



# HPG

Humanitarian  
Policy Group

Annual report  
April 2013 – March 2014

*Inspiring and informing humanitarian action*

# HPG

**Humanitarian  
Policy Group**



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Front cover image:

Julita, Leyte after Typhoon Haiyan. Oxfam has formed partnerships with farming associations and cooperatives in Leyte, helping to set up a project to clear damaged coconut trees. © Eleanor Farmer/Oxfam.

Opposite page images (from left to right):

Two young boys carry water to a camp for internally displaced people in Somalia. © UN Photo/Tobin Jones

A refugee family outside their makeshift home in Khan Yunis, occupied Palestinian Territories. © UN Photo

Port-au-Prince, Haiti, after the earthquake. © UN Photo/Marco Dormino





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# About HPG

## Who we are

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

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## Our work

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

Grounded in field research spanning a range of countries and emergencies, IP projects allow us to cast a critical eye over the pressing issues affecting humanitarian policy

and practice and to set the agenda on key debates in the sector. This longer-term body of work enables us to provide analysis on future directions and innovations in humanitarian action.

Our research focuses on five cross-cutting themes:

- Principles, politics and the humanitarian system
- Civilian security and protection
- Livelihoods and food security in crises
- Displacement, migration and urbanisation
- Transitional programming

We also host the Humanitarian Practice Network (HPN), an independent forum for humanitarian practitioners to share and disseminate information and experience.

Learning and academic engagement are critical areas of our work. We edit and produce *Disasters* journal, and run two courses for mid-level and senior policymakers and practitioners in the sector every year.

We offer consultancy services, policy advice and commissioned studies relating to HPG's core aims and objectives.



Two young boys carry water to an IDP camp in Somalia © UN Photo/Tobin Jones



A family outside their home in Cebu after Typhoon Haiyan © Pio Arce/Genesis Photos – World Vision

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



Our donors provide the funding that enables us to pursue IP research projects. During April

2013–March 2014, these donors were: Australian Department of Foreign Affairs and Trade (DFAT), British Red Cross, Canadian Department of Foreign Affairs, Trade and Development (DFATD), Irish Aid, International Rescue Committee UK, Ministry of Foreign Affairs (MFA) Denmark, MFA Netherlands, MFA Norway, Oxfam GB, Swedish International Development Agency (SIDA), Swiss Federal Department of Foreign Affairs (FDFA), United States Agency for International Development (USAID) and World Vision International.

The total funding received by HPG from its donors for financial year 2013/2014 of the 2013/2015 IP cycle, including the carry forward from financial year 2012/2013,

was GBP 1,352,485 of which GBP 1,171,169 has been spent.

The balance of GBP 181,356 is being treated as income-in-advance for the second year of the 2013/2015 IP cycle, in line with our ongoing donor accountable grant agreements.

This annual report includes information from the UK financial year period of April 2013–March 2014.



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# Overview of the year

Humanitarian action has seen dramatic change over recent years. With an increasingly diverse set of donors, aid agencies and types of responders, the shifting landscape of humanitarian aid is the new reality of humanitarian response. The nature of these changes, and what they mean for the traditional sector and the future of humanitarian action, has formed the core of our work over the last year.

## Policy research and analysis

We have investigated key trends and developments in the changing humanitarian landscape. Our ongoing work on the global history of modern humanitarian action has explored the roots and drivers of change from a global perspective, with papers looking at humanitarian histories in South-east Asia, China, the Middle East – including an international conference in Amman jointly organised with the Arab Thought Forum – as well as the Western origins and foundations of the contemporary humanitarian ‘system’. We have also carried out initial work on the history of humanitarian action in South America and Africa. This work has highlighted both what sets these distinctive humanitarian traditions apart from humanitarianism as understood and practiced in the West, and the shared concern with charity and humanity which unites them.

Reflecting our continued interest in expanding our field of enquiry beyond the ‘traditional’ humanitarian system, we also began work on the role of regional organisations in humanitarian action. An overview study and a case study of regional engagement in Mali have been produced, and research has been conducted in Myanmar, the Philippines and Indonesia. We hosted a high-level roundtable in Jakarta, Indonesia, with the Indonesian think tank the Centre for Strategic and International Studies (CSIS) to analyse the role of the Association of South-East Asian Nations (ASEAN) in the region and in the response to Typhoon Haiyan in the Philippines, and the Organisation of Islamic Cooperation (OIC) is supporting a study into its humanitarian work.

A new area of focus over the past year has been the role of the private sector in responding to crises. Based on case studies in Haiti, Indonesia, Jordan and Kenya, this work has highlighted the growing role of the private sector and its innovative potential in responding to humanitarian crises, as well as the limitations of its engagement and the institutional, cultural and linguistic obstacles to meaningful collaboration with humanitarian actors. This work has already fed into internal planning within UN agencies, and preliminary findings were taken up by the Emergency Relief Coordinator in preparation for the World Economic Forum (WEF) meeting in Davos in 2014.

Related work is exploring markets in crises, how changes in market conditions affect crisis-affected people and how humanitarian interventions can be used to maximise the potential of markets to support people’s livelihoods. A series of roundtables have been held with humanitarian and development experts in the UK, Pakistan and Mali, accompanied by field research with market actors in the latter two cases. Work to date has revealed many gaps in knowledge and practice, suggesting a clear and urgent need for this research.

Our work on the ‘protection gap’ is well underway. Research began with a conference co-organised with the Ditchley Foundation and chaired by the Emergency Relief Coordinator in May 2013, followed by a closed-door meeting with the Special Advisor to the UN Secretary-General for Responsibility to Protect (R2P) in October. We have produced Policy Briefs tracing the development of the concept of protection of civilians (PoC) in policy and law, and looking in more detail at the protection challenges in Syria. Further research is looking at how diaspora groups, local and regional NGOs and individual Syrians have provided assistance and contributed to the protection of civilians.

Work on several strands of research was completed during the year. Following on from last year’s ground-breaking research into engagement with the Taliban in Afghanistan, we explored interactions with armed groups in South

Kordofan and Blue Nile, Darfur, and Al-Shabaab in Somalia, as well as the history of humanitarian engagement with non-state armed actors in key conflicts over the past 100 years. This work has opened up space for public discussion of the challenges and compromises inherent in providing aid to civilians in conflict-affected countries, and has sparked debate and reflection within a range of donor and operational agencies on what is an extremely sensitive subject.

We also wrapped up our work on another key area of debate – coordination between the military and civilian humanitarian agencies in responding to conflicts and disasters. Exploring the tensions between civilian and military objectives, language and principles in four country case studies – Afghanistan, Timor-Leste, South Sudan and Pakistan – this work established HPG as a leading source of expertise on civil-military interaction, reflected in

invitations to brief a range of organisations, including the UK government's Stabilisation Unit, NATO, national militaries, humanitarian agencies and think tanks. Our work on resilience also came to a close with a set of papers challenging the current orthodoxy and seeking to relate theoretical debates around the concept to practical action. The work explored the links between conflict, politics and climate change, critiqued the concept of 'building back better' – the idea that emergency responses should use crises as an opportunity to support resilience – and critically analysed attempts to quantify resilience as a distinct category. Two papers commissioned by the German government explored approaches to supporting resilience in difficult contexts, and how humanitarian and development assistance can be brought together in contexts where long-term engagement and crisis response frequently overlap.

The ideas contained in these papers have struck a chord, and we have been asked to help a range of organisations think through how they can relate the often abstract concepts under the resilience label into aid policy and practice.

## Policy advice and public affairs

As part of our core objective to influence humanitarian policy and practice, we have complemented our research with high-quality and timely policy advice and a dynamic public affairs programme.

Reflecting our role as a leading body of experts on humanitarian issues, we have provided policy analysis to humanitarian organisations, donors, government bodies, regional organisations and international institutions on a range of critical humanitarian debates and crises. Formal advisory roles have included



A market trader, Kota Bharu Central Market, north-east Malaysia © Flickr / Jamesmellor

serving as the Specialist Advisor for the UK International Development Committee's inquiry on the UK's support for humanitarian relief in the Middle East and sitting on Councils and Advisory Boards for organisations including the Refugee Studies Centre and the Revision of the ICRC Protection Standards. We have also provided regular advice to organisations and institutions working in a range of crisis settings including Afghanistan, Myanmar, South Sudan, Sudan and Syria.

Our vibrant public affairs programme has seen nearly 40 events, roundtables and conferences over the last year, held in nine different countries including China, Jordan, Mali, Pakistan and Turkey. Our experts have also spoken at or chaired nearly 80 events in 22 countries. Our public events and roundtables sought to reflect a range of topics from gender-based violence in conflicts to the challenges of negotiating access and the securitisation of aid.

Our digital presence has also seen tremendous progress, with 215,645 downloads during the year – approximately a 20% increase compared to the previous year. Our social media presence has expanded dramatically, with a 78% increase in Twitter followers and a near-four-fold increase in Facebook likes.

## Academic engagement

Over 2013–14 we have continued to develop our engagement with the academic community. The year saw our fourth Advanced Course on Conflict, Crisis and Transitions, held with the University of York in the UK, as well as the



A woman and her child in the Al Salam IDP camp, South Darfur © UN Photo/Albert González Farran

second Advanced Course on Crisis, Recovery and Transitions, organised in partnership with Tsinghua University in Beijing. HPG publications have also featured in a range of university syllabi, and our researchers have lectured at numerous UK and international universities, including Oxford University, Deakin University in Australia, the University of Antwerp and the University of Notre Dame in the US.

Our academic engagement has also continued through the editorship of *Disasters* journal, which continues to increase in ranking and impact factor. With an increasingly online user base, journal articles saw a rise in downloads, reaching nearly 140,000 in 2013.

## Influencing humanitarian practice

In parallel with our policy research and analysis and academic engagement, we also maintain links with humanitarian practitioners

through the Humanitarian Practice Network (HPN)'s 7,500-strong subscriber base.

Over the year HPN published and launched four issues of its magazine *Humanitarian Exchange*, with special features on the crisis in South Sudan, humanitarian negotiations (complementing HPG's research on this subject), the Syrian crisis and gender-based violence, along with Network Papers on managing acute malnutrition, knowledge exchange and community resilience and a critical review of the literature on gender-based violence. Our work on gender-based violence was especially well received in the humanitarian sector and beyond, and was launched at the most popular ODI event to date.

HPN's publications and public events remain extremely useful and relevant, as evidenced by continued growth in website visits and download figures and consistently good attendance at events.



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# Principles, politics and the humanitarian system

*This theme explores the origins and evolution of humanitarian principles, policies and practice and their current application and interpretation across regions, actors and cultures. It traces the history of humanitarianism around the world, and explores how different historical interpretations and traditions play out in current practice. It also examines the role that rising global actors, including regional organisations, as well as the private sector, play in humanitarian response. Further, it explores the challenges and dilemmas involved in pursuing principled humanitarian engagement in difficult political and security environments.*

## Integrated Programme-funded/part-funded projects

### A global history of modern humanitarian action

#### Objectives and main activities

This multi-year project explores the evolution of the concept and practice of humanitarianism across different regions, cultures and traditions. Building such understanding is especially important as current humanitarian practice is facing strong criticism for its association with Western powers and traditions, prompting debates about a system-wide rethinking of the humanitarian architecture, mechanisms and processes in order to engage a wider range of actors. Improving historical consciousness also offers a critical contribution to the discourse underpinning the World Humanitarian Summit in 2016, which will explore engagement with emerging actors and new models for partnership.

During the reporting period we released a working paper on the history of the Western humanitarian system, which served as a foundation for subsequent pieces with a more global focus. We also completed

work on a policy brief on the use of history for current humanitarian action, which will discuss how historical perspectives can help our analysis of the complex situations and processes that shape humanitarian action, even during the fast-moving pace of humanitarian operations.

In 2013–14 we also began to examine alternative perspectives of humanitarianism through regional events, research and analysis, including in Asia, the Middle East, Latin America and Africa. We believe that improved understanding of the origins and evolution of humanitarianism beyond Western Europe, North America and other developed countries will generate more informed and critical perspectives in humanitarian policy and practice, and will help shape future responses. Our research examined the various histories of humanitarian action in these regions and provided a cross-cutting historical analysis of issues of concern to current policy and practice. Wherever possible, such activities were undertaken as partnerships in order to build support for and experience of the use of history in policy-making and practice discussions.



*To the team that did the work [on the history of the humanitarian system] – thank you for a really excellent piece of research.”*

MIKE PARKER – University of Hull



A refugee family outside their makeshift home in Khan Yunis, occupied Palestinian Territories © UN Photo

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*Thanks for the work you are doing trying to chronicle the history of the aid sector. Critical work, and even more critical that we do learn from it.”*

**JACOBO QUINTANILLA** – Director, Humanitarian Communication Programs, Internews

Following a conference on humanitarianism in East and Southeast Asia in Singapore in early 2013, we published *Understanding humanitarian action in East and Southeast Asia: a historical perspective*, with a particular focus on humanitarianism in China and Japan. A second study will analyse the evolution of the concept of humanitarianism in China and its impact on current practice and policy.

We continued our regional focus with a conference on the history of humanitarianism in the Middle East and North Africa with the Arab Thought Forum in Amman, Jordan, in April 2013. Conference papers will be published in an edited collection later in 2014. We also partnered with the University of Birmingham to hold a roundtable on ‘Refugees and states in the modern Middle East:

current challenges and historical perspectives’, which examined the history of displacement in the Levant. Discussions from the roundtable were written up in an article in HPN’s *Humanitarian Exchange* magazine. We will expand our regional focus over the coming year, with reflections on the history of humanitarian action in Scandinavia, South Asia, Latin America and Africa.

### **Uptake and impact**

Our research continues to have an impact as recognition increases of the importance of a historical perspective in understanding contemporary issues facing the humanitarian sector. Publications from this research stream feature in a wide range of academic syllabi, particularly Masters courses on humanitarian or development issues. Our history publications have also made the rounds amongst practitioners, with publications such



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as *A history of the humanitarian system: Western origins and foundations* featured in the first Humanitarian Affairs Library newsletter by Save the Children.

### **Additional/related activities**

We have continued to collaborate with the Humanitarian and Conflict Response Institute at the University of Manchester to further develop HumanitarianHistory.org, a web platform that provides an entry point for the history of humanitarianism, a meeting place and a space to share personal archives and audio-visual material. This includes developing an interactive timeline (from 1850–2010), with plans to broaden the site to include a directory of on-going international research on humanitarian history, a ‘community-edited’ space facilitating discussion and comment, a facility for adding documents, such as grey literature and oral history, and a digitisation tool to allow the capture of new resources for future study. The project aims to become an essential resource for the humanitarian and research sectors as well as increasing collaboration between the sector and academics.

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

### **Objectives and main activities**

Regional organisations such as the African Union (AU), the Association of South-East Asian Nations (ASEAN) and the Organisation of Islamic Cooperation (OIC) are assuming a more prominent role in humanitarian issues, including

emergency preparedness and response. A number of regional organisations have established dedicated humanitarian affairs departments, and several are actively assisting victims of natural disasters and conflict. Our ‘Zones of engagement’ project analyses the growing role of regional organisations in humanitarian action, and the impact of these developments for the ‘traditional’ humanitarian system.

In November 2013 we published a working paper on *Regional organisations and humanitarian action* as well as an accompanying policy brief. These publications reviewed the existing literature on regionalism and regional organisations, highlighting the tensions between regional entities’ potential and actual contribution to humanitarianism. They also identified the progress – in terms of policies, institutions and tangible activities – that major regional organisations have made with regard to humanitarian action. We also produced an additional output – a desk-based working paper entitled *Security and humanitarian crisis in Mali: the role of regional organisations*.

Our research has now moved on to focus on two case studies, ASEAN and the OIC. Fieldwork has been done on ASEAN’s response to crises in Myanmar, specifically Cyclone Nargis in 2008 and the ongoing violence in Rakhine state, as well as its response to Typhoon Haiyan/Yolanda in the Philippines. These cases, and ASEAN’s broader experience with humanitarian action, were discussed at a

roundtable in Jakarta in partnership with the Centre for Strategic and International Studies in March 2014. This event included senior ASEAN and ASEAN Humanitarian Assistance (AHA) Centre personnel, representatives of ASEAN member states, UN and Red Cross/Red Crescent representatives and other senior humanitarian officials, including MSF’s International President Joanne Liu.

Our case study on the OIC began with an initial research mission to Jeddah, Saudi Arabia, to explore the headquarters-level processes guiding the OIC’s humanitarian strategy. While in Jeddah, we gained OIC support for an in-depth study of their work in promoting aid access, funding humanitarian projects and coordinating international and local NGOs in Somalia since 2009.

### **Uptake and impact**

This project has already had significant impact. Leading bilateral donor agencies and NGOs have praised the outputs, which have thus far been well received, and have used the research to inform their engagement with regional organisations.

We have also had an impact on the regional organisations studied as part of the research by actively engaging with them and facilitating discussion. Findings and issues raised by the research have also been taken up by media and civil society organisations in the respective regions, particularly in South-east Asia. Given these initial successes, HPG has been contacted by leading think tanks in the United States, the United Kingdom, the

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Middle East and South-east Asia about partnerships or research collaboration concerning regional organisations.

## Strengthening humanitarian negotiations and strategies of principled action and access

### Objectives and main activities

Over the past two decades, humanitarian actors have expanded the geographic scope of their work to more challenging and dangerous environments. As a result, negotiations with armed non-state actors (ANSAs) have become increasingly important in gaining access to populations in need of assistance. Yet, humanitarian actors face formidable challenges when negotiating with ANSAs, including a lack of respect for international humanitarian law (IHL), hostility to humanitarian principles and distrust and suspicion of humanitarian organisations.

During 2013–14, we continued our research to better understand how aid agencies engage with ANSAs, and how humanitarian engagement ultimately affects

access to protection and assistance for vulnerable populations.

In July 2013, our researchers co-edited an issue of HPN's *Humanitarian Exchange* magazine, which looked at field experiences of undertaking humanitarian negotiations, the challenges and compromises involved and the resources and tools that have been developed to support more effective engagement. The publication was launched at a fully attended public event bringing together practitioners and policymakers, chaired by Nick Schiffrin, former ABC News correspondent.

In August we released findings from two case studies on Sudan. The first examined humanitarian negotiations in South Kordofan and Blue Nile, reflecting on the opportunities for, and obstacles to, engagement with the Sudan People's Liberation Movement-North (SPLM-N) and the government of Sudan for humanitarian access. The study was complemented by a blog stressing the importance of learning from past attempts to gain humanitarian access and the need to consider different ways of providing aid to people in need.



An ICRC dissemination session to JEM (Justice and Equality Movement) combatants in Sudan, 2006 © ICRC/Boris Heger



The second case study was a historical reflection on the rise, decline and disappearance of cross-line aid in Darfur over the last ten years. Based on first-hand accounts of experiences of aid workers and rebels who participated in humanitarian negotiations, it detailed the policies and practices of parties to the conflict and offered recommendations on how to address the ongoing challenge of access in government and rebel-held areas in Darfur. The two case studies were launched at a second, and equally popular, public event on humanitarian negotiations.

### Uptake and impact

The project has attracted considerable interest among donors and policymakers, humanitarian organisations, the media and the general public over the course of the past year. Our researchers were invited to brief policymakers and donors in various country capitals. We presented findings on negotiations with the Taliban at the Canadian Embassy in Kabul, presented the findings of our research on Afghanistan, Darfur and Southern Kordofan and Blue Nile to Canadian humanitarian and development policymakers

work, with regular calls for policy advice and requests for presentations on the research. We presented our findings to the British Agencies Afghanistan Group (BAAG) and also spoke at the University of Oxford at an event on humanitarianism and armed groups. Additional meetings were held to discuss access and negotiation issues with the Agency Coordinating Body for Afghan Relief (ACBAR), the Afghanistan NGO Safety Office (ANSO) and Médecins Sans Frontières (MSF). Another example of our external outreach included a spot on the panel at an Oxfam



*The HPG briefings on the view of humanitarian action by the Taliban and al Shabaab provide a rare insight into what these groups think. This will be very valuable for the World Humanitarian Summit discussion on ‘serving the needs of people in conflict’.*

**DR OLIVIER BANGERTER** – Thematic Team Coordinator, World Humanitarian Summit, United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

This work was followed by another suite of publications released in December analysing the challenges humanitarian agencies face when negotiating with Al-Shabaab in Somalia. Drawn from over 80 interviews with former Al-Shabaab officials, aid workers and civilians, this research detailed Al-Shabaab's tactics of intimidation, demands for payments and regulation of aid agencies during the 2011 Horn of Africa famine. Key findings from across Afghanistan, Sudan and Somalia were summarised in a policy brief in March 2014. Over the coming year, this project will see its last few publications, including a working paper providing a historical perspective on humanitarian engagement with ANSAs.

in Ottawa and shared our overall research findings with senior Australian officials from the Department of Foreign Affairs and Trade in Canberra. During a trip to Washington we were asked to present the findings of the research to the Office of US Foreign Disaster Assistance (OFDA), with reflection on the effect of counter-terrorism legislation on the ability of humanitarian agencies to effectively engage with armed groups. This was followed by a presentation at an event attended by senior humanitarian and government officials organised by the US Institute of Peace (USIP).

Operational aid agencies also expressed great interest in our

event on humanitarian space and the global counter-terrorism agenda, as well as speaking at a conference organised by the International Peace Institute in New York on humanitarian engagement in complex emergencies.

We also sought to influence a wider general audience with this research through extensive media engagement. All of the publications were picked up by the media, particularly the report on negotiations with Al-Shabaab. With interviews on TV and in broadcast and print media outlets, our research gained a large international profile, sparking debates across the humanitarian sector on the challenges of

humanitarian negotiations and how to better engage with armed groups in conflict-affected areas.

Our work on Somalia prompted the UN to address the research findings. The UN Humanitarian Coordinator in Somalia, Philippe Lazzarini, stated that: ‘the report reaffirms the fundamental argument that maintaining the dialogue with all parties is the best way to ensure life-saving assistance gets delivered’. Our research also saw direct impact, influencing the Report of the Secretary-General on the protection of civilians in armed conflict.

## The changing humanitarian landscape: analysis and reflection (synthesis project)

### Objectives and main activities

Almost 25 years after UN General Assembly Resolution 46/182 created the current ‘humanitarian system’, the landscape of humanitarian action has changed considerably. We are seeing a growing range of crises, compounded by inter-related global trends such as climate variability, financial crisis, populist movements and sectarian unrest, each of which requires a different type of response.

The range, number and type of actors involved in humanitarian response have also changed as governments boost national and regional capacities for disaster management, increasing the role of affected states, regional organisations and neighbouring countries in

emergency responses. Recent years have also seen foreign militaries and the private sector take on greater roles in humanitarian response, and new ways of communicating enabled by fast-moving technologies are allowing affected people to express their needs and interests more strongly and publicly. Such changes require both a greater understanding of the impact of these interconnected trends and innovative responses to them.

We sought to explore the changes in the humanitarian landscape within the Integrated Programme, in an effort to build greater knowledge and understanding of these changes and highlight the implications, challenges and opportunities for future response.

In October 2013 we organised a conference in Istanbul, together with Wilton Park and the ICRC, to reflect on the role of emerging humanitarian donors and rising global actors, and the implications for the way humanitarian action is conducted globally. The conference brought together a diverse set of actors, including humanitarian practitioners, government representatives, regional organisations, donor organisations, think tanks and policymakers. The conference sought to strengthen collaboration among humanitarian actors on matters of policy and practice and to develop a common understanding of what an effective and complementary humanitarian system could look like, based on shared humanitarian principles, and to build support for a multilateral approach involving a wide range of humanitarian actors. It also provided

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*It was a real pleasure to have met you during this Wilton Park conference in Istanbul. I really enjoyed listening to your talk yesterday and your thoughtful comments on the interventions made.”*

MUSTAKIM WAID – Office of the Deputy Prime Minister, Minister of Foreign Affairs & International Cooperation, Federal Government of Somalia

a platform for exploring and strengthening partnerships between diverse actors. The event called for more active collaboration in international humanitarian response as well as increased financial and other contributions to ensure that the humanitarian community is able to respond promptly and effectively to humanitarian needs.

We held a second conference on the changing humanitarian landscape, looking at humanitarian action in the Arab region in Jordan, along with the Humanitarian Forum, the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Organisation of Islamic Cooperation (OIC) and the Jordan Hashemite Organisation (JHCO). The



conference brought together more than 80 senior staff of international and Arab humanitarian NGOs and multilateral organisations to discuss ways to improve humanitarian action in the Middle East, with a focus on key thematic issues of humanitarian access and negotiations, cooperation and coordination and humanitarian principles.

In 2013–2014 we also began developing the concept for a flagship report, *The changing humanitarian landscape*, to be published in 2015 based on related research from current and past Integrated Programmes. As a synthesis and meta-analysis of HPG's research and findings, its purpose will be to help shape the humanitarian policy agenda, drive organisational and

operational change and inform system-wide advocacy efforts and partnerships, feeding into the debates leading up to the World Humanitarian Summit in 2016.

### Commissioned work

## Humanitarian crises, emergency preparedness and response: the role of the private sector

### Objectives and main activities

The private sector is playing an increasing and diverse role in humanitarian action. Long seen as a supplier, service provider or periodic source of corporate social responsibility projects, businesses are increasingly supporting humanitarian research

and development, cultivating resilience among businesses in crisis-prone areas, promoting commercial models of disaster risk reduction and enabling cash transfers and humanitarian communications.

In response to this trend, we launched a project on this topic with the Humanitarian Futures Programme at King's College London, OCHA and Vantage Partners. This work has helped identify the diverse forms of private sector engagement in humanitarian action, the impact it appears to be having and the implications of this trend for humanitarianism. In addition, through case studies and consultations with key



IKEA Refugee Housing Unit shelter prototypes on display at UNHCR Headquarters © UNHCR Innovation/R. Nuri



*ODI's contribution to this workstream has been extremely positive. ODI has been flexible and innovative in approaching the work, building on its rich experience in similar research areas. OCHA is once again very happy to collaborate with ODI."*

**HELENA FRASER** – Officer-in-Charge, Partnerships and Resource Mobilization Branch and Chief, Private Sector Section, OCHA

humanitarian and private sector experts we sought to identify means of maximising the benefits of private sector engagement while mitigating the associated risks.

By early 2014 the project had generated four case studies on the role of the private sector in Jordan, Kenya, Haiti and Indonesia. These studies document the wide range of experience with private sector engagement in humanitarian action, as well as the institutional, cultural and linguistic factors that have prevented this engagement from reaching its full potential. Findings were refined in a workshop in London in March 2014, and a final report will be published shortly.

There is good reason to be optimistic about private sector engagement. Innovative collaborations are taking place, and companies are bringing their core capacities to bear on humanitarian challenges. Yet the study also found that private sector engagement has limits, particularly in relation to sensitive conflict and protection issues. These merit consideration alongside the benefits of collaboration with the business community.

### **Uptake and impact**

The project has fed into internal OCHA planning at the headquarters and country office levels. Preliminary findings from the study were also used by Under-Secretary-General and Emergency Relief Coordinator Valerie Amos in preparation for the 2014 World

Economic Forum (WEF) Annual Meeting in Davos. The WEF's Global Agenda Council on Catastrophic Risk, which includes business and humanitarian figures, has been regularly updated on the project's progress through the Director of HPG who is a member, as have teams working on humanitarian effectiveness issues within OCHA in the run-up to the 2016 World Humanitarian Summit. Our findings have also been shared with key business leaders in London and elsewhere more informally through discussions, e-mail exchanges and on the sidelines of events organised by Business in the Community (BITC).

### **Humanitarian crises and regional cooperation**

We partnered with the International Peace Institute to produce a policy paper on regional responses to humanitarian crises, to examine the extent to which they have met humanitarian objectives in order to inform approaches to contemporary crises. Looking at case studies of the Balkans and Cyclone Nargis, the study found that external regional engagement can usefully contribute through a balanced mix of diplomatic pressure and technical support. The research revealed that complementary policy-level and expert-level processes can strengthen political commitment and working relationships in the service of addressing humanitarian needs. The report contributed to a broader IPI-led policy discussion considering regional approaches to the Syria crisis.

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# Civilian security and protection

*Research in this area explores the threats faced by communities in different contexts, the steps they take to reduce risks and the extent to which national and international mechanisms offer effective protection. In particular, we examine the failure to translate legal and policy developments into improved protection for civilians in conflict. This theme also looks at the interaction between international humanitarian and military actors and their understandings of civilian protection.*

## **Integrated Programme-funded/ part-funded projects**

### **Protection of civilians: interrogating the protection gap**

#### **Objectives and main activities**

In recent decades there has been significant expansion within international law and at a policy and normative level around protection of civilians (POC). However, there is a growing sense of a gap between legal and policy developments and improved protection on the ground. This is due in part to a lack of compliance with legal norms by parties to conflict and an inability to hold them accountable even if significant progress has been made in the development of international criminal law.

There is also insufficient understanding of the protection needs of civilians affected by conflict, and a related failure to actively involve them in the design and implementation of protection strategies. There is often a lack of understanding by international actors at various levels as to what protecting civilians means to affected populations and other relevant actors on the ground, such

as national governments and non-state armed groups. Exacerbating this, protection policies and programming rarely sufficiently consider affected populations' expectations of protection, as well as the strategies and mechanisms they utilise to protect themselves, even though affected people are often the first providers of their own protection.

The end result is a failure to protect and a situation in which rhetoric at the international level – and in some contexts programming on the ground – has limited effect on protection outcomes for affected populations.

We initiated research in this area in May 2013 with a conference co-organised with the Ditchley Foundation and chaired by the Emergency Relief Coordinator, Valerie Amos, which brought together policymakers, humanitarian practitioners, consultants and academics to discuss how to improve protection of civilians in armed conflict. Issues related to community self-protection and the role of the concept of Responsibility to Protect (R2P) were discussed, as well as the essential relationship between protection and prevention and the need to do more to improve early-warning mechanisms, including through new technology. The



A Syrian refugee girl in Lebanon © D.Khamissy / UNHCR



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conference also examined relations between humanitarian and military and political actors operating in the same space.

In October 2014 we held a closed-door meeting with the newly appointed Special Advisor to the UN Secretary-General for R2P, involving practitioners, in particular humanitarian agencies, and academics on the challenges, problems and potential of the concept, and its utility for the protection of civilians. We then co-organised with the ICRC a first round of consultations with practitioners and policymakers in Geneva in order to identify and understand the political, operational and humanitarian implications of the ‘protection gap’, and to discuss potential case studies for research.

In April 2014 we published *Protecting civilians: the gap between norms and practice*, a policy brief tracing the development of PoC in policy and law, and reflecting on some of the challenges surrounding the operationalisation of protection.

We then looked more closely at our first research case study, Syria. Following field research at the beginning of 2014, we published a second policy brief, *Addressing protection needs in Syria: overlooked, difficult, impossible?*, examining why aid agencies have been unwilling or unable to properly address protection issues in Syria, and the growing role of diaspora and local organisations in filling the gap.

We will continue research on protection in Syria over the coming year, with a particular focus on how

diaspora groups, local and regional NGOs and individual Syrians have provided assistance and contributed to protecting civilians, aiming to highlight their role in the response and challenges in their relationship with the formal humanitarian system. We will also begin to look more deeply at our second research case study, the Central African Republic.

## Civil–military coordination: the search for common ground

### Objectives and main activities

Through a series of case studies and other exchanges this project aimed to provide contextual analysis of how civil–military coordination mechanisms have functioned in disaster and conflict contexts. Of key concern is the impact civil–military coordination mechanisms have had on the efficiency or effectiveness of humanitarian response, and on outcomes for affected populations.

The year began with a working paper entitled *The search for common ground: civil–military relations in Afghanistan, 2002–13*, highlighting the significant tensions between Western governments’ stabilisation objectives and internationally recognised guidelines and principles governing civil–military interaction. The working paper was complemented by a policy brief and an op-ed in the Foreign Policy AfPak channel.

We published three subsequent case studies as part of this project on Timor-Leste, South Sudan and Pakistan, with a final policy brief

exploring ways forward for interaction between civilian and military actors in humanitarian response.

### Uptake and impact

Over the year we firmly established HPG as a leading source of expertise on civil–military interaction. We were invited to brief organisations including the UK’s Stabilisation Unit, NATO, national militaries, humanitarian agencies and think tanks on our research. Notable speaking engagements included sitting on a panel at an event in the UK parliament on stabilisation and peacebuilding, hosted by the All-Party Parliamentary Group on Overseas Development (APGOOD). We also published an op-ed in *The Independent* responding to the contentious question of whether money from the UK’s Department for International Development should be spent on the military.

In November 2013 we were invited to attend a NATO exercise to share expertise on civil–military coordination during armed conflict. Later that month we attended a conference organised by the HOPEFOR initiative in the Dominican Republic, which brought together disaster relief teams from the military, governments and non-governmental organisations. We were invited as panellists to discuss challenges and opportunities in civil–military interaction, and our recommendations directly fed into the outcome document of the conference.

Over the coming months we will wrap up our research dissemination on this project by providing the keynote address at a NATO symposium in Stockholm.

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# Livelihoods and food security in crisis

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

## Integrated Programme-funded/part-funded projects

### Markets and resilience in crises and transitions

#### Objectives and main activities

There is increasing interest within the humanitarian community in markets and market actors. When a crisis hits, its impact on markets can take numerous forms. Terms and conditions of trade will change, affecting what people can buy and sell. Markets may also be affected by humanitarian assistance and the presence of international organisations.

The ways in which these changes affect people in crises, who depend on these markets for their livelihoods and basic needs will vary depending on the nature of the crisis and the formal and informal institutions which govern market relations. This research project seeks to understand how humanitarian policies and interventions can be best used to maximise the potential of markets to support households.

This year we have focused on convening meetings with experts and practitioners, and conducting a first round of field research in the two case study



A woman tends to her goods at a morning market in Kathmandu © David Longstreath/IRIN

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countries, Pakistan, focusing on the floods in Sindh Province in 2010, and the recent conflict in Mali. The field research sought to identify how markets have changed during specific crises and identify markets where crisis-induced changes were most critical for people's livelihoods. Interviews with market actors, including traders, traders' associations, producers, farmers' groups and crisis-affected people, have helped us to identify the main trends in market changes and better understand the links between these changes and people's livelihoods.

We also organised three roundtables over the year, in Islamabad, Bamako and London. The roundtables aimed to facilitate thinking among humanitarian and development actors on ways to analyse and understand how crises affect markets, and the

interventions should consider markets and changes in markets during crisis. Although in the early stages of the research, we have already received positive feedback about the relevance of the work from aid practitioners. We regularly provide policy advice through an online community of practice on markets in crises.

## Resilience and humanitarian action

### Objectives and main activities

Our work on resilience came to a close this year, though the lessons learnt and the interest raised by the research has ensured continued engagement with humanitarian agencies to support their resilience work through commissioned projects for at least the next four years.



*I've been meaning to write you since the InterAction Forum to tell you how much I appreciated hearing you speak on the resilience panel. I thought you raised excellent points and it was one of the few panels at the forum that offered differing views on a topic."*

**LISA M. OLIVERI** – Security Manager, American Friends Service Committee

implications for crisis-affected people. They identified existing knowledge on markets in crises, common practice and innovative approaches and research. The roundtables also highlighted the many gaps in knowledge and practice – especially around integrating power and gender analysis, coordination mechanisms to conduct market analysis and implement market-based interventions and interacting with market actors.

The project will continue convening experts and practitioners through workshops and roundtables over the next year, accompanied by a second round of field research in Mali and Pakistan to provide a more in-depth analysis from ongoing crises.

### Uptake and impact

Through the organisations of the three roundtables, we have facilitated discussions among practitioners and helped promote thinking about how humanitarian

In February 2014 we published *Conflict, climate change and politics: why a techno-centric approach fails the resilience challenge*, which used case studies from Darfur, East Africa and Aceh to challenge the idea that conflicts arise because of natural phenomena, rather than as the consequence of political, social and economic institutions. The study argued that international assistance to support resilience and address climate change can make things worse unless it includes a detailed political analysis. The study was launched at a sold-out event that brought together climate change and humanitarian practitioners, followed by a widely circulated blog.

We built on similar themes in finalising and publishing *Disaster as opportunity? Building back better in Aceh, Myanmar and Haiti*, which investigated the currently fashionable idea that emergency response should use crises as an opportunity to support resilience. Through case studies in Haiti, Myanmar and Indonesia, we





A woman in Port-au-Prince, Haiti, after the earthquake © UN Photo/Marco Dormino

highlighted that there is little agreement about what counts as ‘better’, or indeed how to ‘build it back’. Our research found that the most successful attempts to integrate longer-term thinking into post-crisis response prioritised social reconstruction, rather than seeing problems and solutions in purely technical terms. The paper was launched in the UK and in Jakarta, attracting a wide and broad audience of aid practitioners, policymakers and officials from around the world, and influenced discussions on how to respond to the devastation caused by Typhoon Haiyan in the Philippines. We also provided advice to a range of organisations including the ASEAN Coordinating Centre for

Humanitarian Assistance, regional governments and international NGOs on their Haiyan response.

Two final papers will be published later this year, one critically examining current approaches to quantifying resilience and the other setting out the key findings of the overall research.

#### **Uptake and impact**

HPG’s analysis of resilience has challenged some of the orthodoxy that has developed in aid circles, particularly around the bureaucratisation of the resilience agenda. HPG has disseminated its ideas not only through its published work but also by sharing early

drafts of the paper on measuring resilience and in various meetings and forums, influencing associated debates.

The ideas have clearly struck a chord among practitioners struggling to relate theoretical debates to their own perceptions of what needs to be done in practice. Several organisations, including NGOs and donors, have asked HPG to help them think through how, under the label of resilience, they can take forward into practice a concern with people’s vulnerability. HPG has supported training sessions, internal strategic planning, the development of practical tools and academic debates for a diverse range of organisations including the British Red Cross, DFID, World Vision International and the universities of Antwerp and Leeds.

“

*What a breath of fresh air Simon Levine brought to the debate, probably one of the most interesting discussions I have listened to in years.”*

GERARD FERRIE – Delegate, British Red Cross

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## Commissioned work

### Linking relief, rehabilitation and development (LRRD) and resilience in transitional settings

#### Objectives and main activities

Policymakers and aid actors have been grappling for decades with the question of how to better support vulnerable people affected by protracted or recurrent crises, and how to deliver long-term support to reduce chronic poverty or vulnerability in places where emergency relief is frequently required – and where what are often considered the prerequisites for ‘normal’ development are absent. The recent shift of attention towards ‘building resilience’ has provided a new locus for discussions about how to engage in protracted crises, or in countries with recurrent crises and at high risk of crisis, in ways that go beyond meeting immediate needs. Resilience is also supposed to offer a way to bring together humanitarian and development assistance in difficult places where long-term engagement and crisis response so frequently overlap.

The objective of this project was to inform the German Ministry for Economic Cooperation and Development (BMZ)’s thinking on programming in transitional contexts. The German government has developed a strategy for engagement in situations of fragility and protracted crises through its approach of ‘transitional development assistance’ (TDA), with resilience and ‘linking relief, rehabilitation and development (LRRD)’ as key elements of this strategy.

We were asked to give some thought to how far resilience and LRRD could be made practically useful, and provide recommendations to BMZ on how to implement these concepts in development assistance in protracted or recurrent crises. This work involved a review of current approaches to resilience and LRRD in these contexts, an examination of the challenges to the practical implementation of LRRD and resilience, the extent to which these challenges have been or can be overcome and how the concepts could be most usefully employed in practice.

This work resulted in two published papers for the client, *Remaking the case for linking relief,*

*rehabilitation and development* and *Supporting resilience in difficult places*. A roundtable was organised in Berlin with representatives of BMZ and GIZ, where we presented the papers and discussed new approaches and ways forward.

#### Uptake and impact

Both papers have been distributed widely by the client, and have been used in discussions with key stakeholders as well as in internal discussions within the German government. The client said they were ‘two excellent papers’ with ‘a large number of interesting ideas’ that ‘will inform our work tremendously’. Key aid organisations have highlighted their important contribution to the ongoing resilience debate and efforts to make resilience and LRRD more practically useful.

### Building resilience in Central Somalia

We have been engaged as a learning partner to support an NGO consortium which is implementing a four-year programme to build resilience in Somalia. This is part of a new multi-year humanitarian financing strategy and high importance is being placed on learning about the potential of longer-term thinking and planning of emergency aid to contribute to longer-term resilience. The inception phase will run until September 2014. Over the past year, we have been supporting the coalition to develop tools for thinking about and monitoring resilience, ensuring that analysis and documentation can contribute effectively both to programme implementation and to lesson learning for the wider humanitarian community.

### Defining vulnerability criteria for a resilience-based development response to the Syrian crisis

#### Objectives and main activities

Although the aid response to the Syrian crisis has been primarily humanitarian, there is growing recognition that its social, environmental and economic impacts also require a development response. A ‘resilience-based development approach’ was endorsed by the Regional United Nations Development Group (UNDG) in November 2013, and the United Nations Development Programme (UNDP), through its Sub-Regional



Women and children in Atme camp, Syria © Jodi Hilton / IRIN

Response Facility based in Amman, has developed a position paper on ‘A Resilience-Based Development Approach to the Syria Crisis’.

We worked with the UNDP Sub-Regional Response Facility to support the operationalisation of a resilience-based development approach by exploring how stakeholders understand current challenges and approach vulnerability and, secondly, developing criteria that could inform the targeting and prioritisation of resilience-based development efforts.

The first phase of the project involved a scoping mission in December 2013 to Amman and

Beirut and consultations with individuals and institutions involved in supporting populations in the region, including humanitarian, development, governmental and inter-governmental actors. The consultations focused on how stakeholders understood the challenges facing the region in light of the Syria crisis and refugee flows; how they define vulnerability; what criteria they use to assess vulnerability; what assessment tools are being utilised; and what frameworks are being used to inform the design of interventions to address vulnerabilities.

A workshop was held in Amman in February 2014 to inform the operationalisation of a resilience-

based development approach by taking stock of development and humanitarian interventions and their role in addressing the effects of the crisis on households, communities and governments. This research will be published later this year.

### **Uptake and impact**

Our engagement with UNDP’s Sub Regional Response Facility in Amman has directly shaped the policies and strategies implemented by the United National Development Group in response to the Syria refugee crisis. This work has also laid the ground for the policy and strategic direction of the OCHA-led Comprehensive Regional Strategy.



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## Secure Livelihoods Research Consortium

### Objectives and main activities

We have continued our involvement in the ODI-led Secure Livelihoods Research Consortium (SLRC), which is studying recovery in seven conflict-affected countries. Three HPG researchers have supported and undertaken research in countries where they have specific expertise. In Afghanistan, we conducted fieldwork on the role of provincial power structures and ‘strongmen’ in determining access to resources and basic services. A research guide and methodology were developed and will be published later this year. We also developed a more general research guide for studying livelihoods and applying sustainable livelihood frameworks, due for publication in the next financial year.

In Northern Uganda, we conducted fieldwork on post-conflict livelihood trajectories to understand why some people succeed better than others. This work revealed that, far from a gradual pathway to economic recovery, life is a chain of constant ups and downs, and that economic success is determined mainly by social and political factors that are rarely on the agenda of those trying to support recovery. We have also supported SLRC’s research into the misleading belief that labour markets in Northern Uganda can be a vehicle for escaping poverty. In Pakistan we provided technical support, helping to develop surveys and research methodologies and supporting analysis of the fieldwork. We carried out fieldwork looking at the relevance of post-conflict livelihood interventions; this report too will be published in the next financial year.

## Public works programming and resilience

This new two-year research project is being conducted in Ethiopia and Kenya as a collaboration between three programmes at ODI – Water Policy, Social Protection and HPG. The research explores a much-neglected area: the extent to which public works programmes – an increasingly popular programme option in many parts of the world, as it creates public assets through labour-intensive works – make a medium-term contribution to poverty reduction, food security and resilience. Although the benefits of the payments made for labour have often been evaluated, research has rarely tested the assumption that the assets or infrastructure created will have longer-lasting benefits that will reduce the need for assistance in the future.

This project does not evaluate specific public works or food-for-asset interventions. Instead, it is developing a methodology that can be used to assess the impacts of such assets on livelihoods, food security and resilience. We are seeking to raise the priority of testing and monitoring the assumptions behind these programmes for public asset creation and to develop practical methods which can be used for monitoring, evaluating and analysing the impacts of such assets on household livelihoods. The objective is to improve the design and use of asset creation programmes within a suite of complementary interventions. Over the last year, we developed the research methodology and carried out preparatory work for the Ethiopia study. Unfortunately, fieldwork had to be delayed until April 2014 because of mass compulsory attendance for a soil conservation campaign in Ethiopia.

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# Displacement, urbanisation and migration

*This theme continues longstanding work on displacement, particularly in protracted crises. Work under this theme assesses the changing dynamics of displacement, with a particular focus on urban displacement, and explores the factors that affect forced migration.*

## **Integrated Programme-funded/ part-funded projects**

During 2013–14 we began the new cycle of our Integrated Programme, which did not include specific work on displacement. We sought to carry on engagement in this area through policy advice and public affairs to continue to disseminate the findings from the previous cycle of work, particularly on urban displacement.

In June 2013 we organised a roundtable discussion in partnership with the Internal Displacement Monitoring Centre (IDMC), the Norwegian Refugee Council (NRC) and the Sustainable Development Policy Institute (SDPI) on sustainable urbanisation and displacement in Islamabad, Pakistan. The roundtable brought together humanitarian, development, government and civil society actors in Pakistan to discuss the challenges of sustainable urbanisation and protracted displacement, to facilitate greater dialogue between these actors. We launched our report *Sanctuary in the city? Urban displacement and vulnerability in Peshawar, Pakistan* at this event, and provided the background for the discussions.



A man in Afghanistan who was displaced by drought two years ago © Heba Aly / IRIN

## **Commissioned work**

### **Development of operational guidance and standard operating procedures for cash-based interventions**

This project for UNHCR sought to develop multi-sectoral operational guidance on how to meet protection and assistance goals through cash-based interventions in displacement settings, covering all aspects of the displacement cycle, including emergencies and stable and protracted crises. Our role focused particularly on ensuring that protection concerns are taken into consideration throughout the response cycle. We were also tasked with drafting standard operating procedures for cash-based interventions.

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*I found it to be an excellent, highly relevant and very informative study on the urbanisation issues in Peshawar in the context of displaced populations.”*

**SAFYAN KAKAKHEL** – Research Unit, SDPI, Pakistan

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# Transitional programming

*This theme looks at countries transiting out of crises, as well as continuing protracted crises. Many of the contexts we focus on are undergoing social, economic, political or security transitions with significant implications for humanitarian action. As evident in several countries, poorly managed transitions can lead to backsliding into crisis or missed opportunities for building resilience.*

## Policy engagement and advisory work

Over the last year, we have seen consistent interest and demand for our expertise on several transitional contexts and crises, including Syria, South Sudan, Yemen, Myanmar and Pakistan.

### Syria

Building on last year's work on humanitarian access in Syria, we have played a key role in advising several UN offices in their regional response to the Syrian crisis. In 2013 we supported the UNDP Sub-Regional Response Facility in implementing their resilience-based development approach to the Syria crisis through a series of consultations on ways of assessing vulnerability among Syrian refugees and host communities.

This was followed by our work with the Regional Humanitarian Coordinator's Office. In order to develop a common framework and to increase coherence between humanitarian and development responses, the United Nations Regional Humanitarian Coordinator for the Syria Crisis initiated a process to produce a Comprehensive Regional Strategic Framework (CRSF) for the Syria crisis through

a consultative process involving host governments, UN agencies, international aid agencies, the World Bank and donors. We were contacted directly by the UN Regional Humanitarian Coordinator and tasked with assisting with the production of the document, which is intended as a resource tool for governments, donors, the multilateral system and national and international partners.

We coordinated a team including a full-time consultant seconded to the office of the Regional Humanitarian Coordinator in Amman, and provided ongoing technical support in partnership with another ODI team – the Centre for Aid and Public Expenditure – for a period of two months until the final publication of the report later in 2014. Recommendations made by the CRSF are being rolled out in Jordan and Lebanon through

the development of one-country response plans. In addition, discussions about continuing our strategic involvement in providing critical analysis on the establishment of aid coordination and management systems in a number of host countries are underway.

This policy-led work was complemented by a range of public and closed-door meetings on Syria, as well as a series of blogs and op-eds, including one on the safety of Syrian aid workers, published in the *Daily Star* (Lebanon), two on the role of the private sector in responding to the refugee crisis and a final piece on the peace talks in Geneva. In order to help foster a coordinated and transitional response to education in the region, we co-organised with UNHCR, UNESCO, the American Institute for Research (AIR) and CfBT Education Trust a high-level conference in Lebanon that brought together aid



*A sincere thank you to the ODI team for the work you undertook this year to develop and deliver the CRSF for the Syria crisis. This was a vast piece of work undertaken in a very compressed timeframe and we would simply not have been able to deliver the framework without ODI support."*

**PETE MANFIELD** – Head of Office, Regional Humanitarian Coordinator for the Syria Crisis





Oxfam water point, UN base in Juba, South Sudan © Kieran Doherty/Oxfam

“

*I just read [your op-ed on South Sudan] and wanted to thank you for your very insightful description of the problem in South Sudan ... I just wanted to thank you for writing such a good piece when there is a lot of bad analysis out there.”*

**DR. CHRISTOPHER ZAMBAKARI**  
– Rotary Peace Fellow, University of Queensland

workers, government officials, UN agencies and academics to develop practical solutions to address the challenge of providing education to Syrian refugee children.

### Myanmar

Throughout 2013–14, we have continued to provide donors, humanitarian agencies and policymakers with analysis on Myanmar, particularly on the situation of the stateless Rohingya in Rakhine State and in the wider region, as well as on growing anti-Muslim violence and the risk of mass violence in the country. We provided expert advice to the Myanmar Peace Centre and helped link the Centre to experts and practitioners who could serve as resource points to share experiences and lessons on

ceasefires, peace processes, post-conflict recovery and natural resource management.

### Sudan/South Sudan

Over the last year we have continued our engagement on humanitarian issues in South Sudan, particularly as violence intensified in the country in 2014. We were one of the leading voices in the media and public domain, highlighting the political nature of the violence in South Sudan and calling for a longer-term process of reconciliation at different levels in the country. An op-ed criticising the technocratic nature of aid in South Sudan saw dozens of syndications and was disseminated widely amongst those working on South Sudan and beyond. We also convened two closed-door roundtables, one with key South

Sudanese speakers and South Sudan experts based in London and overseas, and the other with Toby Lanzer, the UN Deputy SRSG and Resident and Humanitarian Coordinator in South Sudan, alongside speaking engagements at a range of public events, including a high-profile panel at the Houses of Parliament.

Throughout 2013–14 we have also been called on by a range of donors and humanitarian organisations to advise on the response to the crisis.

We also continued our engagement on the Two Areas (South Kordofan and Blue Nile) in Sudan, providing regular advice and support to agencies and donors engaged in the region on both sides of the political divide.

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# Influencing humanitarian practice

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

HPN's primary activity is the production and dissemination of specialist resources (the quarterly *Humanitarian Exchange* magazine, longer Network Papers focused on a specific region or issue and Good Practice Reviews). These are distributed through HPN's subscriber base (over 7,600 members worldwide), through humanitarian information websites such as ReliefWeb and Alertnet and at relevant conferences and events.

## Objectives and main activities

During the reporting period HPN continued to commission and publish work on key topics of critical interest and concern to the humanitarian community, as reflected in continued high publication download figures, consistently good attendance and participation in events and roundtables, positive social media and humanitarian media coverage and direct feedback from HPN members. Further evidence of HPN's continuing relevance to its membership is the 45% increase in website visits between April 2013 and March 2014 and the 50% increase in unique visitors.

In addition to publishing and launching four editions of *Humanitarian Exchange* magazine, three Network Papers, a critical literature review of good practice in the prevention and response to gender-based violence in emergencies and raising funding for and commissioning a revision of Good Practice Review 9 on Disaster risk reduction, HPN continued its active networking role, moderating and participating in a large number of member agency events and steering groups.

### Humanitarian Exchange

During the reporting period, HPN published four editions of *Humanitarian Exchange* on the following themes: HE 57, on the crisis in South Sudan; HE 58, on humanitarian negotiations; HE 59, on the Syrian crisis, and HE 60, on gender-based violence. HPN hosted public events at ODI to launch these publications featuring diverse panels with some participants video-conferenced in from locations including Juba, Nairobi, Mogadishu, Washington and New York. High

publication download figures, launch event attendance and twitter and media activity suggest that the themes and articles of all four editions were of great relevance and interest to members. The HPN Coordinator was asked to brief members of the DFID Syria Crisis Unit on the articles in HE 58 at the Unit's retreat in November, and to participate as a panellist in an ALNAP event on Syria held in December.

### Network Papers

HPN published three Network Papers during the reporting period: NP 75, *Managing acute malnutrition at scale: a review of donor and government financing arrangements* by Jeremy Shoham, Carmel Dolan and Lola Gostelow; NP 76, *Knowledge is power: unlocking the potential of science and technology to enhance community resilience through knowledge exchange* by Emma Visman; and NP 77, *Preventing and responding to gender-based violence in humanitarian crises* by Rebecca Holmes and Dharini



*Keep up the great work. Your publications are a great resource and an excellent font of ideas, discussion and development within our organisation."*

**DOMINIC BOWEN** – Access Aid International



*The event at ODI that focused on the situation of Somali refugees in Kenya was very successful as it influenced the UK government to include the refugee issue on the agenda of the next London Conference on Somalia planned for 7 May 2013. I was really impressed by its impact.”*

**ABDURAHMAN SHARIF** – Operations Manager, Muslim Charities Forum

Bhuvanendra. The Emergency Nutrition Network (ENN) took on the primary responsibility for disseminating NP 75, a joint HPN/ ENN publication, at international meetings including the UNICEF Brussels meeting on under-nutrition in Sub-Saharan Africa, a follow-on meeting in Paris, the Scaling Up Nutrition (SUN) CSO Network meeting in Washington in June 2013 hosted by Bread for the World and the ACF Community Management of Acute Malnutrition (CMAM) meeting in London in October. HPN distributed copies of the Network Paper in Istanbul at the International Humanitarian Studies Conference, and in Addis Ababa at ALNAP's annual meeting.

HPN organised a public launch event in early May during which participants took part in interactive demonstrations of the approaches to linking scientists and communities discussed in the paper.

In February 2014 NP 77 was launched together with the HPN-commissioned literature review upon which it was based, and HE 60 on gender-based violence in emergencies.

### **Good Practice Reviews**

Resilience, climate change and disaster risk reduction (DRR)

are all topical issues which cut across the humanitarian–development divide. One of HPN's most popular and well-regarded resources is Good Practice Review 9 on Disaster risk reduction, first published in 2004. During the reporting period HPN raised funds to support the revision, translation and dissemination of the GPR. The project will run from October 2013 to August 2015, and will include presentation and dissemination of the new GPR (and the closely related NP 76) at the Third UN World Conference on Disaster Risk Reduction, to be held in Japan in March 2015.

### **Networking**

Networking remains an important part of HPN's work. The HPN Coordinator has moderated and participated in a large number of events during the reporting period, including a day-long session in Geneva in June on the controversial certification process now being piloted; a launch with ICRC of new protection standards; a pre-World Humanitarian Summit regional meeting in Dakar in September, hosted by OCHA; a conference on urban refugees and IDPs organised by IRC at Ditchley Park; and the World Humanitarian Studies Conference

in Istanbul in October. The Coordinator also serves as the HPG representative for ALNAP and is on the steering groups of Enhancing Learning and Research for Humanitarian Assistance (ELRHA), the Livestock Emergency Guidelines (LEGS), the International Humanitarian Studies Association (on behalf of HPG) and the REFANI project, attending meetings and providing support and guidance. The Coordinator's input has also been sought by the Humanitarian Leadership Academy being proposed by Save the Children, the new START consortium (formerly the Consortium of British Humanitarian Agencies) and the DFID Syria Crisis Unit.

The growing demand for HPN to moderate external events and provide advice and input to other humanitarian initiatives and debates is an indication of the esteem in which HPN is held and the continuing relevance of its publications and activities.

### **Uptake and impact**

The public event HPN organised and chaired in February to launch its work on gender-based violence was one of the most popular and successful ODI events ever held, attracting over 450 online viewers



on the day – more than any other ODI event to date – and exceptional twitter and press coverage.

HPN also presented and discussed key findings from all three publications at the DIHAD conference on Women in Aid in Dubai in March 2014. Building on the momentum generated by these publications, HPN is working with a small group of interested NGOs and UK government representatives from the Prevention of Sexual Violence Initiative to organise a high-level roundtable on sexual violence against men and boys, to feed directly into the agenda and discussions to be held at the Global Summit to End Sexual Violence in Conflict.

#### HPN membership

Membership of the Network increased by 6% in the year from April 2013 to March 2014. As in the previous year, subscriptions to hard copies remained static, increasing from 2,287 to 2,321, although the number of hard copy subscribers in the Middle East almost doubled. Email alert-only subscribers increased by 8% to 7,458.

#### HPN website visits

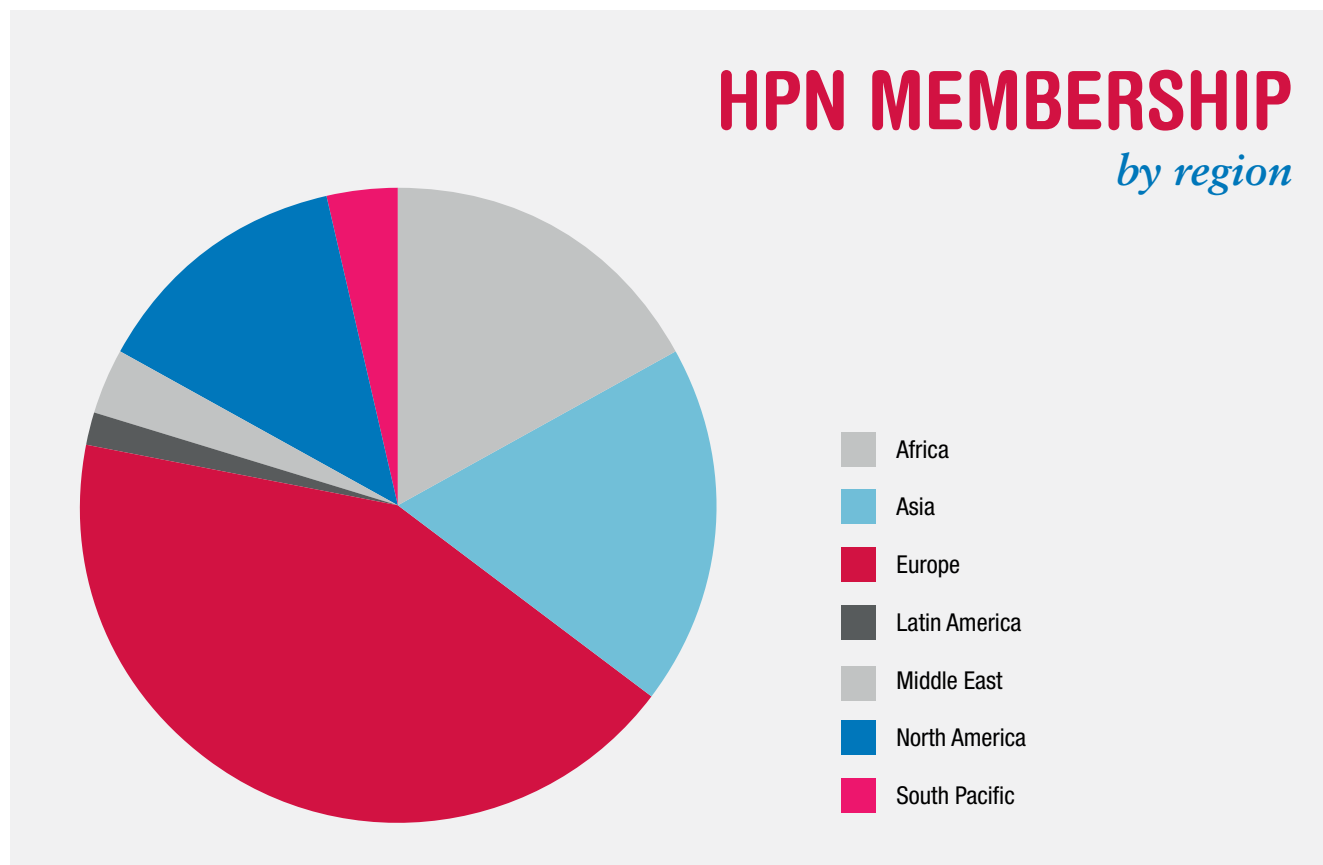
The number of visits to the HPN website increased by 45% during the reporting period compared to the previous year, with 209,462 in 2013/14 against 144,256 in 2012/13. The number of unique visitors to the site increased by almost 50%, from 106,649 to 159,204.

“

*[HPN publications] are great documents ... the best in the field!”*

**FREDERICK M. BURKLE, JR., MD, MPH** – Senior Fellow & Visiting Scientist, Harvard Humanitarian Initiative, Harvard University

### Distribution of HPN hard copy members by region, April 2014



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# Academic engagement

*From editing and managing a leading academic journal to partnering with academic institutions to hold week-long courses on issues around transitions from crises and conflicts, academic engagement forms a core part of our work. Our publications have also been featured in a wide range of university syllabi, including at Deakin University and the Institut d'Etudes Politiques in Paris.*

## Integrated Programme-funded/part-funded projects

### Disasters

*Disasters* is a major, peer-reviewed quarterly journal reporting on all aspects of disaster studies, policy and management. It provides a forum for academics, policymakers and practitioners to publish high-quality research and practice concerning natural catastrophes, anthropogenic disasters, complex political emergencies and protracted crises around the world. The journal promotes the exchange of ideas and experience, maintaining a balance between field reports, case study articles of general interest and academic papers. The journal is edited by Dr. Sara Pantuliano, Professor Helen Young and Professor David Alexander, and is published in association with Wiley-Blackwell Publishing.

*Disasters* continues to report high numbers of article submissions and subscriptions, totalling 303 manuscripts in 2013. *Disasters* achieved a 100% renewal rate in 2013/14 compared to 92% the previous year, a rare occurrence in the industry, and is now available to 5,217 institutions via philanthropic initiatives (an increase on the 2012–13 figure of 5,116). The journal is also accessed by 3,784 institutions through Wiley-Blackwell's licenced sales programme for libraries and consortia.

*Disasters* continues to see significant increases in downloads, with the number of articles downloaded rising by 10% in the year, from 125,724 to 138,669. The most recent impact factor for *Disasters* showed an increase from 0.868 to 1.023. This means that *Disasters* is now ranked 26th (out of 55 journals) in the Planning & Development category (compared to 31 out of 54 the previous year).

During 2013–14, in addition to the quarterly issues, *Disasters* published two supplementary issues on 'Evidence-based Action in Humanitarian Crises', featuring a selection of the 315 papers presented at the second World Conference on Humanitarian Studies (WCHS) in May 2011, and 'State Sovereignty and Humanitarian Action', produced in partnership with Médecins Sans Frontières. In addition, a virtual issue was produced in April 2013 that revisited past papers that sought to inform debates surrounding resilience and demonstrate how resilience has been understood in different contexts. This issue contained the most downloaded article over the year, 'The concept of resilience revisited' by Siambabala Bernard Manyena, which was accessed 2,111 times. The next four most downloaded articles related to the theme of climate change and disasters.

### Advanced Course on Conflict, Crisis and Transitions

#### Objective and main activities

The Advanced Course on Conflict, Crisis and Transitions aims to facilitate learning and guided reflection on issues around the transition from conflict to stability and peace. Run in partnership with the Post-war Reconstruction and Development Unit (PRDU) at the University of York, the course brings together mid-career and senior professionals at York University for one week each summer, providing them with the opportunity to engage in a participatory learning process that combines lectures with small group discussions and exercises.

2013 saw the highly successful fourth edition of the course, which was attended by 25 candidates from 19 countries including Afghanistan, Burkina Faso,



Participants at the Advanced Course on Conflict, Crisis and Transitions, 2013 © HPG

“

*It was a great course with fantastic participants and a really rich discussion both in the classroom and outside. Thank you again for such a wonderful experience that will surely help my work on education in conflict/transition states.”*

**AMY WEST** – Senior Program Manager, Youth, Education & Workforce Development, American Institutes for Research (AIR)

the Democratic Republic of Congo, Jordan, Lebanon, the Palestinian territories and Somalia. Course participants reflected on a range of issues including stabilisation of fragile states (using South Sudan and Afghanistan as case studies), the role of armed groups in transition and counter-terrorism restrictions on humanitarian action. Guest speakers included Air Commodore (Retd) Steven Abbott CBE FCMI (UK Royal College of Defence Studies), Mohammed Haneef Atmar (formerly Afghanistan’s Minister of the Interior), Dr Luka Biong Deng (Harvard Kennedy School and University of Juba), Professor Nicholas Haysom (Deputy Special Representative of the UN Secretary-General for Political Affairs in

Afghanistan) and Francesc Vendrell, CMG (former Head of the UN Special Mission to Afghanistan).

## Advanced Course on Crisis, Recovery and Transitions

### Objective and main activities

The Advanced Course on Crisis, Recovery and Transitions in Beijing, which HPG organises in partnership with Tsinghua University, aims to provide an open forum for policymakers and practitioners to engage with one another and leading experts. This year’s course brought together representatives from the United Nations, South-east Asia-based NGOs and the Chinese government for one full week. While at Tsinghua’s School





*‘I wish to express my deep thanks and gratitude to the ODI and Tsinghua University for the excellent course and the terrific atmosphere in which it was conducted. That was really wonderful and it was the best training course in terms of content and organisation I ever attended ... For all the instructors and participants, thank you all, it has really been a special occasion and unforgettable experience.’*

**AZHARI AHMED** – Senior Economist, Islamic Development Bank.

of Public Policy and Management (SPPM), the Advanced Course participants heard from leading Chinese and international experts, including senior OCHA and ICRC leaders. Participants also had the chance to learn about the Chinese government’s impressive and growing capacity for disaster management at home and abroad, with close interaction with personnel from the National Disaster Reduction Centre of China (NDRCC). As commonly occurs in these courses, much of the most valuable learning comes from discussions among the participants and speakers outside of the classroom over meals and during social outings.

HPG looks forward to continuing this course in close partnership with Tsinghua University, with

inputs from the Chinese Academy of Governance and others. In future years, the Advanced Course in Beijing will increasingly work to include as many Chinese government officials as possible in order to learn from and feed into their evolving thinking on humanitarian issues.

#### **Uptake and Impact**

The Beijing-based Advanced Course had a significant impact on participants, several of whom have expressed interest in joining future courses arranged by HPG. In addition, the networks created by the course enable HPG’s and participants’ work; for instance, HPG is currently collaborating with one Advanced Course participant in our work on the role of regional organisations in humanitarian action in Somalia.

#### **Commissioned work**

#### **Masters in International Humanitarian Assistance (MIHA)**

The MIHA is an online postgraduate programme in international humanitarian affairs, run by the Post-war Reconstruction and Development Unit (PRDU) in collaboration with HPG. The Masters is conducted in small groups of students under the guidance of PRDU staff, with sessions taught by humanitarian experts from HPG. Students have the opportunity to interactively discuss specific topics online and participate in webinars with leading policy experts, and have exclusive access to University of York and HPG materials.

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# Public affairs and policy advice

*From negotiations with Al-Shabaab in Somalia to the response to Typhoon Haiyan, our research and policy messages made headlines and shaped public and policy debates throughout the last year. Through a range of events – public events, closed-door roundtables, high-level meetings and conferences – as well as strategic targeting of media, social media and digital outlets, we have expanded our influence on humanitarian policy, practice and public discourse.*

## Media engagement

Over the last year, the team achieved nearly 200 mentions in the media, from traditional news outlets including *The New York Times*, Reuters, Al Jazeera, the BBC, *The Financial Times*, Fox News, *The Daily Mail* and *The Guardian*, as well as humanitarian- and development-focused outlets such as IRIN News, Reuters Alertnet and Devex. We dedicated efforts to expanding our global media reach through extensive engagement with national and regional press such as *The Jordan Times*, *The Bangkok Post*, *The Daily Star* (Lebanon), Voice of Russia and *The East African*.

The crises and conflicts in Afghanistan, Libya, Mali, Myanmar, Somalia, South Sudan and Syria were hot topics of debate during the last year, and our researchers provided leading quotes and expertise to inform the media and public debate on these crises. Seeking to improve public understanding of these emergencies, we illustrated the key issues and provided frank and candid insights.

Leading media groups also sought the team's expertise on a range of issues, including the future of humanitarian action, trends in humanitarian financing and the safety and security of aid workers. Our work on the effects of counter-terrorism legislation helped give rise to a dedicated episode of Al Jazeera's 'The Stream', which we subsequently appeared on.

### Spotlight: HPG on Typhoon Haiyan

In November 2013 Typhoon Haiyan swept across the Philippines, leaving a trail of devastation in its wake. In the weeks following the disaster, we provided advice to ASEAN's humanitarian wing (the AHA Centre), the government of Indonesia and international NGOs. HPG researchers appeared on a range of media outlets, including BBC News and World News and Canadian Broadcasting Corporation (CBC) radio, highlighting key lessons from past disaster responses. We later conducted an evaluation of the UK government's response to Typhoon Haiyan with the Independent Commission on Aid Impact (ICAI), which led DFID to examine its systems for responding to disasters.

Our research on humanitarian negotiations with armed non-state actors was also widely covered in print and online articles, radio and TV, including *The Guardian*, BBC, Al Jazeera, *The Daily Mail* and SBS Australia. We launched the research at a series of events, bringing together experts, policymakers and practitioners to debate and provide recommendations on how to improve humanitarian engagement with armed groups.



*Your work inspired our program 'Aid against enemy lines' so we think it would be very valuable for our international audience to learn from your insights and experiences."*

MONIS KHAN – The Stream, Al Jazeera English



**38 EVENTS**  
*in 9 different countries*

## HPG'S COMMUNICATIONS *in numbers*



**200 MEDIA MENTIONS**



**215,645  
DOWNLOADS**  
*20% increase on last year*

**3,124**



**TWITTER**  
*followers*

**7,350  
SUBSCRIBERS**

*to our e-newsletters*



*We regularly reach*

**3,945 PEOPLE**  
*on facebook*



### Spotlight: HPG on South Sudan

The end of 2013 saw the start of an escalation of violence in South Sudan. We convened two closed-door roundtables with senior South Sudanese and international speakers and experts to discuss the evolution of the crisis and how to strengthen the humanitarian response. The roundtable took place alongside speaking engagements at a range of public events, including a high-profile panel at the UK parliament. A range of donors and humanitarian organisations called upon the team's expertise to advise on their response to the crisis. We were also one of the leading voices in the media and public domain, with interviews for outlets including Al Jazeera and the *New York Times*. An op-ed critical of the technocratic nature of aid in South Sudan saw dozens of syndications and was disseminated widely amongst those working on South Sudan and beyond.

### Public events, roundtables and conferences

Over the last year we have continued to act as a key convenor of leading experts on humanitarian affairs. We held 38 events, roundtables and conferences over the year in nine countries, including China, Jordan, Mali, Pakistan and Indonesia – the equivalent of more than three events a month. Events featured a range of experts from the humanitarian sector and beyond, and many panels were chaired by renowned journalists or leading figures in the sector. HPG researchers also chaired or spoke at 79 external events in 22 countries.

Events explored some of the most pressing issues facing humanitarian action today. Public events exploring security and the 'bunkerisation' of humanitarian work, how to address and respond to gender-based violence and the challenges of providing aid in war zones were among some of the year's sold-out events, with record numbers of online attendees from around the world and in the field.

In December 2013, Jérôme Oberreit, the Secretary-General of Médecins Sans Frontières (MSF), delivered



the second Annual Lecture. Oberreit spoke about the international community's failure to respond to humanitarian needs in violent environments, drawing on MSF's experience of operating in Syria and the Central African Republic (CAR), and made a real impact in drawing greater attention to the then barely mentioned crisis in CAR.

We have also held a range of high-level conferences and roundtables around the world. Two conferences sought to explore the changing humanitarian landscape, with particular focus on the roles of rising and emerging global actors. The first, in Turkey, was co-hosted with Wilton Park and the ICRC and brought together a diverse set of actors from around the world, including representatives from humanitarian agencies, governments, regional organisations, donor organisations, and think tanks.

The second, held in Jordan, focused on the future of humanitarian action in the Arab region and engaged with Arab and international senior officials, policymakers and practitioners. A range of other conferences and roundtables reflected on the history of humanitarian action in the Middle East and North Africa; the role of regional organisations in humanitarian response; supporting governments to improve education for Syrian refugees; urban displacement in Pakistan; and protection of civilians in armed conflict.

## Policy advice

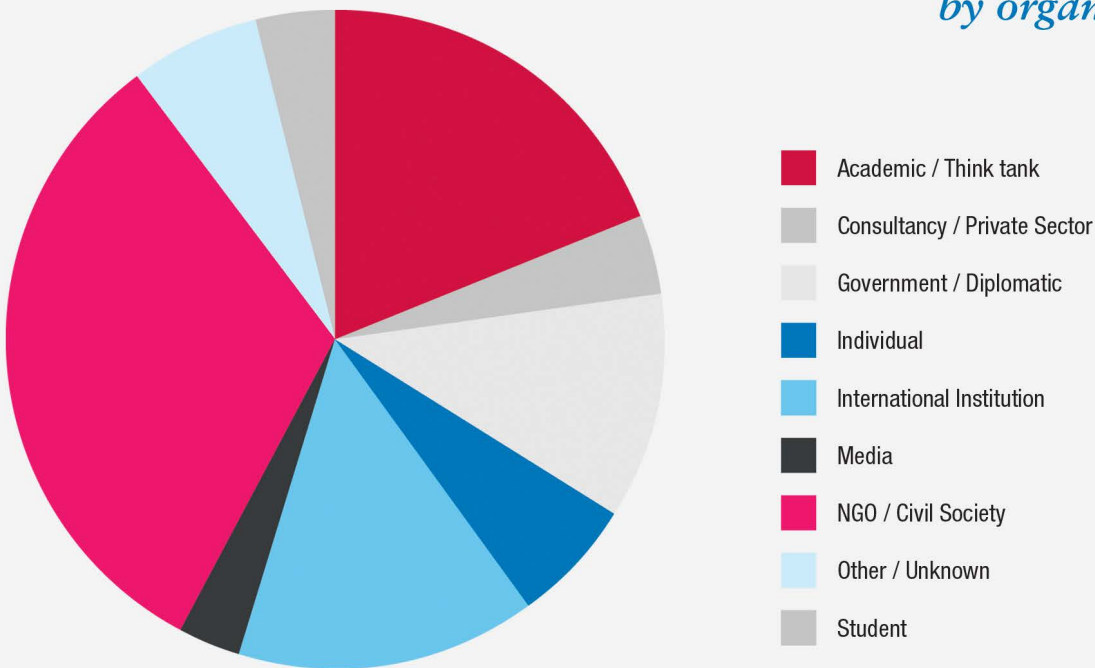
Another key part of our public affairs work has been providing advice to governments, donors, aid organisations, UN agencies and academic institutions through formal advisory roles and informal briefings and policy input.

## Top downloads (HPG publications released during April 2013–March 2014)

Publication		Publication date	Downloads
Working Paper	A history of the humanitarian system: Western origins and foundations	June 2013	2,821
Policy Brief 53	Al-Shabaab engagement with aid agencies	December 2013	1,836
Working Paper	The search for common ground: civil–military relations in Afghanistan, 2002–13	April 2013	1,836
Working Paper	Disaster as opportunity? Building back better in Aceh, Myanmar and Haiti	November 2013	1,696
Working Paper	Sanctuary in the city? Urban displacement and vulnerability in Peshawar, Pakistan	May 2013	1,524
Working Paper	Talking to the other side: Humanitarian negotiations with Al-Shabaab in Somalia	December 2013	1,441
Policy Brief 52	Sanctuary in the city? Reframing responses to protracted urban displacement	June 2013	1,156
HPG Report 33	Sanctuary in the city? Urban displacement and vulnerability – Final report	June 2013	836
Working Paper	Conflict, climate change and politics: Why a techno-centric approach fails the resilience challenge	February 2014	807
Working Paper	Humanitarian crises, emergency preparedness and response: the role of business and the private sector – Jordan case study	January 2014	674

## HPG MEMBERSHIP

*by organisation*



Formal advisory roles have included serving as the Specialist Advisor for the UK International Development Committee's inquiry on UK's support for humanitarian aid in the Middle East and sitting on Councils and Advisory Boards for organisations and initiatives including the World Economic Forum's Global Agenda Council on Catastrophic Risk, the Humanitarian Innovation Fund, the Refugee Studies Centre and the Revision of the ICRC Protection Standards. We have also provided regular advice to organisations and institutions such as the Malaysian Ministry of Foreign Affairs, the UK's Stabilisation Unit and the European Union Council Working Party on Development.

### Representation

The Public Affairs and Representation and the Policy Engagement budget lines enable us to visit donors

at their headquarters to discuss the substance of the Integrated Programme and to carry out collaborative activities with their partners. During the reporting period, HPG co-hosted seminars, conferences and closed-door meetings in Canada (May 2013), Sweden (May 2013), Switzerland and Ireland (April 2013) and Australia (January 2014). We also engaged with wider audiences through participation in key events such as the Dubai International Humanitarian Aid & Development Conference & Exhibition (DIHAD), where we presented on gender-based violence in emergencies, and the Humanitarian Congress in Berlin.

### Reprinting

We have been able to reproduce publication materials on demand, to disseminate research findings to new and existing audiences. The budget line is also used to meet the costs of our annual Advisory Group meeting.

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# HPG publications

## HPG Reports and Working Papers

*The search for common ground: civil–military relations in Afghanistan, 2002–13*

HPG Working Paper, Ashley Jackson and Simone Haysom, April 2013

*Sanctuary in the city? Urban displacement and vulnerability in Peshawar, Pakistan*

HPG Working Paper, Irina Mosel and Ashley Jackson, May 2013

*Final monitoring report of the Somalia cash and voucher transfer programme – Phase 2: April 2012–March 2013*

HPG Commissioned Report, Sophia Dunn, Mike Brewin and Aues Sceek, June 2013

*A history of the humanitarian system: Western origins and foundations*

HPG Working Paper, Eleanor Davey, with John Borton and Matthew Foley, June 2013

*Sanctuary in the city? Urban displacement and vulnerability*

HPG Report 33, Simone Haysom, June 2013

*Talking to the ‘other side’: humanitarian engagement with armed non-state actors in Darfur, Sudan, 2003–2012*

HPG Working Paper, Jonathan Loeb, August 2013

*Talking to the ‘other side’: humanitarian negotiations in Southern Kordofan and Blue Nile, Sudan*

HPG Working Paper, Irina Mosel and Ashley Jackson, July 2013

*Regional organisations and humanitarian action*

HPG Working Paper, Steven A. Zyck, November 2013

*Disaster as opportunity? Building back better in Aceh, Myanmar and Haiti*

HPG Working Paper, Lilianne Fan, November 2013

*Talking to the ‘other side’: humanitarian negotiations with Al-Shabaab in Somalia*

HPG Working Paper, Ashley Jackson and Abdirahman Aynte, December 2013

*The search for common ground: civil–military coordination and the protection of civilians in South Sudan*

HPG Working Paper, Wendy Fenton and Sean Loughna, December 2013

*The search for common ground: police, protection and coordination in Timor-Leste*

HPG Working Paper, Eva Svoboda and Eleanor Davey, December 2013

*Humanitarian crises, emergency preparedness and response: the role of business and the private sector – a strategy and options analysis of Haiti*

HPG Commissioned Report, Sarah Bailey, January 2014.

*Humanitarian crises, emergency preparedness and response: the role of business and the private sector – Jordan case study*

HPG Commissioned Report, Steven A. Zyck and Justin Armstrong, January 2014

*Humanitarian crises, emergency preparedness and response: the role of business and the private sector – Kenya case study*

HPG Commissioned Report, Jim Drummond and Nicholas Crawford, January 2014

*Understanding humanitarian action in East and Southeast Asia: a historical perspective*

HPG Working Paper, Pichamon Yeophantong, February 2014

*Conflict, climate change and politics: why a techno-centric approach fails the resilience challenge*

HPG Working Paper, Simon Levine, Katie Peters and Lilianne Fan, February 2014



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*Humanitarian crises, emergency preparedness and response: the role of business and the private sector – Indonesia case study*

HPG Commissioned Report, Joanne Burke and Lilianne Fan, February 2014

*The search for common ground: civil–military relations in Pakistan*

HPG Working Paper, Lauren Greenwood and Gowthaman Balachandran, March 2014

*Security and humanitarian crisis in Mali: the role of regional organisations*

HPG Working Paper, Simone Haysom, March 2014

## Policy Briefs and Briefing Notes

*The search for common ground: civil–military relations in Afghanistan, 2002–13*

HPG Policy Brief 51, Ashley Jackson and Simone Haysom, May 2013

*Sanctuary in the city? Reframing responses to protracted urban displacement*

HPG Policy Brief 52, Simone Haysom, June 2013

*Al-Shabaab engagement with aid agencies*

HPG Policy Brief 53, Ashley Jackson and Abdirahman Aynte, December 2013

*The growing role of regional organisations in humanitarian action*

HPG Policy Brief 54, Steven A. Zyck, December 2013

*Humanitarian negotiations with armed non-state actors: key lessons from Afghanistan, Sudan and Somalia*

HPG Policy Brief 55, Ashley Jackson, March 2014

## External publications

*Cooperation from crisis? Regional responses to humanitarian emergencies*

IPI publication, Jérémie Labbé, Lilianne Fan, and Walter Kemp, September 2013

*‘You don’t need to love us’: civil–military relations in Afghanistan, 2002–2013*

Stability: International Journal of Security and Development, Simone Haysom and Ashley Jackson, August 2013

*Health interventions in humanitarian crisis: a call for more quality research*

London School of Hygiene and Tropical Medicine report, Karl Blanchet, Vera Sistenich, Anita Ramesh, Severine Frison, Emily Warren, Mazedra Hossain, Abigail Knight, Chris Lewis, James Smith, Aniek Woodward, Maysoon Dahab, Sara Pantuliano and Bayard Roberts, November 2013

*Rapid review of DFID’s humanitarian response to Typhoon Haiyan in the Philippines*

ICAI report, Steven A Zyck, March 2014

## Disasters Journal

Vol. 37, iss. 2, *Disasters Journal*, April 2013

*Disasters Virtual Issue on Resilience*, April 2013

Vol. 37, iss. 3, *Disasters Journal*, July 2013

Vol. 37, supplement s1, *Disasters Special Issue: Evidence-based Action in Humanitarian Crises*, July 2013

Vol. 37, iss. 4, *Disasters Journal*, October 2013

Vol. 37, supplement s2, *Disasters Special Issue: State Sovereignty and Humanitarian Action*, October 2013

Vol. 38, iss. 1, *Disasters Journal*, January 2014

## Blog posts

*A multitude of meanings in a mutual past*  
ODI Blog, Eleanor Davey, April 2013

*What have we learned about stabilization in Afghanistan? Not much.*

Foreign Policy AfPak Channel, Ashley Jackson, May 2013

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*Sectarian strife needs ASEAN response*

Bangkok Post, Lilianne Fan, June 2013

*Post-NATO Afghans need global support*

The Global Times, Ashley Jackson, June 2013

*Living in the shadows: who is the guardian of urban refugee rights?*

ODI Blog, Simone Haysom, June 2013

*Violence towards aid workers increasing*

The Networker issue 105, Adele Harmer, June 2013

*Democracy, Mali elections, aid and the military*

ODI podcast, Eva Svoboda, July 2013

*Secessionists and sectarianism: Yemen's more combustible security crises*

OpenDemocracy, Steven A. Zyck, August 2013

*Rice prices, refugees, G20*

ODI podcast, Simone Haysom, August 2013

*Al-Shabaab's theft: humanitarian and security implications*

OpenDemocracy, Steven A. Zyck, August 2013

*World Humanitarian Day: counting the costs*

ODI Blog, Eva Svoboda, August 2013

*A day to honor Syria's humanitarian workers*

The Daily Star, Sara Pantuliano, August 2013

*Barclays gets scared and Somalis become collateral damage*

The East African, Simon Levine, September 2013

*We've been here before: the struggle for access in Sudan*

ODI Blog, Irina Mosel, October 2013

*Crisis preparedness and response: the Chinese way*

ODI Blog, Steven A Zyck, October 2013

*The humanitarian response to the Syrian refugee crisis must not ignore the private sector*

ODI Blog, Steven A Zyck, November 2013

*Responding to Typhoon Haiyan: the need to avoid 'saviour syndrome'*

ODI Blog, Sara Pantuliano, November 2013

*In the wake of Haiyan: lessons from Indonesia and Haiti*

Rappler, Lilianne Fan, November 2013

*Typhoon Haiyan, Warsaw climate change negotiations, budgeting in the real-world*

ODI podcast, Sara Pantuliano, November 2013

*A deadly dilemma: how Al-Shabaab came to dictate the terms of humanitarian aid in Somalia*

ODI Blog, Ashley Jackson, December 2013

*Za'atari refugee camp, aid agencies and Al-Shabaab, organised crime and democracy*

ODI podcast, Ashley Jackson, December 2013

*International Migrants Day*

ODI Blog, Eva Svoboda, December 2013

*Donor-driven technical fixes failed South Sudan: it's time to get political*

Think Africa Press, Sara Pantuliano, January 2014

*Geneva: peace for Syria may be elusive, but humanitarian access need not be*

ODI Blog, Eva Svoboda, January 2014

*Helping refugees makes business sense*

Jordan Times, Steven A Zyck, January 2014

*10 things not to do with climate aid*

ODI Blog, Simon Levine and Katie Peters, February 2014

*Finally, things have got interesting!*

HPN Blog, Simon Levine, March 2014

*The changing humanitarian landscape*

New World, Sara Pantuliano, March 2014

*MSF's expulsion from Rakhine can only harm Myanmar's reform process*

Bangkok Post, Lilianne Fan, March 2014

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## Conference and meeting reports

*Civil-military coordination in natural disasters:  
Americas region*

Roundtable summary report, April 2013

*A global history of modern humanitarian action:  
Middle East and North Africa regional conference*

Conference summary report, May 2013

*Protecting civilians in armed conflict*

Conference summary report, June 2013

*Advancing humanitarian action: engaging with rising  
global actors to develop new strategic dialogue and  
partnerships*

Conference summary report, November 2013

*Advanced Course on Crisis, Recovery and Transitions*

Course summary report, November 2013

*Humanitarian action in the Arab region*

Conference summary report, January 2014

*Markets in crises and transitions: Islamabad  
roundtable*

Roundtable summary report, February 2014

*Markets in crises and transitions: London roundtable*

Roundtable summary report, March 2014

*Markets in crises and transitions: Mali roundtable*

Roundtable summary report, March 2014

*ASEAN and humanitarian action: progress and  
potential*

Roundtable summary report, March 2014



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# HPN publications

## *Humanitarian Exchange Magazine*

*South Sudan at a crossroads*

Humanitarian Exchange 57, May 2013

*Humanitarian negotiations*

Humanitarian Exchange 58, July 2013

*The conflict in Syria*

Humanitarian Exchange 59, November 2013

*Gender based violence in emergencies*

Humanitarian Exchange 60, February 2014

## **Network Papers**

*Managing acute malnutrition at scale: a review of donor and government financing arrangements*

Network Paper 75, May 2013

*Knowledge is power: unlocking the potential for science and technology to enhance community resilience through knowledge exchange*

Network Paper 76, December 2013

*Preventing and responding to gender-based violence in humanitarian crises*

Network Paper 77, February 2014

# Income and expenditure

		Budget	Income (as per interim report sent May 2014)		Actuals (Financial year 2013/2014)	
Project Number	Project	IP 13-15 Revised budget as per Interim Report (May 2014)	Financial year 2013/2014	Financial year 2014/2015	Final IP income spent up to 31/3/2014	Carry forward to 2014/2015
CD000020	Zones of engagement	364,105	159,200	204,905	142,493	
D0403	History of modern humanitarian action	337,961	142,702	195,259	99,729	
CD000021	Markets and resilience in crises and transitions	342,349	123,234	219,115	110,130	
CD000022	Protection of civilians	362,993	175,795	187,198	175,054	
CD000023	The changing humanitarian landscape: reflection and synthesis	69,650	12,240	57,410	12,240	
CD000028	Humanitarian Practice Network	440,592	203,550	237,042	210,683	
CD000024	Policy advice and engagement	237,946	93,556	144,390	94,716	
CD000025	Public affairs and representation	267,924	123,481	144,443	123,416	
CD000027	Advanced Course on Crisis, Recovery and Transitions, Beijing	41,926	16,926	25,000	26,807	
CD000019	Advanced Course on Conflict, Recovery and Transitions, York	67,728	32,728	35,000	21,443	
CD000026	Reprinting	5,000	2,000	3,000	314	
D0347OS	Disasters	10,000	–	10,000	–	
D0400	Resilience and humanitarian action		35,415		35,415	
D0401	Strengthening humanitarian negotiations		33,053		33,053	
D0402	Civil-military coordination		37,275		37,275	
D0403	History of modern humanitarian action		39,246		39,246	
D0337	Food security and livelihoods in protracted crises		9,155		9,155	
D0000	Income in advance (unallocated)		112,968			181,356
<b>TOTAL</b>		<b>£2,548,174</b>	<b>£1,352,525</b>	<b>£1,462,762</b>	<b>£1,171,169</b>	<b>£181,356</b>

# IP grants

Project number	Project detail	Funder details	Income in advance for 2013/2014 (carry forward from 2012/2013)	Grants received in the year 2013/2014	Income in advance for 2014/2015
D000	IP income	Irish Aid (10 01)	9,155		
		Norwegian Ministry of Foreign Affairs	108,117		
		Swedish International Development Cooperation Agency	72,442		
		Australian Department of Foreign Affairs and Trade		102,930	
		British Red Cross		5,000	
		Canadian Department of Foreign Affairs Trade and Development		107,741	
		Danish Ministry of Foreign Affairs		221,978	114,670
		Dutch Ministry of Foreign Affairs		100,000	
		International Rescue Committee UK		1,000	
		Irish Aid (13 01)		106,590	
		Norwegian Ministry of Foreign Affairs		158,434	66,686
		Oxfam GB		15,000	
		Swedish International Development Cooperation Agency		185,639	
		Swiss Federal Department of Foreign Affairs		67,200	
		United States Office of Foreign Disaster Assistance		85,227	
		World Vision International		6,072	
<b>TOTAL</b>			<b>£189,674</b>	<b>£1,162,811</b>	<b>£181,356</b>



# HPG Advisory Group members

As of March 2014

AG Member	Organisation	Position
John Mitchell	Active Learning Network for Accountability and Performance in humanitarian action (ALNAP)	Director
Alan March	Australian Department of Affairs and Trade	First Assistant Director General, Humanitarian Response Branch
Sorcha O'Callaghan	British Red Cross Society	Head of Humanitarian Policy
Leslie Norton	Canadian Canadian Department of Foreign Affairs, Development and Trade	Director General, International Humanitarian Assistance Directorate
Dennis McNamara	Centre for Humanitarian Dialogue	Senior Humanitarian Advisor
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
Linda Poteat	Emergency Capacity Building Project	Director
Henrike Trautmann	European Commission Humanitarian Aid Office (ECHO)	Head of Unit, Humanitarian Aid and Civil Protection
Luca Alinovi	Food and Agriculture Organisation (FAO)	Officer in charge, Somalia
Hany El-Banna	Humanitarian Forum	President
Margie Buchanan-Smith	Independent Consultant	Independent Consultant
Pascal Daudin	International Committee of the Red Cross (ICRC)	Head of Policy Unit
Kevin Kelly	Irish Aid	Director of Emergency and Recovery, Development Cooperation Division
Jehangir Malik	Islamic Relief UK	Director
Randolph Kent	King's College London	Director, Humanitarian Futures Programme
Yoon Jeehyun	Korea International Cooperation Agency	Manager, Humanitarian Assistance and Multilateral Cooperation Office
Marc Dubois	MSF UK	Executive Director
Øystein Lyngroth	Norwegian Ministry of Foreign Affairs	Head of Project, Humanitarian Affairs
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
Olivier Bangerter	Swiss Federal Department of Foreign Affairs	Deputy Head of Section, Humanitarian Policy and Migration
Helen Young / Dan Maxwell (alternate years)	Tufts University	Research Director for Nutrition and Livelihoods and Darfur / Research Director for Food Security and Complex Emergencies
Joanna Macrae	United Kingdom Department for International Development	Head of Profession and Senior Research Adviser, Humanitarian
Jeff Crisp	United Nations High Commissioner for Refugees (UNHCR)	Head, Policy Development & Evaluation Service
Hansjoerg Strohmeyer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Chief, Policy Development and Studies Branch
Miwa Hirono	University of Nottingham	Research Fellow, China Policy Institute
Roger Zetter	University of Oxford	Emeritus Professor of Refugee Studies
Sultan Barakat	University of York	Director, Post-war Reconstruction and Development Unit
Mia Beers	US Agency for International Development (USAID)	Humanitarian Coordination Specialist
Manuel Aranda da Silva	World Food Programme (WFP)	Director of Policy, Planning and Strategy

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# HPG staff

As of March 2014



**Sara Pantuliano**  
Director of HPG



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