

HPG

Humanitarian
Policy Group

Annual report
April 2012 - March 2013

Inspiring and informing humanitarian action



How to view the e-annual report

Welcome to the first interactive annual report from the Humanitarian Policy Group (HPG).

In this document you'll be able to hear - and view - our researchers talking about their work, access our publications and learn about achievements from the past year.

This interactive report is best viewed with Adobe Reader. You can download the latest version for free at <http://get.adobe.com/uk/reader/>.

You may also need Adobe Flash Player, available at <http://get.adobe.com/flashplayer/>

Some useful tips:



Video. Click to play videos in the pdf, or scan the QR code to watch on another device.

Links will be **blue and underlined**. All HPG publications or projects listed by name are links as well.

To visit any specific section of the report, just click on the section in the table of contents on the next page.

HPG

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Front cover image:

Displaced people in Rakhine State, Myanmar. December 2012, Creative Commons, DFID

Opposite page images (from left to right):

Smoke billows skyward as homes and buildings are shelled in the city of Homs, Syria. June 2012. UN Photo/David Manyua
MINUSTAH Military Personnel Assisst Hurricane Victims, Haiti. September 2008, Creative Commons, UN Photo/Marco Dormino
Zam Zam Internally Displaced Persons (IDP) Camp, El Fasher, North Darfur. March 2011, UN Photo/Olivier Chassot



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About HPG

Who we are

HPG is a leading independent think tank with eight Research Fellows and Officers, three administrative and support staff, three communications staff, a Managing Editor and the Humanitarian Practice Network (HPN) coordinator. HPG has humanitarian field experience spanning Afghanistan, Ethiopia, the Democratic Republic of Congo (DRC), Gaza, Haiti, Indonesia, Jordan, Kenya, Libya, Mali, Myanmar, Pakistan, South Sudan, Sudan, Syria and Uganda. HPG is supported by an Advisory Group made up of leading humanitarians.

Our work

HPG's work brings together an Integrated Programme (IP) of research on key elements of humanitarian policy and practice, with the ability to undertake commissioned studies and evaluations related to HPG's core aim and research foci. Research is complemented by a strong public affairs programme.



A view of the Jabalia refugee camp, Gaza. May 2010, Creative Commons, Suhair Karam/IRIN

IP projects consider several country contexts and allow HPG to cast a critical eye over the humanitarian sector. This longer-term research facilitates thinking about solutions to challenges faced by humanitarian organisations and professionals in crises, and analysis on future directions and innovations within the sector.

The IP 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

HPG also hosts the Humanitarian Practice Network (HPN), an independent forum for

humanitarian practitioners to share and disseminate information, analysis and experience.

Learning and academic engagement is undertaken through the editorship of *Disasters* journal. This engagement also includes facilitating two annual courses for mid-level and senior policymakers and practitioners in the sector and the delivery of an online MSc in Humanitarian Affairs in partnership with the University of York.

HPG offers consultancy services and commissioned studies relating to HPG's core aims and objectives.

Strategic communication and public affairs activities promote our research findings and encourage debate in the media and at events amongst policymakers and practitioners.

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[HPG publications have] enriched my knowledge... almost all the publications that I have gone through (at times I may not agree with the opinions, but then they are really useful) provoke my thoughts. ODI/HPG you are doing great work.”

GBENRO OLAJUYIGBE - Human Security, Conflict and Emergency Manager for ActionAid Nigeria.

Our funders

HPG's donors provide the funding that enables HPG to pursue the multi-year IP research projects.

IP donors between April 2012 - March 2013 comprise: the Australian Agency for International Development (AusAID), the British Red Cross, the Canadian International Development Agency (CIDA), Irish Aid, the Ministry of Foreign Affairs (MFA) Denmark, MFA Netherlands, MFA Norway, Oxfam GB, the Swedish International Development Agency (SIDA), the United States Agency for International Development (USAID) and World Vision International.

Total funding received by HPG from its donors for the 2012/13 IP was £1,330,520 of which £1,150,016 has either been spent or planned for in carry-forwards.

The balance of £180,504 is being treated as income-in-advance to complete the final project activities of the 2011/2013 IP and to start new project activities 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 2012–March 2013. Previous HPG annual reports have included information up until the month of July, but starting with this year reporting will be confined to the boundaries of the UK financial year to avoid duplication.



Mothers wait to be seen in a therapeutic feeding centre in Maradi Region, Niger. November 2011, Creative Commons, UN Photo WFP/Phil Behan

Overview of the year



Sara Pantuliano
on *HPG*

Watch above, or view the video in an [external player](#)

During 2012/13 HPG has continued its work on the changing landscape of humanitarian action. Global partnerships have been developed with regional actors and stakeholders beyond the ‘traditional’ humanitarian system. Notable examples include our continued engagement with members of the Association of Southeast Asian Nations (ASEAN) and the Organisation of Islamic Cooperation (OIC) on Myanmar; the joint hosting of conferences in Singapore and Amman with the Institute of Southeast Asian Studies (ISEAS) and the Arab Thought Forum (ATF), part of the project on a ‘Global history of modern humanitarian action’; and ground-breaking work in Afghanistan on Taliban attitudes towards assistance agencies, under the project ‘Strengthening humanitarian negotiations and strategies of principled action and access’.

In addition to policy research and analysis, HPG has continued to develop its public affairs and advisory work, reflecting HPG’s position as an authoritative voice in humanitarian affairs. Through HPN we have maintained our links to practitioners engaged in humanitarian action around the world, and academic engagement has continued through editorship of *Disasters* journal and the high-level courses on crisis, conflict and transition, in collaboration with the Post-Conflict Reconstruction and Development Unit (PRDU) at the University of York and the National Institute of Emergency Management at the Chinese Academy of Governance (NIEM-CAG) in Beijing.

Policy research and analysis

As in the previous year, HPG’s work in 2012/13 has focused on key developments in the international humanitarian system. Work on humanitarian space during the previous reporting period highlighted the need for humanitarian agencies to critically assess their role in difficult security environments.

Building on these findings, work this year has looked at agencies’ approaches to negotiating with armed non-state actors in Darfur, Southern Kordofan, Somalia and Afghanistan. This very rich research, published in a series of Working Papers, has highlighted the complexity of access negotiations, the risks inherent in engagement and the compromises that agencies make in order to secure access to vulnerable populations.

Related work during the year has explored key trends and issues in civil–military coordination: how recent developments have affected the relationship between military and civilian actors, what guidelines have been developed and how they are implemented in practice. This project has produced three Working Papers on civilian protection, guidelines for effective interaction and civil–military coordination in Afghanistan – especially timely with the drawdown in foreign forces in the country. In collaboration with the UN Office for the Coordination of Humanitarian Affairs (OCHA), two regional conferences were organised in Haiti and Thailand exploring civil–military coordination and the role of regional mechanisms in disaster response.

Work on resilience continued during the reporting period. A Policy Brief offered an initial critical analysis of the concept, which was further developed in a Working Paper exploring the political dimensions of resilience and the relationship between resilience and livelihoods. A second forthcoming Working Paper analyses the related concept of ‘build back better’, and its practical application in programming in the tsunami response in Aceh, the Nargis response in Myanmar and the response to the earthquake in Haiti. Further work on the Haiti response led to the publication of a Working Paper analysing the problems humanitarian agencies faced in dealing with land and property issues

in a complex, largely unregulated and undocumented urban environment. The paper generated significant interest within the sector, with requests for presentations of the findings in the UK and US.

The challenges of urban programming – a growing area of concern to the sector – also featured prominently in the three-year project ‘Sanctuary in the city?’, which came to a close with a conference in Copenhagen in February 2013 hosted by DANIDA, presenting the main findings of seven case studies of urban centres in Africa, Central Asia and the Middle East. Key themes emerging from the research included the need to improve cooperation and collaboration

Policy advice and public affairs

HPG’s research work is complemented by a strong commitment to policy advice and a vibrant public affairs programme. HPG has provided policy analysis and advice to humanitarian organisations, governments and regional bodies on the conflict and humanitarian situation in Myanmar, and has been asked to become a strategic partner of the Myanmar Peace Centre, a quasi-government entity established by the Myanmar President’s Office. Other policy advice during the reporting period has included an advisory role on the revision of the ICRC Protection Standards and work with the World Bank and UN-Habitat on land issues. Research on civil–military relations has fed



[The humanitarian negotiations project] provided a deeper understanding of ANSAs (armed non-state actors), because the biggest problem is that we felt that the negotiators don't know what it is to feel the way we feel.”

FORMER TAMIL COMMUNITY REPRESENTATIVE - Sri Lanka.

between development and humanitarian actors, develop innovative approaches or alternatives to durable solutions and find ways to mainstream long-term, developmental, rights-based responses to urban displacement.

HPG has continued its innovative work on the ‘Global history of modern humanitarian action’, with Working Papers exploring the changing meanings of the word ‘humanitarian’ in English and the French experience of humanitarian action. This research provides the background for further work on regional histories of humanitarian action in Asia, the Middle East, Latin America and Africa, highlighting the very different traditions and philosophies underpinning the humanitarian enterprise outside of the Western system. Conferences were held in Amman and Singapore to explore regional understandings of humanitarianism, and the papers presented are scheduled for publication later in the year. Key to the project is an active outreach and public affairs programme designed to bring key issues to as wide an audience as possible, both in the UK and more broadly.

into policy development through the Inter-Agency Standing Committee (IASC) Taskforce on Civil Military Coordination and Humanitarian Space, and HPG has supported the Directorate-General Humanitarian Aid and Civil Protection (DG ECHO) in developing policy on cooperation with military and foreign policy actors. Reflecting the Group’s expertise on resilience, Irish Aid requested HPG advice in this area during its presidency of the European Union (EU). HPG has also been asked by the German government to support its programming on resilience.

HPG has maintained its commitment to public affairs, holding or co-hosting 24 public events between April 2012 and March 2013 in diverse locations including Afghanistan, Denmark, Pakistan and Thailand, as well as at the ODI offices in London. In addition, HPG researchers chaired or spoke at 48 external events in 16 countries.

Two roundtables on the Syria crisis in June and August 2012 brought together representatives from humanitarian agencies in Damascus, Amman, Rome



Yves Daccord, Director-General ICRC, delivering the HPG annual lecture. December 2012, R. Hodgson/ICRC. Watch the [video](#).

and London to discuss the crisis and explore how best to respond to the needs of civilians caught up in the conflict.

The year also saw the inaugural HPG annual lecture, given by Yves Daccord, the Director-General of the International Committee of the Red Cross (ICRC), who shared his views on the challenges and opportunities in the changing international humanitarian landscape.

HPG's website remained a vital dissemination route, with over 180,000 downloads and 116,000 page views during the year. The Group also invested significant time and resources over the year in expanding its social media presence.

Academic engagement

During the year HPG has further developed its engagement with the academic community. In addition to high-level courses in York and Beijing, researchers lectured at

a range of UK and international universities including presenting at the University of East Anglia and at a conference organised by the Humanitarian and Conflict Response Institute (HCRI) at the University of Manchester. HPG gave a seminar at the Centre for Education and Research in Humanitarian Action (CERAH) in Geneva and presented to members of the Australian Council for International Development (ACFID) in Melbourne. The Policy Brief '*New players through old lenses: Why history matters in engaging with Southern actors*' has been included on university curricula and humanitarian training programmes, including the Humanitarian Leadership Programme (HLP) offered by Save the Children and Deakin University in Australia.

Academic engagement also continued through the editorship of the *Disasters* journal which had another year of steady expansion with a growing readership and

global reach, especially in China and India.

Influencing humanitarian practice

In parallel with HPG's policy research and analysis and its academic engagement, the Group also maintains links with humanitarian practitioners through the Humanitarian Practice Network (HPN)'s 7,600-strong subscriber base. During the reporting period HPN published and launched three issues of its magazine *Humanitarian Exchange* (HE), with special features on the crisis in the Sahel and humanitarian civil-military coordination, along with Network Papers on response analysis and communication with crisis-affected communities, in collaboration with infoasaid. HPN's publications remain extremely useful and relevant, as evidenced by a dramatic 90% increase in publication downloads from the website between April 2012 and March 2013 over the previous year.

Principles, politics and the international humanitarian system

This theme explores how and whether humanitarian principles are understood and applied in practice globally. The roles and relationships of diverse actors, including armed non-state actors (ANSAs) and networks involved in international humanitarian action, are amongst research foci, as well as the sector's diverse history and the role that history plays in shaping humanitarian responses today.

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 include more challenging and dangerous environments. As a result, negotiations with ANSAs have become increasingly important in order to gain access to populations in need. Yet many humanitarian actors feel that negotiating with ANSAs presents formidable challenges, including a lack of respect for International Humanitarian Law (IHL), hostility to humanitarian principles and distrust and suspicion of humanitarian organisations.

This project aims to better understand how aid agencies engage with armed non-state groups and how this engagement affects individuals' and communities' access to protection and assistance. Through a series of case studies, the project explores the difficulties of this engagement in challenging political and security environments. The project aims to understand what can be learned from experiences of negotiations and dialogue with ANSAs, particularly where such engagement has been successful in ensuring populations can access assistance and protection. This research also investigates the dangers and risks inherent in this engagement, including the moral dilemmas that often arise in negotiations and the compromises that agencies make in order to gain access.

A Policy Brief exploring the obstacles to and opportunities for humanitarian dialogue with armed non-state actors *'Talking to the other side:*

Humanitarian engagement with armed non-state actors' was published in June 2012. In December 2012, a Policy Brief and Working Paper were released examining humanitarian engagement with the Taliban in Afghanistan *'Talking to the other side: Humanitarian engagement with the Taliban in Afghanistan'*. This research drew on nearly 150 interviews, including approximately 40 with members of the Taliban. Fieldwork for three case studies in Southern Kordofan, Darfur and South Central Somalia has been completed and Working Papers are scheduled to be released later in the year. In the final phase of the project a synthesis report will be published, with dissemination activities including public events and private dialogue.

Uptake and impact

The publications on the Taliban in Afghanistan were based on the most in-depth research with the Taliban on humanitarian issues to date, and garnered significant attention from the media and policymakers. Public events and private roundtables were held in London, a closed-door presentation and discussion was convened by the Afghanistan NGO Safety Office (ANSO) in November 2012 in Kabul, and internal meetings were held with the US government, the Office of US Foreign Disaster Assistance (OFDA), the State Department, the US Department of Defense (DoD) and NGOs in Washington DC. These meetings provided a forum for frank discussion about the findings. The work received extensive media coverage, including in the *Independent* newspaper in the UK, IRIN's online news portal, Radio Australia, Reuters, CNBC and Alertnet.

A global history of modern humanitarian action

Objectives and main activities



Watch above, or view the video in an [external player](#)

The main goal of this research is to promote historical analysis as part of effective and reflective humanitarian action. The project has three objectives designed to contribute to this goal:

- Advocate for a more inclusive humanitarian history that includes diverse perspectives on the nature, meaning and practice of humanitarian action and how this has evolved over time.
- Offer historical analysis to inform current discussions and debates on improving humanitarian policy and practice.
- Help the sector more fully engage with the history of humanitarian action, including past contributions and experiences from outside the Western narrative.

The project examines the historical and cultural forces affecting humanitarian action since the mid-nineteenth century. It considers developments in practice, policy and institutional architecture and the contribution of culture, religion, politics and changes in ways of thinking. It is based on the belief that an improved historical

consciousness will help to generate a more informed critical perspective on humanitarian action today.

This project is a response to the tendency to neglect historical analysis within debates about humanitarian policy and practice, despite the fact that many of today's challenges have important historical roots and antecedents. Even when the history of humanitarian action is invoked, there is a tendency to downplay or deny its complexity, focusing instead on familiar actors or recent events.

The project also challenges the Western orientation of the most widespread historical narratives regarding humanitarian action. Although it is widely recognised that the Western-centric nature and outlook of the formal humanitarian system raise a number of obstacles to effective responses, there is little understanding of the diverse humanitarian histories, cultures and perspectives across the globe. By exploring the emergence of efforts to alleviate suffering within a global framework, this project promotes dialogue and supports those calling for new approaches to ongoing challenges.

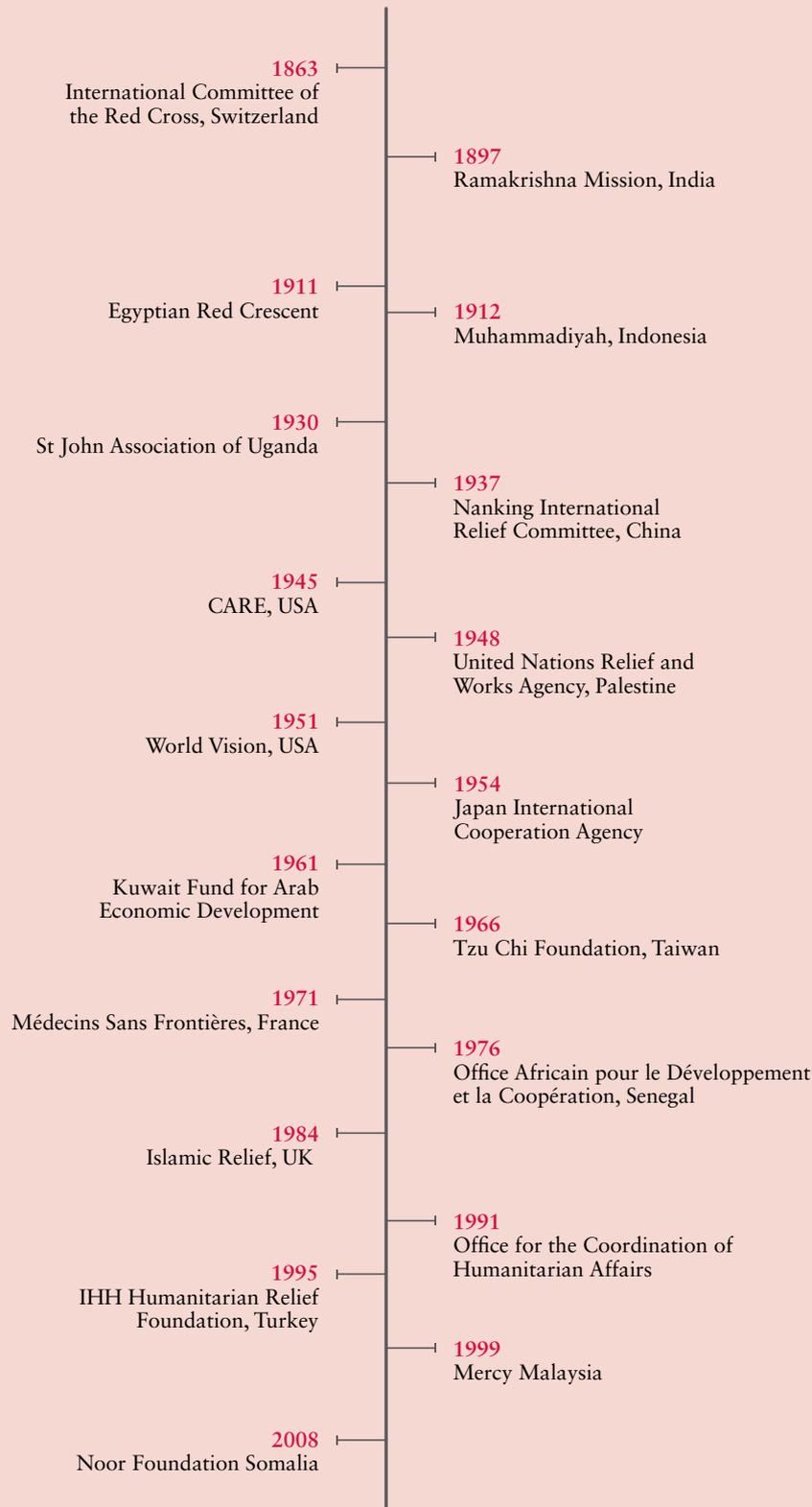
In July 2012, a policy brief '*New players through old lenses: Why history matters in engaging with Southern actors*' presented key reflections from the inception phase of the research, and made the case for the importance of historical analysis beyond the Western 'system'. This was followed by Working Papers looking at the changing meanings of the term 'humanitarian' in English

'Continuity, change and contest: Meanings of 'humanitarian' from the 'Religion of Humanity' to the Kosovo war' and the French experience of humanitarian action *'Beyond the 'French Doctors' and the evolution and interpretation of humanitarian action in France'*. Other work during the reporting period has explored the diverse influences on the evolution of the international system, and the historical experiences of humanitarian action in North and Southeast Asia and the Middle East. Two regional conferences were held in partnership with the Institute of Southeast Asian Studies (ISEAS) in Singapore and the Arab Thought Forum (ATF) in Amman, and smaller steering groups have been established to provide feedback and guidance for each region, bringing together members of humanitarian and human rights organisations and research institutions.

The HPG and ISEAS conference, held in Singapore in January 2013, examined the history of humanitarian action in East and Southeast Asia. Over two days, historians and practitioners explored the cultures, structures and experiences of humanitarianism in the region and their implications for current responses. Discussions included traditions of humanitarianism in Aceh and China, practices of reconstruction across the region, and legacies of famine and forced migration in Cambodia and North Korea.

Preparation and planning for the Amman conference on the history of humanitarian action in the Middle East and North Africa was

A global snapshot of humanitarian engagement



Hover over the organisations in the timeline to learn more

undertaken during this period. The conference, which took place in April 2013 with the aim to improve understandings of the history of humanitarianism across the region of the Middle East and North Africa, will be reported on in more detail next year.

Drawing on this wealth of material, HPG researchers presented on the project at the University of East Anglia (October 2012), at the conference *'Humanitarianism: Past, present and future'* held by the Humanitarian and Conflict Response Institute (HCRI) at the University of Manchester (November 2012), and at a half-day seminar in the Masters programme of the Centre for Education and Research in Humanitarian Action (CERAH) in Geneva (September 2012). Researchers also gave a presentation to members of the Australian Council for International Development (ACFID) in Melbourne (December 2012).

Uptake and impact

Responses to the project have been extremely positive, with strong endorsement for an extension into a second IP cycle. The Policy Brief *'New players through old lenses'* has been included on university curricula and humanitarian training programmes, including the Humanitarian Leadership Programme (HLP) offered by Save the Children and Deakin University in Australia. HPG also contributed an article entitled *'The diversity of aid'* to *The Networker*, the publication of the Bond network for NGOs in international development.

The project's links with organisations and individual researchers interested in the history of humanitarian action have increased its audience and facilitated uptake. One example is the research network on 'Non-state humanitarianism: From colonialism to human rights', hosted by the University of Birmingham. The project was profiled in the first meeting of the network in March 2013, and HPG continues to make a central contribution to its discussions.

Informing outreach approach for non-traditional donors, EU

Western humanitarian donors are increasingly interested in deepening their understanding of non-Western counterparts and regional organisations, and attracted by the benefits of increased engagement and possible strategies for doing so. HPG provided ECHO with a comprehensive analysis of a number of non-traditional donors and regional organisations, including China, Brazil, Turkey, ASEAN and the Economic Community of West African States (ECOWAS) and recommendations for their outreach strategy.

Strengthening principled humanitarian response capacities, NRC

HPG collaborated with the Norwegian Refugee Council (NRC) on a research project to strengthen principled humanitarian response capacities. Building on case studies from Afghanistan, Democratic Republic of Congo (DRC), Pakistan

and South Sudan carried out in 2011, NRC and HPG released *'Tools for the job: Supporting principled humanitarian action'* in October 2012. The report examines how principles are implemented in practice and what can be done by aid actors, donors and host governments to support principled humanitarian responses. NRC and HPG hosted a roundtable on transition financing in South Sudan in Oslo in September 2012 and a roundtable in London examining the Good Humanitarian Donorship principles ten years on in November 2012, which fed into the *'Review of the Good Humanitarian Donorship Initiative (GHDI)'* commissioned by the GHDI co-chairs aimed to determine how to bring the GHDI agenda forward in the coming years.



I have read with great interest your briefing paper 'New players through old lenses' and I find it, as well as the whole HPG project 'A global history of modern humanitarian action', very pertinent and inspiring."

FRANCISCO YERMON - Head of Advocacy with Intermon, Oxfam.

Civilian security and protection

Research in this area explores the roles and responsibilities of international humanitarian and military actors and their understanding of civilian protection in conflicts and natural disasters. It looks at guidelines defining civil-military coordination at a policy and practical level, and how these have evolved over time.

Civil-military coordination: the search for common ground



Watch above, or view the video in an [external player](#)

Objectives and main activities

This research explores how military and humanitarian actors define

civilian actors, what guidelines have been developed and how they are translated on a tactical level. It also investigates lessons that can be drawn from past or current responses to conflicts and natural disasters and coordination mechanisms in-country and at a policy level in capitals and headquarters. While the preceding period focused more on the conflict strand of the project, during the period under review research on the disaster strand was strengthened

specific civil-military guidelines for effective interaction and a case study on Afghanistan 'The search for common ground: Civil-military relations in Afghanistan 2002-2013'. This paper was particularly timely given the planned withdrawal of NATO troops by the end of 2014. In addition to the Afghanistan study, field research was undertaken in Haiti and East Timor, as well as desk research on Pakistan and South Sudan. The lead researcher on the project



I'm happy to report that these action points have now been approved by the IASC Working Group and we are currently building them into the 2013 Work Plan for the IASC Task Force. A very positive outcome for your work."

COLIN RICHARDS - Humanitarian Affairs Officer, Civil-Military Coordination Section Emergency Services Branch, Office for the Coordination of Humanitarian Affairs (OCHA).

their priorities, and what means they use to achieve their goals. Most actors - civilian and military, agree that effective civil-military coordination is essential to saving lives and alleviating suffering. In reality, however, it is not easy to strike the right balance between the appropriate level of interaction and maintaining a necessary distinction between military and civilian actors.

The project examines how recent developments have affected the relationship between military and

to complement earlier findings. In addition to HPG's traditional humanitarian partners, this work places strong emphasis on involving a diverse range of national and multilateral military actors in research and communications activities.

A Working Paper entitled 'Protecting civilians? The interaction between international military and humanitarian actors' was published in August 2012, followed by further papers on country-

also co-edited a special edition of *Humanitarian Exchange* on civil-military coordination (no. 56, January 2013).

In collaboration with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), HPG organised two regional conferences in Bangkok in December 2012 and in Port-au-Prince in March 2013, exploring civil-military coordination and the role of regional mechanisms in disaster response.



Somalia, Kismayo, a soldier of the Kenyan Contingent serving with the African Union Mission in Somalia (AMISOM). October 2012, UN photo/Stuart Price.

Uptake and impact

HPG's research on civil–military relations continues to feed into policy development through the Inter-Agency Standing Committee (IASC) Taskforce on Civil Military Coordination and Humanitarian Space. In addition, the Military Stabilisation Support Group has requested publications from the project to use in training materials, as well as HPG's input as part of a review of its policies. The United States Battlefield Information Collection and Exploitation System (US BICES) team at the United States Special Operations Command (USSOCOM) also asked to distribute HPG material on civil–military interaction to its network. HPG has also continued to play an advisory role in the revision of the ICRC Professional Standards on Protection Work (reported on in last year's annual report).

Informing policy on cooperation with military and foreign actors, ECHO

HPG supported DG ECHO in better understanding the policies of different European Union (EU) member states on civil–military relations. To achieve a more comprehensive view, the United States as well as several regional/ international organisations (the African Union, NATO, the Association of Southeast

Asian Nations (ASEAN) and the Caribbean Community (CARICOM)) were included in the study. This research will inform and guide the development of a more systematic ECHO policy on cooperation with military and foreign policy actors, including the use and mobilisation of military assets in disasters and complex emergencies.

“I'd like to congratulate you and your fellow co-writers for the production of the document 'Trends and challenges in humanitarian civil–military coordination - A review of the literature'. I found it a sound, balanced and pragmatic compendium of the state of the art discussion about civil–military coordination issues. I'd like to list your paper among the courses' civilian reference documents and include it in the pre-reading student package”

PAOLO FABBRO - Training and Education Branch, Multination Civil–Military Cooperation (CIMIC) group.

Livelihoods and food security in protracted crisis

Few humanitarian crises are sudden or short-term problems where simple responses to hunger are sufficient or even appropriate. In most contexts, people's search for food and livelihood security is linked with issues of power and vulnerability, and underlying structural problems of poverty and marginalisation. HPG's research focuses on how a better understanding of these dimensions can help improve analysis and emergency response.

Resilience and humanitarian action



Simon Levine
on *Resilience*

Watch above, or view the video in an [external player](#)

Objectives and main activities

Interest in the topic of 'resilience' has continued to grow during 2012/13. Several donors are now introducing specific 'resilience funds' and there are multiple international initiatives to tackle food insecurity under the banner of resilience. HPG's concern has remained ensuring that such an important task is founded on clear conceptual analysis and good empirical evidence.

A Policy Brief published in June 2012 '*The relevance of 'resilience'?*' was widely read and discussed, with particular interest shown among donors. The Brief welcomed the new attention being given to long-term approaches to solving chronic problems that result in crisis, but also questioned whether 'resilience' offered a new conceptual way forward. A subsequent Working Paper '*A conceptual analysis of livelihoods and resilience: Addressing the 'insecurity of agency''* analysed the relationship between vulnerability and power, arguing that resilience is about what people can do ('agency'), and what constrains their freedom

to act – areas which have arguably been underplayed in approaches to resilience. A special virtual issue of *Disasters* on resilience was produced in April 2013. This virtual issue seeks to inform the debates surrounding resilience and demonstrate how resilience has been understood in contexts ranging from the Horn of Africa to Central America.

An analysis of the links between climate change, conflict and resilience was presented at a conference at the University of Sussex in October 2012. The analysis, based on three case studies (Indonesia, East Africa and Darfur), argued that climate change and conflict are usually seen technically, but that without the political dimensions, external support can either fail or make things worse. These ideas are being further developed for publication in 2013.



Bicentina Auma harvests finger millet, Northern Uganda. December 2011, Pete Lewis/DFID

HPG researchers contributed to the Leading Practice Exchange (LPE) under development at the World Economic Forum (WEF), which provides a platform for sharing practical experience in building resilience. HPG contributions to the LPE connected scholarly literature to approaches used in diverse contexts by governments, the private sector and aid agencies.

Other related commissioned work

As a result of HPG's work on resilience, IrishAid requested HPG support during its presidency of the European Union (EU). Analysis provided to IrishAid assisted with developing EU policy on resilience and was fed into the *'European Commission action plan for resilience in crisis prone countries'* released in July 2013. HPG was also asked by GIZ to support its programming on resilience.

of the problem it was trying to address. In Afghanistan, a critical review of literature on livelihoods and aid *'Livelihoods, basic services and social protection in Afghanistan'* was released in July 2012, and fieldwork began in January 2013.

Local institutions and livelihoods

Objectives and main activities

Work on the link between institutions and livelihoods in crises, funded through the previous IP cycle, led to the publication of a Working Paper on land issues in the Haiti earthquake response *'Avoiding reality: Land, institutions and humanitarian action in post-earthquake Haiti'* in September 2012. The Working Paper diagnosed the difficulties international humanitarian agencies had in dealing with local institutions governing land ownership in Haiti, and



There was extremely positive feedback on the presentation from our own colleagues, our NGO partners and also the students from UCD. We feel that the facilitation and input of external experts brought a fresh focus to our discussions and helped us to explore a broader set of themes. Thanks to you both for all the preparation and research that went into the visit. It is very much appreciated."

KEVIN KELLY - Director of Emergency and Recovery, Development Cooperation Division, Department of Foreign Affairs and Trade, Ireland, May 2012.

Secure Livelihoods Research Consortium

HPG is involved in a large research consortium, running for five years across seven countries, focusing on understanding livelihood trajectories and access to services, as well as the relationship between informal and formal governance structures and access to public goods. HPG is undertaking research in Afghanistan and Northern Uganda. Two studies carried out together with ODI's Social Protection programme analysing the contribution made by social protection programming to livelihood resilience. One study looked at five programmes within Africa, and highlighted the gap between the ambitions of projects to build resilience or self-reliance and their short-time frames. A second study focused specifically on the design of a public works programme in a post-conflict situation, highlighting the mismatch between design and analysis

argued that technical approaches to solving the problem are unlikely to be adequate on their own.

Uptake and impact

The Working Paper generated significant interest within the sector, with requests for presentations in the UK and the US. HPG fed into the development of the World Bank's guidelines for reconstruction in the shelter sector, and UN-Habitat requested HPG's help in revising the *'Guidance for practitioners on land and natural disasters'*.

Contribution to *'Can more aid stay in Haiti and other fragile settings?' report, OSE*

HPG was invited by the United Nations Office of the Special Envoy for Haiti (OSE) to contribute to the OSE's lessons learned report analysing the contribution



A butcher in a street market, in Port au Prince, Haiti, accepts a food voucher as payment for some meat. July 2012, Creative Commons, Russell Watkins/DFID

of donors and international organisations to the strengthening of national and local public institutions and the promotion of economic activity in post-earthquake Haiti. HPG conducted a desk study and remote and face-to-face interviews with the Haitian government, major donors, the United Nations and Haitian private sector and civil society actors, examining the impact of aid on local institutions. This resulted in a written submission to the final OSE report, which was published in November 2012.

Policy engagement and advisory work

During the reporting period HPG provided advice to a wide variety of organisations as a member of the technical advisory group for the Cash Learning Partnership (CaLP) developing guidelines for market assessments prior to cash/voucher programming, participating in a roundtable at DFID on the evidence base for

cash programming, presenting a paper on the nutritional impacts of emergency cash transfers to ECHO in Brussels, participating in a webinar for Harvard University and a workshop at Chatham House on early response to food security crises, and giving presentations at various NGO workshops or discussion forums.

Guidance on evaluating the choice of transfer modality in food assistance programmes, WFP

HPG has long been a leader in analysing alternatives to in-kind food assistance. The World Food Programme (WFP) engaged HPG to produce guidance on evaluating how decisions on transfer modality are made, and how that choice influences the effectiveness, cost and impact of the intervention. *'The guidance on evaluating the choice of transfer modality in food assistance programmes'* will inform future WFP evaluations of food assistance programmes.

Cash and Voucher Monitoring Group final monitoring report of the Somalia Cash and Voucher Transfer Programme

With UNICEF funding, HPG and other agencies completed Phase II of a major monitoring exercise of cash transfer programming in Somalia. This is one of the largest emergency non-government cash transfer programmes ever undertaken. Donors had been reluctant to fund cash transfers given the perceived risks of operating with cash in Somalia, even though the only obvious alternative (food aid) had been impossible to implement. Rigorous monitoring has helped to reassure donors, and has provided solid evidence that cash programming has been broadly successful. The monitoring of Phase I (2011/12) picked up a range of issues, including long waiting times and a lack of feedback mechanisms, which were rectified in Phase II (2012/13). Phase I monitoring also identified ways to strengthen the monitoring

of Phase II, for example far greater investment in qualitative monitoring. The second phase of monitoring identified new issues, such as the role of ‘gatekeepers’ in controlling and taxing aid in IDP camps, and the ways in which ‘community consultations’, for example on targeting, have often been partial and selective. A report *‘Cash and voucher monitoring group final monitoring report of the Somalia cash and voucher transfer programme’* – will be published later in 2013.

Supporting the development of phase two, ARCC programme

In the Democratic Republic of Congo, UNICEF and its partners have undertaken innovative cash and voucher assistance through the Alternative Responses to Communities in Crisis (ARCC) programme. UNICEF DRC engaged HPG to provide technical support for the development of ARCC into a second phase (funded by DFID). This work involved substantial consultation with staff in the emergencies, nutrition and education sections and with DFID in DRC to help ARCC II be better placed to address the complexities of assistance in DRC through flexible approaches, and support innovation and evidence through research and monitoring.

Outlining main issues and challenges for supporting livelihoods in protracted crises, FAO

The Committee on World Food Security (CFS) established a

High Level Panel of Experts (HLPE) conference at the Food and Agriculture Organisation (FAO) to advise on policies for giving assistance in ‘protracted crises’, where people have needed emergency support over many years, and where neither the paradigms of humanitarian assistance nor development fit easily. HPG was asked to write a background paper for the experts in order to set out the main issues and challenges for supporting livelihoods in protracted crises. The paper analysed the need for a longer-term approach to such crises, while also setting out the challenges involved in purely developmental approaches, which usually involve supporting state structures, in protracted crises where state or governmental legitimacy is in contention.

Analysis of financing of emergency preparedness

Donor support for emergency preparedness is widely believed to be insufficient, and to fall between the priorities of development and humanitarian assistance.

HPG worked on a team led by ODI’s Climate and Environment programme to provide FAO with better evidence on the current situation of funding for emergency preparedness (both mechanisms and levels of support) for an Inter-Agency Standing Committee (IASC) forum trying to improve the way in which international humanitarian agencies address preparedness. HPG worked on two of the case studies (Haiti and Myanmar) and gave technical support and provided peer

review for other case study reports and for the project as a whole.



Concerning the 'Avoiding reality' publication, this particular report caught my attention. It is well written and well documented. I made a thousand notes in the margin."

JEAN-CHRISTOPHE ADRIAN
- Director, Liaison Office for European Institutions, UN-Habitat, Brussels.

Displacement, urbanisation and migration

HPG has continued its longstanding work on displacement, with a particular emphasis on displacement in urban areas. This work has shown how the challenges facing the displaced derive from their environment, which humanitarian actors cannot control. The findings also underscore how much larger the role of the host state will have to be in displacement responses to ensure that the needs of people fleeing conflict and disaster, who have settled in urban areas, are addressed.

Displacement in urban areas: implications for humanitarian action



Watch above, or view the video in an [external player](#)

Objectives and main activities

This three-year study explored the phenomenon of displacement in the urban environment and the implications and challenges it raises for humanitarian action. Field research was undertaken in seven urban centres in Africa, the Middle East and Central Asia. The project considers the reality of life for displaced people, investigates the policy and operational challenges that confront national and international stakeholders when responding to the needs of urban IDPs and refugees, and offers recommendations for strengthening support to these groups.

In 2012/13, the final case studies of the project were completed, along with a final synthesis report. Working Papers were published on urban displacement and vulnerability in the Gaza Strip and Peshawar, Pakistan. A panel event was held in London with panellists presenting via a video link from Jerusalem and Gaza to discuss the findings of the Gaza report.

In February 2013, HPG and the Danish development assistance programme (DANIDA) held a two-day conference in Copenhagen to present the final findings from the seven reports and stimulate discussion on how to move the debate about urban displacement forward. The workshop was attended by senior representatives from humanitarian and development NGOs, UN agencies and multilateral organisations and donor and host governments. Overriding themes that emerged over the two days included the need to improve cooperation and collaboration between development and humanitarian actors, to develop innovative approaches or alternatives to durable solutions and find ways to mainstream long-term, developmental, rights-based responses to urban displacement. The conference concluded with a number of clear recommendations for changing current approaches to urban displacement, galvanising greater collaboration across the international community and moving these crucial debates into forums in the development sphere and at field level. A summary note was disseminated after the event which captured the key discussions and recommendations. Policy engagement is planned that will draw on the policy implications of this research and engage local authorities, civil society and aid actors at a national and city level in strategic and substantive dialogue on the implications of long-term urban displacement.

Other related commissioned work

HPG was asked to write a chapter in the International Federation of the Red Cross (IFRC) 2012 *World Disasters Report* focused on forced migration and displacement. Our contribution, on the topic of urban



Wakulima market, Nairobi, Kenya. March 2011. Edgar Mwakaba/IRIN

displacement, assessed the progress that has been made to date in policy and programming and outlined the need for greater leadership in the humanitarian sector. The IFRC held a launch event at ODI in October 2012, at which the Head of HPG spoke.

A special issue of *Disasters*, published in July 2012, focused on urban vulnerability and humanitarian response. This publication represented an important contribution to a key concern of the humanitarian sector. During the reporting period, articles in the issue were downloaded more than 4,000 times.

HPG attended and presented HPG's research on displacement at the West Asia – North Africa (WANA) Forum. The topic of the forum was 'The uprooted' and dealt with the

social, economic, environmental and human rights implications of forced displacement in the region. The summit drafted guiding principles to meet the challenges of the uprooted in the WANA region, which HPG has peer reviewed.

HPG spoke on several occasions at launch events for the International Rescue Committee/ECHO photography project '*Hidden lives: the untold story of urban refugees*', held at the Frontline Club and at Asia House in London. Through this project, photographer Andrew McConnell documented the lives of refugees in eight urban centres.

“

I was greatly inspired by the participants and their contributions. May I take this opportunity to thank HPG/ODI for giving me the opportunity to share my experience on urban displacement. Your work has a great potential to transform the lives of millions of people.”

DAVID GATIMU - Senior Urban Planner and former Assistant Director for Urban Design and Development, Nairobi City Council, Government of Kenya.

Transitional programming

This research covers the contexts in which the substantial majority of humanitarian expenditure currently occurs, and which pose some of the greatest challenges for policymaking, strategy and operations, not least because humanitarian engagement in these environments typically takes place alongside other modes of engagement (security, state-building, development).

Policy engagement and advisory work

The international influence of HPG is reflected in the broad range of advice, analysis and guidance regularly sought and provided to governments, foreign affairs departments, policymakers, parliamentary committees, NGOs and multilateral organisations. Afghanistan, Myanmar, South Sudan and Sudan are countries of particular focus for HPG, with regular requests for policy and advisory work and media engagement.

Afghanistan

HPG continued its engagement in Afghanistan in 2012/13, through field research, policy advice and public commentary. HPG was commissioned to advise the UK Parliament International Development Committee on its inquiry into Afghanistan about the drawdown of combat troops in 2014. The inquiry report was released to widespread UK media attention in October 2012, with HPG advising on media approaches and drafting an opinion editorial for the committee chair which was published in *The Guardian* newspaper. The two high-profile HPG reports on Afghanistan released in 2012 and 2013 were well regarded and provided new opportunities for engagement and influence. Numerous confidential briefings were provided to diplomatic officials, and aid agencies to discuss new insights provided by HPG research into Taliban behaviour and motivations. Additionally, discussion pieces on engagement with the Taliban were posted on the websites Open Democracy and Global Observatory.

Frequent visits to Afghanistan to conduct research and provide policy advice have enabled HPG to raise its profile and influence with the aid and diplomatic communities in the country. This includes convening an event in Kabul, hosted by the Afghanistan NGO Safety Office (ANSO), with operational aid agencies to discuss engagement with non-state armed groups in November 2012. HPG has also formed close links with the British and Irish Agencies Afghanistan Group (BAAG) and its member agencies, providing policy advice and co-hosting events together with BAAG in London.

Continued attention on the humanitarian consequences of troop drawdown and lessons learned from the international community's engagement in Afghanistan has firmly established HPG as a leading voice on these issues. In April 2013, HPG convened a panel discussion with InterAction and the US Institute for Peace in Washington DC to examine lessons learned from civil-military engagement in Afghanistan. In May 2013, HPG published an editorial in *Foreign Policy* on the legacy of stabilisation in Afghanistan and implications for intervention in other fragile contexts.

Myanmar



Lillianne Fan
on Myanmar

Watch above, or view the video in an [external player](#)

Since June 2012, HPG has been engaged in a range of activities in support of Myanmar's historic democratic transition process. HPG was asked by advisors of the President of Myanmar to support the peace process with non-state armed groups by becoming a partner

of the Myanmar Peace Centre (MPC). The MPC has a mandate to support the government on ceasefire implementation, political dialogue, aid coordination and outreach. HPG was asked to provide support to the MPC on aid coordination and analysis of conflict-sensitive approaches to peace-building and assistance to conflict-affected communities.

HPG made two visits to Myanmar in December 2012 and in February 2013 as part of a joint delegation with ODI's Budget Strengthening Initiative (BSI). HPG met with the Minister in the President's Office in charge of the peace process, advisors and directors of the MPC, members of the Peace Donor Support Group, humanitarian agencies, and local civil society organisations involved in peace-building activities

Office, the government of Indonesia, the government of Malaysia, ASEAN, the OIC and the Asian Peace and Reconciliation Council. HPG prepared a briefing note for the office of the President of Indonesia in August 2012. The two key recommendations, calling for a special Foreign Ministers meeting to discuss the sectarian violence and for Indonesia to appoint a special envoy on Myanmar, were taken up by the government of Indonesia. HPG prepared several briefings for the Prime Minister of Malaysia and supported an ODI Council Member with key messages in preparation for two face-to-face meetings with the Prime Minister. In March 2013, the *Bangkok Post* published an opinion editorial by HPG about the rising Muslim–Buddhist violence and the need to prosecute the people responsible for encouraging the violence.



A brother and sister in Kyein Ni Pyin camp in Pauktaw, Rakhine State, Myanmar, December 2012. UN Photo/David Ohana

and gave a presentation at the MPC on lessons on transitions, peace-building and state-building.

HPG has played a role in convening dialogue and providing analysis among the humanitarian community, the government of Myanmar, regional governments and inter-governmental organisations in the aftermath of sectarian violence and massive displacement in Rakhine State. In September 2012, in partnership with The Cordoba Foundation, HPG organised a roundtable on the crisis in Rakhine State. Analysis on these crises has been provided on a regular basis to UN OCHA, UN High Commissioner for Refugees (UNHCR), the US Special Representative and Policy Coordinator for Burma, the UK Foreign and Commonwealth

Sudan/South Sudan

HPG is recognised as having considerable knowledge and political expertise on Sudan and South Sudan, and is regularly called on to provide advice to governments, the UN, NGOs and donor countries. Our advice and analysis of the situation is also regularly sought by the media. In Sudan, HPG has been working closely with a group of local and international humanitarian organisations providing advice to improve advocacy, coordination and dissemination of information in regards to the humanitarian crisis in Southern Kordofan and Blue Nile State in Sudan.

In April 2012, HPG hosted the event *Khartoum calling: What next for Sudan?* The event, which brought



Farmers in Samangan Province, Afghanistan. September 2013, Mohammad Popal/IRIN

together speakers in London and Khartoum, discussed the military escalation in the disputed border areas of Sudan and South Sudan, hostility between the two countries and the strain on South Sudanese citizens living in Sudan whose status has become irregular.

In July 2012, HPG spoke at the *South Sudan: One year on* event. Hosted by the Associate Parliamentary Group on Sudan and South Sudan, the event discussed the achievements and challenges of both Sudan and South Sudan and gave an opportunity to look at the role the UK government can play in contributing to peace and development. The Head of HPG was a key speaker at a workshop held in Cairo that sought to analyse current developments in Sudan in September 2012. The workshop identified scenarios for Sudan's future and the factors that could make each more or less likely to occur.

Other commissioned projects

Policy coherence in challenging environments

Focusing on South Sudan and Afghanistan, this research

investigated how threat perceptions and risk-management practices by UN agencies and international NGOs undermine their ability to achieve key programme aims in fragile states. Existing research on the risks to aid workers tends to focus on external causes; this research focused on factors that are internal to the system itself, and the conscious choices and calculations being made by donors, aid agencies and aid workers. Based on numerous interviews with UN agencies, donor representatives, international NGOs, local NGOs and security contractors, the report of the research '*Paradoxes of presence: Risk management and aid culture in challenging environments*' was released in March 2013. The report examined the impact of the securitisation of aid and the dangers of risk transfer to national aid workers and local populations and will be launched in autumn 2013 in a number of different locations.

Building a strong and resilient civil society in South Sudan

HPG research staff with South Sudan expertise provided advice and support to a civil society capacity development programme

initiated in South Sudan by PSO, a Dutch development association. Incorporating lessons learned from the thematic learning process, which looked at relationships between selected international and national NGOs and partnership and capacity development approaches within these, HPG produced a policy brief which was presented to donors in Juba. The brief emphasised that civil society development is a long-term process which requires long-term funding and engagement. It urged donors to avoid trying to create a civil society in their own image by imposing thematic boundaries or other prescriptive approaches and to heed lessons learned from experience in South Sudan which indicate that accelerating or widening the civil society building process prematurely can reduce ownership by the actors involved and result in fragmentation.

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'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. HPN publications continue to be extremely useful and relevant to the membership, as evidenced by a dramatic 89% increase in publication downloads from the website between April 2012 and March 2013 as compared with the previous year.

Objectives and main activities

Working in partnership with key individuals, organisations and other networks, HPN aims to improve the performance of humanitarian action by encouraging and facilitating knowledge sharing and contributing to individual and institutional learning.

Humanitarian Exchange

During the reporting period, HPN published and launched three issues of *Humanitarian Exchange* (HE). Special features covered new learning in cash transfer programming (HE 54), the crisis in the Sahel (HE 55, also translated

into and published in French) and humanitarian civil-military coordination (HE 56) as well as general articles in HE 55 and HE 56 on operational experience, institutional initiatives and policy developments. A fourth HE issue on the humanitarian crisis in South Sudan (HE 57) was scheduled for publication in March 2013, but was delayed until May 2013 because of author cancellations and the commissioning of replacement articles.

Network Papers

Network Papers provide a critical review of a specific humanitarian



Wendy Fenton on HPN

Watch above, or view the video in an [external player](#)

theme or sector, or a critical reflection on a particular approach in a country or region.

In 2012/13, HPN published and launched two Network Papers: '*Response analysis and response choice in food security crises: A roadmap*', by Daniel Maxwell, Heather Stobaugh, John Parker and Megan McGlinchy (NP 73); and '*Improving communications between aid agencies and crisis-affected people*', by Carole Chapelier and Anita Shah (NP 74). Network Paper 74 was produced in partnership with infoaid and co-funded by DFID. While both papers have generated significant interest, the launch event for NP 74 also attracted a large number of online participants.

Good Practice Reviews

Good Practice Reviews (GPRs) are reference guides for field practitioners. HPN has published 11 to date, reviewing operational experience of good practice in



I would like to continue receiving the hard copies as this is the only way I can inform the grassroots communities in the field stations. They have been very educative and the community (especially women and girls) have benefited from the case scenarios."

IRENE NJERI - Advisor Disaster Risk Reduction and Climate Change Adaptation (DRR/CCA), the UN Joint Secretariat for the Great Lakes and Horn of Africa.

key areas of humanitarian action. In preparation for a possible GPR focusing on responding to gender-based violence (GBV) in humanitarian contexts, HPN secured funding from DFID to commission a critical literature review. The objective of the review, which should be completed by November 2013, is to map and critically analyse evidence of good practice in prevention and response to gender-based violence in humanitarian contexts which can support humanitarian practitioners and policymakers to improve the quality of GBV programming in the field.



An audience member reading a Humanitarian Exchange magazine, 2013, HPG

Networking

HPN hosted seven public events and smaller roundtables, including convening and hosting public events and roundtables in partnership with the Enhancing Learning and Research for Humanitarian Assistance (ELRHA), the Emergency Capacity Building Project, Refugees International and other network members.

The HPN Coordinator organised and chaired several public events at ODI during the reporting period to launch and discuss HPN publications. Participation was widened through online streaming and by video and teleconferencing in panellists based in Washington DC, The Hague, Jerusalem, Freetown, Nairobi, Dakar, Gao and Provençe.

The Coordinator has supported HPN members by organising, chairing and facilitating roundtables and meetings to highlight and discuss issues of concern to the

humanitarian community. For example, the Coordinator chaired panel sessions at AIDEX in Brussels and at an academic conference in Manchester; organised and chaired a meeting on urban issues on behalf of the Emergency Capacity Building Project and chaired and facilitated a meeting at the FCO with World Vision and War Child on children and gender-based violence.

Two closed roundtable meetings on the crisis in the Sahel were convened by HPN in May and September 2012. At the second meeting, the UN Regional Humanitarian Coordinator for the Sahel, David Gressly, briefed participants on his role and objectives, as well as the drivers of conflict in Mali.

HPN website

The HPN website provides an archive of HPN publications, as well as other key documents and reports and a search facility by

“

A number of my students have since commented not only on the value of Wednesday's event [infoasaid], but also on the video content from past events shared on your site. This is a great resource for practitioners engaged in the field who are unable to attend in person.”

DR LAURA WATKINS - Programme Director - MPA International Development, Department of Social Policy and Social Work, University of York.

region and keyword. Website visits average 30,000 per month. The website enables members to post blogs and share information about their own resources and events in the 'Humanitarian Space' section.

Uptake and impact

Feedback on the uptake and impact of HPN publications, including those in our back catalogue, indicates how widely these resources are shared and used beyond the network membership.

Most downloaded HPN publications April 2012 – March 2013

	publication	title	date published	downloads
1	Good Practice Review 8 Revised	Operational security management in violent environments	Dec 2010	2,398
2	Humanitarian Exchange 54	New learning in cash transfer programming	May 2012	1,898
3	Network Paper 72	Local to global protection in Myanmar (Burma), Sudan, South Sudan and Zimbabwe	Feb 2012	1,871
4	Humanitarian Exchange 55	The crisis in the Sahel	Sept 2012	1,684
5	Network Paper 71	System failure? Revisiting the problems of timely response to crises in the Horn of Africa	Nov 2011	1,626
6	Good Practice Review 11	Cash transfer programming in emergencies	Jun 2011	1,625
7	Humanitarian Exchange 53	The crisis in the Horn of Africa	Feb 2012	1,438
8	Humanitarian Exchange 52	Humanitarian accountability	Oct 2011	1,359
9	Humanitarian Exchange 56	Civil–military coordination	Jan 2013	1,274
10	Good Practice Review 9	Disaster risk reduction - Mitigation and preparedness in development and emergency programming	Mar 2004	1,273

The most popular downloads during the reporting period, most of which were produced during the last two years, are given below.

In addition to downloads we have received requests during the year for over 1,300 French, Spanish and English hard copies of GPR 8 '*Operational security management in violent environments*', including 240 copies of the English version for a NGO Safety Program in Somalia in Kenya, 400 copies of the Spanish version for the Spanish Agency for

International Cooperation and Development (AECID) and 50 English copies for Oxfam America for distribution to its field offices.

In its 2012 proposal guidance, USAID/OFDA encouraged applicants to consult GPR 8 as a key resource and provided the weblink. GPR 11 '*Cash transfer programming in emergencies*' remains in great demand, as evidenced by the Cash Learning Partnership (CaLP)'s request to print an additional 2,500 copies

(1,500 English and 1,000 Spanish) for use in training sessions during 2012 and 2013. HPN also provided CaLP with an additional 65 French and 99 Spanish copies from its own stock.

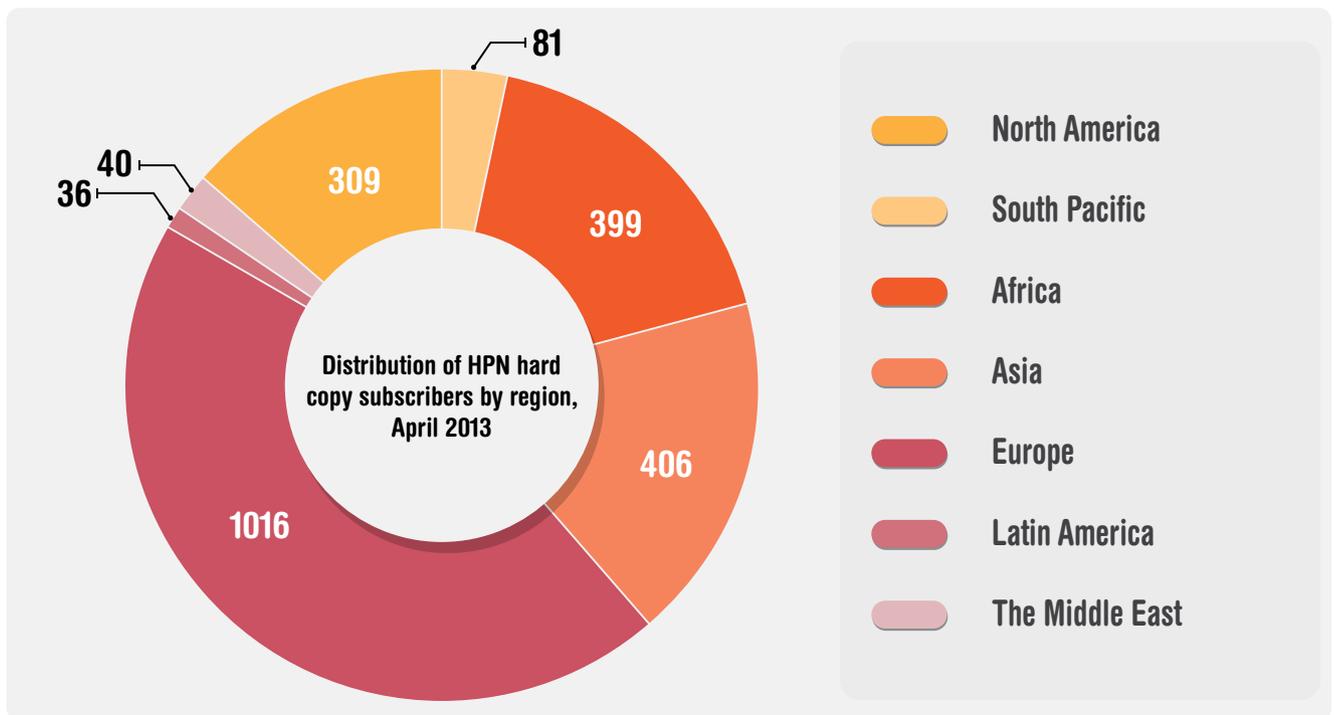
HPN membership

HPN's members are part of a network of several thousand policymakers and practitioners around the world. HPN's overall subscriber base increased by 6% between April 2012 and March 2013, from 7,200 to 7,642 subscribers. Growth was most pronounced among our email-only membership, which increased by 14%, whilst the number of subscribers receiving hard copies of new HPN publications decreased by 8% from 2,497 to 2,287 as we continue efforts to reduce dissemination costs. Hard-copy subscribers in the

Middle East increased by 15%, although the majority of our subscribers remain concentrated in European, African and Asian countries.

HPN website visits

The HPN website received 144,256 visits during the year. Since the new website was only launched four months before the reporting period, it is not possible to make a comparison with the previous year. However, the website received 33,735 visits in the first three months of 2013, compared with 29,665 in the first three months of 2012, representing a 14% increase.



...additional copies would be terrific – basically two more -one for each of our field offices in the North and South – and just to let you know that we do frequently use ideas and share articles from the publications – as well as have a few fun debates on whether an author has got a specific issue right or not.”

RICHARD HAMILTON - Emergency Coordinator, CARE International, Yemen.

Academic engagement

Disasters

Edited by Dr Sara Pantuliano, Professor Helen Young and Professor David Alexander with the assistance of Dr Eleanor Davey, *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 the findings of research and practice concerning natural hazards, anthropogenic disasters, complex political emergencies and protracted crises around the world. The journal promotes the exchange of ideas and experience, combining field perspectives and case study articles with scholarly analysis.

In 2012/13, *Disasters* had another year of steady expansion, with a growing readership and global reach. The volume of article submissions continued to increase (totalling 320 in 2012), reflecting the high regard in which the journal is held. Subscriptions also remained strong, with a renewal rate of 92% in 2012. By the end of 2012, 3,841 institutions had access to *Disasters* through Wiley-Blackwell's licenced sales programme for libraries and consortia. Readership in China, one of the journal's target markets, increased by 36% in 2011 and readership in India increased by 14% in 2012. The journal is available to an additional 5,116 libraries in developing countries, thanks to philanthropic initiatives intended to provide free or low-cost resources for literacy and research skills training.

In 2012, full-text downloads of journal articles reached a total of 125,724. The January 2013 issue (37/1) was made freely available as part of efforts to promote the journal to a wider readership. Wiley-Blackwell has also updated its website with the introduction of the Wiley Online Library, a more easily discoverable and more user-friendly format. Nine out of the ten most downloaded articles in 2012 were published in the last six years, and three in the previous year. The two most frequently downloaded articles were *'Disaster risk, climate change and international development: Scope*

for, and challenges to, integration', by Lisa Schipper and Mark Pelling (30/1, accessed 1,967 times) and *'Reducing hazard vulnerability: Towards a common approach between disaster risk reduction and climate adaptation'* by Frank Thomalla et al. (30/1, accessed 1,578 times). Wiley-Blackwell's citation analysis indicates that the journal's impact factor in 2012 represented a 25% increase on the previous year.

Advanced Course: Conflict, Crisis and Transitions, York

The Advanced Course on Conflict, Crisis and Transitions is designed to facilitate reflection and critical analysis on issues related to humanitarian crises and post-conflict transitions. The course is run in partnership between HPG and the Post-War Reconstruction and Development Unit (PRDU) at the University of York. Held in York for a week each summer – 2012 was its third year – the course offers senior and mid-career professionals the opportunity to engage in a participatory learning process combining lectures with small group discussions and exercises.

In collaboration with speakers, HPG and PRDU staff, participants examine current thinking on a variety of issues related to conflict and humanitarian response, including stabilisation, mediation, the role of IHL, durable solutions, transitional justice and evaluating humanitarian programmes. In 2012 the course highlighted experiences in the Horn of Africa and the Middle East.

Advanced Course: Conflict, Recovery and Transitions, Beijing

HPG held the first Asia-Pacific Advanced Course on Crisis, Recovery and Transitions in Beijing in November 2012, a milestone for the Humanitarian Policy Group. The course was organised in partnership with the National Institute for Emergency Management at the China Academy of Governance (NIEM-CAG), and with the support of PRDU and the Australia and New Zealand School of Government Institute of

Governance. The course marks the beginning of new partnerships with organisations in China, new cultural perspectives and histories on humanitarian action and new opportunities for critical analysis and debate around the way in which humanitarian responses are undertaken in the Asia-Pacific region. The course featured regional examples and case studies, including post-Cyclone Nargis Myanmar and post-tsunami Aceh, as well as speakers and academics from the region and/or with regional expertise. The course was tailored to the interests and dynamics of the region, in particular by incorporating a ‘disaster management and response’ dimension. The course lay the foundations for building a strong partnership with Chinese institutions and scholars which has grown since, and HPG is currently in the process of organising a second Advanced Course, to be held at Tsinghua University's School of Public Policy and Management in Beijing. The 2013 course will involve even greater participation from Chinese experts, who will jointly teach the course, and will

include visits to Chinese emergency management institutions.

Masters in International Humanitarian Assistance

HPG has collaborated with the Post-War Reconstruction and Development Unit (PRDU) at the University of York on their first Masters in International Humanitarian Affairs (MIHA). This is an online/distance learning course that targets international students and humanitarian professionals working in the field, allowing them to pursue further studies while remaining operational. HPG’s involvement includes the design of the ‘Politics of international humanitarian affairs’ module, running online seminars and reviewing the content of other course modules. The first cohort included students from 16 different nationalities across the world, and working in a range of roles in UN agencies, NGOs, government and civil society organisations.

Distribution of 2012 York and Beijing Advanced Course participants

The 2012 York and Beijing Advanced Courses were attended by 34 senior humanitarian professionals based in 18 countries. Below are the countries attendees were based in.



Public affairs and rapid response

In 2012/13, HPG's public affairs activities utilised a wide range of communication channels and media products to promote the Group's 59 publications. News outlets in the UK and elsewhere, such as *The Independent*, *Al Jazeera* and the *Bangkok Post*, were targeted with opinion editorials and media releases and new angles and awareness days were used as 'hooks', with messages tailored to suit different platforms and audiences. HPG achieved 195 mentions in the media, including quotes from researchers, referenced publications, syndicated articles and links to HPG's research. Topics such as aid worker security, urban displacement in Gaza and the challenges and opportunities of the changing humanitarian landscape were profiled in 13 blog posts and two podcasts placed on HPG's website.

The new ODI brand was rolled out in 2012 which included a new logo for HPG. Included in the branding project was a new, fresh and modern website platform that has become the foundation for the delivery of HPG's work. The website allows information to be displayed in multiple formats quickly and easily and tailored to the needs of specific audiences – looking beyond traditional publications to infographics, for example, and greater use of podcasts.

HPG's ability to hold engaging events to promote research findings and discuss current humanitarian crises continued to grow in 2012/13.

HPG hosted or co-hosted 24 public events in eight countries, including the very popular 'Calling' series, HPG's cross-continent event series, with panels brought together through video-conferencing (VC) from Kabul, Khartoum, Gaza and Juba. For events in London, speakers joined through video conferencing technology from Afghanistan, Jordan, Kenya and Sierra Leone among others. Key policymakers, well-known humanitarian practitioners and people in crisis-affected countries joined HPG staff on panels chaired by experts

and senior journalists. HPG researchers also chaired or spoke at 48 external events in 16 countries (see map above for further information).

Events include the launch of the HPG Report '*Humanitarian space: A review of trends and issues*' in April 2012. In February 2013, HPG hosted the event *Conflict and intervention in Mali: The human consequences* which brought together a panel of expert speakers to assess the humanitarian consequences of conflict and intervention in Mali in front of a large inhouse and online audience. HPG spoke about obstacles to successful integration at an external event organised by the Royal United Services Institute





Events



HPG hosted or co-hosted events



External events chaired or presented at by HPG staff



Remote speakers VC connected to HPG events

(RUSI). Case studies from Afghanistan, the Democratic Republic of Congo and Somalia were referenced from the HPG commissioned report '*UN integration and humanitarian space*'.

In September 2012, ODI and HPG moved to new premises with improved audiovisual equipment including high-definition filming and video conferencing technology. At all public events, online audiences are encouraged to submit questions through the chatroom under the live video stream, allowing participants from all corners of the world to engage in debate and dialogue.

In December 2012, the inaugural HPG annual lecture was given by Yves Daccord, the Director-General of the International Committee of the Red Cross (ICRC). He spoke about the challenges and opportunities in the changing international humanitarian landscape and attracted a large online audience and strong Twitter engagement measured through the use of the hashtag #HPGlecture. In March 2013, the event *The politics of humanity: The reality of relief aid* with Sir John Holmes, who discussed some of the most controversial episodes of his tenure as UN Emergency Relief Coordinator (ERC), attracted a full house in London, a large online audience and Twitter interaction through the hashtag #HolmesHPG.

Social media

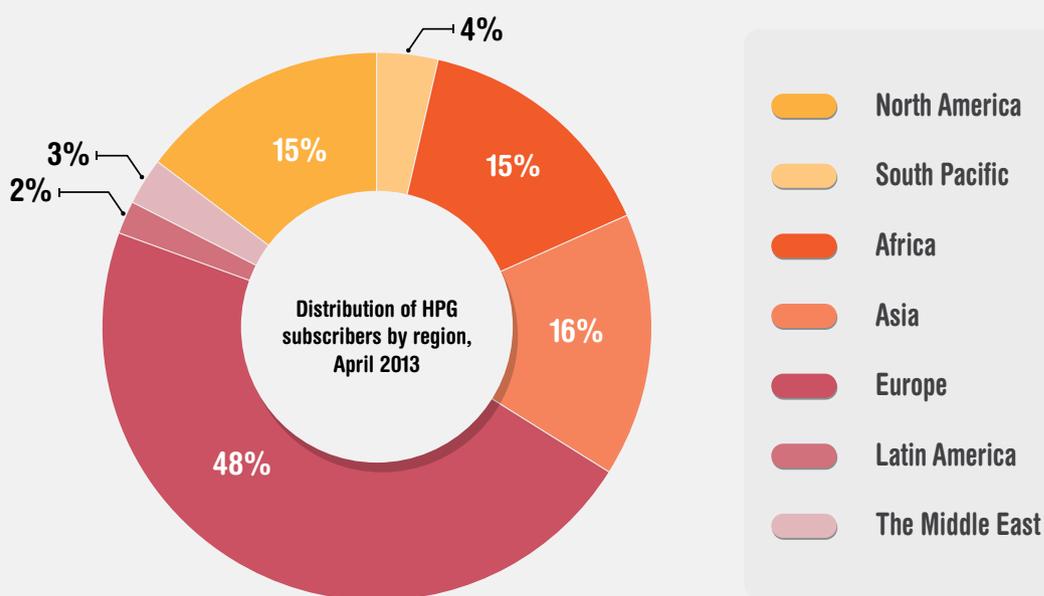
HPG and HPN's social media influence expanded in 2012/13, becoming an integral component of all communication activities. Events held in London are live-tweeted, with attendees in London and those participating remotely encouraged to tweet using specific hashtags. Facebook and LinkedIn are also being used to build a community of professionals interested in sharing humanitarian-related information.

HPG subscriber statistics

Subscribers to HPG's email alerts and hard-copy publications have increased slightly over the year, from 8,775 to 8,874. Subscribers include seven new universities, including the University of Juba, Ghent University and the University of Dhaka, whose humanitarian departments have signed up to receive publications for dissemination to their students. The number of subscribers receiving hard copies of reports and Policy Briefs has risen by 6%, from 1,242 to 1,315. Numbers of hard-copy subscriptions in Asia and the Middle East continued to increase, growing by 32% and 48% respectively. Growth has been particularly marked in Afghanistan, Indonesia, Malaysia, the United Arab Emirates, the Occupied Palestinian Territories and Sri Lanka.

Syria

HPG followed the situation in Syria closely in terms of research, public events and policy engagement. In 2012 HPG organised two roundtables. The first brought together key humanitarian agencies to discuss an agreement between the Syrian government and the UN in May 2012, and the corresponding access implications. Participants explored the role of local and diaspora actors and how their experience in providing relief has increased over time. Participants stressed how difficult it was to obtain accurate information given the lack of access. The second roundtable took place following the spread of the conflict to Damascus and Aleppo. The roundtable brought together senior representatives from humanitarian agencies, based in Syria and neighbouring countries to include a regional perspective to the unfolding crisis. The effect of the refugee crisis on neighbouring states, attitudes of donors and funding levels and coping mechanisms of the affected population were discussed. HPG provided confidential advice on the humanitarian situation, which included an analysis of the challenges and opportunities and open dialogue on humanitarian issues. HPG also held extensive discussions with a wide range of actors in the region and in Europe. HPG's expertise on similar issues in contexts such as Sudan and Afghanistan and its unique position, as an independent think tank with no operational activities in Syria or the region, has resulted in access to senior representatives of humanitarian organisations, donors and governments.



Most downloaded HPG publications April 2012 – March 2013

content title and type	date	downloads
HPG Report 32: Humanitarian space: A review of trends and issues	Apr 2012	2,921
Policy Brief 49: The relevance of ‘resilience’?	Sep 2012	2,124
Working Paper: Talking to the other side: Humanitarian engagement with the Taliban in Afghanistan	Dec 2012	1,554
Policy Brief 46: Humanitarian space: Trends and issues	Apr 2012	1,517
Working Paper: Humanitarian space in Somalia: A scarce commodity	Apr 2012	1,449
Working Paper: Continuity, change and contest: meanings of ‘humanitarian’ from the ‘Religion of Humanity’ to the Kosovo war	Aug 2012	1,394
Policy Brief 48: New players through old lenses: Why history matters in engaging with Southern actors	Jul 2012	1,365
Policy Brief 47: Talking to the other side: Humanitarian engagement with armed non-state actors	Jun 2012	1,323
Working Paper: Trends and challenges in humanitarian civil–military coordination	May 2012	1,295
Briefing Note: Humanitarian crisis in South Kordofan: The need for a political solution	May 2012	1,022
Policy Brief 50: Talking to the other side: Taliban perspectives on aid and development work in Afghanistan	Dec 2012	947
Working Paper: Sanctuary in the city? Urban displacement and vulnerability in the Gaza Strip	Dec 2012	716

HPG website visits

Compared with the previous financial year period, in April 2012–March 2013 downloads on the HPG website rose by 7% and page views by region increased in Asia (10%), the Pacific (2%) and the Middle East (45%). Publication downloads reached 167,268, 9% higher than the previous reporting period.

Reprinting and representation

This budget line provides capacity for senior researchers to meet HPG’s donors over the substance of the Integrated Programme, to discuss new collaboration and to engage with donors’ priorities. During the

reporting period, HPG co-hosted seminars, conferences and closed-door meetings in Australia (April 2012), Belgium and Denmark (March 2013), Ireland (May 2012 and March 2013), the Netherlands (May 2012) and the US. In the reporting period this budget line funded HPG’s attendance at the Dubai International Humanitarian Aid and Development Conference and Exhibition (DIHAD) where HPG presented on ‘Local understandings of protection’. The budget line also enables HPG to reproduce publication materials as and when needed and is used to meet the costs of our annual Advisory Group meeting, which takes place at ODI every December.

HPG publications

Reports and Working Papers

Humanitarian space: A review of trends and issues
HPG Report 32, April 2012

Humanitarian space in Somalia: A scarce commodity
HPG Working Paper, April 2012

*Local institutions, livelihoods and vulnerability:
Lessons from Afghanistan*
HPG Working Paper, April 2012

*Trends and challenges in humanitarian civil–military
coordination*
HPG Working Paper, May 2012

*Sanctuary in the city?
Urban displacement and vulnerability in Kabul*
HPG Working Paper, June 2012

Country-specific civil–military coordination guidelines
HPG Working Paper, August 2012

*Protecting civilians? The interaction between
international military and humanitarian actors*
HPG Working Paper, August 2012

*Avoiding reality: Land, institutions and humanitarian
action in post-earthquake Haiti*
HPG Working Paper, September 2012
(Also available in French)

*Beyond the ‘French Doctors’: The evolution and
interpretation of humanitarian action in France*
HPG Working Paper, October 2012

*Continuity, change and contest: Meanings of
‘humanitarian’ from the ‘Religion of Humanity’ to the
Kosovo war*
HPG Working Paper, August 2012

*A conceptual analysis of livelihoods and resilience:
Addressing the ‘insecurity of agency’*
HPG Working Paper, November 2012

*Talking to the other side: Humanitarian engagement
with the Taliban in Afghanistan*
HPG Working Paper, December 2012

*Sanctuary in the city?
Urban displacement and vulnerability in Gaza*
HPG Working Paper, December 2012

*Paradoxes of presence: Risk management and aid
culture in challenging environments*
HPG Commissioned Reports, March 2013

Policy Briefs and Briefing Notes

*Rules of the range: Natural resources management in
Kenya–Ethiopia border areas*
HPG Policy Brief 45, April 2012

Humanitarian space: Trends and issues
HPG Policy Brief 46, April 2012

*Humanitarian crisis in South Kordofan:
The need for a political solution*
HPG Briefing Note, May 2012

*Talking to the other side:
Humanitarian engagement with armed non-state actors*
HPG Policy Brief 47, June 2012

*New players through old lenses:
Why history matters in engaging with Southern actors*
HPG Policy Brief 48, July 2012

The relevance of ‘resilience’?
HPG Policy Brief 49, September 2012

*Talking to the other side: Taliban perspectives on aid
and development work in Afghanistan*
HPG Policy Brief 50, December 2012

External publications

*Mirror, mirror on the wall: Stabilisers, humanitarians,
and clashes of perception*
Chapter in MSF book, *In the Eyes of Others: How
People in Crises Perceive Humanitarian Aid*, April 2012

Livelihoods in protracted crises

Food and Agriculture Organisation (FAO) High Level Panel of Experts of the Committee on World Food Security Background Paper, September 2012

Forced migration in an urban context: Relocating the humanitarian agenda

Chapter in IFRC report, World Disasters Report 2012 – Focus on forced migration and displacement, October 2012

Aid is dead: long live the market?

Box inset in IFRC report, World Disasters Report 2012 – Focus on forced migration and displacement, October 2012

HPG/ODI publications

The UK's approach to linking development and security
ODI Working Paper 247, May 2012

Journals

Vol. 36, issue. 2

Disasters journal, April 2012

Vol. 36, issue supplement s1

Disasters journal, issue supplement s1 - Urban vulnerability and humanitarian response, June 2012

Vol. 36, issue. 3

Disasters journal, July 2012

Vol. 36, issue. 4

Disasters journal, October 2012

Vol. 37, issue. 1

Disasters Journal, January 2013

Blog posts

Afghanistan's long war: The humanitarian consequences of drawdown

ODI blog post, Ashley Jackson, May 2012

Kabul's hidden crisis

ODI blog post, Simone Haysom, July 2012

Constructive memory and collective knowledge:

Information gaps in humanitarian action

ODI blog post, Eleanor Davey, August 2012

Remembering the humanitarians

Al Jazeera and the *New Internationalist*, Ashley Jackson, August 2012

Rising to the challenge? DFID's successes in the Horn of Africa relief

ODI blog post, Simon Levine, September 2012

Rakhine crisis: Restricted humanitarian access and risk of radicalisation

Al Jazeera, Lilianne Fan, November 2012

New partnerships, new perspectives: blog from Beijing

ODI blog post, Sara Pantuliano and Lilianne Fan, November 2012

The diversity of aid

The Networker, issue 102 (October-December 2012), pp 5-7

Talking to the Taliban

ODI blog post, Ashley Jackson, December 2012

Abandoned in Gaza?

Huffington Post and Gates Cambridge blog post, Simone Haysom, December 2012

The changing humanitarian landscape: Challenges and opportunities

CARE Newsletter, Sara Pantuliano, January 2013

For humanitarian workers, the Taliban is a key to access in Afghanistan

Global Observatory, Ashley Jackson, February 2013

Blurred vision: Why aid money shouldn't be diverted to the military

The Independent, Ashley Jackson, February 2013

'Gaza has been de-developing for years': Urban displacement and vulnerability in Gaza

Podcast, Simone Haysom, March 2013

Myanmar: Meiktila violence sends warning to foreign investors

Bangkok Post, Dr Jemilah Mahmood and Lilianne Fan, March 2013

HPN publications

Humanitarian Exchange (HE) magazine

New learning in cash transfer programming

Humanitarian Exchange 54, May 2012

The crisis in the Sahel

Humanitarian Exchange 55, September 2012

Civil-military relations

Humanitarian Exchange 56, January 2013

Network Papers

Response analysis and response choice in food security analysis

Network Paper 73. February 2013

Improving communication between aid agencies and crisis-affected people: Lessons from the infoasaid project

Network Paper 74. February 2013

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

Network Paper 75. May 2013

Income and expenditure

Number	Project	Budget		Income allocated in interim report (sent May 2012)		ACTUALS FY 12/13	
		Revised interim IP budget	Financial Year 11/12	Financial Year 12/13	Revised income FY 12/13	Total income spent in FY 12/13	Carry forward to 2013/14
D0400	Resilience and humanitarian action	320,440	152,796	167,644	157,839	115,344	42,495
D0401	Strengthening humanitarian negotiations	348,760	172,401	176,359	207,205	171,955	35,250
D0402	Civil-military coordination	304,925	156,146	148,779	272,085	244,077	28,008
D0403	History of modern humanitarian action	269,510	202,701	66,809	213,854	174,674	39,180
D0404	Humanitarian Practice Network (HPN)	442,632	307,825	134,807	217,174	217,174	
D0405	Rapid response and public affairs	193,103	129,145	63,958	127,960	127,960	
D0406	Advanced Course York 2011	12,695	12,695	-	-	-	
D0407	Reprinting and representation	65,714	35,662	30,052	29,853	29,853	
D0408	Urban conference	39,379	9,209	30,170	22,392	22,392	
D0391	Humanitarian Space (dissemination)	2,701	2,701	-	2,638	2,638	
CD000016	Advanced Course Beijing 2012	50,000	10,468	39,532	22,668	22,668	
CD000018	Advanced Course York 2012	29,920	8,670	21,250	9,446	9,446	
D0347OS	<i>Disasters</i> journal	12,000		12,000	-	-	
D0339	Urban displacement				11,835	11,835	
D0000	Unallocated programme funds				35,571		35,571
Total		2,091,779	1,200,419	891,359	1,330,520	1,150,016	180,504

IP grants

Project no	Project detail	Funder details	Grants received in advance 31 March 2012 (carry forward from 2011/2012)	Grants received in the year 2012/2013	Grants received in advance 31 March 2013 (carry forward to 2013/2014)
D0000	IP income	SIDA	144,996.18		
		Irish Aid HPG 11 01	130,878.63		
		Irish Aid HPG 10 01	18,850.00		9,155.00
		AusAID	65,376.33		
		Ministry of Foreign Affairs Netherlands	82,890.00		
		AusAID		161,425.00	
		Monistry of Foreing Affairs Denmark		94,297.00	
		Ministry of Foreign Affairs Netherlands		100,000.00	
		SIDA		140,521.00	72,442.00
		CIDA		62,763.48	
		Ministry of Foreign Affairs Norway		158,272.93	108,117.00
		Irish Aid HPG 12 02		101,973.00	
		OFDA		65,910.00	
		Oxfam		15,000.00	
		World Vision International		6,319.12	
D0339	Urban displacement	DANIDA	2,847.02	134,640.24	

HPG Advisory Group members

As of March 2013

AG Member	Organisation	Position
John Mitchell	Active Learning Network for Accountability and Performance in humanitarian action (ALNAP)	Director
Alan March	Australian Government Overseas Aid Program (AusAID)	First Assistant Director General, Humanitarian and Stabilisation Division
Sorcha O'Callaghan	British Red Cross Society	Head of Humanitarian Policy
Leslie Norton	Canadian International Development Agency (CIDA)	Director General, International Humanitarian Assistance Directorate
Dennis McNamara	Centre for Humanitarian Dialogue	Senior Humanitarian Advisor
Nicolas Lamadé	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Senior Manager, Security, Reconstruction and Peace
Joanna Macrae	Department for International Development (DFID)	Head of Profession and Senior Research Adviser, Humanitarian
Henrike Trautmann	European Commission Humanitarian Aid Office (ECHO)	Head of Unit, Humanitarian Aid and Civil Protection
Luca Alinovi	Food and Agriculture Organisation (FAO)	Officer in charge, Somalia
Hany El-Banna	Humanitarian Forum	President
Margie Buchanan-Smith	Independent consultant	Independent consultant
Linda Poteat	Emergency Capacity Building Project (ECB)	Director
Bruno Pommier	International Committee of the Red Cross (ICRC)	Humanitarian Action Advisor
Susan Fraser	Irish Aid	Senior Development Specialist, Emergency and Recovery Section
Jehangir Malik	Islamic Relief UK	Director
Randolph Kent	King's College London	Director, Humanitarian Futures Programme
Dr. Oh Chunghyun	Korea International Cooperation Agency (KOICA)	Health Research Officer, Health Team
Youri Goudswaard	Ministry of Foreign Affairs Netherlands	Policy Advisor
Øystein Lyngroth	Ministry of Foreign Affairs Norway	Head of Project, Humanitarian Affairs
Thomas Thomsen	Ministry of Foreign Affairs Denmark	Chief Advisor, Humanitarian Section
Marc Dubois	Médecins Sans Frontières (MSF) UK	Executive Director
Hansjoerg Strohmeyer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Chief, Policy Development and Studies Branch
Kébé Abdullah	OIC (Organisation of Islamic Cooperation)	Professional Humanitarian Officer
Andy Norton	Overseas Development Institute (ODI)	Director of Research
Jane Cocking	Oxfam GB	Humanitarian Director
Peter Kratt	Swedish International Development Cooperation Agency (SIDA)	Head, Humanitarian Assistance Unit (Acting)
Helen Young/Dan Maxwell (alternate years)	Tufts University	Research Director for Nutrition and Livelihoods and Darfur/Research Director for Food Security and Complex Emergencies
Jeff Crisp	United Nations High Commissioner for Refugees (UNHCR)	Head, Policy Development and Evaluation Service
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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