



Front cover image: A Palestinian boy collects his belongings from a destroyed building after an air strike in Gaza.
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About HPG

THE HUMANITARIAN POLICY GROUP

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

OUR WORK IS DIRECTED BY OUR INTEGRATED PROGRAMME (IP),

a body of research examining critical issues facing humanitarian policy and practice, designed in consultation with our Advisory Group. This is complemented by commissioned studies, evaluations and communications and networking activity.

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

OUR RESEARCH FOCUSES ON FIVE CROSS-CUTTING THEMES:

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

WE ALSO HOST THE HUMANITARIAN PRACTICE NETWORK (HPN),

an independent forum for humanitarian practitioners to share and disseminate information and experience; edit and produce *Disasters* journal; and run courses for mid-level and senior policymakers and practitioners in the sector in partnership with the London School of Economics and Political Science.

WE OFFER CONSULTANCY SERVICES, policy advice and commissioned studies relating to HPG's core aims and objectives.

COMMUNICATIONS AND PUBLIC AFFAIRS are a core part of our work, helping to promote and disseminate our research findings, encourage debate amongst policymakers and practitioners and influence perceptions and understanding of

humanitarian issues amongst the wider media and public.

OUR DONORS provide the funding that enables us to pursue IP research projects. During April 2014–March 2015, these donors were: the Australian Department of Foreign Affairs and Trade (DFAT), the British Red Cross, the Canadian Department of Foreign Affairs, Trade and Development (DFATD), the International Rescue Committee UK, Irish Aid, the Ministry of Foreign Affairs (MFA) Denmark, MFA Netherlands, MFA Norway, Oxfam GB, the Swedish International Development Agency (SIDA), the Swiss Federal Department of Foreign Affairs (FDFA), the United States Agency for International Development (USAID) and World Vision International.

IN 2014-15...



providing £1,229,873



PUBLICATIONS



18 STAFF MEMBERS

While there is growing consensus that the humanitarian landscape is changing, it is less clear what shape these changes will take, how they will affect the established humanitarian system and how that system should respond to meet the challenges of the future. Through an extensive programme of research and analysis on humanitarian policy and practice, academic engagement and public affairs work, these key questions formed the central pillar of HPG's Integrated Programme (IP) during 2014–15.

Policy research and analysis

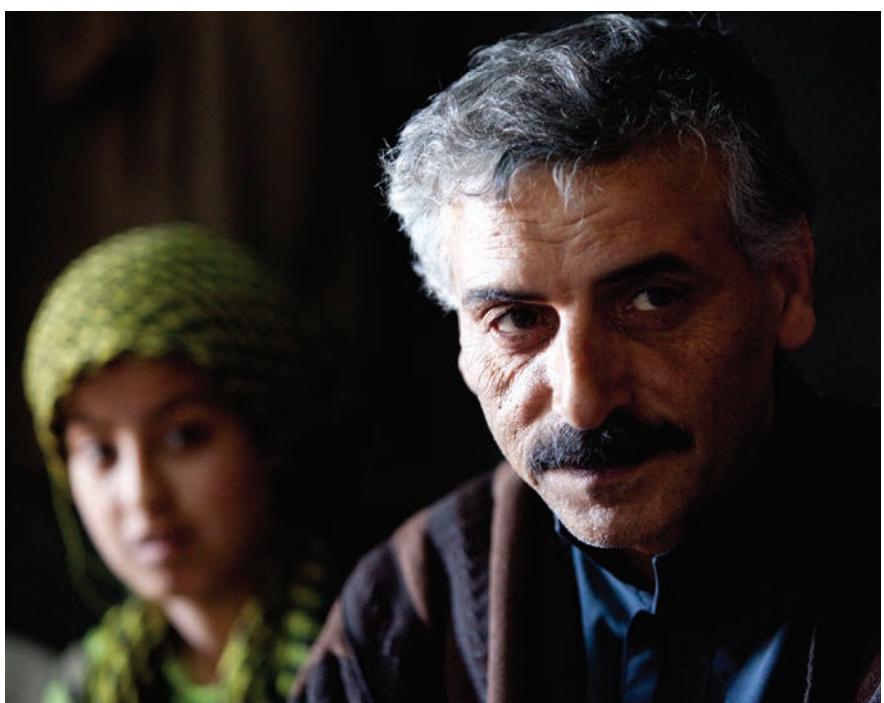
Few other crises over the last year have more strongly highlighted the need to reflect on the nature of the humanitarian system than the brutal civil war in Syria. As the crisis deepened over the past year, we continued to shape the debate on the aid response, highlighting the efforts of Syrian diaspora and local organisations to provide aid and protection in hard-to-reach parts of the country. From organising a high-level conference in the region to appearing in scores of influential media outlets and briefing senior UN figures involved in the aid response, our work has had a direct impact on how the traditional humanitarian system interacts with these under-recognised local groups.

Continuing this theme, a Policy Brief reflecting on the protection crisis in the Central African Republic highlighted the role of local and faith-based actors in helping to provide protection to people affected by conflict.

With a growing number of regional crises, including the rise of Islamic State (IS) and the Ebola outbreak, regional organisations are becoming increasingly important players in humanitarian responses. In February 2015, we brought together – for the first time ever – the humanitarian leads of ten major regional organisations to discuss how they might play a larger role in responding to crises. The landmark conference, coupled with case

study reports on the Association of Southeast Asian Nations (ASEAN) and the Organisation of Islamic Cooperation (OIC), made possible the development of an inter-regional humanitarian network, as well as shaping how many of these regional organisations work and interact with each other and with other players in the humanitarian arena.

Businesses are also increasingly at the forefront of humanitarian action – whether providing aid, supplying goods or donating funds – but many aid agencies remain hesitant to work with them in responding to crises. We carried out in-depth research on private sector involvement in humanitarian action, providing



A Syrian man in a tent in Jordan © EC/ECHO/A

a key source of information for businesses looking to work on humanitarian issues, and for NGOs trying to understand how to broker private sector partnerships. The research has catalysed the creation of new private sector-focused groups and initiatives in organisations including the World Economic Forum, the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the Department for International Development (DFID) in the UK.

Alongside businesses, markets are playing an influential role in humanitarian crises. Our research has examined how markets are affected by crises, and what this means for crisis-affected people and their livelihoods. Together with a range of NGOs, we have developed a library of market resources and built up a strong online community of practice. We remain a sought-after source of analysis and expertise, evidenced by the range of speaking engagements and requests for advice from across the sector, and by the popularity of published material, including an opinion piece on Pakistan and a photo essay on Malian markets.

These changes in the humanitarian landscape mean that the current humanitarian architecture must adapt. We were asked to carry out a rapid review of the Inter-Agency Standing Committee (IASC), the primary mechanism for inter-agency coordination of humanitarian assistance, under the leadership of the IASC Principals Steering Group. The findings have been shared at the highest levels of the IASC, and



It is always great to have HPG's rigorous, but also pragmatic and policy relevant research on the table for discussion."

JESSIE THOMSON – Director, Humanitarian Assistance and Emergency Team, CARE Canada

have generated critical discussions on how to make the IASC more effective and relevant. We have also undertaken a wide range of work related to the World Humanitarian Summit (WHS), including providing analytical support for the regional consultations and thematic groups, developing an HPG flagship report on the changing humanitarian landscape, research on the systemic issues raised by the Ebola response, a joint study with King's College London and Tufts University identifying measures to make humanitarian action fit for a more complex future, an event and paper series with the British Red Cross on improving opportunities for national and local responses within the Summit's four themes and joint conferences with Wilton Park and the International Committee of the Red Cross (ICRC).

As with previous years, we have reflected on the past to hone our thinking for the future. Our project on humanitarian history has seen great strides, with in-depth papers tracing the history of humanitarian action in China; reflecting on the deep history of humanitarian response in the Middle East and North Africa; and examining the evolution of the concept of humanitarianism in Arabic. We held landmark conferences on the history of humanitarian action in Latin

America and Africa in Bogota and Addis Ababa, with research reports to come in the following year. These conferences have brought together key policymakers, aid practitioners and academics to strengthen understanding of the rich history of aid response in these regions.

Influencing humanitarian practice

Over the year HPN released three issues of *Humanitarian Exchange* magazine focusing on the conflict in the Central African Republic, the crisis in Yemen and the response to Typhoon Haiyan in the Philippines. We also shared key learning and knowledge through two Network Papers, one on lessons from the Emergency Capacity Building project and the other on key implications of counter-terror measures for practitioners.

All of these publications were launched at popular public events. A complementary range of partner events with HPN members included an influential roundtable on sexual violence against men and boys in conflict and a public event on findings from the 2011 famine in Somalia.

DFID has contracted ODI to convene a High Level Panel on Humanitarian Cash Transfers to explore the implications of



A woman walks through the aftermath of Typhoon Haiyan © Simon Davis/DFID

expanding the use of cash in humanitarian response. The panel is intended to solicit new ideas and approaches from a diverse range of actors, including the financial services and technology sectors and the wider development community. Recommendations will be used to inform current and future humanitarian responses, and will feed into discussions in the lead-up to the WHS.

Academic engagement

We have continued to strengthen our links with the academic community over the last year. We held the fifth annual Advanced course on conflict, crisis and transitions, an opportunity for senior to mid-career professionals to learn and reflect on critical issues in humanitarian action. We also maintained our ties with Chinese academic circles, collaborating with the Chinese Academy of Governance and Tsinghua University to promote learning among Chinese and international researchers and decision-makers. HPG researchers gave presentations at the University of Sussex, King's College London, Harvard University

and the London School of Economics (LSE), as well as to the European Universities on Professionalization on Humanitarian Action (EUPRHA). Academic engagement has also continued through editorship of *Disasters* journal. Journal articles saw more than 130,000 downloads over the year.

Policy advice and public affairs

Alongside our strong body of research we have continued to shape and influence humanitarian debates through targeted policy advice and a vibrant public affairs programme. The team's reputation as a leading group of experts on humanitarian issues has continued to grow, and researchers are highly sought after for policy advice to aid organisations, donor agencies, government bodies, regional organisations and international institutions on topics ranging from resilience to the changing humanitarian landscape, protection of civilians and counter-terror legislation, as well as on specific crises, including in Ukraine, Syria and South Sudan. Researchers have produced bespoke pieces of work and given informal

briefings, as well as speaking at or facilitating 60 external events in 15 countries. During the year we also organised over 40 public events, roundtables and conferences in 11 countries, bringing together key humanitarian officials, donor representatives and leading broadcasters to discuss topics including the Ebola epidemic, aid

worker security and sexual- and gender-based violence.

Our media profile has also continued to grow, with nearly 900 media hits – a 350% increase on the previous year – from outlets including BBC World News, Al Jazeera, the *New York Times*, France 24, CNBC Arabia, VICE news, the *Christian*

Science Monitor and the *Financial Times*. Key topics covered included aid and Islamic State, counter-terror legislation, the role of the diaspora in responding to the Syria conflict and private sector engagement in humanitarian response. We are also supporting the humanitarian news agency IRIN in its transition to an independent, non-UN entity.

Principles, politics and the international humanitarian system

This theme is focused on the conceptual and institutional evolution of humanitarian action and its current application and interpretation across regions, actors and cultures. This area of HPG's work has been particularly important to the preparations for the World Humanitarian Summit in May 2016, as HPG research and analysis has helped to inform the thinking behind WHS consultations and analysis.

Integrated Programme funded/part-funded projects

A global history of modern humanitarian action

Overview and main activities

HPG's four-year research programme on 'A global history of humanitarian action' explores the evolution of the concept and practice of humanitarianism across different regions, cultures and traditions, and to identify areas where such experiences and lessons might inform and improve contemporary humanitarian policy and operations. Its overall objectives are to:

- 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; and
- help the sector more fully engage with the history of humanitarian action, including experiences outside the Western narrative.

The project, which began in 2011, is based on the premise that humanitarian thinking and decision-making has lacked a historical perspective as well as a general understanding of the origins and evolution of humanitarianism beyond Western Europe, North America and other developed regions. Bringing greater historical awareness to the sector would therefore generate more informed, critical perspectives, improve current and future operations and ultimately make a positive contribution to the

lives of people affected by crisis. A historical perspective is particularly important at a time when the humanitarian sector is engaged in system-wide reflection as part of the preparations for the World Humanitarian Summit (WHS), which will focus on the changing nature of humanitarian action and the shifts in perspectives, partnerships and approaches such changes require. Project activities have involved a programme of research and analysis exploring some of the critical concepts, events and institutions that



Members of a Palestine refugee family at Baqa's camp near Amman, East Jordan, 1977
© UN Photo/George Nehmeh

helped shape modern humanitarian action, as well as a series of London-based and regional events to further investigate and validate such analysis. In 2014–15 we focused on completing our exploration of regional humanitarianism through a series of publications and events on humanitarian history in Asia, the Middle East, Latin America and Africa. Wherever possible, activities were undertaken in partnership with humanitarian organisations and scholars based in these regions in order to promote local perspectives and build support for the use of history in humanitarian policy-making and practice.

HPG partnered with the Instituto de Estudios Humanitarios (IEH – the Institute for Humanitarian Studies) to hold a regional conference on the history of humanitarian action in Latin America in Bogota, Colombia, in October 2014, and worked with Africa Humanitarian Action to hold a symposium on the history of humanitarian action in Africa in Addis Ababa, Ethiopia, in March 2015. We also published a history of humanitarianism in China, a review of Arabic meanings of humanitarianism and a compendium of papers on the histories of humanitarian action in the Middle East and North Africa. In 2015, HPG will publish the papers emerging from its Latin America and Africa conferences, as well as a history of Nordic humanitarian action and a history of humanitarian action in nineteenth and twentieth century India. Finally, we initiated discussions on a book proposal that will aim to synthesise the project's research and draw out common lessons and themes that may be usefully applied to current humanitarian practice.

Uptake and impact

The project has inspired several other discussions and initiatives on humanitarian history, including contributing a component chapter of the 'Planning from the future' project – a collaboration between HPG, Tufts University and King's College London – and catalysing academic/practitioner dialogues with the Council for British Research in the Levant (CBRL) on humanitarian policy and practice in the Middle East. The research also helped to inform and complement other areas of HPG's IP, offering a historical perspective on key research areas.

Zones of engagement: regional action and humanitarian response

Overview and main activities

HPG's 'Zones of engagement' project, which began in April 2013, considers the humanitarian role of regional intergovernmental organisations with a view to identifying good practice and tangible areas where regional entities could effectively complement other humanitarian actors.

In 2014–15, the project yielded a wide range of outputs related to the study's two primary case studies, the Association of Southeast Asian Nations (ASEAN) and the Organisation of Islamic Cooperation (OIC). On the former, the research team conducted fieldwork in Myanmar, the Philippines, Indonesia and Thailand exploring ASEAN's responses to natural disasters (Cyclone Nargis in Myanmar and Typhoon Haiyan in the Philippines) and conflict (in Rakhine State in Myanmar). The case study was published in October 2014 and was disseminated widely in Southeast Asia and as part of HPG-organised seminars in China.

The OIC case study, published in February 2015, focused on the Islamic Cooperation Humanitarian Affairs Department (ICHAD). The research involved meetings with OIC and ICHAD personnel in Jeddah as well as extensive field research in Somalia, home to the OIC's largest humanitarian operation. Field research was conducted in partnership with the Heritage Institute for Policy Studies, a Mogadishu-based research centre. The research found that, contrary to some perceptions, the OIC had not played a direct role in negotiating access to Al Shabaab-controlled areas. However, it did provide an alternative coordination venue for local and Islamic NGOs from OIC member states and helped to channel contributions from Turkey and the Arab Gulf states into Somalia during the 2011–12 drought and famine.

Additional/related activities

The project's final report, due for publication later in 2015, will be closely informed by a highly successful conference organised by HPG involving nine regional organisations in Dubai in February 2015. The conference was funded outside of the IP by the United States Agency for International Development (USAID)



A mother and child at Thea Chaung camp on the outskirts of Sittwe, Rakhine State, Myanmar © UN Photo/David Ohana

and the European Commission Humanitarian Aid and Protection (ECHO) department and was hosted by the International Humanitarian City (IHC). The proceedings involved participants from a range of regional organisations, as well as representatives of other major humanitarian organisations, research centres and the WHS Secretariat. The conference – the first to bring together senior humanitarian officials from major regional organisations – enabled information-sharing among regional organisations, as well as more in-depth thinking on issues such as regional policy-making and regulations surrounding disaster preparedness, relations between UN agencies and their regional counterparts and humanitarian

diplomacy and access-related negotiations. Participants called for an ongoing process of knowledge-sharing, including a technically-focused Regional Organisation Humanitarian Action Network (ROHAN).

Uptake and impact

The project has had a major impact. The ASEAN study was presented to numerous stakeholders in ASEAN, and a closed-door briefing was arranged by a group of UN humanitarian agencies in Bangkok in late 2014. The OIC study was covered in the media and is helping to increase awareness of the OIC's potential contribution to the many crises in OIC member states. Outputs have also been shared with the WHS

Secretariat and have been widely disseminated by the project's expert steering group.

The changing humanitarian landscape: flagship report

Overview and main activities

In 2015, HPG will publish a flagship report based on our research to date, with an emphasis on the findings of the 2013–15 IP. The report is intended to help shape the humanitarian policy agenda, drive organisational and operational change and inform system-wide advocacy efforts and partnerships. During this reporting period, HPG convened an advisory group to provide high-level guidance for the publication and related activities, developed the concept and annotated outline and initiated

the project's design, graphics and multimedia components.

UK humanitarian aid in the age of counter-terrorism: perceptions and reality

Overview and main activities

This project examined the impact of UK counter-terrorism measures on the work of UK-registered INGOs in conflict zones. In collaboration with the Muslim Charities Forum, an umbrella organisation of Muslim-led NGOs based in the UK, we produced a report exploring the perspectives of charities, banks, the UK government and the charity regulator, the Charity Commission, on this issue. The research found that there is a genuine – albeit overstated – risk that British INGOs may be abused for extremist or terrorist purposes. Although small in number, cases of abuse have seriously damaged the sector's reputation and charities need to do more to improve their due diligence and risk management. They must also take a more coordinated approach to banks, the government and the Charity Commission.

Uptake and impact

The UK Independent Reviewer of Terrorism Legislation praised the report, which helped inform his annual report on asset-freezing. The report also drew a response from the UK Treasury. Leading UK banks expressed an interest in the study,



Burial teams disinfect themselves in Conakry, Guinea © UN Photo/Martine Perret

and one suggested that the report's authors speak at an education session for their compliance and anti-money laundering teams. The charitable sector also welcomed the report. Shahid Bashir, Deputy CEO of Muslim Hands UK, said our 'brilliant report' had 'caused much discussion' and merited 'concerted follow-through'. The Muslim Charities Forum asked HPG to organise a roundtable, in partnership with the NGO network Bond, to discuss how to put the report's recommendations into practice.

The response to the Ebola crisis in West Africa: a case for systemic transformation

Overview and main activities

In 2014, HPG began a piece of research on the systemic questions raised by the Ebola outbreak in West

Africa, using the response as a lens through which to better understand the shortcomings of the national and global architecture of emergency healthcare, aid and crisis response.

The aim of the study is to identify successes, failures, shortcomings and weaknesses of the aid system; discuss system requirements and potential ways to strengthen response capacity; and identify potential roles and contributions from non-traditional actors and/or groups. The study will contribute directly to HPG's ongoing policy engagement in the run-up to the WHS, as well as informing one of the priority themes of the 2015–17 IP ('Constructive deconstruction: rethinking the global humanitarian architecture'). Fieldwork in Guinea, Liberia and Sierra Leone was initiated during the reporting period, and the final report will be

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[The counter-terrorism report] is exactly the calm, measured and constructive contribution we need in the debate ... It's also a clarion call to Government and the Charity Commission to work constructively with charities to ensure the risks in their work are mitigated early and openly."

SIR STEPHEN BUBB – CEO, ACEVO

published later in 2015. This study is supported by USAID, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Médecins Sans Frontières UK and Save the Children UK.

Planning from the future

Overview and main activities

This project, a two-year collaboration between HPG, Tufts University and King's College London, analyses the origins and characteristics of key blockages in the current humanitarian system and suggests concrete measures for reform.

HPG's contribution includes using the research and analysis from the 'Global history' project to identify and discuss key moments in the evolution of the humanitarian system that helped to define and shape humanitarian action, how such events impacted on the assumptions, approaches and structures of the humanitarian sector and how these historical examples can be used to improve humanitarian policy and practice today. During the reporting period HPG participated in partnership meetings and roundtable discussions related to the overall theme and focus of the 'Planning from the future' project, co-convened an advisory group, developed the concept and annotated outline for the study and organised a roundtable discussion with academics and practitioners to identify game-changing events, concepts and institutions.

Conversations that matter

Overview and main activities

A global event of the size and scale of the WHS has the potential to define the nature and parameters

of humanitarian action for the next 10–15 years by updating its business model and architecture, and by reaffirming its core values and principles. As leading humanitarian organisations with long histories and experience, established reputations and expertise and strong connections to those affected most by crisis, the UK humanitarian policy and practitioner communities are well positioned to play an active role in shaping the WHS agenda and its outcomes. In an effort to increase interest in and contributions to Summit discussions and proposals from the UK humanitarian community, HPG and the British Red Cross organised a series of closed door roundtable discussions on 'Advancing the debate on new ways to tackle humanitarian need', 'Promoting national and local humanitarian action' and 'Humanitarian response within the constraints of armed conflict'. Two additional roundtables will follow later in 2015. We also developed papers on localising humanitarianism and on access; a third paper on risk and vulnerability is scheduled for mid-2015.

Uptake and impact

Members of the WHS Secretariat participated in two of the roundtable discussions and have incorporated ideas from these meetings into WHS communications and analysis. The roundtables have also informed the thinking of the humanitarian organisations that attended, and elements of the discussions have been incorporated into NGO position papers and research agendas. DFID has also taken an

interest in these conversations, and agreed to co-host the final event. It is also expected that the analysis contained in the papers produced by the project will inform the Report of the Secretary General to the WHS, to be drafted in mid-2015.

Related commissioned work

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

Overview and main activities

HPG's work on the role of the private sector in humanitarian response concluded in 2014–15 with the finalisation and dissemination of research outputs. The work was conducted in partnership with the Humanitarian Futures Programme at King's College London, Vantage Partners and OCHA, with financial support from DFID. The project's final report was issued in July 2014, accompanied by a launch event at ODI in London. The findings and their implications were also presented in a YouTube video.

Uptake and impact

The final report was the most downloaded HPG publication in 2014 (and one of the most downloaded ODI publications overall). The report's lead author accompanied journalists from the BBC, Reuters and other media outlets to Jordan, where they examined the roles that businesses are playing in responding to the refugee crisis there. The study was featured in more than a dozen media outlets, and its findings

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I was of course aware of HPG's private sector work, but was impressed by the breadth of engagement relating to other aspects of the partnership agenda."

MARCY VIGODA – Chief,
Partnerships and Resource Mobilization
Branch, OCHA

were discussed on the BBC. HPG researchers have engaged with several private foundations, a major Swiss bank and other companies to advise them on their relations with the humanitarian community, and have worked closely with the Solutions Alliance to shape its work on engaging the private sector in responding to situations of protracted displacement. In February–March 2015, our research was featured in a one-hour Harvard University podcast, and was also presented at a panel organised by HPG at the ALNAP Annual Meeting in Berlin.

Think piece for Doctors of the World UK

Overview and main activities

In 2015, HPG, in collaboration with a researcher from the London School of Hygiene and Tropical Medicine, completed a think piece for Doctors of the World

UK to inform the annual meeting of presidents and directors of Médecins du Monde (MdM) in London in May 2015. The report identified key trends and changes in the humanitarian and health sectors, explored how these changes could affect MdM and the broader context in which it operates, identified issues of particular relevance to MdM's strategic planning and provided recommendations for increasing the influence and impact of individual MdM chapters and the MdM network as a whole.

Review of the Inter-Agency Standing Committee

Overview and main activities

In 2014, HPG was commissioned by the Inter-Agency Standing Committee (IASC) Principals Steering Group to conduct an independent review of the IASC, with a particular focus on improving the IASC Principals' working practices and decision-making and broadening the IASC membership. Given the limited timeframe allowed for the review, it was agreed that this would be a rapid exercise aimed at producing a concise output with practical options. The study team conducted 57 interviews and reviewed more than 60 documents. The review was presented at the IASC Principals meeting in December 2014.

Uptake and impact

The review's analysis and recommendations were considered by the Emergency Relief Coordinator (ERC) and the IASC Principals, and prompted discussion at the December meeting and in subsequent

conversations around the scope of the IASC's work and its membership. The ERC asked the IASC Secretariat to implement some of the more straightforward recommendations, and conveyed the findings of the report to her successor.

UN Comprehensive Regional Strategic Framework for the humanitarian crisis in Syria

Overview and main activities

In early 2014, the OCHA Regional Humanitarian Coordinator for the Syria Crisis based in Amman asked HPG to assist in the development of a Comprehensive Regional Strategic Framework (CRSF) for the Syria crisis. HPG, in partnership with the Budget Strengthening Initiative (BSI) at ODI, led the deployment of a team of researchers with expertise in humanitarian assistance and refugee protection, aid coordination and supporting national and sub-national governments in managing crises and linking international response to national development plans.

Uptake and impact

The analysis, principles and recommendations set out in the CRSF are informing the 2015–2016 Regional Refugee Resilience Plan (3RP), the main planning document for all stakeholders in the region. The approach is bringing together a wide range of humanitarian and development partners in an effort to align international and national plans and strategically combine humanitarian and development capacities and resources.

Research in this area explores the threats faced by communities in different contexts, the steps they take to reduce these risks and the extent to which national and international mechanisms offer effective protection. In particular, we examine the failure to translate legal and policy developments into improved protection for civilians in conflict.

Integrated Programme funded/part-funded projects

Protection of civilians: interrogating the protection gap

Overview and main activities

In recent decades there has been significant expansion within international law and at a policy and normative level around the protection of civilians (POC). However, these legal and policy developments have not translated into improved protection on the ground. Parties to conflict do not always comply with legal norms, and mechanisms to hold them accountable are largely ineffective and, in the case of non-international armed conflict, non-existent. There is also insufficient understanding of the protection needs of civilians affected by conflict, and a related failure to actively involve them in the design and implementation of protection

strategies. Protection policies and programming rarely sufficiently consider affected populations' expectations of protection, as well as the strategies and mechanisms they utilise to protect themselves, even though affected people are often the first providers of their own protection. The end result is a failure to protect and a situation in which rhetoric at the international level – and in some instances programming on the ground – has limited effect on protection outcomes for affected populations.

Throughout the year we closely followed events in Syria and the Central African Republic (CAR). In June 2014, we organised a roundtable in London with Humanity United on 'Peacekeeping missions in CAR and implications for the protection of civilians', and in September, as part of the launch of the *Humanitarian Exchange* issue on CAR, we organised a public event entitled 'Prioritising the protection

of civilians – are we doing enough?'. Panellists discussed approaches to support conflict-affected people and what more could be done by the UN peacekeeping mission to protect them and prevent more violence. The following month we organised a closed-door roundtable with the Stimson Center in Washington DC, which examined the ways in which the norms underpinning the protection of civilians in armed conflict have been translated into policy and protection outcomes on the ground. The roundtable focused on two contexts, CAR and Sri Lanka. We also published a policy brief examining the international response to threats to civilians in CAR.

Our work on Syria focused on the role of diaspora groups and local organisations in providing assistance and protection in areas where international actors have no or only limited access. A working paper examined how the two

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HPG's leading research created the concept for a Wilton Park meeting in Jordan in March 2015. HPG contributed substantially to the preparation and conduct of this much-needed discussion, which aimed to promote genuine partnerships between traditional donors, international aid agencies and Syrian local and diaspora groups."

ISOBELLE JAQUES – Programme Director, Wilton Park



A soldier in Sam Ouandja, Central African Republic © Pierre Holtz for UNICEF

groups interact, the challenges they face and how they can be overcome. Together with Wilton Park, HPG organised a conference in Jordan in March 2015 bringing together several Syrian diaspora/local groups and international organisations and donors to discuss the obstacles they faced in their efforts to respond to mounting needs in Syria. Participants discussed concrete measures to facilitate collaboration between the different organisations involved. We also produced a blog and series of infographics charting media interest in Syria following the alleged chemical weapon attack in Ghouta in 2013. One of the infographics became ODI's most popular visual and featured in hundreds of social media posts.

Uptake and impact

The Global Protection Cluster was briefed on the findings of the Syria and CAR research, and UNHCR Senior Protection Officers in Geneva were briefed on the main discussion points and recommendations coming out of the CAR roundtable held in June. Several humanitarian organisations requested briefings on Syria and CAR. The working paper on Syria registered 187 media hits, an indication of the interest the research generated. We were invited to present on protection of civilians at a NATO workshop, where Syria was used as a case study to illustrate the challenges faced by humanitarian agencies in responding to protection threats.

Related commissioned work

Humanitarian access: what role does security play?

Overview and main activities

This project, commissioned by the Swiss Federal Department of Foreign Affairs (FDFA), examined the role security plays in the lack or loss of access by humanitarian agencies to populations in need.

Parties to the conflict may deny or hinder access for security or political reasons, or active fighting or general violence may interrupt humanitarian assistance. Aid organisations themselves may choose to delay or abandon attempts to reach communities in need out of concern for the safety of their staff and beneficiaries.

Geographical as well as climatic conditions, often coupled with inadequate logistical resources, can also constitute constraints.

This project focused specifically on security as an access constraint, and the measures taken by humanitarian organisations to mitigate security threats. Six case studies were chosen: Afghanistan, Sudan (South Kordofan), Somalia, Pakistan, CAR and Syria (with a focus on cross-border operations). All were desk-based studies with the exception of Syria, where field research was undertaken in neighbouring countries. Interim findings were presented to the FDFA, and the main findings and observations were documented in a final report.

Livelihoods and food security in crises

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

Integrated Programme funded/part-funded projects

Markets in crises and transition

Overview and main activities

This was the second year of HPG's engagement with markets in crises. Humanitarian agencies are increasingly aware of the importance of markets for people affected by crises and, particularly through the spread of cash-based programming, are developing and using tools to understand how markets function in crises, and the extent to which people can meet their needs through markets. HPG's research project is exploring the dimensions of market activity that humanitarian agencies may need to consider apart from prices and the availability of goods.

During the reporting period a second round of fieldwork was undertaken in Mali and Pakistan. In Mali research was carried out with the support of Christian Aid and the Institut d'Economie Rural. The team conducted around 100 interviews with traders, conflict-affected people, transporters and representatives of market institutions and organisations. Preliminary findings were discussed at a roundtable in Bamako in October 2014 with development and humanitarian actors and relevant government bodies. Discussions during the roundtable revealed the deep divides that prevent a full interaction between market specialists and the humanitarian sector, including a methodological insistence on quantitative data and a reluctance to address non-economic issues such as power. The research also brought out several 'non-economic' issues disrupting normal patterns of trade, which are sometimes reinforced by large-scale humanitarian aid. A study report will be published later in 2015.

In Pakistan, field research was conducted in partnership with the Sustainable Development Policy Institute in Islamabad, a long-standing research partner of ODI, and the Institute for Business Administration in Sukkur, Sindh. The research looked at the impact of floods in 2010 on the market for building materials and food, and the effects of the aid response on the structure of the market. The research has identified areas where external assistance could be used to mitigate the impact of crises, either by working directly to support market activity or by being more sensitive when intervening in markets with mass purchases or mass distributions of essential goods. A study report will be published later in 2015.

Uptake and impact

HPG has been extremely active in the growing community of practice around markets in crises. We were asked by Oxfam GB for support in conducting a more sophisticated market analysis in South Sudan, allowing the methodology to be tested during a real-time emergency, with a direct impact on relief programming. Several critical findings pointed to the need for very different programming than might otherwise have been recommended. The analysis was undertaken jointly with Oxfam, which ensured that learning from the study would be integrated into the thinking behind programming decision-making. A report will be published later in 2015.

HPG has been elected to the board of the 'Markets in crises community of practice', where it has been influential in steering the community away from a narrow identification with humanitarian actors and cash programming and towards much broader engagement with a wider range of actors from a wider range of disciplines. HPG has helped the community to establish a resource library that



Women selling sauces and pastes in Bandiagara market, Mali © Irina Mosel / ODI

“

Simon Levine's presentation was quite provocative and brilliant – as usual.”

VALÉRIE CEYLON – Country Director, ACTED Kenya/Somalia

includes studies from a wide variety of perspectives. HPG also led the preparation of a workshop bringing together development and humanitarian perspectives on markets in crises for the Interaction Forum in Washington DC in June 2015, and has been asked to speak at a number of forums, including the annual ‘markets in crises’ workshop in April 2014 in New York.

Resilience and humanitarian action

Overview and main activities

Although the research project on resilience and humanitarian action ended before the start of this financial year, the topic continued to occupy HPG. A

Policy Brief published in July 2014, entitled *Political flag or conceptual umbrella?*, argued that much of the confusion the sector feels around resilience could be removed if ‘resilience’ was taken more seriously as a political imperative for aid efforts, and much less seriously as an analytical tool. A Working Paper – *Assessing resilience: why quantification misses the point* – argued against attempts to measure resilience, and the use of such metrics to assess the impact of interventions.

Uptake and impact

The paper on quantification has been widely discussed and has given an opportunity for many who felt by-passed by the very technical

arguments about quantification to feel that they have a stake and a role in deciding how the impact of their work should be monitored. HPG experimented with a different way of launching the paper, focusing on kicking off a discussion around it in an informal setting. Arguments and discussion continued for four hours, and feedback from the event has been extremely positive. HPG is exploring ways of taking such informal discussions outside London to reach a wider audience. Presentations have also been given in several forums on resilience, and HPG has been widely consulted by those looking for practical and meaningful ways forward for monitoring and learning. HPG is currently engaged in several multi-year projects centred on resilience, as detailed below.

Related commissioned work

Building resilience and managing risk in fragile and conflict-affected states: a thematic evaluation of DFID's multi-year approaches to humanitarian action

Overview and main activities

HPG is part of a team from VALID International conducting a four-year thematic evaluation of DFID's multi-year humanitarian funding. The rationale is that making a longer-term commitment to partners (UN and NGOs) enables them to engage with communities over a longer period, deliver aid more cost-effectively and address



A woman holds a child in Mogadishu, Somalia © UN Photo/Stuart Price

some of the more underlying causes of vulnerability. The evaluation team is accompanying projects and communities affected by crises over a long timeframe in Ethiopia, the Democratic Republic of Congo, Sudan and Pakistan to test how far these assumptions are realistic. A pilot of the interview approach was conducted in Ethiopia, and the first round of training and interviewing has been completed in North Kivu in DRC. The project will start to produce published results in 2015.

Building resilient communities in Somalia

Overview and main activities

HPG has continued to support the Building resilient communities in Somalia (BRCiS) programme as a learning partner for the Norwegian Refugee Council (NRC). During

the course of this year we helped consortium members to establish a baseline for the programme and supported the consortium in developing monitoring indicators. In June 2014, we facilitated an analysis workshop in Nairobi for consortium members. We also participated in a number of high-level events and panels in Nairobi and Addis Ababa organised by BRCiS and partners to discuss different resilience models and approaches to monitoring and evaluation.

High Level Panel on Humanitarian Cash Transfers

Overview and main activities

DFID has contracted ODI to convene a High Level Panel on Humanitarian Cash Transfers. The Panel is exploring the



A recipient of cash transfers in Malawi © Shareefa Choudhury/ DFID

implications of scaling up cash for the financing and delivery of assistance with respect to the roles and responsibilities of national actors, the private sector and international humanitarian organisations. Its intention is to solicit new ideas and approaches from a diverse range of actors, including the financial services and technology sectors and the wider development community.

The Panel will produce a final report in July 2015 outlining a series of recommendations for governments, humanitarian organisations and the private sector. Recommendations will be used to inform current and future humanitarian responses and a range of ongoing processes and actions, and will feed into discussions in the lead-up to the WHS.

Social protection

Overview and main activities

HPG has continued to support work by the Secure Livelihoods Research Consortium (SLRC). In Pakistan we provided advice, analysis and methodological support to SLRC's local partner, working closely with research teams on designing the research framework and methodology for this year's work streams on markets in crisis. We also worked with the team to publish a paper on people's perceptions of post-conflict livelihood interventions in the Swat valley, developed a guide to using livelihoods frameworks and produced an original training course for SLRC partners in Pakistan and Afghanistan. Opportunities to replicate the training elsewhere are currently being assessed.

Livelihood impacts of public works assets

Overview and main activities

This multi-disciplinary project, involving ODI's Water Policy and Social Protection programmes and HPG, is developing practical research approaches for assessing the livelihoods assets created through public works programming.

Field research was undertaken in Ethiopia and Kenya, and the research promises to deliver some striking conclusions regarding both the continued use of public works programming and the validity and practicality of commonly used research and evaluation methods. Country reports, a project report and various other presentations and work to promote the dissemination and uptake of the research will be produced during 2015.

Displacement, migration and urbanisation

This theme continues HPG's longstanding concern with displacement, particularly in protracted crises. Work under this theme assesses the changing dynamics of displacement, with a particular focus on urban displacement, and explores the factors that affect forced migration. Although no IP-funded work on this theme was planned for this year, we undertook two major pieces of commissioned work.

Commissioned work

Study on protracted displacement

Overview and main activities

This study, commissioned by DFID, set out to map and analyse evidence on the scale, typology and programmatic spend of protracted displacement globally; assess the impact of national policy frameworks, institutional arrangements and international assistance to improve self-reliance and livelihoods in situations of protracted displacement; and identify opportunities to promote people's livelihoods and self-reliance, pending durable solutions to displacement.

The objective of the study was to inform DFID's policy and practice, contribute to the work of other humanitarian and development actors and influence the wider policy debate on protracted displacement, including the work of the Solutions Alliance. The study, which was carried out in collaboration with the Internal Displacement Monitoring Centre (IDMC), included a comprehensive literature review as well as four desk-based country case studies (on Uganda, Jordan, Colombia and Sudan) and a policy



A Syrian refugee in El Akbiya, Lebanon © UNHCR/S. Baldwin

brief. The final report will be launched in mid-2015.

Urbanisation: horizon scanning for the Dutch Directorate-General for International Cooperation

Overview and main activities

This project, commissioned by the Directorate-General for International Cooperation (DGIS) of the Netherlands, brought together expertise and work on urbanisation from across ODI in order to look strategically at how urbanisation will shape the future for Dutch development priorities and wider policy and practice. The study assessed the opportunities

and challenges presented by urbanisation for six priority areas: water management, climate change and disaster risk reduction, sexual and reproductive health rights, food security, emergency aid and peace, security and conflict. It also provided an opportunity to highlight key trends and look at urbanisation's impact on cross-cutting themes such as politics, governance and marginalisation. The research highlighted important opportunities for partnerships and collaboration for the Dutch government around the key themes. The report was presented and discussed at a roundtable with representatives of the Dutch Ministry of Foreign Affairs in The Hague in May 2015.

Protracted crises and transitions

Many of today's key humanitarian contexts are lengthy protracted crises undergoing social, economic and political or security transitions, with significant implications for humanitarian action. Over the year, we saw consistent demand for our expertise on a wide range of protracted crises, including CAR, Iraq, Sudan, South Sudan, Syria and Yemen.

Iraq

Together with IRIN News, we released a Crisis Brief examining aid delivery in areas of Iraq controlled by Islamic State. The brief provided a snapshot of what aid was provided, where and by whom, as well as examining IS' attitudes towards aid and the impact of counter-terror measures on humanitarian negotiations with the group. Released in December 2014, the brief preceded the revelation that IS was rebranding World Food Programme (WFP) aid with its own emblem. The brief was widely cited in the ensuing news coverage as a unique source of information on aid provision in IS territory. HPG researchers were also featured in the media earlier in the year discussing aid in Iraq in response to aid drops to the Yazidis trapped on Mount Sinjar, with live appearances on BBC World News and Sky News.

Sudan/South Sudan

Throughout 2014–15 we continued our engagement on humanitarian issues in Sudan and South Sudan. As the crisis in South Sudan deepened, we delivered briefings and policy advice to key humanitarian organisations and groups such as the Global Protection Cluster. We convened a closed-door roundtable with the SLRC bringing together



Displaced people in north-west Yemen © Hugh Macleod/IRIN

South Sudanese speakers and South Sudan experts in the UK to reflect on the peace process and local institutions. We also provided conflict analysis and advice to ODI Fellows in South Sudan, as well as support and advice on South Kordofan and Blue Nile in Sudan for agencies and donors engaged in the region, including holding a high-level workshop with key stakeholders. We also continued our engagement with the UK

parliament's All-Party Parliamentary Group on Sudan and South Sudan.

Yemen

Over the last year we maintained regular engagement on the crisis in Yemen. *Humanitarian Exchange* featured articles from key humanitarian experts, complemented by HPG's first infographics, which have remained influential and widely disseminated with the recent upsurge in fighting.

We provided analysis on the political transition and peace process with a paper for the International Peace Institute looking at the UN's role in responding to the escalating conflict in the country. This was complemented by a range of public affairs work, beginning with op-eds and blogs in outlets including the Global Observatory and openDemocracy. Media appearances rounded out the year, with live interviews on Al Jazeera and Sky News and coverage in a range of European media outlets.

Related commissioned work

Evaluation of WFP's response to the Syria crisis

Overview and main activities

WFP's response to the Syria crisis is its largest-ever humanitarian operation, comprising more than a quarter of the organisation's workload in 2014. It is also among the largest-ever voucher-based humanitarian aid programmes,

injecting more than \$60 million each month into the economies of Lebanon, Jordan, Turkey, Iraq and Egypt. Given the size, complexity and strategic nature of this programme, HPG was asked to conduct the first-ever evaluation of WFP's support for Syrians within Syria and across the region. The evaluation, which began in mid-2014 and concluded in March 2015, included data collection in Rome, Geneva, Jordan, Lebanon and Turkey, as well as numerous remote interviews with stakeholders in Syria, Iraq and Egypt. It involved HPG and To Excel Consulting Associates, an Amman-based consulting firm specialising in evaluations.

The evaluation was asked to address key operational questions, including the appropriateness of WFP's response, the evidence base for its programme design, the operationalisation of humanitarian principles and longer-term or 'transitional' planning. Overall it found that WFP had performed well in establishing and rapidly scaling up a large number of market-based programmes to support Syrians, but also raised questions related to monitoring and evaluation methods, the encashment of WFP assistance and WFP's perceived impartiality in Syria. The report is directly contributing to modifications in WFP's response to the Syria crisis and to its emergency programming and cash and voucher interventions more broadly. The findings were disseminated widely within Syria and the region and discussed in great detail with senior WFP officials.

66

Much appreciated, useful in our internal thinking, precisely the type of input I had hoped for."

PETER LUNDBERG – Head of Humanitarian Aid, Sida, commenting on the Ukraine Crisis Brief

Evaluation of Dutch humanitarian assistance in South Sudan

Overview and main activities

In 2014, HPG was commissioned by the Policy and Operations Evaluation Department (IOB) of the Dutch Ministry of Foreign Affairs to evaluate Dutch humanitarian assistance in South Sudan as part of the Dutch government's evaluation of its humanitarian operations in 2009–2013. The study, which involved a field visit to South Sudan, focused on the South Sudan Common Humanitarian Fund (CHF), which received 85% of the Dutch humanitarian assistance budget between 2009 and 2012. Areas of inquiry included the efficiency and effectiveness of the CHF and the extent to which it helped to broaden participation in the CAP, complemented other funding mechanisms and encouraged coordination among donors.

Evaluation of Denmark's humanitarian strategy: Expert Panel

Overview and main activities

The Director of HPG was a member of the three-strong Expert Panel feeding into the Evaluation of the Strategy for Danish Humanitarian Action 2010–2015. The objective of the evaluation was to inform the design of Denmark's new humanitarian strategy after 2015. As a member of the Expert Panel, the Director of HPG provided feedback and advice to the evaluation team, ensuring that the evaluation was relevant to the future of Danish humanitarian assistance and to international humanitarian trends more broadly.

Influencing humanitarian practice

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

Overview and main activities

During the reporting period HPN continued to commission and publish work on key topics of critical interest and concern to the humanitarian community. In addition to publishing and launching three editions of *Humanitarian Exchange* magazine, two Network Papers and carrying out a pre-launch of the revised Good Practice Review 9 on Disaster Risk Reduction (DRR) at the World DRR Conference in Sendai, HPN continued its active networking role, moderating and participating in a large number of member agency events and steering groups.

Humanitarian Exchange

During the reporting period, HPN published editions of *Humanitarian Exchange* on the humanitarian situation in Yemen (HE 61), the crisis in the Central African Republic (HE 62) and the Typhoon Haiyan response (HE 63). HPN hosted public events at ODI to launch these publications, with some participants video-conferenced in from locations including Nairobi, Manila and Boston. High publication download figures, launch event attendance and Twitter

and media activity suggest that the themes and articles of all three editions were of great relevance and interest to members.

Network Papers

HPN published and launched two Network Papers during the reporting period: *Humanitarian capacity-building and collaboration: lessons from the Emergency Capacity Building Project* (NP 78) and *Counter-terrorism laws and regulations: what aid agencies need to know* (NP 79). Both public events at which these papers were launched were well-attended and the audiences reacted very positively to the interactive exercises included in the NP 78 event.

Good Practice Reviews

Resilience, climate change and DRR are all topical issues which cut across the humanitarian–development divide. One of HPN's most popular and well-regarded resources is Good Practice Review 9 on DRR, first published in 2004. During the reporting period work continued on the revised edition, which is scheduled for publication in 2015. HPN organised a pre-launch panel discussion at the public forum of the Third UN World Conference

on Disaster Risk Reduction in Sendai, Japan, in mid-March 2015. Extensive networking during the conference attracted many new members to HPN and HPG.

Networking

Networking remains an important part of HPN's work. In addition to chairing a number of HPN and HPG public events and roundtables, the HPN Coordinator moderated and participated in a large number of external events during the reporting period, including chairing a public event to launch the second edition of the Livestock Emergency Guidelines (LEGS); facilitating a day-long meeting in London between board members of the Humanitarian Accountability Partnership (HAP), Sphere and People in Aid to agree on the final text of the Core Humanitarian Standard; moderating a two-day closed roundtable in Nairobi on operational and policy challenges associated with the UNMISS Protection of Civilian sites in South Sudan; and leading the Secretariat supporting the DFID-funded High Level Panel on Humanitarian Cash Transfers. Invitations to present on GPR 8 (Operational security management) and GPR 9 (DRR)

at meetings in Istanbul organised by OCHA and the Istanbul Policy Centre in April 2014 and March 2015, respectively, facilitated new connections and attracted new members.

The Coordinator also serves as the HPG representative to ALNAP and is an active member of the steering groups of Enhancing Learning and Research for Humanitarian Assistance (ELRHA), the Livestock Emergency Guidelines (LEGS), the International Humanitarian Studies Association (on behalf of HPG) and the Research on Food Assistance for Nutritional Impact (REFANI) project, attending meetings and providing support and guidance. The Coordinator's support has also been sought on initiatives including the Sphere network's evolving strategy and the proposed global network of southern-based actors.

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

Uptake and impact

Building on the interest and momentum generated by Network Paper 77 and HE 60, both of which focused on gender-based violence in emergencies, HPN worked with a small group of interested NGOs and UK government representatives from the Prevention of Sexual Violence Initiative to organise a high-level roundtable in May at ODI on sexual violence against men and boys. Attendees included a representative from the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict,

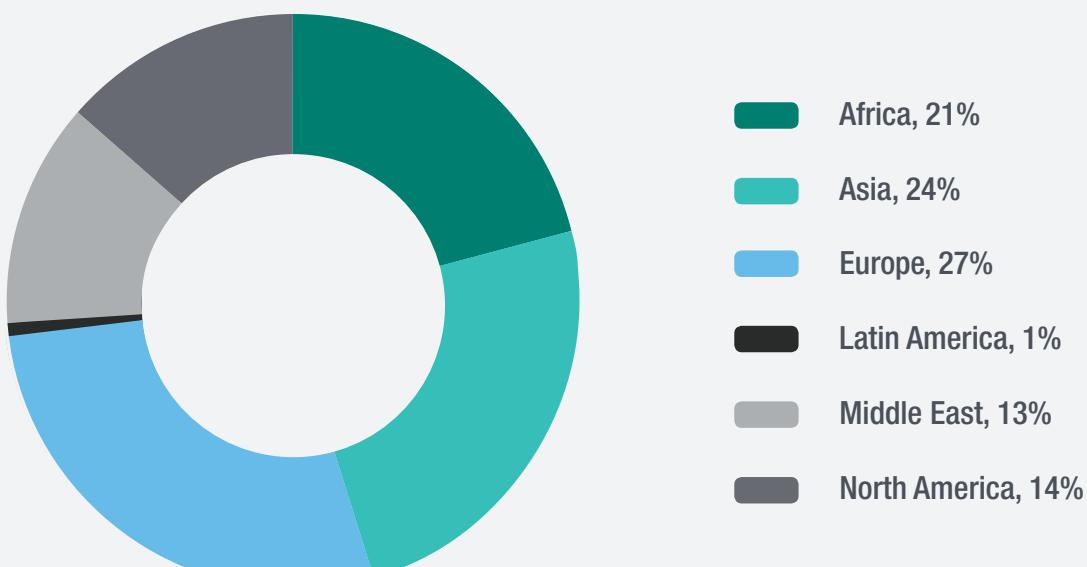
‘‘

I just wanted to thank you and your team for producing such an excellent issue on CAR last month. I also found the event on protection of civilians to be excellent.”

KATHERINE HAVER –
Humanitarian Outcomes

donor representatives, prominent academics and practitioners, staff of the Refugee Law Project and Congolese and Ugandan survivors of violence, who gave powerful testimony via video-conference from Uganda. The discussion fed directly into the June 2014 Global Summit to End Sexual Violence in Conflict.

Distribution of HPN hard copy members by region, March 2015



Downloads of HE 61, on Yemen, which received significant media attention when launched last year, continue to increase with the recent escalation in the crisis and corresponding humanitarian needs. HE 62 on CAR, and the launch event which focused on protection of civilians, were also highly regarded.

HPN membership

Network membership increased in 2014–15 by 4.5%, from 8,117 to 8,481. This growth was mainly among email-only subscribers, who increased from 7,458 to 7,832. The number of subscribers who receive hard copies of *Humanitarian Exchange* increased by 2% to 2,371. The geographical distribution of new HPN subscribers during the reporting period was evenly spread across regions.

The number of visits to the HPN website grew from 209,462 in 2013–14 to 248,529 in 2014–15, an increase of 19%. The number of unique visitors increased by 21% to 191,988, from 159,204 the previous year. The most downloaded publication in 2014–15 was Network Paper 77 on gender-based violence in emergencies, which was accessed over 8,000 times. This is impressive given that the paper was only published in February 2014. HE 60 on gender-based violence, which was published and launched at the same time, was the fourth most downloaded HPN publication this year. The second most popular download (over 7,300) was the revised Good Practice Review 8, *Operational security management in violent environments*. Published in 2010, GPR 8 is consistently one of HPN's most popular publications.

Top downloads

Publication		Publication date	Downloads
Network Paper 77	Preventing and responding to gender-based violence in humanitarian crises	February 2014	8,082
Good Practice Review 8	Operational security management in violent environments	December 2010	7,318
Good Practice Review 3	General food distribution in emergencies: from nutritional needs to political priorities	December 1995	3,186
Humanitarian Exchange 60	Gender-based violence in emergencies	February 2014	2,990
Network Paper 79	Counter-terrorism laws and regulations: what aid agencies need to know	November 2014	2,854
Good Practice Review 9	Disaster Risk Reduction: mitigation and preparedness in development and emergency programming	March 2004	2,637
Good Practice Review 7	The evaluation of humanitarian assistance programmes in complex emergencies	September 1998	2,636
Humanitarian Exchange 61	The humanitarian situation in Yemen	May 2014	2,632
Network Paper 76	Knowledge is power: unlocking the potential for science and technology to enhance community resilience through knowledge exchange	January 2014	2,360
Good Practice Review 11	Cash transfer programming in emergencies	June 2011	2,319

Engagement with the academic community continues to form a core component of HPG's work, with activities ranging from collaborating with academic institutions to deliver courses on conflict and humanitarian response to editing and managing a leading academic journal.

Integrated Programme funded/part-funded projects

Disasters

Disasters is a major quarterly journal covering all aspects of disaster studies, policy and management. It provides a forum for academics, policymakers and practitioners to publish high-quality research and practice related to natural catastrophes, anthropogenic disasters and complex political emergencies. The journal promotes the exchange of ideas and experience, combining field perspectives and case study articles with scholarly analysis. The journal is edited by Dr. Sara Pantuliano, Professor John Twigg and Professor Helen Young, and is published in association with Wiley-Blackwell. With a wide online user base, journal articles saw more than 130,000 downloads over the year.

Disasters continues to receive a large number of new manuscript submissions – 286 articles were received in 2014. Subscription numbers also remain high. In 2014, 3,904 institutions purchased access to the latest content, an increase of 3.2% on the previous year. The number of individuals

receiving *Disasters* content email updates increased by 5.3% in 2014 to 1,320, whilst the number of individual articles downloaded in 2014 grew by 1%, to 131,654. As in previous years climate change and disasters continue to figure prominently in the journal's most popular articles. The most downloaded article in the year was 'Disaster risk, climate change and international development: scope for, and challenges to, integration', by Lisa Schipper and Mark Pelling, which was accessed 2,070 times. The third and fourth most accessed articles also related to this topic. Of the articles published during the reporting period, the most downloaded was Naomi Pendle's timely paper 'Interrupting the balance: reconsidering the complexities of conflict in South Sudan', which was accessed 903 times.

In addition to the regular quarterly editions, the journal published three supplementary issues bringing together new articles on the 2010 Haiti earthquake, the 2011 Japan earthquake and tsunami and disaster resilience. Three 'virtual' issues were published online to inform debates surrounding the West Africa Ebola epidemic, the tenth anniversary of the Indian

Ocean earthquake and tsunami and the Sendai conference on DRR.

Advanced Course on Conflict, Crisis and Transitions

The Advanced Course on Conflict, Crisis and Transitions aims to facilitate learning and guided reflection on issues around the transition from conflict to stability and peace. Previously run in partnership with the Post-war Reconstruction and Development Unit (PRDU) at the University of York, from 2015 the course will be held in London in collaboration with LSE.

The course brings together mid-career and senior professionals for one week each summer, providing them with the opportunity to engage in a participatory learning process that combines lectures with small group discussions and exercises. This year saw the fifth successful edition of the course, attracting participants with extensive humanitarian experience in countries including Ethiopia, Lebanon, the Philippines, South Africa and Yemen. Organisations represented on the course included Care International, the British Red



Participants at the Advanced Course on Conflict, Crisis and Transitions, 2014 © HPG

Cross, the UN Food and Agriculture Organisation, DFID and The Border Consortium. Guest speakers included Dr Luka Biong Deng (a former Minister in the Office of the President of South Sudan and currently the Director of the Centre for Peace and Development Studies at the University of Juba, South Sudan), Francesc Vendrell, CMG (former Head of the UN Special Mission to Afghanistan) and Rae McGrath (Mission Director, Mercy Corps).

International Conference on Emergency Management, Beijing

In September 2014, HPG participated in the annual International Conference on Emergency Management in Beijing organised by the National Institute of Emergency Management at the Chinese Academy of Governance (NIEM-CAG). The

conference provided a platform for discussions on disaster management between Chinese government officials, civil society actors, foreign governments and international organisations. HPG co-organised an additional session of the conference with CAG on ‘Humanitarian leadership’, focused on senior leaders from several Chinese provinces. The session provided an overview of the international humanitarian architecture, stimulating discussion around China’s role in the global humanitarian system. HPG also delivered a lecture on the same topic at Tsinghua University the next day. The session included a presentation by guest speaker Dominico Petilla, the provincial governor of Leyte in the Philippines, who shared the lessons of Typhoon Haiyan for the Philippines’ disaster management structure. The session generated a lively exchange on relevant lessons

An excellent course with very interesting speakers and well-balanced content.”

BENEDIKT HUERZELER –
Deputy Director of Cooperation, Swiss Cooperation Office Pakistan, Embassy of Switzerland

for China’s disaster response system, and further consolidated HPG’s partnership with CAG. Additionally, HPG and Tsinghua University co-organised a separate launch of an HPG Working Paper on Chinese humanitarian history.

Masters in International Humanitarian Assistance

The Masters in International Humanitarian Assistance (MIHA) was designed as an online postgraduate programme in international humanitarian affairs, run by the PRDU at the University of York. HPG collaborated with the PRDU from the outset of the programme to ensure the inclusion of the latest policy and practice debates within the teaching material, and taught modules on humanitarian policy and practice issues. HPG’s involvement in the MIHA ended in February 2015.

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

Media work

HPG garnered 897 pieces of media coverage over the year, a 350% increase on the previous year. Our research appeared in major news organisations including BBC World News, Al Jazeera, the *New York Times*, France 24, CNBC Arabia, VICE news and the *Financial Times*, as well as humanitarian- and development-focused outlets such as IRIN News, Devex and Guardian Global Development and regional and national media, including CNBC Africa, the *Bangkok Post*, the *Yemen Times*, the *Daily Nation*, the *Jordan Times* and the *Malaysian Digest*. Our research findings sparked in-depth media coverage of key issues of concern for the humanitarian sector, including counter-terror legislation, the role of the diaspora in responding to the Syria conflict and private sector engagement. We helped shape the debate on critical humanitarian events such as the civil war in Yemen, the conflict in Syria, the rise of IS and the World Humanitarian Summit.

We are also supporting the humanitarian news agency IRIN in its transition to an independent, non-UN entity, transferring institutional experience, policies and organisational processes with a view to maintaining IRIN's place as a key global source of information on humanitarian issues.

Convening debates

Our convening power has continued to grow. In the last year we held 41 public events, roundtables, webinars and conferences in 11 countries, including Jordan, Colombia, Ethiopia, Thailand and China. Public events have continued to grow in reach, with over 1,800 people registering to attend events in person and nearly 3,000 registering to watch online. Events featured

HPG on the Indian Ocean Tsunami and the Haiti earthquake

26 December 2014 marked the tenth anniversary of the Indian Ocean Tsunami. We took this opportunity to reflect on the crisis and highlight the need to improve how responses can help communities recover. Our researchers on the ground in Aceh marked the anniversary at numerous commemoration events. They appeared in TV and broadcast coverage of the anniversary, as well as scores of print and web articles totalling 298 pieces of media coverage. Coverage was wide-reaching and international, from major global outlets including BBC News, Sky News and AFP to regional and national press including the *New Straits Times*, the *Latin American Herald Tribune* and Yahoo Philippines.

In January 2015, we held a webinar with ALNAP marking both the tsunami anniversary and the fifth anniversary of the Haiti earthquake to draw out lessons from the two response efforts. The webinar was extremely popular, with over 400 people registered to participate from around the world.

leading humanitarian experts and public figures. Reflecting our drive to deepen understanding of 'non-traditional' humanitarian players, our Third Annual Lecture in December was delivered by Alexander Alimov, the Deputy Director of the Department of International Organisations in the Russian Ministry of Foreign Affairs. With great wit and candour, Alimov shared his insights on Russian aid and the

HPG's communications in 2014–15

We're stepping up our work on communications to ensure our research informs key public and policy debates

22

blogs, op-eds, articles and photo essays

Our events are reaching people all around the world

Over the last year we held **41** public events, roundtables and conferences in **11 countries** across 5 continents

With **1,805** people registering to attend public events in person



And **2,921** people registering to watch events online

60

external speaking engagements delivered by researchers in **15 countries**

6,100

people reached on our Facebook page



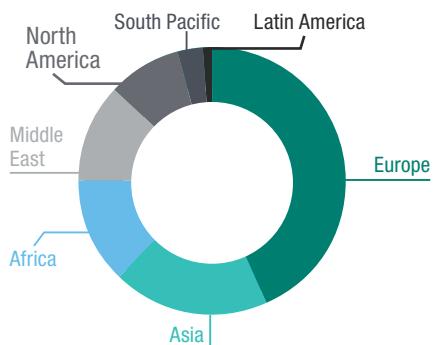
897

media hits, mentions, articles and interviews in hundreds of international and national media outlets

We're helping to tell complex stories through infographics on social media and in our research reports



More and more new members are based in crisis-affected regions



4,000+

Twitter followers that we engage with daily



The most popular reports to come out in 2014–15

- 1** Aid and the Islamic State
- 2** Negotiating perceptions: Al-Shabaab and Taliban views of aid agencies
- 3** Humanitarian crises, emergency preparedness and response: the role of business and the private sector
- 4** Assessing resilience: why quantification misses the point
- 5** Remaking the case for linking relief, rehabilitation and development

Follow us online at **@hpg_odi** for regular updates

challenges of gaining acceptance on the global stage as a non-OECD donor. We also held a number of landmark conferences, notably the conference of regional organisations in Dubai in February 2015 and the conferences on humanitarian history in Latin America and Africa.

Policy advice and representation

Alongside our body of research we have continued to shape and influence humanitarian debates through targeted policy advice to aid organisations, donor agencies, government bodies, regional organisations and international institutions. Topics included resilience, the changing humanitarian landscape, protection of civilians and counter-terror legislation and the crises in Ukraine, Syria and South Sudan.

We have produced bespoke pieces of work, given informal briefings and delivered formal presentations at external events – over the year

HPG researchers have spoken at or facilitated 60 external events in 15 countries.

HPG has also supported the UK parliament's International Development Committee inquiry into the UK's development work in Syria and the Occupied Palestinian Territory (OPT), attending evidence sessions and providing advice throughout the process on the two contexts, the humanitarian response and other relevant issues. We also provided feedback and clarifications during the drafting of the final reports.

HPG researchers also served on a number of advisory boards and steering groups, including the ICRC Advisory Group for Protection Standards, the steering group of the Urban Humanitarian Crises Learning Consortium, and the advisory boards of the United Nations Association – UK (UNA-UK), the Refugee Studies Centre at Oxford University and the Humanitarian Innovation Fund (HIF).

“

You have substantially supported a strategy process that is very important to us. Your analysis and your ideas were enriching.”

AMBASSADOR CLAUDE WILD – Head, Human Security Division, Swiss Federal Department of Foreign Affairs

Publications

Reports and Working Papers

Supporting resilience in difficult places

HPG Commissioned Report. Simon Levine and Irina Mosel, March 2014

Remaking the case for linking relief, rehabilitation and development: how LRRD can become a practically useful concept for assistance in difficult places

HPG Commissioned Report. Irina Mosel and Simon Levine, April 2014

From the Spanish civil war to Afghanistan: historical and contemporary reflections on humanitarian engagement with non-state armed groups

HPG Working Paper. Ashley Jackson and Eleanor Davey, May 2014

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Addressing protection needs in Syria: overlooked, difficult, impossible?

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HPG Policy Brief 63. Veronique Barbelet, March 2015

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Towards a resilience-based response to the Syrian refugee crisis

ODI Report. Sarah Bailey and Veronique Barbelet, May 2014

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Global Policy Journal. Steven A. Zyck, June 2014

How to study livelihoods: bringing a sustainable livelihoods framework to life

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Disasters journal issues

Vol. 38, iss. 2

Disasters Journal, April 2014

Vol. 38, supplement s1

Disasters Special Issue: The 2010 Haiti Earthquake, April 2014

Vol. 38, iss. 3

Disasters Journal, July 2014

Vol. 38, supplement s2

Disasters Special Issue: The 2011 Great East Japan Earthquake, July 2014

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Disasters Journal, January 2015

Vol. 39, supplement s1

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Sendai 2015: a decade of DRR and the Hyogo Framework for Action

Disasters Virtual Issue, March 2015

Blogs, op-eds and multimedia

Twenty years on: the Rwandan genocide and the evaluation of the humanitarian response

HPN Blog. John Borton, April 2014

Aid agencies need to re-evaluate in Rakhine state

Bangkok Post. Lilianne Fan, April 2014

Using private sector know-how to improve humanitarian fundraising

ODI Blog. Steven A. Zyck, April 2014

David Miliband's aid goals ignore evolution of humanitarian industry

The Guardian. Sara Pantuliano, June 2014

Meet Lam Tungwar, refugee, former child soldier and political activist

Reuters. Veronique Barbelet, June 2014

Male gender-based violence: a silent crisis

ODI Blog. Veronique Barbelet, June 2014

How to support resilience in 10 not-so-easy steps

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When disaster hits, does it matter if a business profits amid the poverty?

The Guardian. Steven A. Zyck, July 2014

Private sector – doing good and making a profit

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Humanitarians are paying the price for political inaction

Reuters. Sara Pantuliano, August 2014

After chemical attack Syria loses our attention

ODI Blog. Eva Svoboda, August 2014

Pakistan's democracy on the rocks

openDemocracy. Steven A. Zyck and Maryam Mohsin, September 2014

Central African Republic: let's keep people safe, not push for elections

ODI Blog. Veronique Barbelet, October 2014

Photo essay: Mali's road to recovery

New Internationalist. Irina Mosel, October 2014

When aid goes wrong: a lesson from Pakistan on why we can't ignore markets

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Did the 2004 tsunami change emergency aid forever?

Development Progress. Simon Levine, December 2014

As the UN launches its biggest ever humanitarian appeal, here are five things the numbers tell us

ODI blog. Hanna B. Krebs and Steven A. Zyck, December 2014.

Aceh's unfinished recovery

IRIN. Lilianne Fan, December 2014

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The humanitarian situation in Yemen

Humanitarian Exchange 61, May 2014

The crisis in the Central African Republic

Humanitarian Exchange 62, September 2014

The Typhoon Haiyan Response

Humanitarian Exchange 63, January 2015

Network Papers

Humanitarian capacity-building and collaboration: lessons from the Emergency Capacity Building Project

Network Paper 78, June 2014

Counter-terrorism laws and regulations: what aid agencies need to know

Network Paper 79, November 2014

Income and expenditure

Study Number	Project	Budget GBP	Revised budget by year (As per interim report sent May 2014)		Actuals (Financial year 2013/2014 and 2014/2015) GBP		
		IP 13-15 Revised budget (As per interim report sent May 2014)	Financial year 2013/2014	Financial year 2014/2015	Final IP income spent up to 31/3/2014	Final IP income spent up to 31/3/2015	Carry forward to 2015/2016
CD000020	Zones of engagement	364,105	159,200	204,905	142,493	133,983	
D0403	History of modern humanitarian action	337,961	142,702	195,259	99,729	148,470	
CD000021	Markets in crises and transitions	342,349	123,234	219,115	110,130	170,010	
CD000022	Protection of civilians	362,993	175,795	187,198	175,054	135,020	
CD000023	The changing humanitarian landscape: reflection and synthesis	69,650	12,240	57,410	12,240	40,244	
CD000028	Humanitarian Practice Network (HPN)	440,592	203,550	237,042	210,683	200,535	
CD000024	Policy advice and engagement	237,946	93,556	144,390	94,716	86,522	
CD000025	Public affairs and representation*	267,924	123,481	144,443	123,416	121,372	
CD000027	Advanced Course on Crisis, Recovery and Transitions, Beijing 2013	41,926	16,926		26,807	—	
CD000030	International Conference on Emergency Management, Beijing 2014			25,000		18,395	
CD000019	Advanced Course on Conflict, Recovery and Transitions, York 2013	67,728	32,728		21,443	—	
CD000029	Advanced Course on Conflict, Recovery and Transitions, York 2014			35,000		15,734	
CD000026	Reprinting	5,000	2,000	3,000	314	1,677	
D0347OS	Disasters	10,000	—	10,000	—	—	
D0400	Resilience and humanitarian action		35,415		35,415		
D0401	Strengthening humanitarian negotiation		33,053		33,053		
D0402	Civil–military coordination		37,275		37,275		
D0403	History of modern humanitarian action		39,246		39,246		
D0337	Food security and livelihoods in protracted crises		9,155		9,155		
D0000	Income in advance/Carry Forward		112,968				157,911
TOTAL		£2,548,174	£1,352,525	£1,462,762	£1,171,169	£1,071,962	£157,911

* This budget line allow us to meet donors at headquarters to discuss the substance of the Integrated Programme and to carry out collaborative activities with their partners. The budget line is also used to meet the costs of our annual Advisory Group meeting.

IP grants

Project number	Project detail	Funder	Income in advance for 2014/2015 (carry forward from 2013/2014)	Grants received in the year 2014/2015	Income in advance for 2015/2016
D0000	IP income	Australian Department of Foreign Affairs and Trade		137,757	
		British Red Cross		10,000	5,000
		Canadian Department of Foreign Affairs Trade and Development		110,803	48,547
		International Rescue Committee UK		1,000	
		Irish Aid		98,247	
		The Ministry of Foreign Affairs Denmark	114,670		
		The Ministry of Foreign Affairs Netherlands		100,000	
		The Ministry of Foreign Affairs Norway	66,953	145,969	
		OXFAM		15,000	
		Swedish International Development Cooperation Agency		155,699	104,364
		Swiss Federal Department of Foreign Affairs		98,451	
		United States Office of Foreign Disaster Assistance		168,683	
		World Vision International		6,642	
TOTAL			£181,623	£1,048,251	£157,911

HPG Advisory Group members

March 2015

AG member	Organisation	Position
John Mitchell	ALNAP	Director
Natasha Smith	Australian Department of Foreign Affairs and Trade	Assistant Secretary, Humanitarian Response Branch
Sorcha O'Callaghan	British Red Cross Society	Head of Humanitarian Policy
Leslie Norton	Canadian Department of Foreign Affairs, Development and Trade	Director General, International Humanitarian Assistance Directorate
Dennis McNamara	Centre for Humanitarian Dialogue	Senior Humanitarian Adviser
Thomas Thomsen	Danish Ministry of Foreign	Chief Advisor, Humanitarian Section
Nicolas Lamadé	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Senior Manager, Security, Reconstruction and Peace
Winke van der Els	Dutch Ministry of Foreign Affairs	Policy Advisor
Henrike Trautmann	European Commission Humanitarian Aid Office (ECHO)	Head of Unit, Humanitarian Aid and Civil Protection
Luca Alinovi	Food and Agriculture Organisation (FAO)	Representative to Kenya
Hany El-Banna	Humanitarian Forum	President
Margie Buchanan-Smith	Independent Consultant	Independent Consultant
Linda Poteat	Independent Consultant	Independent Consultant
Pascal Daudin	International Committee of the Red Cross (ICRC)	Head of Policy Unit
Lisa Doherty	Irish Aid	Deputy Director, Humanitarian Unit
Jehangir Malik	Islamic Relief UK	Director
Randolph Kent	King's College London	Visiting Senior Research Fellow, King's Policy Institute
Myeonjoa Kim/Gina Hong (alternate years)	Korea International Cooperation Agency (KOICA) / South Korea Ministry of Foreign Affairs	Humanitarian Assistance Specialist (Emergency relief and DRR) / Second Secretary
Vicki Hawkins	MSF UK	Executive Director
Øystein Lyngroth	Norwegian Ministry of Foreign Affairs	Senior Advisor, Humanitarian Affairs Section
Kébé Abdullah	Organisation of Islamic Cooperation	Professional Humanitarian Officer
Kevin Watkins	Overseas Development Institute (ODI)	Executive Director
Jane Cocking	Oxfam GB	Humanitarian Director
Peter Lundberg	Swedish International Development Cooperation Agency (SIDA)	Head, Humanitarian Assistance Unit
Adriank Junker	Swiss Federal Department of Foreign Affairs	Head of Section, Humanitarian Policy and Migration, Directorate of Political Affairs, Human Security Division
Sultan Barakat	The Brookings Institution	Senior Fellow
Helen Young/Dan Maxwell (alternate years)	Tufts University	Research Director for Nutrition and Livelihoods / Research Director for Food Security and Complex Emergencies
Joanna Macrae	United Kingdom Department for International Development	Head, Humanitarian Policy Team and Humanitarian Evidence & Innovation Programme
Ewen Macleod	United Nations High Commissioner for Refugees (UNHCR)	Head, Policy Development & Evaluation Service
Hansjoerg Strohmeyer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Chief, Policy Development and Studies Branch
Miwa Hirano	University of Nottingham	Research Fellow, China Policy Institute
Roger Zetter	University of Oxford	Emeritus Professor of Refugee Studies
Mia Beers	US Agency for International Development (USAID)	Director, OFDA Humanitarian Policy and Global Engagement Division
Zlatan Milisic	World Food Programme (WFP)	Deputy Director, Policy and Innovation Division

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