

THE CHALLENGES OF GHD IMPLEMENTATION  
HPG RESEARCH PROJECT  
OUTLINE PAPER

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**The focus of HPG's research**

In discussions at Montreux in February this year, donors identified an ongoing need to provide clear and practical guidance for field operators in relation to GHD implementation. While pilots in the DRC and Burundi have yielded some useful lessons, clear and broadly applicable guidance on how GHD commitments can be effectively implemented in crisis contexts is still needed. Previous ODI research found that advocacy with GHD donors on the part of operational stakeholders was limited, as was consideration of good *partnership* between donors and agencies to ensure good humanitarian outcomes. Despite some positive examples to the contrary at the national level, these gaps can still be seen at the global, national and field level. More recent HPG research suggests this may be due to a perceived intangibility of the GHD initiative amongst key operational stakeholders, including NGOs.

While a number of donors are progressing their own work on GHD implementation, HPG aims to contribute to broader discussions through the development of a sample set of indicators of operational progress against the GHD objectives and general principles. These indicators will seek to inform and measure implementation of GHD by the collective of GHD donors with an emphasis on the field level. The sample indicators will complement work completed or underway to define indicators for individual donor performance, and the work being undertaken to measure the indicators of collective performance relating to funding and coordination which donors agreed to trial at the GHD meeting in New York in July 2005.

In addition to contributing to discussions underway amongst donors who have endorsed GHD, the HPG work will also seek to inform and strengthen the engagement of NGOs and other operational agencies with the GHD initiative. The indicators developed will seek to further discussions on the nature of good humanitarian partnership, and the role of different actors in achieving good humanitarian outcomes.

**Key objectives and outputs of the HPG research**

Stage 1: Review of donorship measurement efforts to date

The interpretations of the GHD commitments that have resulted from donor-led efforts to date to assess performance of GHD implementation will be reviewed and collated. These include both formal indicators and less formal interpretations of appropriate practice. Efforts of other actors to define ways of measuring principles of humanitarian action will also be reviewed to identify areas of relevance to donorship, as will lessons from efforts to measure collective donor performance in the development sector.

Stage 2: Development of sample indicators

Sample indicators for the GHD objectives and principles will be developed with a strong emphasis on the collective and field level. In order to maximise the value of the indicators as an accountability tool, and to contribute to concrete implementation measures, indicators will be developed that clearly focus on processes within donors' remit and areas of responsibility. The indicators will draw on the review phase where useful and will complement the work donors are already progressing on collective quantitative indicators, and the DAC peer review process.

### Stage 3: Production of HPG Briefing Paper and dissemination

In addition to the sample indicators and brief discussion on measuring the objectives and principles of GHD a covering briefing paper will be developed. This paper will provide an overview of findings from Stage 1, discuss the challenges of measuring collective performance, recommend approaches to measuring collective progress, and consider the broader issue of good partnership to achieve humanitarian outcomes.

HPG has already completed a series of interviews and preliminary research. Further interviews with donors and operational agencies will be conducted over coming months and a sample set of indicators and briefing paper will be finalised and peer reviewed. HPG proposes to publish and disseminate the findings of the research in October 2006.