

# People, power and agency

HPG Integrated Programme

2022-2024



Readers are encouraged to reproduce material for their own publications, as long as they are not being sold commercially. ODI requests due acknowledgement and a copy of the publication. For online use, we ask readers to link to the original resource on the ODI website. The views presented in this paper are those of the author(s) and do not necessarily represent the views of ODI or our partners.

This work is licensed under CC BY-NC-ND 4.0.

This PDF has been prepared in accordance with good practice on accessibility.

# Contents

---

---

## **Overview of the Integrated Programme / 5**

People, power and agency / 5

---

## **Beyond survival: well-being in protracted crises / 8**

Background and rationale / 8

Research framework and methodology / 8

Impact on humanitarian policy and practice / 10

Project activities, deliverables and timeline / 11

---

## **Social cohesion and forced displacement / 12**

Background and rationale / 12

Research framework and methodology / 12

Impact on humanitarian policy and practice / 14

Project activities, deliverables and timeline / 14

---

## **Community agency, protection and peacebuilding / 15**

Background and rationale / 15

Research framework and methodology / 15

Impact on humanitarian policy and practice / 17

Project activities, deliverables and timeline / 17

---

## **Remaking aid: ethics, politics and narratives / 19**

Background and rationale / 19

Research framework and methodology / 19

Impact on humanitarian policy and practice / 21

Project activities, deliverables and timeline / 21

---

## **Partnering for a localised humanitarian research agenda / 23**

Background and rationale / 23

Research framework and methodology / 23

Impact on humanitarian policy and practice / 24

Project activities, deliverables, and timeline / 24

---

## **Humanitarian Practice Network / 26**

---

## **Policy influence and academic engagement / 28**

Academic engagement / 28

---

## **Rapid response, communications and accessibility / 29**

---

**Appendix 1 Approach and products / 30**

---

**Appendix 2 Budget / 33**

---

**Appendix 3 HPG staff and Research Associates / 43**

---

**Appendix 4 HPG Advisory Group members / 46**

# Overview of the Integrated Programme

‘People, power and agency’ is the Humanitarian Policy Group (HPG)’s 15th Integrated Programme (IP) of work. The projects proposed here constitute the core of HPG’s research work for 2022–2024. Through this programme, HPG will combine cutting-edge research on humanitarian policy and practice, extensive policy engagement, public affairs and convening through a programme of public and closed-door events, conferences and media work and academic engagement.

HPG’s programme of research builds on previous work, while responding to emerging issues and the concerns of humanitarian actors. This research agenda was developed through a comprehensive horizon-scanning exercise, engagement and consultation with key actors and partners, and background research. The research projects were selected based on the expertise of the HPG team, engagement with HPG’s Advisory Group and discussions with HPG’s partners.

## People, power and agency

Affected people are always the first, and often the most effective, responders to humanitarian crises. Whether mobilising collective support, negotiating with armed actors, fleeing violence or rebuilding following disasters, affected communities undertake a range of strategies to stay safe and cope with crises. While humanitarian assistance may provide a critical lifeline, the agency, power and relationships that affected people are able to deploy are equally, if not more, important and can be critical determinants of survival and recovery, or of vulnerability and exclusion. This may be more evident in protracted crises where the limits of humanitarian action can be more obvious. Yet, for a humanitarian sector forged on the basis of common humanity and founded on humanitarian principles, assistance is often disconnected from how people actually live their lives, and from the relationships that support and sustain them.

There is growing acknowledgement that the humanitarian system is embedded in social and political dynamics. This is reflected in calls to decolonise humanitarian action that seek important change across multiple levels, including by re-centring people’s rights, capacities and agency, as well as challenging historical and structural power dynamics that privilege the Global North. At a time of rising nationalism and reducing aid budgets, and when the humanitarian system faces deep questions about its priorities, models and approaches, major change is required. This includes shifting humanitarian models away from direct delivery towards enabling local solutions and local leadership, repositioning narratives away from charity or dependency towards solidarity, and focusing on people’s rights and agency.

This set of proposals for HPG’s IP for 2022–2024 will explore how the humanitarian sector can better understand the social and political forces that condition and influence humanitarian assistance. A lens

## 6 HPG Integrated Programme proposal 2022-2024

---

of people, power and agency can both challenge and inform a range of policy agendas, including on accountability towards affected people, local humanitarian action and ‘nexus’ approaches aimed at bridging humanitarian, development and peacebuilding efforts.

We will explore these issues from a range of different angles. Three projects will examine dynamics within crisis contexts. One will explore the agency that communities have with conflict parties in securing local-level protection; a second will explore how aid affects people’s wider well-being, taking into account social, cultural, political and economic facets of life; and a third will analyse how to enhance social cohesion in displacement-affected environments. Our final projects will explore influences on the humanitarian system, including how aid narratives in the Global North affect donor decision-making. Through a policy partnership project, we will co-create a research agenda in a crisis-affected context as a step towards repositioning local researchers as drivers of global humanitarian policy.

In doing so, we are building on HPG’s work in previous IPs, in particular research focused on [inclusion in humanitarian action](#) and [humanitarian assistance from the ground up](#). While we are proposing a dedicated project focused on policy partnership, HPG commits to strengthening and learning from partnerships across all our work. HPG will also continue its engagement with humanitarian practitioners through the [Humanitarian Practice Network \(HPN\)](#), a global forum for policy-makers, practitioners and others working in the humanitarian sector to share analysis and experience. HPN publications – *Humanitarian Exchange* magazine, commissioned Network Papers on specific subjects, Good Practice Reviews and a lively series of blogs – form the heart of HPN’s output, in addition to an active programme of public events.

HPG will also maintain its links with the global academic community through its editorship of *Disasters* journal, publishing in academic journals and engagement in academic debates.

HPG has made important strides in digital engagement, reaching new and larger audiences. Under this IP, HPG’s research will be accompanied by extensive policy engagement and an active communications programme, with tailored engagement plans designed to ensure that research findings reach key audiences in accessible and useable formats. Funding is sought to further increase the accessibility of HPG’s work through translation, engagement with new audiences and ensuring that events are closed-captioned. We will also continue to develop multimedia products, such as podcasts, webinars, online interviews and discussions. Funds are also sought to allow rapid engagement with current or emerging issues as they arise, and the production of policy briefs to guide policy-makers and practitioners in their responses to unfolding crises. We will seek to further consolidate the Group’s reputation as an important source of expertise for journalists, editors and producers.

## 7 HPG Integrated Programme proposal 2022-2024

**Table 1** Integrated Programme 2022-2024 budget

	2022-2023	2023-2024	Total
<b>Research projects</b>			
Beyond survival: well-being in protracted crises	£233,715	£310,805	£544,520
Social cohesion and forced displacement	£210,935	£312,395	£523,330
Community agency, protection and peacebuilding	£233,540	£238,060	£471,600
Remaking aid: ethics, politics and narratives	£211,585	£258,575	£470,160
Partnering for a collaborative humanitarian research agenda	£200,070	£237,435	£437,505
<b>Total research projects</b>	<b>£1,089,845</b>	<b>£1,357,270</b>	<b>£2,447,115</b>
<b>Non-research projects</b>			
Humanitarian Practice Network	£225,890	£247,890	£473,780
Policy engagement	£334,170	£334,170	£668,340
Communications and rapid response	£252,575	£253,375	£505,950
Translation, accessibility and participation	£89,280	£89,280	£178,560
Academic engagement and <i>Disasters</i> journal	£44,140	£44,140	£88,280
<b>Total non-research projects</b>	<b>£946,055</b>	<b>£968,855</b>	<b>£1,914,910</b>
<b>Total</b>	<b>£2,035,900</b>	<b>£2,326,125</b>	<b>£4,362,025</b>

# Beyond survival: well-being in protracted crises

## Background and rationale

Over the past decade, research on humanitarian action has repeatedly identified that crisis-affected people do not perceive humanitarian aid as meeting their most urgent needs. While this highlights the gap between levels of need and the resources available to meet them, it also points to a wider issue: that, in their focus on a certain set of material needs, current modes of humanitarian action often overlook or ignore wider questions of people's well-being, in terms of how people understand and experience the world, and what they want out of life.

In part, this stems from the fact that humanitarian aid remains a supply-driven system, beset by well-documented power imbalances and operational weaknesses that render it unable to listen to people in crisis. However, the problem is also rooted in a deeper set of historical beliefs and ideologies that underpin the humanitarian system and how it understands its mission. As recent research and advocacy around decolonising aid argues, many of these issues are linked to wider unequal and paternalist relationships within the aid sector and histories of colonialism.

This has introduced a number of blind spots. These include the privileging of individuals and households over communities as units of analysis and intervention; intense discomfort over engagement with people's spiritual or personal lives; a focus on victimhood that foregrounds addressing problems over supporting people's capacities and aspirations; and utilitarian approaches that prescribe what is relevant based on its instrumental value in achieving specific programme goals. At worst, these tendencies risk rendering invisible substantial chunks of what makes life meaningful (and indeed liveable) to many people – for example, religion, sport, music, sex, and cultural practices such as burials or weddings. This can make the experience of humanitarian aid profoundly dehumanising for recipients, even as it strives to meet their basic needs and alleviate suffering.

These disconnects can become especially acute in protracted crises, where a focus on immediate, 'life-saving' needs can leave responses stuck in a perpetual present, with limited ability to plan, envision the longer term or see needs holistically.

## Research framework and methodology

This project will examine how aid affects people's wider well-being from a multidimensional perspective that takes into account social, cultural, political and economic facets of life. Drawn from concepts in use in mental health programming and wider public policy, 'well-being' is the process through which people ascribe meaning to their lives, grounded in the specific cultures and contexts they inhabit and their own complex, intersectional identities. People experience material needs as part of a broader moral



## 9 HPG Integrated Programme proposal 2022-2024

---

and subjective universe, bound up with the key issue of ‘how the world is and should be’. As such, it is relevant to everyone, and not just a preoccupation of the wealthy or well-fed. Well-being is also a political issue: tensions between individuals and communities, or between the powerful and the marginalised, mean that well-being can look very different for different people. For example, upholding patriarchal gender norms may suit some members of a community in the face of rapid social change, while others may seek to embrace new opportunities and emerging shifts in norms, roles and power relations.

This research aims to test assumptions about what is important to people’s lives. It also offers a way to situate humanitarian action within people’s wider struggle to thrive over time. Asking how humanitarian aid relates to well-being offers an opportunity to explore concepts of humanitarianism as a politically and socially constructed phenomenon that, despite assumptions of a long-established and set mode of action, is deeply conditioned by historical events, social conceptions of acceptable suffering and vulnerability and the politics of its time.

Based on this understanding, the research will ask how aid actors can create a better enabling environment for people in crises to pursue well-being on their terms, focusing on the following research questions:

- What aspects of life do people in protracted crises deem important in the pursuit of their well-being?
  - How do these vary across different groups and over time?
  - What strategies, networks, resources or other means do people use to pursue their own well-being?
- How far do affected populations’ priorities align with what the humanitarian actors that support them deem important?
  - Does this vary across different types of actors or programme?
  - What aspects of humanitarian aid do individuals and communities in protracted crises perceive as helping or hindering them in pursuing well-being?
  - What types of well-being do humanitarian actors or a humanitarian response prioritise or discourage?
  - What strategies do people use to mobilise or manipulate the resources of humanitarian action to pursue their own versions of well-being?
- Is well-being a useful lens for the humanitarian sector and, if so, how can it best be integrated into humanitarian objectives and interventions?

The first component of the research will entail a survey of well-being in theory and practice, looking at both the humanitarian sector and wider public policy. This will examine how different actors understand well-being and how it is prioritised, as well as outline what a well-being agenda specific to humanitarian crises might look like. This first stage will be grounded in an examination/mapping of examples of operationalising well-being in specific settings.

Based on this, we will undertake two country case studies, foregrounding the experiences of affected people. Acknowledging that discussions of well-being may be less appropriate in acute emergencies, the study will focus on protracted crises. This will also allow for discussion of well-being to be set within

## 10 HPG Integrated Programme proposal 2022–2024

---

people’s evolving individual and collective experience of living ‘inside humanitarianism’. The case studies will cover diverse settings and experiences across different crisis histories, different configurations of actors involved in providing aid and different experiences of displacement and encampment. Potential case studies include:

- **Refugees on the Thailand–Myanmar border:** long-term refugee displacement in camp conditions, with transition to greater community leadership.
- **Post-Ebola conflict areas in eastern Democratic Republic of Congo:** long-term chronic emergency that has seen expansions and contractions of humanitarian assistance as well as different periods of conflict and public health emergency.
- **Internal displacement in north-east Syria:** medium-term crisis with aid provision by both international and local organisations.

Given that well-being is closely linked to culture and context, studies will be carried out with partners who have deep local knowledge. Specific methodologies will be developed with partners, but would likely involve participatory approaches such as life histories, narrative research or audio-visual tools that give scope for people to tell their stories in a more open, unstructured way. This will be supplemented by in-depth interviews with aid practitioners.

### Impact on humanitarian policy and practice

This project seeks to contribute to making humanitarian aid as responsive and relevant as possible, in the acknowledgement that it constitutes one of many resources, opportunities and constraints people in crisis navigate as they pursue their immediate and long-term aspirations. Given the growing gap between needs and funding, the research will explore both what practices humanitarians can feasibly change within current resource constraints, and where they need to work more effectively with actors and resources outside the sector.

The work will inform three key policy agendas. First, it intends to support efforts to strengthen coherence at the ‘nexus’ between actors working in humanitarian, development and peacebuilding spheres. It will do this by focusing on affected people’s long-term aspirations and identifying how programming approaches can support these more coherently. It will seek to inform ongoing efforts to resolve the tension between calls to delimit the scope of humanitarian action more clearly and the acknowledgement that, in protracted crises, humanitarian needs are inextricably linked to wider questions of development, governance and social justice. Second, and closely linked, it will seek to inform ongoing discussions around locally led humanitarian action by providing more concrete evidence and exploration of the processes through which support provided by local actors – humanitarian or otherwise – might (or might not) result in better alignment with people’s more holistic aspirations. Third, given perceptions within the sector of stalled progress on accountability to affected populations, the research aims to contribute to ongoing efforts within the Inter-Agency Standing Committee (IASC), the Grand Bargain and elsewhere to help humanitarian actors do a better job of listening to, hearing and responding to the full range of demands affected people may present to them.

### Project activities, deliverables and timeline

The project will take place between April 2022 and March 2024:

- **Phase 1** (April 2022–September 2022): The project will begin with a conceptual study involving a literature review, a mapping of existing interventions and operationalisations of well-being, and interviews with identified stakeholders, resulting in a background paper. In parallel, the team will carry out scoping to select case studies and develop partnerships. A steering group will be set up with expertise on mental health, accountability and participatory humanitarian action.
- **Phase 2** (September 2022–September 2023): The methodology will be developed and finalised with partners, and fieldwork will begin towards two working papers. The project team will aim to produce regular reflections on findings as they emerge in the form of research blogs, engagement with policy processes and convening with actors working on similar themes.
- **Phase 3** (October 2023–March 2024): The research will conclude with a series of workshops with partners and policy actors to review and synthesise findings, coupled with additional literature review and interviews. This will result in a final synthesis report and policy brief, with a focus on translating findings into operational recommendations.

# Social cohesion and forced displacement

## Background and rationale

Forced displacement is overwhelmingly a protracted and urban experience. Most refugees and internally displaced people live alongside host communities, using the same markets, services and systems over many years, if not decades. Yet authorities, humanitarian actors, receiving host communities and displaced populations often struggle to adjust to the long-term social, cultural, economic and demographic changes.

Displacement can result in the loss of cohesion, shared identity or supportive relationships within and between communities. Social networks and social systems can be eroded during protracted and/or multiple displacements, and further undermined by competition over limited resources such as goods, services and livelihood opportunities. Many displaced populations are positively received, and host populations, local authorities and displaced people have helped newcomers feel secure, find work and access housing or land. Others, however, face discrimination, marginalisation and violence, and early positive receptions can take a negative turn as numbers increase and situations become protracted. Against this background, humanitarian aid risks exacerbating tensions, especially when making distinctions according to displacement status or categories of need that may seem artificial or arbitrary.

There has been growing attention within development and peacebuilding spheres to displacement-related social cohesion – loosely defined as the nature and set of relationships between individuals and groups, and between those groups and the institutions that govern them. While humanitarian actors are increasingly engaged in supporting durable solutions for displaced populations, and particularly in promoting economic inclusion of displaced populations, there has been little engagement in social dynamics and the interplay between humanitarian engagement and social cohesion – factors that may be critical to the success of these initiatives, as well as for peaceful coexistence more broadly. There is no shared understanding of social cohesion among humanitarian actors, limited guidance and operational tools and scant engagement beyond conflict-sensitive approaches to humanitarian programming. In addition, there is limited understanding of the role played by wider contextual dynamics, the contributions of different stakeholders, such as faith-based groups, and the resilience and coping mechanisms of affected communities themselves.

## Research framework and methodology

To address this gap in evidence and practice, HPG will examine the drivers of social cohesion in forced displacement contexts, and the extent to which humanitarian aid can help or hinder in building cohesion across communities. Proposed research questions are as follows:

### 13 HPG Integrated Programme proposal 2022-2024

---

- What are the drivers of social cohesion in forced displacement contexts?
  - What are the factors (proximate, structural, systemic, direct and indirect) that drive or undermine social cohesion?
  - What are the most critical issues in maintaining meaningful harmony within and between communities?
  - What are the consequences of achieving or failing to achieve improved cohesion?
- How do humanitarian aid efforts impact or influence social cohesion?
  - How have humanitarian actors interpreted social cohesion, and how has this informed their responses?
  - What are the intended and unintended effects of humanitarian aid on social cohesion in displacement settings?
- How can humanitarian aid better contribute to positive social cohesion outcomes?
  - Which aspects of social cohesion are humanitarian actors best placed to address?
  - What conceptual and methodological gaps on the part of humanitarian actors exist in terms of tools, frameworks and approaches to address social cohesion
  - Which actors should humanitarians be working with and in what ways to improve social cohesion outcomes?

The project will comprise three streams of work. First, the project team will produce a literature review and think piece on social cohesion and forced displacement in humanitarian response. Second, the team will undertake two case studies in refugee settings. The studies will look only at refugees, in an effort to narrow the scope and focus the policy audience, although it is recognised that a specific and/or comparative focus on internally displaced people is a gap which future work could examine. As social cohesion is heavily grounded in context and involves complex sets of relationships, the case studies will adopt an area-based approach. A focus on specific spatially and socially bounded settlements, neighbourhoods or districts as units of analysis will help us understand how different population groups relate within and between each other, and with the institutions that surround them. Each case study will start by analysing which aspects of social cohesion are important for displaced and host communities in this setting.

Potential settings for these case studies include Cameroon, Colombia, Iraq, Lebanon, Niger and Sudan. The final decision on case study settings will be based on the findings of the broader literature review. Criteria are expected to include settlement type (urban, peri-urban or rural); the length of displacement (emergency or protracted) and the ethnic, religious and political economy factors that preceded the onset of displacement (e.g. dominant ethnic or religious groups in the host population; low-, middle- or high-income context; political culture of the host context), as well as geographical spread. It will be essential to partner with local researchers with strong knowledge and sustained engagement with the specific dynamics of each context, as well as operational agencies, to ensure the practical relevance of the work.

## 14 HPG Integrated Programme proposal 2022–2024

---

In the third phase we will convene events in each of the countries as well as at the global level, if appropriate. A final report, briefing note or series of guidance notes will also be drafted.

A fourth element may be added depending on funding, time and capacity. This may be a desk-based discussion paper that seeks to apply the analysis of the two country case studies to situations of internal displacement, or a third country case study on internally displaced people.

### Impact on humanitarian policy and practice

This research will inform ongoing discussions and learning in refugee policy, including the commitments to social inclusion in the Global Compact on Refugees. It will also seek to forge stronger links across triple-nexus (humanitarian, development and peacebuilding) practitioners working on social cohesion, acknowledging that the three spheres become increasingly interlinked as displacement becomes more prolonged. In doing so, the research will seek to build on experiences and networks derived from HPG's related work on [refugee livelihoods](#), [inclusive humanitarian action](#) and [social protection in displacement](#).

To support greater policy influence, the project will aim to forge strategic partnerships with relevant global actors and networks, centred on but not limited to a project steering committee. These include development and peacebuilding organisations with a pre-existing focus on social cohesion, such as the United Nations Development Programme (UNDP) and the World Bank; urban actors working on issues of forced displacement, such as the United Nations Human Settlement Programme (UN-Habitat) and the Cities Alliance; and humanitarian actors such as the Global Shelter Cluster and the Urban Settlements Working Group. This will ensure that research findings can feed into global and regional strategic dialogues. The research will also explore potential partnerships with operational agencies to inform practical operational guidance and tools.

### Project activities, deliverables and timeline

The project will take place between April 2022 and March 2024. It will include the following phases:

- **Phase 1** (April 2022–August 2022): Initial literature review of social cohesion in humanitarian action (to be published by the end of 2022) and background interviews with identified stakeholders to refine the research approach and build relationships with policy audiences. Identification of case study contexts and scoping of partnerships.
- **Phase 2** (September 2022–September 2023): Confirmation of partnerships, and development and finalisation of methodology with partners. Implementation of fieldwork, which will result in a working paper for each case study.
- **Phase 3** (October 2023–March 2024): Wider convening and research uptake with key policy audiences in each case study context. Drafting and publication of a final report, briefing paper and/or guidance notes.

# Community agency, protection and peacebuilding

## Background and rationale

One in five people today are living under the threat of violence. The impact of these threats plays out very differently depending on a variety of factors, including the interests, incentives and leadership of local armed actors and their interactions with civilian communities. The relationship between armed groups and local populations is often simplistically portrayed as either predatory or symbiotic. Yet, local populations are not just passive actors in conflict, while armed groups do not only exploit or abuse civilians. Civilian communities in areas of conflict can often have a nuanced, contextualised understanding of armed groups, and their engagement with such groups can take place before any recognised mediation or negotiation processes begin.

Humanitarian actors often have limited understanding of the complex, dynamic interactions between communities and armed actors and how best to support, engage or step back in order to maximise the potential for such interactions to reduce civilian harm. International approaches to protect civilians at best overlook and at worst undermine civilian approaches to improve the security of communities. The limits of humanitarian protection responses are well recognised, including that protection actors are not proactively addressing threats to civilians in conflict. Humanitarian efforts to reduce or prevent violence, coercion and/or deprivation towards civilians have limited impact and often depend too heavily on legal or technocratic approaches.

Peacebuilding actors, particularly those operating at a local level, may have a better understanding of and engagement with local conflict dynamics and conflict resolution activities. However, despite increased efforts to break down boundaries through ‘nexus’ approaches, efforts to strengthen complementary analysis or activities between peacebuilding and humanitarian protection actors are limited in practice by institutional silos, divergences in principles, different funding and operational modalities, and a lack of evidence or shared understanding of opportunities for complementary action.

Better knowledge of the nuanced interactions between communities and armed actors, and the relationship between local-level strategies and (in)security, is required to inform more effective and collaborative engagement between humanitarian protection and peacebuilding actors.

## Research framework and methodology

This research will build on the significant body of academic and policy research on local-level civilian self-protection and peacebuilding strategies. The overall focus will be policy- and practice-oriented, with an emphasis on the potential complementary actions of protection and peacebuilding actors in

strengthening local-level security. Case studies will be used to fill specific evidentiary gaps, in particular to understand how peacebuilding and protection actors could strengthen their collective efforts to reinforce community engagement strategies.

The research will involve significant scoping at the outset to analyse relevant research, practice, evidence, tools and approaches in protection and peacebuilding responses. The project will establish an organising analytical framework to guide the study (e.g. the [Everyday Peace framework](#) on how the agency of civilian activities can lead to conflict transformation; or [social contract frameworks](#), which set out formal and informal agreements between groups and authorities).

The research will be carried out in coordination with the ODI Centre for the Study of Armed Groups, building on their research into relations between civilians and armed groups. HPG will also collaborate with relevant humanitarian protection and/or peacebuilding organisations to ensure that the work has practical and policy relevance. The research questions are as follows:

- What role do communities play in developing and shaping relationships with conflict parties to strengthen their security?
  - What do communities engage with armed groups on? What are their priorities?
  - Who engages on behalf of communities? How are they chosen? Do they represent the full community, including marginalised members?
  - What trade-offs do communities make when negotiating for improved security?
  - How do communities engage? What strategies do communities pursue to maximise the chance for successful engagement to improve security?
- What influences the terms of engagement between communities and conflict parties?
  - What factors affect the interaction between communities and conflict parties, and how?
  - What factors influence the successes, failures and risks of community engagement with conflict parties on improved security?
  - What is the role of other stakeholders in influencing the engagement between communities and conflict parties?
- What are the opportunities for national and international protection and peacebuilding actors to adapt their responses based on a strengthened understanding of these interactions?
  - How can peacebuilding and protection actors utilise this understanding to support community self-protection strategies when engaging with conflict parties? What examples are there of good and/or innovative practices?
  - What factors influence the approaches peacebuilding and protection actors should take to support civilian engagement strategies (e.g. policies, principles, laws)?
  - What are the enablers for and barriers to organisations more effectively supporting civilian engagement efforts?
  - What are the opportunities for more complementary approaches between peacebuilding and protection actors to support community engagement strategies?



The literature review will explore the first two questions on the relationships and agency of communities vis-à-vis conflict parties. This will be further tested through two case studies that will also build evidence on emerging practice within protection and peacebuilding actors. Criteria to identify the case studies include: a protracted conflict; the presence or support of at least one peacebuilding and humanitarian protection actor; a varied typology of conflicts (e.g. conflict with a group banned by governments due to presumed terrorist links, formalised conflict party, informal conflict party and/or militia groups); and feasibility: where HPG, or our partners, have trust and access to affected communities. A practice-focused briefing note will draw from the literature review, workshops and agency engagements to collate examples of good practice in a range of contexts. The project's final report will be developed following policy and practitioner workshops aimed at distilling learning and opportunities for more effective collaborative efforts.

### Impact on humanitarian policy and practice

There is growing recognition among practitioners, policy-makers and donors of the need for a shift in approaches to the protection of civilians, and the need to strengthen links between humanitarian and peacebuilding actors in order to foster longer-term security and development.

This research seeks to identify opportunities where the humanitarian protection community can strengthen their understanding of and, where relevant and appropriate, their support to community engagement strategies – or at the least not undermine them. It will identify opportunities to support complementarity between peacebuilding and protection actors, and contribute to and influence how the 'nexus' should be applied in conflict settings.

### Project activities, deliverables and timeline

The project will take place between April 2022 and March 2024. It will be in three phases:

- **Phase 1** (April 2022–September 2022): In this phase the research team will convene the project steering group and conduct a preliminary desk review, including an in-depth literature review, complemented by stakeholder interviews and focus group discussions with a range of actors including from protection and peacebuilding fields, as well as policy-makers, donors and community-based organisations with experience of engagement with armed groups.

An initial workshop will be carried out to agree the research framework. The methodology will be finalised, including identification of the case studies and partnerships to take forward the research. This phase will conclude with the publication of a scoping review, bringing together initial analysis and learning.

- **Phase 2** (September 2022–September 2023): Case studies will be conducted in this phase. A series of workshops will take place to identify good or innovative practices and to distil emerging findings. The team will publish a briefing note or think piece summarising learning so far.

## 18 HPG Integrated Programme proposal 2022-2024

---

- **Phase 3** (September 2023–March 2024): This phase will seek to distil learning through a series of workshops based on the analysis of primary data and of good and/or innovative practices. It will seek to build common understanding and identify practical, solutions-oriented recommendations. The final report will be published during this period. Opportunities for policy engagement will be identified in order to maximise opportunities for impact.

# Remaking aid: ethics, politics and narratives

## Background and rationale

Aid is under attack. Right-wing populist views are rising in donor countries, emphasising national interest, value for money, economic austerity in the wake of Covid-19, and the notion that charity should begin at home. Voices from the Global South and progressive factions in donor countries are decrying colonial and paternalist foundations of aid, seeking to localise, decolonise or otherwise transform or dismantle the aid industry. This unlikely convergence is both shaping and being shaped by public opinion, media, political narratives and aid actors' own messaging.

Divergent 'cultures of aid' are apparent in different donor countries, informed by the interactions between donor governments and the agencies that lobby them domestically, and underpinned by national political priorities, historical and colonial legacies and media narratives. These factors shape the portrayal and perceptions of crises and people affected by them, and the significance of, and support to, humanitarian response.

This research will explore how aid actors make the case for aid within and across their respective national contexts, the obstacles and enablers that they encounter, and the political and policy space left for aid advocates – NGOs, politicians, other actors – to define the purpose, role and priorities of aid in a constructive way.

Against the backdrop of a rapidly changing international policy environment – as countries emerge from Covid-19, engage with movements on decolonisation and anti-racism, and recalibrate amid competing populist and internationalist currents – donor countries must continue to make the case for aid, rethinking how and on what terms they pursue it. Aid agencies must navigate reducing aid budgets and shifting politics to redefine their role. This research will compare how the case for aid is accomplished across different settings, offering insights for new approaches.

## Research framework and methodology

This project asks how narratives of aid shape decision-making in different contexts, and how aid actors can play a stronger role in influencing this process and remake aid to be more ethical, sustainable and collaborative. The research will delve into different concepts of aid such as:

- **What aid is for and who it serves.** Reductive and singular stereotypes can, in certain situations, reduce communities in crisis to 'the pitiful poor' in need of 'saving', or portray them as threats to our security, values and living standards. Likewise, aid workers are often depicted as self-sacrificing

do-gooders or heroic white saviours (see former UK Department for International Development (DFID)'s [superheroes media work](#)). Such narratives can shift political discourse and public opinion, but they also elide the fact that most aid work is undertaken by nationals of the country in question. At the same time, they play into an aid sector culture that privileges white leadership and perpetuates norms around insecurity, risk, burnout and even death as occupational hazards.

- **Aid as altruism versus aid as obligation.** Turns toward the domestic and populist rhetoric in many donor countries have brought about a tug-of-war between those seeking to frame aid as a project of solidarity, or even a form of reparation for colonial interventions, and those who depict it as charity or a luxury that cannot be afforded in difficult times. These are often bound up with historical, cultural and religious attitudes towards the less fortunate in society.

The research will be led by the following core questions:

- What narratives are at work within different donor countries' 'cultures of aid', and how are they expressed?
  - What imagery, histories, political statements, movements or events are shaping debate?
  - How have these narratives evolved in the last 5–10 years, and what has driven these shifts?
  - Which actors are engaged in propagating particular aid narratives?
- How do narratives of aid and aid actors shape decision-making, and how can aid actors influence this process?
  - What tensions are evident between fundraising and principled aid contributions?
  - What tensions are evident between domestic/national interests and political will towards aid?
- What is the impact of current debates on (for example) decolonising development, feminist foreign policy and value for money on donor thinking?

We will draw on HPG's [humanitarian history research](#) as well as work on public narratives and other significant literature. We will then undertake country case studies exploring specific themes and decisive political moments in decision-making on aid in different Organisation for Economic Co-operation and Development (OECD) and emerging donor contexts. Possible case studies and themes include:

- United Kingdom: aid cuts and the merger of DFID with the Foreign and Commonwealth Office (FCO), liberal economic agendas (aid in the national interest, resilience) and decolonising development.
- Germany: increases in aid expenditure and refugee solidarity.
- Canada: feminist foreign policy, soft power and aid, and decolonisation and reconciliation.
- Denmark: multilateralism and anti-migrant sentiment.
- Emerging donor contexts: exploring how concepts of solidarity, political interests and multilateralism interlink in China or the Gulf states.

## 21 HPG Integrated Programme proposal 2022-2024

---

An important consideration for this project will be to determine whether it should have a narrow focus on OECD donor countries, or a more expanded scope to include emerging donors. This will be decided based on available funding and policy opportunities.

We will partner with civil society networks and NGO consortia in each national setting – for example, Bond (UK) or Cooperation Canada – and focus primarily on the advocacy function but also include fundraising where relevant. Where possible, donor government perspectives will be sought. These studies will offer observations on how the case for aid has been made in each setting, and with what degree of success, as well as dissenting voices, obstacles and enablers and other factors. The result will be a study of national cultures of aid that will invite learning to strengthen justifications for – as well as the practice of – aid for the future.

### Impact on humanitarian policy and practice

By deploying a comparative and global lens to understand aid narratives, this research will address challenges to aid in the current political and economic environment, thus facilitating advocacy by aid organisations and government allies. It will also offer critical insights back to the humanitarian sector as it seeks to transform and reform the system towards a more participatory, equitable and accountable system that is led by, and embedded in, affected contexts.

As the audience for this research is donor governments, civil society and media, the project speaks to prominent debates on aid across the countries under consideration as case studies: for example, aid in the national interest (UK, Denmark); decolonisation of aid (Canada, UK); and feminist foreign policy and feminist humanitarianism (UK, Canada, Denmark). Clear policy objectives will be defined to ensure that the evidence generated can be operationalised and is targeted and impactful.

### Project activities, deliverables and timeline

The project will take place between April 2022 and March 2024. It will include the following phases:

- **Phase 1** (April 2022–August 2022): The project team will carry out a review of previous research, including HPG’s own research on humanitarian history. This will result in a conceptual paper reflecting on tensions and different narratives relating to aid in the current geopolitical context. Case study selection and a full methodology will be finalised so that field research can commence. Planning for a podcast and blog series will also begin during this phase.
- **Phase 2** (September 2022–June 2023): Case studies will begin through a series of workshops convened in each setting, drawing on a range of aid actors, NGOs, networks/consortia, government officials, journalists and academic/policy researchers.

## 22 HPG Integrated Programme proposal 2022-2024

---

- **Phase 3** (August 2013–March 2024): A comparative report and/or edited collection will be written and published, based on the survey and other research to date, drawing out lessons across the settings studied and recommendations for making a stronger, more principled case for aid. This will be accompanied by engaging outputs including a podcast, a social media campaign and a series of webinars testing project findings with local humanitarian actors across a variety of crisis settings.

The aim of the project is to build knowledge and engagement on how politics, ideologies and aid cultures shape decision-making, and whether and how aid actors can influence this. The project will consider a number of different approaches to capture interest, build knowledge and foster engagement, such as:

- A series of workshops bringing together key stakeholders within and across each setting, focusing on national cultures of aid and key topics of interest.
- An interactive podcast that will explore different narratives and country contexts.
- A series of rapid insights and blogs that react to new developments in donorship providing contextual, historical and political perspectives on the drivers of decision-making in specific contexts.

A comparative report that compares different country contexts and provides recommendations to aid actors seeking to influence aid narratives in different contexts.

# Partnering for a localised humanitarian research agenda

## Background and rationale

Humanitarian policy research priorities tend to be set in Geneva, London and New York. Research agendas lack a diversity of viewpoints and often reflect the concerns of donor governments more than those of affected populations and local researchers. Movements like Black Lives Matter and decolonial efforts are demonstrating the far-reaching impacts of structural racism and colonialism in all spheres. Humanitarianism is not immune from these reckonings, which are generating renewed urgency in conversations about the humanitarian sector's colonial origins. There is clearly a long road ahead and much work to be done to redress historical and ongoing power relationships that shape the humanitarian system and its policies and practices.

At HPG, we are actively engaged in decolonising our research approaches and practices. We are reflecting on how knowledge is produced and reproduced through a Global North lens, which necessarily includes recognising our own power and privilege as a research think tank based in the UK. Academics, researchers, policy-makers and practitioners in countries facing humanitarian situations rarely benefit from the same opportunities, resources and space to influence global humanitarian policy. We believe that repositioning these voices as key drivers of the research agenda will provide valuable and nuanced inputs for reframing global policy discussions.

Building on HPG's 2017-2019 IP (['From the ground up: understanding local response in crises'](#)), where we aimed to put into practice commitments to support local leadership, we now want to take partnership work a step further. HPG will work with researchers in contexts affected by humanitarian crises to amplify their research and policy priorities through a co-designed research project and partnership. Along the way, we will build learning into our work so that HPG can take forward and share lessons for more equitable partnerships and research practices across HPG's portfolio of work.

## Research framework and methodology

The project will be driven by the following considerations:

- How does building a humanitarian policy research agenda in partnership with local research organisations influence the questions that are asked and the outcomes of the research?
- What humanitarian policy issues are overlooked and would benefit from setting the research agenda from the ground up?
- What does this mean for how HPG works in the future, including how it uses its platform and creates partnerships?

## 24 HPG Integrated Programme proposal 2022-2024

---

Priorities will be determined through consultation with the partner research organisation based in a conflict-affected country, as well as local and national networks and actors. The choice of country will be determined by the choice of partner organisation. The partnership-building phase will include a process of defining HPG's partnership approaches and values and the identification of each organisation/institution's (HPG and partner) added value, understanding their ways of working and setting up the parameters of the partnership. Transparent budgeting, equal rights and obligations and collaborative work planning will be central to the partnership and its contractual framework. A representative from the research organisation will be invited to join HPG's Advisory Group for the duration of the IP.

HPG and its partner research organisation will conduct a consultation process to identify research themes, working with a range of actors including academics, government entities, local and national actors and international humanitarian actors.

The partner research organisation will work with HPG to develop the research themes into a full research framework, including co-designing the methodology and conducting a literature review that incorporates global and country-specific literature. The research will result in a co-authored and co-branded report and policy brief, as well as other outputs tailored to the specific audience in the country. Reports and outputs will be translated into the most appropriate languages, while findings will be shared in country and in global forums by all the research organisations involved.

Active learning will be embedded throughout the project. Time and space will be dedicated to discussing the nature of the partnership, its progress and challenges. This process will be facilitated by a representative from ODI's Decolonising Research and Policy Taskforce, with input from an academic member of the steering group, which will analyse our partnership approaches. Specific outputs will document this experience.

### **Impact on humanitarian policy and practice**

HPG and its partner will co-design a policy engagement and communications strategy that will seek to influence humanitarian policy and practice based on the agenda identified by the project. The partnership approach will extend to the engagement and dissemination of the findings of the research to key stakeholders that will be jointly identified, drawing on the respective strengths, reach and influence of the two organisations.

### **Project activities, deliverables, and timeline**

The project involves a research project co-designed and co-led by research partners, and an active learning component. These two components have separate, but overlapping, timelines:



### Research project

- **Phase 1** (April 2022–September 2022): co-design of the research agenda through consultation with other key stakeholders in the selected country, who will form a steering group for the life of the project, and initial literature review of the selected research topic.
- **Phase 2** (October 2022–December 2023): finalisation of the methodology and implementation of data collection and analysis, which will result in a working paper and policy brief co-authored by HPG and the partner institution and translated as required.
- **Phase 3** (January 2024–March 2024): wider convening, and research uptake with key policy audiences, including events and academic engagement as appropriate to the research outcomes.

### Active learning component

- **Phase 1** (April 2022–September 2022): convening of a global steering group to advise on the methodological and strategic direction of the partnership – not the project – and initial literature review on partnership good practices (to be published by end of 2022).
- **Phase 2** (October 2022–December 2023): ongoing stock-taking and documenting of the research partnership and of other partnerships within the IP as appropriate.
- **Phase 3** (January 2024–March 2024): reflection on the partnership process of this project and the IP as a whole, which will result in a final learning paper.

# Humanitarian Practice Network

HPG's engagement with humanitarian practitioners will be extended further through the publishing and events programmes of the Humanitarian Practice Network (HPN), a global forum for policy-makers, practitioners and others working in the humanitarian sector to share information, analysis and experience. HPN contributes to improving the performance of humanitarian action by encouraging and facilitating knowledge-sharing and contributing to individual and institutional learning. HPN publications and online articles and blogs are written by and for practitioners, and play a unique role in examining policy developments and distilling and disseminating practice. HPN is valued for its objectivity, analysis, accessibility and relevance; its in-person and online activities provide an important resource to support improved practice and learning in the sector.

HPN publications – *Humanitarian Exchange* magazine, commissioned Network Papers on specific subjects, Good Practice Reviews and online articles and opinion pieces – form the heart of HPN's output. HPN also manages an active programme of online and in-person events in London and other locations around the world. To maximise efficiency and minimise costs, HPN is run by an experienced but part-time team consisting of a dedicated HPN Coordinator supported by an editor and the communications team.

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

- Encourage increased member engagement with the network and with each other, including opportunities for debate at targeted events and online. HPN will continue to ensure a diversity of speakers and make more use of closed captioning and simultaneous translation.
- Continue to increase and diversify network membership. Activities will include promoting the network in humanitarian hubs (where possible), on social media and at key global events and regional conferences. Our revamped website incorporates accessibility features for people with disabilities and can be accessed in several different languages. Partnerships with regional and sector-wide networks, academic and training institutions and online information/media groups will also be strengthened, and new partnerships forged.
- Continue to explore and expand the use of media techniques – such as online streaming, interactive webinars, whiteboard videos and infographics – to ensure that HPN's analysis and learning reaches members in formats that meet their preferences and needs.

During 2022–2024, potential topics for *Humanitarian Exchange* include protection from sexual exploitation and abuse, making humanitarian action work for girls and women, protection and peacebuilding, climate and humanitarianism and humanitarian responses to the crises in Ethiopia and Afghanistan.

## 27 HPG Integrated Programme proposal 2022-2024

---

Future Network Paper topics we are interested in exploring with potential authors include feedback and complaints mechanisms in migration contexts, search and rescue and the criminalisation of humanitarian action, and climate and humanitarianism. HPN will also continue discussions with Humanitarian Outcomes and the Global Interagency Security Forum regarding a proposed two-year programme of research which would lead to the publication in 2024 of a third edition of Good Practice Review 8 on operational security management in violent environments.

Because most editions of *Humanitarian Exchange* are now devoted to particular themes, we publish articles on other aspects of humanitarian practice on our website. These articles enable us to interact with more practitioners, cover a wider range of topics and maintain interest in and engagement with the website. HPN also maintains links with other humanitarian websites, including AlertNet and ReliefWeb, and we will continue sending regular e-alerts to members to notify them of new publications, products and events.

## Policy influence and academic engagement

HPG's thought leadership on key issues affecting humanitarian policy and practice means that its expertise, advice and guidance is in high demand from senior leaders, policy-makers and practitioners. In addition to managing a busy programme of engagements with policy-makers and practitioners, HPG sits on a range of advisory groups and boards, and has strategic partnerships with a number of influential actors.

During the 2022–2024 IP, HPG will strengthen its policy engagement in a number of ways. First, each IP research project will be underpinned by a communications strategy so that the research is geared towards influence on policy and practice. HPG will convene external stakeholders to provide high-level steerage to projects, to validate findings in case study countries and to strengthen the impact of the work. For instance, on the 'Community agency, protection and peacebuilding' workstream, HPG will work closely with a range of protection and peacebuilding actors.

Second, HPG will continue its policy engagement on topics related to its 2019–2022 IP on '[Inclusivity and invisibility in humanitarian action](#)' and other areas of HPG expertise, including humanitarian system reform and financing, local humanitarian action and inclusion. Here, small amounts of flexible funding will be made available through the IP to ensure continued engagement and maximise impact. HPG will complement its longer-term research under the IP with shorter commissioned projects, to consolidate impact.

A vibrant and diverse programme of events underpins HPG's policy engagement. In 2020, HPG and HPN hosted 20 events and contributed to many more, attracting audiences of up to 1,000 people through attendance or listening to podcasts. Events are produced to the highest standards and feature a diverse range of leaders, experts and thinkers from across the sector.

### Academic engagement

HPG provides an important bridge between academia, policy and practice. One significant aspect of this is HPG's hosting and publishing of *Disasters* journal, a peer-reviewed, quarterly journal reporting on all aspects of disaster studies, policy and management. *Disasters* provides a forum for academics, policy-makers and practitioners to publish high-quality research and practice concerning hazard-related disasters, anthropogenic disasters, complex political emergencies and protracted crises. *Disasters* is going from strength to strength, with a consistent increase in the number of open access papers published each year, continued improvements in its academic impact factor, and increasing numbers of downloads.

Beyond *Disasters*, HPG has strong links with a range of UK, African and Asian universities, through speaking at academic events, ensuring HPG's publications are on the reading lists for humanitarian and development studies and supporting researchers to publish in academic journals.

## Rapid response, communications and accessibility

HPG and HPN play an important role in responding to topical issues and emerging crises as they evolve. Work includes convening closed-door roundtable discussions, public events and the production of rapid briefings on particular topics and crises. This allows HPG to help shape the debate, build knowledge and influence thinking and decision-making in real time. HPG also has an important convening role within the sector, providing a space for frank and open discussion of sensitive or confidential issues.

Strong strategic communications are key to all of HPG's work. Since 2019, we have transformed our digital engagement, ensuring our online events are produced to the highest standard and our social media engagement is dynamic and interactive, supported by engaging blogs as well as creative videos, animations and interactive data visualisations.

During this IP, we will continue to build HPG's strong reach, as well as consolidating our work on diversity and accessibility in our communications. This includes concerted efforts to strengthen the diversity of voices in both our research and convening, through seeking out different perspectives and engaging our partners more actively. It also means making deliberate efforts to reach new audiences and share HPG's platform. HPG will continue to draw on a strategic partnership with Translators without Borders to translate our research and events so that our work is more accessible. All online events will be supported by closed captioning and we will continue our work on strengthening the technical accessibility of our publications for readers using assistive technology.

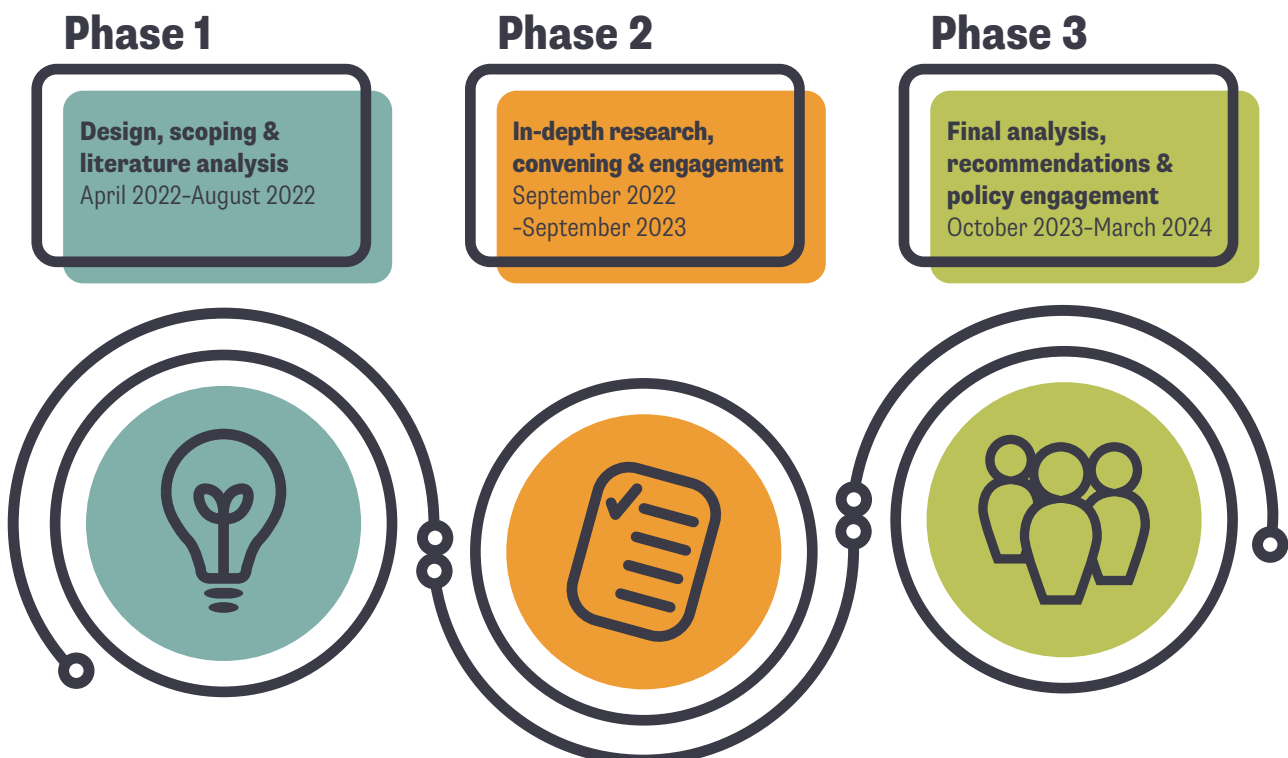
---

# Appendix 1 Approach and products

Each IP project will follow a rigorous and well-tested project cycle. Phase 1 involves designing the research approach and methodology through a comprehensive scoping and refining process. This includes an in-depth literature review and background interviews with key stakeholders in order to refine the research approach and build relationships with key humanitarian actors and policy audiences. Case study contexts and partnerships will be determined at this point. Steering groups will be established to support the research design, strengthen research products and provide support to the development of implications and recommendations. Policy engagement plans will be developed at the project outset to ensure that influencing policy and practice is embedded in HPG's approaches.

Phase 2 encompasses the in-depth research phase. Literature reviews or scoping studies will be published during this period, setting out current evidence and framing the key questions for the case studies. Case studies will be conducted in carefully chosen contexts in partnership with key actors. Emerging findings will be tested through workshops, engagement with key policy processes and convening with actors working on related themes.

The final phase involves the refinement of research findings and recommendations through a series of workshops. Final reports will be developed and accompanied with an active programme of communications and policy engagement with key policy and programme actors, and supported by HPG's strong convening, communications and digital engagement capacities.



**Table 2** Project approaches and products

Phase 1: design, scoping and literature analysis April 2022–August 2022	Phase 2: in-depth research, convening and engagement Sept. 2022–Sept. 2023	Phase 3: final analysis, recommendations and policy engagement Oct. 2023–March 2024
<b>Beyond survival: well-being in protracted crisis</b>		
<ul style="list-style-type: none"> <li>• Conceptual study involving a literature review, a mapping of existing interventions and operationalisations of well-being, and interviews with identified stakeholders, resulting in a background paper.</li> <li>• Scoping to select case studies and develop partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and finalise the methodology with partners.</li> <li>• Begin research for two working papers.</li> <li>• Produce regular reflections on findings as they emerge, in the form of research blogs, engagement with policy processes, and convening with actors working on similar themes.</li> </ul>	<ul style="list-style-type: none"> <li>• Conclude with a series of workshops with partners and policy actors to review and synthesise findings, coupled with additional literature review and interviews.</li> <li>• A final synthesis report and policy brief with a focus on translating findings into operational recommendations.</li> </ul>
<b>Social cohesion and forced displacement</b>		
<ul style="list-style-type: none"> <li>• Initial literature scoping exercise and background interviews with identified stakeholders to refine research approach and build relationships with policy audience.</li> <li>• Publication of literature review/ think piece by end of 2022.</li> <li>• Identification of study context and scoping of partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Confirmation of partnerships.</li> <li>• Development and finalisation of methodology with partners. Completion of country case studies, resulting in a working paper for each.</li> <li>• Engagement with policy and programme stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Convening and engagement with policy audience for each case study.</li> <li>• Drafting and publication of final report, briefing paper and/or guidance notes.</li> </ul>
<b>Community agency, protection and peacebuilding</b>		
<ul style="list-style-type: none"> <li>• Preliminary desk review, including an in-depth literature review, complemented by stakeholder interviews and focus group discussions with a range of actors including from protection and peacebuilding fields as well as policy-makers, donors and community-based organisations.</li> <li>• Framework agreed and methodology and partnerships finalised (including identifying the case studies).</li> </ul>	<ul style="list-style-type: none"> <li>• Publish scoping review.</li> <li>• Conduct research and bring together good/innovative practices.</li> <li>• Convene a series of workshops to identify emerging findings and publish a briefing note or think piece to summarise learning so far.</li> <li>• Publish at least two case studies during this period.</li> </ul>	<ul style="list-style-type: none"> <li>• Conclude with a series of workshops based on the analysis of primary data and of good and/or innovative practices.</li> <li>• Seek to build a common understanding and identify practical, solutions-oriented recommendations.</li> <li>• Publish final report and identify opportunities for policy engagement in order to maximise impact.</li> </ul>

---

**Phase 1: design, scoping and literature analysis**  
April 2022–August 2022

**Phase 2: in-depth research, convening and engagement**  
Sept. 2022–Sept. 2023

**Phase 3: final analysis, recommendations and policy engagement**  
Oct. 2023–March 2024

### Remaking aid: ethics, politics and narratives

- Initial literature scoping exercise and background interviews with identified stakeholders in order to refine research approach and build relationships with policy audience.
- Identification of study context and development of partnerships.
- Develop and finalise methodology with partners. Undertake in-depth literature review.
- Undertake country or thematic case studies.
- Given this topic’s policy relevance, high levels of engagement with policy and programme stakeholders will be important.
- This will result in a final report, briefing paper and/or package of guidance notes depending on what is most relevant to audiences.
- Convening and research uptake with key policy and practitioner audiences.

### Partnering for a localised humanitarian research agenda

#### Research project

- Co-design of the research agenda, research framework and methodology through consultation with other key stakeholders in the selected country, who will form a steering group for the life of the project.
- Undertake initial literature review of the selected research topic.
- Finalisation of research methodology and start of country case study research.
- Undertake data analysis and publish co-authored and co-branded publications: one report and one policy brief (translated into the most appropriate languages).
- Policy engagement, academic engagement (including drafting of journal articles), and public affairs via the dissemination of the research.

#### Active learning component

- Set up partnership with a research organisation, including a partnership brokerage process involving a series of meetings and training on core aspects of partnerships.
  - Convening of a global steering group to advise on the methodological and strategic direction of the partnership – not the project – and initial literature review on partnership good practices (to be published by end of 2022).
  - Undertake the first stock take of the partnership.
  - Second stock take of the partnership, by documenting of the research partnership and of other partnerships within the IP as appropriate
  - Learning and reflection on the partnership process, documented and published as appropriate.
-



## Appendix 2 Budget

**Table 3** Beyond survival: well-being in protracted crises – budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£3,980	£4,975	£8,955
Research staff	£123,635	£194,530	£318,165
Project management staff	£24,000	£24,450	£48,450
Publications and communications staff	£14,400	£43,450	£57,850
<b>Total personnel costs</b>	<b>£166,015</b>	<b>£267,405</b>	<b>£433,420</b>
<b>Partnership costs</b>			
Research partners	£50,100	£26,400	£76,500
<b>Total partnership costs</b>	<b>£50,100</b>	<b>£26,400</b>	<b>£76,500</b>
<b>Expense costs</b>			
Flights	£5,000	£4,000	£9,000
Accommodation and subsistence	£5,400	£3,600	£9,000
Ground travel	£1,600	£800	£2,400
Visa and security	£200	£–	£200
Medical	£700	£800	£1,500
Design and editing	£–	£4,000	£4,000
Events and meetings	£200	£400	£600
Other project costs	£4,500	£3,400	£7,900
<b>Total expense costs</b>	<b>£17,600</b>	<b>£17,000</b>	<b>£34,600</b>
<b>Total costs</b>	<b>£233,715</b>	<b>£310,805</b>	<b>£544,520</b>

**Table 4** Social cohesion and forced displacement - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£3,980	£4,975	£8,955
Research staff	£118,605	£201,620	£320,225
Project management staff	£25,350	£25,350	£50,700
Publications and communications staff	£14,400	£42,550	£56,950
<b>Total personnel costs</b>	<b>£162,335</b>	<b>£274,495</b>	<b>£436,830</b>
<b>Partnership costs</b>			
Research partners	£40,800	£25,200	£66,000
<b>Total partnership costs</b>	<b>£40,800</b>	<b>£25,200</b>	<b>£66,000</b>
<b>Expense costs</b>			
Flights	£2,000	£2,500	£4,500
Accommodation and subsistence	£1,800	£1,800	£3,600
Ground travel	£600	£600	£1,200
Visa and security	£200	£200	£400
Medical	£200	£200	£400
Design and editing	£-	£4,000	£4,000
Other project costs	£3,000	£3,400	£6,400
<b>Total expense costs</b>	<b>£7,800</b>	<b>£12,700</b>	<b>£20,500</b>
<b>Total costs</b>	<b>£210,935</b>	<b>£312,395</b>	<b>£523,330</b>

**Table 5** Community agency, protection and peacebuilding - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£3,980	£4,975	£8,955
Research staff	£122,960	£145,185	£268,145
Project management staff	£24,450	£24,000	£48,450
Publications and communications staff	£18,250	£34,300	£52,550
<b>Total personnel costs</b>	<b>£169,640</b>	<b>£208,460</b>	<b>£378,100</b>
<b>Partnership costs</b>			
Research partners	£56,400	£18,000	£74,400
<b>Total partnership costs</b>	<b>£56,400</b>	<b>£18,000</b>	<b>£74,400</b>
<b>Expense costs</b>			
Flights	£2,000	£2,000	£4,000
Accommodation and subsistence	£2,200	£2,200	£4,400
Ground travel	£400	£400	£800
Visa and security	£200	£200	£400
Medical	£200	£200	£400
Design and editing	£-	£4,000	£4,000
Other project costs	£2,500	£2,600	£5,100
<b>Total expense costs</b>	<b>£7,500</b>	<b>£11,600</b>	<b>£19,100</b>
<b>Total costs</b>	<b>£233,540</b>	<b>£238,060</b>	<b>£471,600</b>

**Table 6** Remaking aid: ethics, politics and narratives - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£3,980	£4,975	£8,955
Research staff	£137,855	£133,050	£270,905
Project management staff	£25,350	£24,900	£50,250
Publications and communications staff	£15,300	£38,650	£53,950
<b>Total personnel costs</b>	<b>£182,485</b>	<b>£201,575</b>	<b>£384,060</b>
<b>Partnership costs</b>			
Research partners	£3,000	£15,000	£18,000
<b>Total partnership costs</b>	<b>£3,000</b>	<b>£15,000</b>	<b>£18,000</b>
<b>Expense costs</b>			
Flights	£4,000	£4,000	£8,000
Accommodation and subsistence	£3,600	£3,600	£7,200
Ground travel	£1,200	£1,200	£2,400
Visa and security	£400	£400	£800
Medical	£400	£400	£800
Design and editing	£-	£14,000	£14,000
Other project costs	£16,500	£18,400	£34,900
<b>Total expense costs</b>	<b>£26,100</b>	<b>£42,000</b>	<b>£68,100</b>
<b>Total costs</b>	<b>£211,585</b>	<b>£258,575</b>	<b>£470,160</b>

**Table 7** Partnering for a collaborative humanitarian research agenda - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£-	£995	£995
Research staff	£98,920	£114,590	£213,510
Project management staff	£12,600	£13,500	£26,100
Publications and communications staff	£9,850	£23,950	£33,800
<b>Total personnel costs</b>	<b>£121,370</b>	<b>£153,035</b>	<b>£274,405</b>
<b>Partnership costs</b>			
Research Partners	£61,200	£61,200	£122,400
<b>Total partnership costs</b>	<b>£61,200</b>	<b>£61,200</b>	<b>£122,400</b>
<b>Expense costs</b>			
Flights	£4,000	£4,000	£8,000
Accommodation and subsistence	£6,000	£10,500	£16,500
Ground travel	£1,200	£1,100	£2,300
Visa and security	£3,400	£400	£3,800
Medical	£400	£700	£1,100
Design and editing	£-	£4,000	£4,000
Events and meetings	£-	£1,500	£1,500
Other project costs	£2,500	£1,000	£3,500
<b>Total expense costs</b>	<b>£17,500</b>	<b>£23,200</b>	<b>£40,700</b>
<b>Total costs</b>	<b>£200,070</b>	<b>£237,435</b>	<b>£437,505</b>

**Table 8** Humanitarian Practice Network - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£-	£-	£-
Research staff	£89,500	£89,500	£179,000
Project management staff	£21,300	£21,300	£42,600
Publications and communications staff	£80,950	£80,950	£161,900
<b>Total personnel costs</b>	<b>£191,750</b>	<b>£191,750</b>	<b>£383,500</b>
<b>Partnership costs</b>			
Research partners	£9,600	£33,600	£43,200
<b>Total partnership costs</b>	<b>£9,600</b>	<b>£33,600</b>	<b>£43,200</b>
<b>Expense costs</b>			
Flights	£1,000	£2,000	£3,000
Accommodation and subsistence	£300	£600	£900
Ground travel	£100	£200	£300
Visa and security	£100	£200	£300
Design and editing	£6,200	£6,200	£12,400
Subscriptions and website maintenance	£11,840	£6,840	£18,680
Translation, transcription and printing	£4,000	£5,500	£9,500
Other project costs	£1,000	£1,000	£2,000
<b>Total expense costs</b>	<b>£24,540</b>	<b>£22,540</b>	<b>£47,080</b>
<b>Total costs</b>	<b>£225,890</b>	<b>£247,890</b>	<b>£473,780</b>

**Table 9** Policy engagement - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£53,730	£53,730	£107,460
Research staff	£172,090	£172,090	£344,180
Project Management staff	£8,050	£8,050	£16,100
Publications and communications staff	£31,500	£31,500	£63,000
<b>Total personnel costs</b>	<b>£265,370</b>	<b>£265,370</b>	<b>£530,740</b>
<b>Partnership costs</b>			
Research partners	£16,800	£16,800	£33,600
<b>Total partnership costs</b>	<b>£16,800</b>	<b>£16,800</b>	<b>£33,600</b>
<b>Expense costs</b>			
Flights	£14,000	£14,000	£28,000
Accommodation and subsistence	£12,000	£12,000	£24,000
Ground travel	£3,000	£3,000	£6,000
Visa and security	£1,500	£1,500	£3,000
Medical	£500	£500	£1,000
Design and editing	£2,000	£2,000	£4,000
Events and meetings	£9,000	£9,000	£18,000
Other project costs	£10,000	£10,000	£20,000
<b>Total expense costs</b>	<b>£52,000</b>	<b>£52,000</b>	<b>£104,000</b>
<b>Total costs</b>	<b>£334,170</b>	<b>£334,170</b>	<b>£668,340</b>

**Table 10** Communications and rapid response - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£51,740	£51,740	£103,480
Research staff	£98,635	£98,635	£197,270
Project management staff	£24,000	£24,000	£48,000
Publications and communications staff	£31,000	£31,000	£62,000
<b>Total personnel costs</b>	<b>£205,375</b>	<b>£205,375</b>	<b>£410,750</b>
<b>Partnership costs</b>			
Research partners	£16,800	£16,800	£33,600
<b>Total partnership costs</b>	<b>£16,800</b>	<b>£16,800</b>	<b>£33,600</b>
<b>Expense costs</b>			
Flights	£4,000	£4,000	£8,000
Accommodation and subsistence	£7,200	£7,200	£14,400
Ground travel	£400	£400	£800
Visa and security	£400	£400	£800
Medical	£400	£200	£600
Design and editing	£6,000	£6,000	£12,000
Events and meetings	£4,000	£4,000	£8,000
Subscriptions and website maintenance	£8,000	£8,000	£16,000
Other project costs	£-	£1,000	£1,000
<b>Total expense costs</b>	<b>£30,400</b>	<b>£31,200</b>	<b>£61,600</b>
<b>Total costs</b>	<b>£252,575</b>	<b>£253,375</b>	<b>£505,950</b>



**Table 11** Translation, accessibility, and participation - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Director of Programme	£3,980	£3,980	£7,960
Project management staff	£27,900	£27,900	£55,800
Publications and communications staff	£5,400	£5,400	£10,800
<b>Total personnel costs</b>	<b>£37,280</b>	<b>£37,280</b>	<b>£74,560</b>
<b>Partnership costs</b>			
Research partners	£17,100	£17,100	£34,200
<b>Total partnership costs</b>	<b>£17,100</b>	<b>£17,100</b>	<b>£34,200</b>
<b>Expense costs</b>			
Flights	£2,400	£2,400	£4,800
Accommodation and subsistence	£5,400	£5,400	£10,800
Ground travel	£900	£900	£1,800
Visa and security	£300	£300	£600
Translation, transcription and printing	£25,900	£25,900	£51,800
<b>Total expense costs</b>	<b>£34,900</b>	<b>£34,900</b>	<b>£69,800</b>
<b>Total costs</b>	<b>£89,280</b>	<b>£89,280</b>	<b>£178,560</b>

**Table 12** Academic engagement - budget

	2022/23	2023/24	Total
<b>Personnel costs</b>			
Research staff	£19,140	£19,140	£38,280
<b>Total personnel costs</b>	<b>£19,140</b>	<b>£19,140</b>	<b>£38,280</b>
<b>Expense costs</b>			
Design and editing	£15,000	£15,000	£30,000
Other project costs	£10,000	£10,000	£20,000
<b>Total expense costs</b>	<b>£25,000</b>	<b>£25,000</b>	<b>£50,000</b>
<b>Total costs</b>	<b>£44,140</b>	<b>£44,140</b>	<b>£88,280</b>

---

# Appendix 3 HPG staff and Research Associates

## HPG staff

### Sorcha O’Callaghan, Director of HPG

Sorcha O’Callaghan is a specialist in displacement, civilian protection and humanitarian action in protracted crises, and has worked extensively in East Africa.

### Alexandra Spencer, Research Officer

Alexandra has experience in global humanitarian financing, with a particular focus on tracking cash transfers, private humanitarian assistance and funding to Syria and the region. Alexandra holds a Master’s degree in Globalisation and Development Studies from Maastricht University.

### Amanda Gray Meral, Research Fellow

Amanda is a lawyer by training with a particular interest in refugee protection, refugee economies and work, inclusion and urban humanitarian response.

### Caitlin Sturridge, Senior Research Fellow

Caitlin is working on displacement, conflict and climate. She specialises in migration and displacement research in the Horn of Africa, and has previously worked for think tanks, governments, the UN, NGOs and the private sector in the UK, East Africa and Latin America.

### Cat Langdon, Senior Programme Manager

Cat oversees HPG’s operations and partnerships. She previously managed the Global Humanitarian Assistance programme at Development Initiatives, focusing on humanitarian financing.

### Gemma Davies, Research Associate

Gemma has extensive experience in development and implementation of humanitarian programmes, policy development and advocacy. Previously, she was a researcher with Amnesty International focusing on the impact of conflict and forced displacement on civilians.

### Hannah Bass, Senior Publications Officer

Hannah manages the production of HPG and HPN publications, as well as supporting on other projects across ODI.

### John Bryant, Senior Research Officer

John has experience with a broad range of international relations, conflict recovery and urban humanitarian response issues. In addition to past roles with ODI, John has had various roles with the UK Foreign and Commonwealth Office, UN Office for Project Services (UNOPS) and international NGO Practical Action.

---

### **Kerrie Holloway, Senior Research Officer**

Kerrie has extensive knowledge of the history of the humanitarian sector and refugee crises. Her research interests include the interaction between humanitarian organisations and politics, the historical and contemporary development of humanitarian organisations and foreign and domestic policy decisions in relation to refugee policy.

### **Laura Mertsching, Project Manager**

Laura has extensive project management experience, which has included responsibility for the delivery of complex global research projects commissioned by governments, private foundations and various UN entities. Laura manages HPG's Integrated Programme of research, a multi-donor, multi-project portfolio of work.

### **Marta Lopes, Project Manager**

Marta manages HPG's commissions, a portfolio of strategic projects ranging in size and scope and aimed at complementing HPG's IP.

### **Megan Daigle, Senior Research Fellow**

Megan's research focuses on gender, sexuality, race and disability in humanitarian contexts. She has conducted research on access and attitudes to sexual and reproductive health and rights; LGBTQI+ experiences of conflict, displacement and peacebuilding; sexual and gender-based violence in and out of conflict; gender and disability in humanitarian and post-conflict settings; sex work and sex tourism; and feminist, postcolonial and queer politics.

### **Nosheen Malik, Communications Officer**

Nosheen's role as Communications Officer is to help enhance the reach and impact of HPG's humanitarian and conflict work. She has a law degree and a Master's in international law from the University of Westminster.

### **Oliver Lough, Senior Research Fellow**

Oliver's research focuses on humanitarian accountability, communicating with crisis-affected populations and evidence-based decision-making processes in emergencies.

### **Patrick Saez, Senior Research Fellow and Policy Lead**

Patrick's research focuses on the performance of the humanitarian system and efforts to reform its governance and financing. As policy lead, he oversees HPG's efforts to turn research into practice.

### **Sarah Njeri, Research Fellow**

Sarah is a peace and conflict scholar by training with more than 20 years' experience working on conflict prevention, post-conflict peacebuilding, humanitarian disarmament, advocacy and development-related issues in Africa.

---

### Sara Hussain, Editor

Sara edits publications and articles for HPG and HPN. She has experience editing, proofreading and managing the production of publications for an international affairs think tank, and previously worked in publications and communications roles at ODI before joining HPG.

### Sarah Phillips, ODI Journals, Disasters and DPR Coordinator

Sarah manages the production of ODI's two academic journals, *Development Policy Review* (DPR) and *Disasters*.

### Sarah Redd, Policy and Communications Advisor

Sarah leads HPG's strategic communications, convening and events, as well as supporting the team's policy influencing in order to achieve greater impact on humanitarian policy and practice.

### Simon Levine, Senior Research Fellow

Simon spent many years working for NGOs in Mozambique, Cambodia, Tanzania and Burundi before working as a consultant based in Uganda for nine years. He specialises in livelihoods and vulnerability analysis, land rights and early response in humanitarian crises.

### Tom Harrison, Senior Digital Officer

Tom is responsible for the publishing and promotion of HPG and HPN's digital content and activities.

### Wendy Fenton, HPN Coordinator

Wendy has more than 25 years of operational, management and advisory experience in humanitarian and development programming.

## Research Associates

- Caitlin Wake, Research Associate
- Irina Mosel, Research Associate
- John Borton, Senior Research Associate
- Larissa Fast, Research Associate
- Margie Buchanan-Smith, Senior Research Associate
- Mark Bowden, Senior Research Associate
- Nicholas Crawford, Senior Research Associate
- Dr Orzala Nemat, Research Associate
- Sara Pavanello, Research Associate
- Sarah Collinson, Senior Research Associate
- Veronique Barbelet, Research Associate
- Victoria Metcalfe-Hough, Research Associate

# Appendix 4 HPG Advisory Group members

**Table 13** List of HPG Advisory Group members (as of January 2022)

Name	Organisation
Juliet Parker	Active Learning Network for Accountability and Performance (ALNAP)
Adelina Kamal	AHA Centre
Malcolm Leggett	Australian Department of Foreign Affairs and Trade (DFAT)
Richard Blewitt	British Red Cross Society
Dennis McNamara	Centre for Humanitarian Dialogue
Katrine Siig Kristensen	Danish Ministry of Foreign Affairs
Susan Fraser	Department of Foreign Affairs and Trade, Ireland
Yvonne Deblon	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Nanette Antequisa	ECOWEB
Lisa Fry	Global Affairs Canada
Per Heggenes	IKEA Foundation
Ariela Blätter	Independent
Margie Buchanan-Smith	Independent consultant
Markus Geisser	International Committee of the Red Cross (ICRC)
Abdurahman Sharif	Internews
Sherin Alsheikh Ahmed	Islamic Relief Worldwide
Vickie Hawkins	Médecins Sans Frontières UK (MSF UK)
Hilde Salvesen	Norwegian Ministry of Foreign Affairs
Mia Beers	Bureau for Humanitarian Assistance (BHA), U.S. Agency for International Development (USAID)
Marta Valdes García	Oxfam
Myeonjoa Kim	South Korea International Cooperation Agency (KOICA)
Gina Hong	South Korea Ministry of Foreign Affairs
Elisabet Hedin	Swedish International Development Cooperation Agency (SIDA)
Gilles Cerruti	Swiss Federal Department of Foreign Affairs
Sultan Barakat	The Doha Institute
Dr Hany El-Banna	The Humanitarian Forum
Helen Young	Tufts University
Daniel Maxwell	Tufts University
Colum Wilson OBE	UK Foreign, Commonwealth and Development Office

---

Name	Organisation
Annika Sandlund	United Nations Refugee Agency (UNHCR)
Hansjoerg Strohmeyer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
Valerie Guarnieri	World Food Programme (WFP)



---

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

---

---

**Humanitarian Policy Group**

ODI  
203 Blackfriars Road  
London SE1 8NJ  
United Kingdom

Tel: +44 (0) 20 7922 0300  
Fax: +44 (0) 20 7922 0399  
Email: [hpgadmin@odi.org](mailto:hpgadmin@odi.org)  
Website: [odi.org/hpg](http://odi.org/hpg)

---