the research questions and discuss potential case studies. Candidates include Sudan, Colombia, Myanmar (Rakhine), Ukraine, Libya, Bosnia (during the siege of Sarajevo), Turkey, Syria and the occupied Palestinian territories (oPt). The inclusion of a historical case study to illustrate the various phases of expanding and contracting access will be considered. The consultation should also ensure that the research remains timely and of interest to the humanitarian sector, while avoiding any duplication of similar work. The findings of this round of consultation will feed into a first roundtable with a wider audience, focusing in particular on the role of ‘non-traditional’ actors in access negotiations.

A desk-based literature review will identify trends and challenges as well as examples where actors outside the formal system have negotiated access, while examining the arguments they used to do so. Combined with the two field-based case studies, HPG will convene a roundtable towards the end of the project to present the findings and discuss to what degree these can influence policies of traditional and ‘non-traditional’ actors as well as

states. A final Policy Brief will bring together the findings and policy implications from the case studies and the roundtables.

Project timeline and deliverables

The project will take place between April 2015 and March 2017. It will comprise three phases:

- **Phase 1: May–September 2015.** This preliminary phase of work is designed to frame the research through consultations with the steering group

established to guide the work, and individual interviews. An initial roundtable will be held in September 2015.

- **Phase 2: September 2015–September 2016.** This phase of the research constitutes the case study element of the project. We plan three case studies, two based on fieldwork, and the third desk-based.
- **Phase 3: October 2016–March 2017.** This concluding phase of the project will bring together and synthesise the key findings, drawing on the research conducted in the previous

phases, as well as the outcomes of the second roundtable.

The project will result in a number of tangible outputs, including:

- An initial policy brief setting out the state of knowledge in this area, drawing on relevant literature and expert consultations.
- Three working papers presenting the key findings of the case study research.
- A final report and Policy Brief synthesising the key findings and setting out policy recommendations.

Beyond donorship: state-owned humanitarian action

Background and rationale

States have long directly engaged in humanitarian action abroad in a hands-on way that goes beyond the realm of donorship. As the Ebola crisis emerged in West Africa, for instance, the US government's Centers for Disease Control and Prevention (CDC) responded alongside comparable agencies from a number of other governments. Likewise, ministries, militaries and disaster management agencies routinely involve themselves in overseas humanitarian action, including through search and rescue and emergency medical teams, as occurred in Southeast Asia following the 2004 Indian Ocean tsunami and in Haiti following the 2010 earthquake. Rather than merely directing and shaping the action of non-governmental implementing partners, these interventions allow states a greater level of control over humanitarian work and afford them a greater level of visibility. This form of 'state-owned' humanitarian action is implemented by a range of institutions, including some which were established primarily for domestic purposes (e.g. national civil defence entities) and some which only operate abroad. In other cases states have established what some have labelled 'government-owned non-governmental organisations', or GONGOs, which are fully controlled by the state but which are designed to appear more independent.

HPG's research on the 'Global history of modern humanitarian action' documented long-standing traditions of state-owned humanitarianism based on cultural or religious notions of responsibility, solidarity, shared interests and strategic military and political objectives. Building on this work, and past HPG and HPN research on state-led humanitarian action, this study will consider the direct, unmediated role states play in humanitarian emergencies. In doing so, it will capture important information on novel approaches to humanitarianism and their

implications for humanitarian principles, access and effectiveness. The project aims to enable the broader humanitarian community to identify how to adapt to this growing trend, in line with the project on 'Constructive deconstruction'.

Project framework and methodology

Research questions will include:

- To what extent have states played a direct, hands-on role in overseas humanitarian operations (beyond the provision of funding)? Has this role been increasing or decreasing among different states or categories of states (e.g. OECD, BRICS and MINT countries)?
- What domestically-focused and outward-looking institutions do different states employ when directly engaging in relief work (e.g. line ministries, GONGOs, state-owned enterprises)? What particular considerations or adaptations apply when states send primarily domestic institutions abroad to engage in humanitarian action?
- Where and under what conditions are states more inclined to engage in state-owned forms of humanitarian action rather than working through non-governmental partners? How are such decisions made, and on what considerations are they based?
- How do these varied forms of state-led humanitarian action compare with those implemented by other actors in terms of effectiveness, efficiency, alignment with affected-state institutions and beneficiary satisfaction?
- How do state-owned institutions relate to and engage with the broader humanitarian community?
- In conflict-affected and otherwise sensitive environments, how can state-owned humanitarian institutions enable/achieve greater (or lesser) levels of access?

- What implications does humanitarian action by these actors have for humanitarian principles and for the broader humanitarian architecture?

These key questions will be supplemented by more detailed questions during the inception phase of the project.

Project activities

The project will begin with a detailed review of the available literature in multiple languages, allowing the research team to identify the most applicable – and under-researched – instances of direct state involvement in humanitarian action overseas. This will be followed by case study work in collaboration with local experts with strong contextual awareness and close ties with relevant state institutions. The selection of study countries will hinge on the findings of the inception phase but will likely include three countries from among the following: China, India, United Arab Emirates (UAE), Qatar, Turkey, Nigeria, Indonesia and Cuba.

Roundtable events will be convened to bring together key actors involved in state humanitarianism – and representatives of the broader humanitarian community – to consider developing trends and their implications for all those involved in humanitarian crises, including affected states and communities, inter-governmental organisations and NGOs. The roundtables will allow for original data collection, generate analysis and provide an opportunity to enhance the impact of the case studies and the broader project. The case studies will be designed specifically to enable synergies with other HPG IP projects, particularly those on access and the global humanitarian architecture.

Project timeline and deliverables

This project will take place between April 2015 and March 2017. It will include the following phases:

- **Inception: April–August 2015.** This phase will involve a review of the pertinent literature as well as consultations with key experts in the field. The desk review will include an analysis of both Western and non-Western state humanitarianism. The inception phase will result in the production of a background working paper and associated content; it will also facilitate the selection of particular case study countries.
- **Case study research: September 2015–October 2016.** Case studies of three countries will be undertaken. The timing of each will depend on a number of factors, including the identification of experts with adequate levels of access in the selected countries.
- **Roundtables: October 2016–January 2017.** These events will bring together key experts along with representatives of states that are engaging in humanitarian action in a hands-on manner. Depending on feasibility, some may be organised in case study countries while others may take place in cities with a high concentration of humanitarian agencies. The roundtables will build on the outcomes of the World Humanitarian Summit (WHS) and allow participants to reflect on the WHS's implications for state humanitarianism.
- **Policy impact: January–March 2017.** The last few months of the project will be dedicated to disseminating the final products of the study and developing short outputs which will help to promote the impact of the project's core findings among policymakers and practitioners.

The project will result in a number of tangible outputs, including:

- An initial briefing paper capturing the key findings of the literature review and expert consultations. This will aim to set the agenda for the project and provide examples extracted from the research. To ensure accessibility, it will be framed as a briefing paper rather than a lengthy working paper.
- A series of case studies of innovative forms of state-owned humanitarianism. These will include some written content, and will also draw upon audio recordings, videos and images curated by HPG researchers and local partners in the case study countries. These will be supported by HPG's and ODI's communications experts.
- Short online reports from each of the roundtable events.
- A final report that brings together all of the various elements of the project.

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

Background and rationale

Opportunities for refugees to make their voices heard and their perspectives known are limited. Equally, aid agencies responding to displacement crises do not take sufficient account of what refugees need even though increasingly there is recognition that programming cannot be credible or effective unless it understands and reflects refugees' perspectives. Feedback mechanisms are being introduced in certain contexts, although these are rarely systematic nor is there the necessary flexibility within aid agencies to adapt programmes accordingly and sufficiently quickly. Efforts over many years to engage in more participatory ways with the recipients of assistance and to listen to their opinions have not succeeded in ensuring that assistance is planned and implemented in ways that accord with the lives, perspectives and priorities of people affected by crisis. Instead, the assistance given by international humanitarian aid agencies is often shaped to a large extent by their own institutional characteristics, which may be quite out of step with the realities of the lives of the people whom they wish to help.

Humanitarian agencies have also largely failed to adapt their procedures and mechanisms to working in non-camp settings. The challenges of working with displaced people outside camps are many: it is difficult to identify beneficiaries simply by displacement status; the objectives of assistance change, because the displaced cannot be thought of as a dependent and maintained population and because they are actively pursuing their own interests; the divide between humanitarian and development actors becomes more problematic in responding to a situation where needs are both urgent and long-term; and the range of institutions, networks and individuals on whom the

displaced depend is much more diverse and harder to identify. Similarly, it is well recognised that most displacement is long-term and that there is a need to address problems faced by refugees (and internally displaced people) as a long-term, i.e. 'developmental', issue.

The result is a disconnect between what agencies provide in terms of assistance and what refugees need or want while they are displaced. Although it is recognised in principle by most agencies that work with the displaced that this gap needs to be bridged by incorporating refugees' perspectives, this has often proved difficult. Political considerations make it difficult to openly discuss particular instances of displacement as potentially protracted or where there is direct opposition from a host country to supporting refugees to develop independent economically active lives. There are also internally derived constraints to supporting the development of refugees' own agency, which have their roots in 'paradigm inertia' and in limitations in understanding the networks and strategies which refugees use.

Several studies are currently being established or conducted on the best ways to deliver support for the long-term needs of refugees in protracted displacement. These studies look at, among other things, evidence for good practice in supporting refugees and institutional constraints to adopting developmental approaches to protracted displacement. However, there is a dearth of understanding of refugees' own perceptions, strategies and networks. To complement other studies, this research will develop a better understanding of refugees' perspectives, the strategies they employ and the opportunities that are open to agencies to support these efforts.

The research itself will not directly analyse policy towards refugees. However, the rationale for the study is precisely its potential usefulness to the formulation of aid policy and practice in two ways:

- In one country, HPG will follow through the research by facilitating a process of reflection and dialogue designed to lead to the creation of new ways of interaction between agencies and refugees. This process will also be documented for wider sharing of any lessons learned.
- The research approach itself should have wider application than just refugees. Although HPG's own research will be limited to refugees, the same methodologies will hopefully be relevant to IDPs and even the non-displaced in protracted crises.

Project framework and methodology

The project will be guided by two main research questions:

- What are the different priorities of refugees in the course of protracted displacement, and what strategies do they use to meet them? How do these aims and strategies change during displacement?
- What opportunities are there to support refugees through a richer understanding of their perspectives, and the roles and perspectives of the people, networks and institutions that are important in shaping their lives in displacement?

In order to answer these questions,

the following sub-questions will be explored:

- Which kinds of people, networks or institutions have been most relevant to refugees in meeting their goals at different stages of their displacement? What have they used these networks and institutions for?
- What role do informal actors play in providing assistance and protection?
- How different are the priorities and strategies of refugees from the priorities which international assistance addresses or supports? How well do international agencies understand refugees' priorities and strategies?
- What are the consequences of any disconnect between refugees' needs and the response provided to them?
- How well do international agencies understand the roles in supporting or constraining the lives of refugees which are played by the people, networks and institutions on which the refugees rely?

Project activities

The project will begin by creating an expert steering group to guide the research. The steering group will include people with expertise in academic research, in policy and assistance to refugees and experts from the refugee community itself. A review of policies, paradigms and practices in assistance to refugee populations in protracted displacement will be conducted, and life histories will be gathered to gain an in-depth understanding of refugees' lives, tapping into the knowledge of a variety of

institutions with experience of working with or studying refugees. Some primary fieldwork will be needed. Proposed case studies are refugees from Myanmar in Malaysia; Syrian refugees in Turkey; and refugees from the Central African Republic in Cameroon, though the selection will be finalised with the project's steering group.

The scope of the research project does not permit the use of longitudinal research to follow changes in refugees' lives during the period of their displacement. Instead, the research will recreate with refugees their 'displacement life history' to understand how their aims, strategies and actions – and their wellbeing – have all changed during their displacement.

The research will be based on a purposive selection of a diverse group of refugees, both in terms of their demography and their experiences. The study will consider as refugees those who have fled across an international border in a context where there is general international recognition of a refugee situation. In other words, actual legal status will not be used to restrict the choice of people to be studied, but rather the implications of different legal statuses will themselves become a potential object of the study.

HPG will seek partnerships with national organisations (research institutes, refugee organisations, etc.) in the selected case study countries. In-depth field work in the two focus countries will study the networks and institutions refugees have attempted to harness, what shapes this interaction and its

outcomes. In this phase, HPG will convene a local roundtable bringing together individuals from various institutions to discuss their roles in refugee lives and to explore options for enhancing the contribution they could make.

In the next phase of the project we will create a learning platform in each case study country for formal humanitarian agencies engaged in supporting refugees. This will involve HPG working directly with agencies to examine their perceptions and paradigms and the ways in which their own institutions shape how they see and respond to the refugee experience. HPG will also examine ways to create space for collective reflection among international organisations, and for exchanges with the (often informal) institutions previously identified, and with refugees themselves. A final roundtable will identify other opportunities for learning between formal and informal institutions, and discuss other interaction, collaboration and coordination.

Because the research is based on just three case studies, no claims can be made to capturing a 'representative refugee experience'. The research is intended to generate broad lessons in how to approach an analysis of refugees' experience, rather than provide detailed recommendations. A wide variety of actors will hopefully be able to derive useful lessons from the analysis: governments, local authorities, refugee organisations, aid agencies (UN, NGOs, donors, etc.) and others. It is hoped that, despite

some differences in situation, many of the lessons will also be useful for those working with IDPs in protracted displacement.

Project timeline and deliverables

The project will take place between April 2015 and March 2017. It will include the following stages:

- **Establishing partnerships: April–June 2015.** A steering group will be established to guide the research project. This will comprise four or five experts on refugees, livelihoods and/or humanitarian assistance from the worlds of research/academia and refugee assistance (policy or operational practice). Research partners will also be looked for in the case study countries, probably from universities or other research institutes.
- **Reviews: April–December 2015.** The project will start with a desk- and interview-based review of existing research into refugee perspectives on livelihoods and assistance, and current attitudes around incorporating such perspectives into the design and practice of assistance in livelihoods and protection. This will result in a short paper for publication.
- **First phase of fieldwork: May 2015–March 2016.** Field research in the first case study country will begin in May 2015 and run until October 2015. Research in the other two countries will be from July until November 2015. This first phase of field work will

focus on understanding through life-histories the elements and networks that are important to refugees in coping with protracted displacement. This will come together in a short report for each study country highlighting refugee lives and networks. The report will be presented to agencies working with refugees in each country, together with refugees.

- **Second phase of fieldwork: February–August 2016.** Based on the first phase of fieldwork, networks and institutions relevant to refugees will be further examined. This will lead to the writing of a short report. A roundtable will be organised in each country bringing together actors from these networks and institutions with agencies working with refugees to discuss ways of working together to better the lives of refugees. Summaries for each roundtable will be published.
- **Facilitation of reflection and action: April–December 2016.** In the first case study country, where the research will be completed earliest, HPG will hold a number of meetings over six–eight months with the most important actors in supporting refugee livelihoods, in order to see how practice can be improved from any lessons learned during the research. This process is entirely dependent on the interest of these actors. The process itself will be documented and a short report published subject to the agreement of the participants.
- **Final report: October 2016–**

February 2017. A single final report for the three countries will be produced analysing how the perspectives of international agencies towards refugees are shaped and the extent to which they reflect the lives of refugees

and the local networks and institutions on which they rely. A policy brief making key recommendations emerging from the research on how support for refugees can be improved will also be published.

- **Dissemination: February–March 2017.** The reports and findings of the study will be disseminated through public events and interactions with relevant policymakers and organisations working with refugees.

Humanitarian Practice Network (HPN)

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 – *Humanitarian Exchange* magazine, Network Papers and Good Practice Reviews (GPR) – 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 online articles and blogs are written by and for practitioners, and play a unique role in examining policy developments and distilling and disseminating practice. HPN is 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. 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 two Communications Officers.

HPN’s members are part of a network of several thousand policymakers and practitioners around the world. To build on the strength of HPN’s membership and add value to the network, over the next IP cycle HPN will:

- Encourage increased member engagement with the network, including opportunities for debate at targeted events and online. During 2015–17 we plan to undertake a stakeholder survey which will give members an opportunity to provide feedback on the relevance and quality of HPN’s publications and events.
- Continue to increase and diversify 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. HPN will follow closely the development of a new network of southern-

based NGOs to be launched at the 2016 World Humanitarian Summit, identifying opportunities to engage with and support them.

- Continue to explore and expand the use of media techniques – such as online streaming, webinars and infographics – to ensure that HPN’s analysis and learning reaches members in formats that meet their preferences and needs.

During 2015–17 HPN will maintain a focus on publishing as its core activity. Proposed topics for the *Humanitarian Exchange* magazine include the Ebola crisis, Iraq, urban displacement and the crises in Sudan. Future Network Paper topics under discussion for possible publication in 2015–17 include innovation, disability, developments in humanitarian logistics and urban displacement. We will also review our existing series of GPR, as well as scanning the horizon for other potential GPR topics with the expectation that we will produce one either revised or new GPR during this period. While scoping work on gender-based violence during 2013–14 suggested that insufficient evidence existed to warrant a GPR on this topic, we will closely monitor developments in this area over the coming period. GPRs will be fundraised for separately, but seed money from the IP will be used to develop proposals and identify potential partners. We will also explore translating the revised edition of GPR 9 on disaster risk reduction into other languages if demand warrants doing so; pending funding, the revised GPR 8 on operational security management in violent environments will be translated into Arabic and Turkish.

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. HPN also maintains links with other humanitarian websites such as Alertnet and Reliefweb, and we will continue sending regular e-alerts to members to notify them of new publications, products and events.

Policy engagement and representation

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 aid worker security, resilience and counter-terror legislation and we regularly provide advice, analysis and guidance on a range of humanitarian crises in which the group has particular expertise, including CAR, Iraq, Myanmar, South Sudan, Sudan and Syria.

During the 2015–2017 IP, HPG plans to develop a programme of policy engagement to further disseminate ongoing research on protection. The project includes case studies from Syria and the Central African Republic. To ensure that we reach humanitarian policymakers and practitioners with our research findings, HPG will convene protection experts, practitioners and policy makers on the issue of Protection of Civilians sites based on the current situation in South Sudan with possible meetings to be held in London and Nairobi. HPG will continue to engage with key stakeholders through platforms such as the Global Protection Cluster. In particular, HPG will take forward HPN's work on gender-based violence and engage further on this cross-sectoral issue through its IP research projects as well as through policy engagement.

Similar policy engagement will draw from HPG's expertise on engaging with the private sector in humanitarian crisis as well as research on markets in

crisis and market-based interventions. There is a growing interest in working with international, national and local private sector in responding to crisis as well as working with and through markets and market actors. HPG is increasingly building its expertise on these issues and will continue to actively influence policy and practice through providing advice and guidance to communities of practice and engaging with global conferences and networks such as the World Economic Forum. HPG will also continue collaborating with businesses, corporate foundations and other groups to promote innovative thinking about humanitarian–private sector collaboration. To further this discussion, HPG will be seeking support for a number of intensive workshops to generate tangible proposals for business engagement with humanitarian challenges.

HPG will also seek to further its engagement on the role of regional organisations in humanitarian action. HPG will continue to build upon its successful 'Zones of Engagement' project by organising webinars which will allow representatives of regional organisations to share information, exchange good practices and continue discussing inter-organisational collaboration. Other areas of policy engagement will include civil–military coordination, cash and vouchers in emergencies, protection of civilians and resilience, building on HPG's past research and expertise.

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

Academic engagement and learning

Disasters

Disasters journal constitutes one of HPG's most important links with the international academic community. The journal has performed strongly over the 2013–15 IP cycle. Full text downloads of articles increased by 10% in 2014 from 125,724 to 138,869. The Impact Factor for *Disasters* in 2013 rose by 18% (from 0.868 to 1.023) and the journal is now ranked 26th out of 55 in Wiley's Planning and Development category (compared to 31st out of 55 in 2012).

During the 2013–15 cycle four special issues were published, focussing on Evidence-based Action in Humanitarian Crises, State Sovereignty and Humanitarian Action, the 2011 Great East Japan Earthquake and Tsunami and the 2010 Haiti Earthquake. Three virtual issues gathering together published articles on the theme of resilience were published in 2013, and three further virtual issues feature articles relevant to the 2014 West Africa Ebola outbreak, the 2004 Indian Ocean Tsunami and the Third World Conference on Disaster Risk Reduction in Sendai in March 2015.

At least two supplementary special issues will be developed for the 2015–17 cycle. The first will focus on the uses of history for humanitarian practice, and the second will bring together the best papers arising out of the 2013 World Conference on Humanitarian Studies in Istanbul (Human Security: Humanitarian Perspectives and Responses).

Senior level course in conflict and humanitarian response (London) and Senior leadership course in disaster risk and response (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 has convened, over the past five years, an annual course designed for mid-career and senior professionals aimed at facilitating learning and guided reflection on the political, strategic and operational challenges of transition from conflict to stability and peace.

What has become clear over the years is the need to more specifically nurture the leadership skills of humanitarian professionals and HPG will be shifting its focus to pilot a new Senior level course in conflict and humanitarian response. Course participants will engage in a participatory learning process that combines lectures from distinguished academics and practitioners with small group discussions and exercises. The course will be aimed at senior-level professionals and HPG will target NGO country directors and senior UN and donor staff, building on the experience gained from past advanced courses. The first Senior level course in conflict and humanitarian response is planned for summer 2015 in partnership with the London School of Economics (LSE).

During the 2013–15 IP cycle, HPG organised the second Asia-Pacific Advanced Course on Crisis, Recovery and Transitions in partnership with Tsinghua University's School for Public Policy and Management and the National Institute of Emergency Management at the Chinese Academy of Governance (NIEM-CAG). The course included speakers and academics from the region and/or with regional expertise, and brought together senior policymakers and practitioners for knowledge-sharing, drawing on regional examples and case studies. In 2014, HPG extended its involvement in China through a new Senior Leadership Course in Disaster Risk and Response integrated in the annual International Conference on Emergency Management in Beijing.

Organised with NIEM-CAG as well as relevant ministries and agencies, this new programme focused on senior Chinese government officials from the national, provincial and

local levels engaged in disaster management and response, and included an exchange with senior officials from other countries, such as the Governor of Leyte Province who led the response to

Typhoon Haiyan in his region. Both engagements marked further milestones in HPG's endeavours to strengthen existing partnerships in East Asia, which will continue in the 2015–17 IP cycle.

Public affairs and rapid response

HPG's public affairs strategy aims to influence debates on a range of humanitarian issues by communicating research and analysis to policymakers, practitioners, the media and the general public. Our public affairs work seeks to proactively shape the debate through targeted dissemination of our research findings and responding to key humanitarian issues and events that emerge in the external environment. The key components of this engagement are our events programme, innovative communications tools and engagement with specialist and global media.

We run 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, including policymakers, practitioners and leading figures from the humanitarian sector. Events will be produced to the highest standards and will be chaired by professional broadcasters, foreign affairs correspondents and experts from the sector. They will seek to set the agenda on key humanitarian topics or respond to urgent debates within 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. They will feature extensive participation from practitioners in the field through online engagement tools such as online streaming, video-conferencing and live-tweeting.

Where appropriate, events will be conducted under the Chatham House rule to provide opportunities for candid discussion and reflection. Examples from the 2013–15 IP cycle include a high-level conference to discuss the roles of rising and emerging global actors; roundtables with key South Sudanese and international

experts and officials to discuss ways forward in South Sudan; and a conference to explore the education crisis facing Syrian refugees.

HPG researchers also participate extensively in external and overseas events and other engagements. In the 2013–14 financial year, HPG contributed to 79 events in 22 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 expenses from the organisers of the events in question, but the costs of attending – and crucial investments in exploratory meetings and discussions around new and emerging issues – often cannot be recouped. This requires that we set aside a relatively modest budget for this purpose.

Another 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 previous IP cycle, with over 150 mentions in the media in the 2013–14 financial year. The Group makes significant media contributions, including broadcast interviews, blogs, commentaries, op-eds, articles and discussions in the national and international press. HPG's work will continue to seek to proactively shape and lead the media debate on key humanitarian topics. Active engagement has resulted in headline stories on topics such as humanitarian negotiations with Al-Shabaab in Somalia, remittances and cash transfers in Somalia, as well as the crises in Sudan, South Sudan, the Philippines, Syria and many more. We will seek to consolidate the Group's reputation as an important source of expertise for journalists, editors and programme-makers.

Bespoke communications plans tailored for each IP project will help ensure that we are targeting our key stakeholders with research findings and policy recommendations conveyed in accessible and diverse formats. We have also begun to explore new and dynamic communications media, such as infographics

and videos, and these channels will become a much more integral part of communications plans in the next IP, along with other engaging and visually striking products such as photo essays, animations, web-based publications and interactive data visualisations. To help make this a reality, we will also seek to integrate communications elements into field trips, providing opportunities to source communications content.

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 Crisis Brief on a particular topic or crisis context. In previous years, subjects covered under this heading have included the resumption of the conflict in South Kordofan, the crisis in Ukraine and reconstruction

in Gaza. In producing these briefings HPG covers issues and developments where we feel our particular expertise allows us to make a significant analytical contribution.

This engagement will also see proactive work to respond to or comment on growing media stories, such as the rise of IS in Iraq, renewed violence in South Sudan and the conflict in Syria. This allows HPG to help shape the debate and influence thinking amongst the general public to promote deeper understanding of the complexities of these humanitarian crises. 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 crisis in CAR, sexual and gender-based violence against men and boys and the role of R2P in the protection of civilians. 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 as well as in locations close to the crises under discussion.

Reprinting

HPG seeks 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

Constructive deconstruction: rethinking the global humanitarian architecture

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|--------------------------------------|------------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | <i>Director of HPG</i> | 5 | 935 | 4675 | 5 | 965 | 4825 | |
| Christina Bennett | <i>Project Leader</i> | 53 | 760 | 40280 | 84 | 780 | 65520 | |
| HPG Senior Research Fellow | | 20 | 935 | 18700 | 10 | 965 | 9650 | |
| HPG Research Fellows | | 49 | 738 | 36176 | 85 | 744 | 63257 | |
| Post Doc Fellow | | 10 | 465 | 4650 | 29 | 475 | 13775 | |
| HPG Research Officer | | 21 | 425 | 8925 | 25 | 437 | 10925 | |
| HPG Admin | | 15 | 260 | 3900 | 10 | 260 | 2600 | |
| HPG Comms | | 5 | 260 | 1300 | 10 | 260 | 26000 | |
| Internal Research costs total | | | | £118,606 | | | £173,152 | £291,758 |
| External research costs | | | | | | | | |
| Facilitators | | 5 | 1500 | 7500 | 5 | 1500 | 7500 | |
| Research Associates | | 5 | 500 | 2500 | 5 | 500 | 2500 | |
| External research total | | | | £10,000 | | | £10,000 | £20,000 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 4 | 1200 | 4800 | 6 | 1200 | 7200 | |
| Flights - Return | <i>Europe</i> | 2 | 300 | 600 | 2 | 300 | 600 | |
| Accommodation and subsistence | | 21 | 250 | 5250 | 31 | 250 | 7750 | |
| Visas, vaccinations and insurance | | 2 | 250 | 500 | 2 | 250 | 500 | |
| Airport transfers | | 12 | 50 | 600 | 16 | 50 | 800 | |
| In country travel (flights) | | 0 | 500 | 0 | 0 | 500 | 0 | |
| UK travel | | 1 | 150 | 150 | 1 | 150 | 150 | |
| In country travel (local) | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Travel and subsistence total | | | | £12,050 | | | £17,150 | £29,200 |
| Publication costs | | | | | | | | |
| HPG Working Paper | <i>Production</i> | 1 | 900 | 900 | 2 | 900 | 1800 | |
| | <i>Editing</i> | 3 | 465 | 1395 | 2 | 465 | 930 | |
| Sub Total | | | | 2295 | | | 2730 | |
| HPG Policy Brief | <i>Production</i> | 1 | 500 | 500 | 2 | 500 | 1000 | |
| | <i>Editing</i> | 2 | 465 | 930 | 2 | 465 | 930 | |
| Sub Total | | | | 1430 | | | 1930 | |
| HPG Report | <i>Production</i> | 0 | 1200 | 0 | 1 | 1200 | 1200 | |
| | <i>Editing</i> | 0 | 465 | 0 | 3 | 465 | 1395 | |
| Sub Total | | | | 0 | | | 2595 | |
| Roundtable Report | <i>Production</i> | 1 | 150 | 150 | 2 | 150 | 300 | |

Annex 1

Constructive deconstruction (continued)

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|--|-----------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Communication products | | | | | | | | |
| Infographics | | 1 | 3000 | 3000 | 1 | 3000 | 3000 | |
| Animations | | 0 | 3000 | 0 | 0 | 3000 | 0 | |
| Online publications | | 0 | 8000 | 0 | 0 | 8000 | 0 | |
| Publications total | | | | £6,875 | | | £10,555 | £17,430 |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Regional Roundtables | | 1 | 10000 | 10000 | 1 | 30000 | 30000 | |
| Dissemination meetings | <i>ODI</i> | 2 | 200 | 400 | 2 | 200 | 400 | |
| Meetings total | | | | £10,400 | | | £30,400 | £40,800 |
| Project Costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 100 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 75 | 1 | 150 | 150 | |
| Project costs miscellaneous total | | | | £175 | | | £350 | £525 |
| Grand total | | | | £158,106 | | | £241,607 | £399,713 |

* 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

Beyond donorship: state-owned humanitarian action

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|--------------------------------------|------------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | <i>Director of HPG</i> | 5 | 935 | 4675 | 5 | 965 | 4825 | |
| Senior Research Fellow | <i>Project Leader</i> | 48 | 935 | 44880 | 63 | 965 | 60795 | |
| HPG Research Fellows | | 74 | 738 | 54768 | 53 | 744 | 39700 | |
| HPG Research Officer | | 43 | 425 | 18275 | 56 | 437 | 24472 | |
| HPG Admin | | 15 | 260 | 3900 | 10 | 260 | 2600 | |
| HPG Comms | | 5 | 260 | 1300 | 10 | 260 | 2600 | |
| Internal Research costs total | | | | £127,039 | | | £134,992 | £262,031 |
| External research costs | | | | | | | | |
| Senior Research Associates | | 3 | 550 | 1650 | 0 | 550 | 0 | |
| Research Associates | | 20 | 500 | 10000 | 20 | 500 | 10000 | |
| Local Consultants | | 40 | 400 | 16000 | 40 | 400 | 16000 | |
| External research total | | | | £27,650 | | | £26,000 | £53,650 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 4 | 1200 | 4800 | 5 | 1200 | 6000 | |
| Flights - Return | <i>Europe</i> | 2 | 300 | 600 | 2 | 300 | 600 | |
| Accommodation and subsistence | | 36 | 250 | 9000 | 36 | 250 | 9000 | |
| Visas, vaccinations and insurance | | 2 | 250 | 500 | 1 | 250 | 250 | |
| Airport transfers | | 12 | 50 | 600 | 14 | 50 | 700 | |
| In country travel (flights) | | 1 | 500 | 500 | 1 | 500 | 500 | |
| UK travel | | 1 | 150 | 150 | 1 | 150 | 150 | |

Annex 2

Beyond donorship (continued)

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|--|-----------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| In country travel (local) | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Travel and subsistence total | | | | £16,300 | | | £17,350 | £33,650 |
| Publication costs | | | | | | | | |
| HPG Working Paper | <i>Production</i> | 1 | 900 | 900 | 3 | 900 | 2700 | |
| | <i>Editing</i> | 3 | 465 | 1395 | 4 | 465 | 1860 | |
| Subtotal | | | | 2295 | | | 4560 | |
| HPG Policy Brief | <i>Production</i> | 2 | 500 | 1000 | 3 | 500 | 1500 | |
| | <i>Editing</i> | 4 | 465 | 1860 | 2 | 465 | 930 | |
| Subtotal | | | | 2860 | | | 2430 | |
| HPG Report | <i>Production</i> | 0 | 1200 | 0 | 1 | 1200 | 1200 | |
| | <i>Editing</i> | 0 | 465 | 0 | 4 | 465 | 1860 | |
| Subtotal | | | | 0 | | | 3060 | |
| Roundtable Report | <i>Production</i> | 1 | 150 | 150 | 3 | 150 | 450 | |
| Communication products | | | | | | | | |
| Infographics | | 1 | 3000 | 3000 | 1 | 3000 | 3000 | |
| Animations | | 0 | 3000 | 0 | 1 | 3000 | 3000 | |
| Podcasts - comms trips | | 1 | 1500 | 1500 | 1 | 1500 | 1500 | |
| Photography | | 0 | 300 | 0 | 1 | 300 | 300 | |
| Publications total | | | | £9,805 | | | £18,300 | £28,105 |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Regional Roundtable | | 1 | 3000 | 5000 | 3 | 3000 | 10000 | |
| Dissemination meetings | <i>ODI</i> | 1 | 200 | 200 | 2 | 200 | 400 | |
| Meetings total | | | | £5,200 | | | £10,400 | £15,600 |
| Project Costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Project costs/miscellaneous total | | | | £350 | | | £350 | £700 |
| Grand total | | | | £187,103 | | | £207,392 | £394,495 |

Annex 3

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

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|--|------------------------|--------------|-----------|-----------------|--------------|-----------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | <i>Director of HPG</i> | 5 | 935 | 4675 | 5 | 965 | 4825 | |
| Eva Svoboda | <i>Project Leader</i> | 79 | 760 | 60040 | 46 | 780 | 35880 | |
| HPG Research Fellows | | 83 | 704 | 58432 | 145 | 725 | 105125 | |
| HPG Research Officer | | 35 | 425 | 14875 | 26 | 437 | 11362 | |
| HPG Admin | | 15 | 260 | 3900 | 10 | 260 | 2600 | |
| HPG Comms | | 5 | 260 | 1300 | 10 | 260 | 2600 | |
| Internal Research costs total | | | | £143,222 | | | £162,392 | £305,614 |
| External research costs | | | | | | | | |
| Senior Research Associates | | 5 | 550 | 2750 | 5 | 550 | 2750 | |
| Research Associates | | 5 | 500 | 2500 | 5 | 500 | 2500 | |
| Local Consultants | | 40 | 400 | 16000 | 15 | 400 | 6000 | |
| External research total | | | | £21,250 | | | £11,250 | £32,500 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 4 | 1200 | 4800 | 2 | 1200 | 2400 | |
| Flights - Return | <i>Europe</i> | 2 | 300 | 600 | 2 | 300 | 600 | |
| Accommodation and subsistence | | 34 | 250 | 8500 | 16 | 250 | 4000 | |
| Visas, vaccinations and insurance | | 2 | 250 | 500 | 0 | 250 | 0 | |
| Airport transfers | | 12 | 50 | 600 | 8 | 50 | 400 | |
| In country travel (flights) | | 2 | 500 | 1000 | 0 | 500 | 0 | |
| UK travel | | 1 | 150 | 150 | 1 | 150 | 150 | |
| In country travel (local) | | 2 | 150 | 300 | 1 | 150 | 150 | |
| Travel and subsistence total | | | | £16,450 | | | £7,700 | £24,150 |
| Publication costs | | | | | | | | |
| HPG Working Paper | <i>Production</i> | 1 | 900 | 900 | 2 | 900 | 1800 | |
| | <i>Editing</i> | 3 | 465 | 1395 | 4 | 465 | 1860 | |
| Subtotal | | | | 2295 | | | 3660 | |
| HPG Policy Brief | <i>Production</i> | 2 | 500 | 1000 | 1 | 500 | 500 | |
| | <i>Editing</i> | 4 | 465 | 1860 | 2 | 465 | 930 | |
| Subtotal | | | | 2860 | | | 1430 | |
| HPG Report | <i>Production</i> | 0 | 1200 | 0 | 1 | 1200 | 1200 | |
| | <i>Editing</i> | 0 | 465 | 0 | 4 | 465 | 1860 | |
| Subtotal | | | | 0 | | | 3060 | |
| Roundtable report | <i>Production</i> | 1 | 150 | 150 | 1 | 150 | 150 | |
| Communication products | | | | | | | | |
| Infographics | | 0 | 3000 | 0 | 1 | 3000 | 3000 | |
| Animations | | 0 | 3000 | 0 | 1 | 3000 | 3000 | |
| Photography | | 0 | 300 | 0 | 1 | 300 | 300 | |
| Publications total | | | | £5,305 | | | £14,600 | £19,905 |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Regional Roundtables | | 1 | 5000 | 5000 | 1 | 5000 | 5000 | |
| Dissemination meetings | <i>ODI</i> | 2 | 200 | 400 | 3 | 200 | 600 | |
| Meetings total | | | | £5,400 | | | £5,600 | £11,000 |
| Project Costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Project costs/ miscellaneous total | | | | £350 | | | £350 | £700 |
| Grand total | | | | £191,977 | | | £201,892 | £393,869 |

Annex 4

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

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|--------------------------------------|------------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|------------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | <i>Director of HPG</i> | 5 | 935 | 4675 | 5 | 965 | 4825 | |
| Simon Levine | <i>Project Leader</i> | 38 | 760 | 28880 | 51 | 780 | 39780 | |
| HPG Research Fellows | | 112 | 738 | 82928 | 75 | 744 | 55585 | |
| Post Doc Fellow | | 71 | 465 | 33015 | 41 | 475 | 19475 | |
| HPG Admin | | 15 | 260 | 3900 | 10 | 260 | 2600 | |
| HPG Comms | | 5 | 260 | 1300 | 10 | 260 | 2600 | |
| Internal Research costs total | | | | £154,698 | | | £124,865 | £279,5633 |
| External research costs | | | | | | | | |
| Senior Research Associates | | 0 | 550 | 0 | 0 | 550 | 0 | |
| Research Associates | | 0 | 500 | 0 | 0 | 500 | 0 | |
| Local Consultants | | 50 | 400 | 20000 | 50 | 400 | 20000 | |
| External research total | | | | £20,000 | | | £20,000 | £40,000 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 4 | 1200 | 4800 | 5 | 1200 | 6000 | |
| Flights - Return | <i>Europe</i> | 2 | 300 | 600 | 2 | 300 | 600 | |
| Accommodation and subsistence | | 40 | 250 | 10000 | 40 | 250 | 10000 | |
| Visas, vaccinations and insurance | | 7 | 250 | 1750 | 7 | 250 | 1750 | |
| Airport transfers | | 12 | 50 | 600 | 14 | 50 | 700 | |
| In country travel (flights) | | 2 | 500 | 1000 | 2 | 500 | 1000 | |
| UK travel | | 1 | 150 | 150 | 1 | 150 | 150 | |
| In country travel (local) | | 4 | 150 | 600 | 5 | 150 | 750 | |
| Travel and subsistence total | | | | £19,500 | | | £20,950 | £40,450 |
| Publication costs | | | | | | | | |
| HPG Working Paper | <i>Production</i> | 3 | 900 | 2700 | 2 | 900 | 1800 | |
| | <i>Editing</i> | 5 | 465 | 2325 | 4 | 465 | 1860 | |
| Subtotal | | | | 5025 | | | 3660 | |
| HPG Policy Brief | <i>Production</i> | 1 | 500 | 500 | 2 | 500 | 1000 | |
| | <i>Editing</i> | 2 | 465 | 930 | 2 | 465 | 930 | |
| Subtotal | | | | 1430 | | | 1930 | |
| HPG Report | <i>Production</i> | 0 | 1200 | 0 | 1 | 1200 | 1200 | |
| | <i>Editing</i> | 0 | 465 | 0 | 4 | 465 | 1860 | |
| Subtotal | | | | 0 | | | 3060 | |
| Roundtable report | | 0 | 150 | 0 | 1 | 150 | 150 | |
| Communication products | | | | | | | | |
| Infographics | | 0 | 3000 | 0 | 1 | 3000 | 3000 | |
| Animations | | 0 | 0 | 0 | 1 | 3000 | 3000 | |
| Films | | 1 | 4000 | 4000 | 1 | 4000 | 4000 | |
| Photography | | 1 | 300 | 300 | 1 | 300 | 300 | |
| Photographer in the field | | 1 | 5000 | 5000 | 0 | 5000 | 0 | |
| Publications total | | | | £15,755 | | | £19,100 | £34,855 |

Annex 4

Livelihoods in protracted displacement (continued)

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|--|-----------------------|--------------|--------------|-----------------|--------------|--------------|-----------------|----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Local Roundtables | | 1 | 200 | 200 | 2 | 200 | 400 | |
| Dissemination meetings | ODI | 3 | 200 | 600 | 5 | 200 | 1000 | |
| Meetings total | | | | £800 | | | £1,400 | £2,200 |
| Project costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Project costs/miscellaneous total | | | | £350 | | | £350 | £700 |
| Grand total | | | | £211,103 | | | £186,665 | £397,76 |

Annex 5

The changing humanitarian landscape – Final report

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|--|-----------------------|--------------|--------------|-----------------|--------------|--------------|-----------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | Director of HPG | 10 | 935 | 9350 | 0 | 965 | 0 | |
| Christina Bennett | Project Leader | 26 | 760 | 19760 | 0 | 780 | 0 | |
| HPG Senior Research Fellow | | 10 | 935 | 9350 | 0 | 965 | 0 | |
| HPG Research Fellows | | 51 | 738 | 37324 | 0 | 744 | 0 | |
| Post Doc Fellow | | 34 | 465 | 15810 | 0 | 475 | 0 | |
| HPG Research Officer | | 5 | 425 | 2125 | 0 | 437 | 0 | |
| HPG Admin | | 2 | 260 | 520 | 0 | 260 | 0 | |
| HPG Comms | | 10 | 260 | 2600 | 0 | 260 | 0 | |
| Internal Research costs total | | | | £96,839 | | | £0 | £96,839 |
| External research costs | | | | | | | | |
| Senior Research Associates | | 5 | 550 | 2750 | 0 | 550 | 0 | |
| Local Consultants | | 70 | 100 | 7000 | 0 | 400 | 0 | |
| External research total | | | | £9,750 | | | £0 | £9,750 |
| Publication costs | | | | | | | | |
| Flagship report | Design | 1 | 25000 | 25000 | 0 | 900 | 0 | |
| | Printing | 1 | 3000 | 3000 | 0 | 500 | 0 | |
| | Editing | 3 | 465 | 1395 | 0 | 1200 | 0 | |
| Publications total | | | | £29,395 | | | £0 | £29,395 |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Regional Roundtables | | 2 | 3000 | 6000 | 0 | 3000 | 0 | |
| Dissemination meetings | ODI | 1 | 200 | 200 | 0 | 200 | 0 | |
| Meetings total | | | | £6,200 | | | £0 | £6,200 |
| Project costs/Miscellany | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 0 | 200 | 0 | |
| Documentation costs | | 1 | 150 | 150 | 0 | 150 | 0 | |
| Project costs/ miscellaneous total | | | | £350 | | | £0 | £350 |
| Grand total | | | | £142,534 | | | £0 | £142,534 |

Annex 6

Humanitarian Practice Network (HPN)

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Totals |
|---|----------------------------|--------------|-----------|-----------------|--------------|-----------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Wendy Fenton | <i>HPN Coordinator</i> | 84 | 760 | 63840 | 84 | 780 | 65520 | |
| HPG Research Fellows | | 10 | 738 | 7040 | 10 | 744 | 7250 | |
| Matthew Foley | <i>Editor</i> | 80 | 465 | 37200 | 80 | 465 | 37200 | |
| HPG Admin | | 20 | 260 | 5200 | 20 | 260 | 5200 | |
| HPG Comms | | 160 | 260 | 41600 | 160 | 260 | 41600 | |
| Internal Research costs total | | | | £154,880 | | | £156,770 | £311,650 |
| External research costs | | | | | | | | |
| Research Associates | | 5 | 550 | 2750 | 5 | 550 | 2750 | |
| External research total | | | | £2,750 | | | £2,750 | £5,500 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 3 | 1200 | 3600 | 3 | 1200 | 3600 | |
| Flights - Return | <i>Europe</i> | 3 | 300 | 900 | 3 | 300 | 900 | |
| Accommodation and subsistence | | 10 | 250 | 2500 | 10 | 250 | 2500 | |
| Visas, vaccinations and insurance | | 3 | 250 | 750 | 3 | 250 | 750 | |
| Airport transfers | | 6 | 50 | 300 | 6 | 50 | 300 | |
| In country travel (flights) | | 0 | 500 | 0 | 0 | 500 | 0 | |
| UK travel | | 2 | 150 | 300 | 2 | 150 | 300 | |
| In country travel (local) | | 2 | 150 | 300 | 2 | 150 | 300 | |
| Travel and subsistence total | | | | £8,650 | | | £8,650 | £17,300 |
| Publication costs | | | | | | | | |
| Humanitarian Exchange | <i>Production</i> | 4 | 4000 | 16000 | 4 | 4000 | 16000 | |
| | <i>Mailing</i> | 4 | 4000 | 16000 | 4 | 4000 | 16000 | |
| Sub-total | | | | 32000 | | | 32000 | |
| Network Papers | <i>Production</i> | 4 | 2000 | 8000 | 4 | 2000 | 8000 | |
| | <i>Mailing</i> | 4 | 500 | 2000 | 4 | 500 | 2000 | |
| Sub-total | | | | 10000 | | | 10000 | |
| Translating and proofreading | | 1 | 3000 | 3000 | 1 | 3000 | 3000 | |
| Publications total | | | | £45,000 | | | £45,000 | £90,000 |
| Meetings/Roundtables/Conferences/Dissemination | | | | | | | | |
| Dissemination meetings | <i>ODI</i> | 10 | 200 | 2000 | 10 | 200 | 2000 | |
| Meetings total | | | | £2,000 | | | £2,000 | £4,000 |
| Project costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 10 | 200 | 2000 | 10 | 200 | 2000 | |
| Scoping study for new website | | 1 | 2000 | 2000 | | | | |
| Website maintenance | | 1 | 1500 | 1500 | 1 | 1500 | 1500 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Project costs/miscellaneous total | | | | £5,650 | | | £1,700 | £7,350 |
| Grand total | | | | £218,930 | | | £216,870 | £435,800 |

Annex 7

Policy engagement and representation

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|---|-----------------------|--------------|-----------|-----------------|--------------|-----------|-----------------|------------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | Director of HPG | 22 | 935 | 20570 | 30 | 965 | 28950 | |
| HPG Senior Research Fellow | | 20 | 935 | 18700 | 30 | 965 | 28950 | |
| HPG Research Fellows | | 75 | 738 | 55320 | 76 | 744 | 56850 | |
| Post Doc Fellow | | 2 | 465 | 930 | 10 | 475 | 4750 | |
| HPG Research Officer | | 2 | 425 | 850 | 2 | 437 | 874 | |
| HPG Admin | | 10 | 260 | 2600 | 20 | 260 | 5200 | |
| HPG Comms | | 40 | 260 | 10400 | 32 | 260 | 8320 | |
| Internal Research costs total | | | | £109,370 | | | £133,894 | £243,2644 |
| External research costs | | | | | | | | |
| Research Associates | | 10 | 550 | 5500 | 10 | 550 | 5500 | |
| External research total | | | | £5,500 | | | £5,500 | £11,000 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | International | 3 | 1200 | 3600 | 3 | 1200 | 3600 | |
| Flights - Return | Europe | 10 | 300 | 3000 | 10 | 300 | 3000 | |
| Flights - Return | Australia | 1 | 2000 | 2000 | 1 | 2000 | 2000 | |
| Accommodation and subsistence | | 27 | 250 | 6750 | 27 | 250 | 6750 | |
| Visas, vaccinations and insurance | | 3 | 250 | 750 | 3 | 250 | 750 | |
| Airport transfers | | 28 | 50 | 1400 | 28 | 50 | 1400 | |
| In country travel (flights) | | 3 | 500 | 1500 | 3 | 500 | 1500 | |
| UK travel | | 2 | 150 | 300 | 2 | 150 | 300 | |
| In country travel (local) | | 2 | 150 | 300 | 2 | 150 | 300 | |
| Travel and subsistence total | | | | £19,600 | | | £19,600 | £39,200 |
| Publication costs | | | | | | | | |
| HPG Policy Brief | Production | 2 | 500 | 1000 | 2 | 500 | 1000 | |
| | Editing | 3 | 465 | 1395 | 3 | 465 | 1395 | |
| Subtotal | | | | 2395 | | | 2395 | |
| HPG Annual Report | Production | 1 | 2000 | 2000 | 1 | 2000 | 2000 | |
| | Editing | 3 | 465 | 1395 | 3 | 465 | 1395 | |
| Subtotal | | | | 3395 | | | 3395 | |
| Publications total | | | | £5,790 | | | £5,790 | £11,580 |
| Meetings/Dissemination event | | | | | | | | |
| Dissemination meetings | ODI | 5 | 200 | 1000 | 5 | 200 | 1000 | |
| Regional Roundtables | | 1 | 2000 | 2000 | 1 | 2000 | 2000 | |
| Meetings total | | | | £3,000 | | | £3,000 | £6,000 |
| Project costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 2 | 200 | 400 | 2 | 200 | 400 | |
| Documentation costs | | 2 | 150 | 300 | 2 | 150 | 300 | |
| Project costs/ miscellaneous total | | | | £700 | | | £700 | £1,400 |
| Grand total | | | | £143,960 | | | £168,484 | £312,444 |

Annex 8

Public affairs and rapid response

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|--|------------------------|--------------|-----------|-----------------|--------------|-----------|-----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | <i>Director of HPG</i> | 20 | 935 | 18700 | 20 | 965 | 19300 | |
| HPG Senior Research Fellow | | 10 | 935 | 9350 | 15 | 965 | 14475 | |
| HPG Research Fellows | | 70 | 738 | 51520 | 76 | 744 | 56850 | |
| Post Doc Fellow | | 5 | 465 | 2325 | 8 | 475 | 3800 | |
| Research Officers | | 5 | 425 | 2125 | 5 | 437 | 2185 | |
| HPG Senior Research Fellow | <i>Crisis Briefs</i> | 10 | 935 | 9350 | | | | |
| HPG Research Fellows | <i>Crisis Briefs</i> | 30 | 738 | 22250 | 31 | 744 | 22850 | |
| Post Doc Fellow | | 0 | 425 | 0 | 10 | 475 | 4750 | |
| HPG Admin | | 10 | 260 | 2600 | 20 | 260 | 5200 | |
| HPG Comms | | 65 | 260 | 16900 | 65 | 260 | 16900 | |
| Internal Research costs total | | | | £135,120 | | | £146,310 | £281,430 |
| External research costs | | | | | | | | |
| Research Associates | | 5 | 550 | 2750 | 5 | 550 | 2750 | |
| External research total | | | | £2,750 | | | £2,750 | £5,500 |
| Travel and subsistence | | | | | | | | |
| Flights - Return | <i>International</i> | 2 | 1200 | 2400 | 2 | 1200 | 2400 | |
| Flights - Return | <i>Europe</i> | 10 | 300 | 3000 | 10 | 300 | 3000 | |
| Flights - Return | <i>Australia</i> | 0 | 2000 | 0 | 0 | 2000 | 0 | |
| Accommodation and subsistence | | 20 | 250 | 5000 | 20 | 250 | 5000 | |
| Visas, vaccinations and insurance | | 0 | 250 | 0 | 0 | 250 | 0 | |
| Airport transfers | | 24 | 50 | 1200 | 24 | 50 | 1200 | |
| In country travel (flights) | | 2 | 500 | 1000 | 2 | 500 | 1000 | |
| UK travel | | 5 | 150 | 750 | 5 | 150 | 750 | |
| In country travel (local) | | 0 | 150 | 0 | 0 | 150 | 0 | |
| Travel and subsistence total | | | | £13,350 | | | £13,350 | £26,700 |
| Publication costs | | | | | | | | |
| HPG Policy Brief | <i>Production</i> | 3 | 500 | 1500 | 3 | 500 | 1500 | |
| | <i>Editing</i> | 6 | 465 | 2790 | 6 | 465 | 2790 | |
| Subtotal | | | | 4290 | | | 4290 | |
| Rapid response | | | | | | | | |
| Infographics | | 1 | 3000 | 3000 | 1 | 3000 | 3000 | |
| Crisis Briefs | | | | | | | | |
| Enhanced | | 2 | 1000 | 2000 | 2 | 1000 | 2000 | |
| Standard | | 2 | 500 | 1000 | 2 | 500 | 1000 | |
| Publications total | | | | £10,290 | | | £10,290 | £20,580 |
| Meetings/Dissemination event | | | | | | | | |
| Dissemination meetings | <i>ODI</i> | 5 | 100 | 500 | 5 | 100 | 500 | |
| Regional Roundtables | | 1 | 3000 | 3000 | 1 | 3000 | 3000 | |
| Banners | | 2 | 300 | 600 | 0 | 300 | 0 | |
| Photography exhibition | | 1 | 500 | 500 | 0 | 500 | 0 | |
| Facebook promotion | | 1 | 100 | 100 | 1 | 100 | 100 | |
| Twitter promotion | | 1 | 100 | 100 | 1 | 100 | 100 | |
| Meetings total | | | | £4,800 | | | £3,700 | £8,500 |
| Project Costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| Project costs/miscellaneous total | | | | £350 | | | £350 | £700 |
| Grand total | | | | £166,660 | | | £176,750 | £343,410 |

Annex 9

Forging a new aid model? Conference series

| | Notes/ Description | Budget 15/16 | | | Budget 16/17 | | | Total |
|--|-----------------------|--------------|-----------|----------------|--------------|-----------|----------------|-----------------|
| | | Quantity | Unit cost | Cost | Quantity | Unit cost | Cost | |
| Internal research costs | | | | | | | | |
| Sara Pantuliano | Director of HPG | 6 | 935 | 5610 | 6 | 965 | 5790 | |
| HPG Senior Research Fellow | | 10 | 935 | 9350 | 10 | 965 | 9650 | |
| HPG Research Fellows | | 25 | 738 | 18440 | 26 | 744 | 19500 | |
| Post Doc Fellow | | 5 | 465 | 2325 | 30 | 475 | 14250 | |
| HPG Research Officer | | 5 | 425 | 2125 | 5 | 437 | 2185 | |
| HPG Admin | | 2 | 260 | 520 | 2 | 260 | 520 | |
| HPG Comms | | 10 | 260 | 2600 | 10 | 260 | 2600 | |
| Internal Research costs total | | | | £40,970 | | | £54,495 | £95,465 |
| Meetings/Roundtables/Conferences/Dissemination* | | | | | | | | |
| Tehran | | 1 | 12000 | 12000 | | | | |
| Beijing | | 1 | 12000 | 12000 | | | | |
| Moscow | | 1 | 12000 | 12000 | | | | |
| New Delhi | | | | | 1 | 12000 | 12000 | |
| Brasilia | | | | | 1 | 12000 | 12000 | |
| Meetings total | | | | £36,000 | | | £24,000 | £60,000 |
| Project Costs/Miscellaneous | | | | | | | | |
| Communications and project costs | | 1 | 200 | 200 | 1 | 200 | 200 | |
| Documentation costs | | 1 | 150 | 150 | 1 | 150 | 150 | |
| | | | £350 | | | £350 | £700 | |
| Grand total | | | | £77,320 | | | £78,845 | £156,165 |

Annex 10

HPG Advisory Group Members

| AG Member | Organisation | Position |
|----------------------------|--|---|
| John Mitchell | ALNAP | Director |
| Natasha Smith | Australian Department of Foreign Affairs and Trade | Assistant Secretary, Humanitarian Response Branch |
| Sorcha O'Callaghan | British Red Cross Society | Head of Humanitarian Policy |
| Leslie Norton | Canadian Department of Foreign Affairs, Development and Trade | Director General, International Humanitarian Assistance Directorate |
| Dennis McNamara | Centre for Humanitarian Dialogue | Senior Humanitarian Adviser |
| Thomas Thomsen | Danish Ministry of Foreign Affairs | Chief Advisor, Humanitarian Section |
| Nicolas Lamadé | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) | Senior Manager, Security, Reconstruction and Peace |
| Winke van der Els | Dutch Ministry of Foreign Affairs | Policy Advisor |
| Henrike Trautmann | European Commission Humanitarian Aid Office (ECHO) | Head of Unit, Humanitarian Aid and Civil Protection |
| Luca Alinovi | Food and Agriculture Organisation (FAO) | Representative to Kenya |
| Hany El-Banna | Humanitarian Forum | President |
| Margie Buchanan-Smith | Independent Consultant | Independent Consultant |
| Linda Poteat | Independent Consultant | Independent Consultant |
| Pascal Daudin | International Committee of the Red Cross (ICRC) | Head of Policy Unit |
| Lisa Doherty | Irish Aid | Deputy Director, Humanitarian Unit |
| Jehangir Malik | Islamic Relief UK | Director |
| Randolph Kent | King's College London | Visiting Senior Research Fellow, King's Policy Institute |
| Myeonjoa Kim/ Gina Hong | Korea International Cooperation Agency (KOICA) / South Korea Ministry of Foreign Affairs | Humanitarian Assistance Specialist (Emergency relief and DRR) / Second Secretary |
| Vicki Hawkins | MSF UK | Executive Director |
| Øystein Lyngroth | Norwegian Ministry of Foreign Affairs | Senior Advisor, Humanitarian Affairs Section |
| Kébé Abdullah | Organisation of Islamic Cooperation | Professional Humanitarian Officer |
| Kevin Watkins | Overseas Development Institute (ODI) | Executive Director |
| Jane Cocking | Oxfam GB | Humanitarian Director |
| Peter Lundberg | Swedish International Development Cooperation Agency (SIDA) | Head, Humanitarian Assistance Unit |
| Adrian Junker | Swiss Federal Department of Foreign Affairs | Head of Section, Humanitarian Policy and Migration, Directorate of Political Affairs, Human Security Division |
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