

# Summary

## Integrated Programme proposal 2011–13

This summary report presents the key points of the Humanitarian Policy Group (HPG)'s tenth Integrated Programme (IP) of work. The projects outlined here are proposed as the core of HPG's research work over the next two years, combining policy-related research, publications, public events and direct engagement with a wide variety of stakeholders in several countries. The projects are selected on the basis of their significance and timeliness in policy terms, and the comparative advantage of HPG/ODI in addressing the issues involved. In all of its work, HPG is concerned with informing and inspiring principled humanitarian policy and practice and enhancing the effectiveness of humanitarian action.

As of this year, HPG has reoriented its research strategy under a single programme. These changes are designed to give greater coherence to our work. The IP cycle remains biannual, though a mid-term update and supplement (including revised budgets) will be provided in the spring of 2012. Changes to existing projects or new projects may also be proposed.

For the 2011–13 IP, HPG proposes to focus on specific issues of particular current significance to the sector, and which reflect the expertise within the team. The proposed research builds on horizon scanning exercises carried out with the HPG Advisory Group, two internal research retreats and iterative consultation with AG members and other stakeholders. The new research agenda builds on work initiated under the IP 2009–11 as well as adding new strands of analysis:

- Resilience and humanitarian action.
- Strengthening humanitarian negotiation and access.
- Civil–military coordination: the search for common ground.
- Moving forward? Assessing change in the humanitarian sector.

These four projects will be accompanied by ongoing research originating from the last IP, as well as from multi-year commissioned studies. This includes a three-year project on urban displacement, set to end in early 2012, ongoing work on drought resilience in the Horn of Africa, a consortium study on climate change adaptation and Disaster Risk Reduction and a new, multi-year consortium project on secure livelihoods in fragile states.

### Resilience and humanitarian action

This project responds to the need to understand better the impact of humanitarian action on people's resilience to crisis. HPG's own research on many issues – urban displacement, drought in pastoral areas, the linkages between protection and livelihoods, local institutions and livelihoods, livelihoods in protracted crises, land rights in humanitarian crises and others – have all thrown up issues of resilience in different contexts and in various forms. Humanitarian action can potentially support resilience, but it may also undermine it. This project will build on findings emerging from these different strands of research to focus specifically on how the impact of humanitarian action on resilience is being considered by external actors and governments, and whether there are practical tools that would enable humanitarian action either to support resilience (before, during and after crises) or, at the very least, not weaken it.

**Budgets: £154,880 in 2011/12 and £195,378 in 2012/13**

### Strengthening humanitarian negotiation and access

A major new action research project is proposed to support strengthened humanitarian negotiation and strategies of principled action and access in the most challenging environments. The project draws on a wide

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range of previous and current work by HPG, including humanitarian principles in practice, the political economy of conflict, the structure and governance of the international humanitarian system, the role of local institutions and non-system actors in humanitarian response, risk and security management and trends affecting 'humanitarian space'.

The purpose of the project is to work directly with humanitarian actors at country level to facilitate debate and develop concrete learning around humanitarian negotiation and the challenges of engaging in a principled and strategic manner with all important stakeholders in a particular context. The project seeks to understand and address restrictions and hindrances affecting these strategies, including obstacles to effective engagement with state and non-state actors. It aims to develop and enhance practical approaches to ensure that populations are better able to access assistance and protection.

**Budgets: £176,543 in 2011/12 and £166,618 in 2012/2013**

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

New research is proposed on military engagement in humanitarian action, and current challenges to civil–military coordination. Despite increasing involvement in the same contexts, humanitarian and military actors have failed to reach a common understanding of the role that each plays and the challenges they face. Nor, critically, have they arrived at a shared understanding of the needs of affected populations and how these needs can or should be addressed. Building on previous HPG work on civil–military relations, this project seeks to consider recent global political, climactic and other developments, how these impact on civil–military coordination, and how to strengthen interaction between humanitarian and military actors in crisis contexts. Involving both military and humanitarian actors, this project will aim to generate an informed policy debate on the relationship between humanitarian action and the military in crises, and facilitate more effective interaction at policy, strategic and operational levels.

**Budgets: £136,583 in 2011/12 and £153,130 in 2012/13**

### Moving forward? Assessing change in the humanitarian sector

The fourth project will seek to investigate the apparent contradiction between progress in the humanitarian sector and continuing difficulties in responding to many of the world's humanitarian

emergencies. Evaluations and research studies emphasise the same lessons of coordination, partnership, assessment and leadership time and again. This begs the question why the humanitarian sector is so resistant to learning the lessons of past mistakes (or indeed, for that matter, past successes). This research project will aim to identify factors of change in the humanitarian sector since the end of the Second World War. Assessing and understanding these factors is central if the humanitarian sector is to deal with ongoing and future challenges. The aim is not to duplicate existing work, or to explore new or emerging themes; rather, the intention is to investigate the factors that enable and constrain progress in the humanitarian sector, and what this can tell us about dealing with the major challenges affecting the sector today.

**Budgets: £128,918 in 2011/12 and £136,048 in 2012/13**

### Non-research projects

As in previous years, the non-research dimensions of the programme are crucial to the overall strategy of HPG. The **Humanitarian Practice Network (HPN)** represents our most important link with practitioners, and is widely recognised as an invaluable asset for the sector as a whole. HPN's publications form the heart of its output and provide a unique opportunity for practitioners to reflect on and share their experience and expertise. Increasingly, network members are accessing these and other materials (including an Online Exchange forum) through the dedicated HPN website, which also contains the entire HPN back-catalogue. In addition, HPN continues to convene events in London and elsewhere.

Limited funds are requested in this IP for support to the management of *Disasters*, the leading academic peer-reviewed journal in the humanitarian sector. A modest amount is also being requested to support the second **Advanced Course on Conflict, Crisis and Transitions**, in partnership with the Post-War Reconstruction and Development Unit (PRDU) at the University of York. Building on the success of the first course in York last year, HPG will explore the feasibility of organising additional courses in Amman and/or Manila or Bangkok, in order to extend the reach of the course and help strengthen Southern engagement. To this end, HPG is seeking bursaries for developing country participants.

Funding is also being sought to organise a **conference on urbanisation and humanitarian action**. The conference will provide a forum for policy-makers, academics and practitioners to share their experiences and lessons learnt regarding responding to displaced populations living in urban

areas, and for HPG to share preliminary findings from our ongoing research on urban displacement.

### Strategic communications and public affairs

HPG's new strategy is centred on increasing its engagement with policy-makers and practitioners through active partnerships in the research process and extensive public affairs engagement in both donor and crisis countries. The intention is to reduce the number of projects and reports we produce in order to put more emphasis on promoting debates amongst policy-makers and practitioners on the learning from our research and on other key issues in the sector. To this end, we are seeking funds to cover costs relating to convening meetings, roundtables and larger public events in key donor and crisis capitals, and covering the participation of HPG staff members in events where they may be asked to speak. Funds

will also allow rapid engagement with topical or emerging issues as they arise through the year, and the production of briefings.

Communications is central to our work. It is fundamental to influencing humanitarian policy and practice and is vital to the effort to stimulate dialogue and debate within the sector. By designing tailored communications strategies for each project, we aim to ensure that research findings reach our key stakeholders in accessible and useable formats; that we are targeting the right stakeholders; and that we are using a variety of opportunities and strategies to influence their policy and practice to positive effect. Engagement with the media is key to influencing public opinion and key stakeholders. HPG's engagement with the international media will be strengthened through close interaction with a network of journalists, who receive regular briefings on the findings of our work, and through close links with Reuters Alertnet and IRIN.

### Note on the Integrated Programme (IP) process

The work proposals presented here and in the full IP document derive from a preliminary draft presented to HPG's Advisory Group in August 2010. Based on their feedback and on further reflection, the projects presented here for funding have been prioritised and further developed as a coherent programme of work. The Advisory Group comprises representatives of HPG's main governmental and other donors and senior policy staff and managers from UN agencies, the Red Cross Movement, NGOs, academics and others.

The IP document provides the basis for dialogue with potential donors and partners around the proposed work programme and specific projects within it. Most of the funding for the IP is unrestricted and is increasingly given on a multi-year

basis. Sometimes donors prefer to earmark their contributions (or part of them) to specific projects. In all cases, we are happy to discuss areas of particular interest with our donors, areas of potential collaboration and ways of presenting, disseminating and discussing the results of our work.

Once funding has been secured and a decision taken to proceed with a particular project, the narratives presented here are elaborated into more detailed research frameworks, methodologies and work plans. The budgets remain essentially as given here, allowing for some reallocation between lines in a given budget, and are reported on as such. The individual IP projects and their outputs are subject to internal and external peer review.

**HPG Integrated Programme: budget summary**

	2011/12	2012/13
<b>Research projects</b>		
Resilience and humanitarian action	£154,880	£195,378
Humanitarian diplomacy	£175,543	£166,618
Civil–military relations: The search for common ground	£136,583	£153,130
Moving forward? Assessing learning and change in the humanitarian sector	£128,918	£136,048
<b>subtotals</b>	<b>£596,923</b>	<b>£651,173</b>
<b>Non-research projects</b>		
Humanitarian Practice Network	£233,182	£233,000
Rapid response and public affairs	£81,729	£82,000
Summer school	£30,000	£30,000
Reprinting and representation	£15,730	£16,000
Disasters	£10,000	£10,000
Urbanisation conference	£38,723	£0
<b>subtotals</b>	<b>£410,800</b>	<b>£382,000</b>
<b>TOTAL IP</b>	<b>£1,007,723</b>	<b>£1,033,173</b>

## The Humanitarian Policy Group

The Humanitarian Policy Group (HPG) is one of the world’s leading teams of independent policy researchers and communications professionals dedicated to improving humanitarian policy and practice in response to conflict, instability and disasters. HPG combines high-quality policy analysis with a capacity to act as a neutral forum for dialogue and debate.

The overall aim of HPG is to inspire and inform effective and principled humanitarian action. Its objectives are to:

- inform understanding and realisation of the distinctive purposes, legal frameworks and principles of humanitarian action;
- inform international debates regarding the organisation, financing and management of humanitarian action; and
- enhance the effectiveness of humanitarian action by identifying the strategies most likely to reduce loss of life and suffering.

HPG’s work is built around five complementary functions:

- A programme of policy research.
- A capacity to undertake commissioned studies and evaluations.
- Strategic communications and public affairs.
- The Humanitarian Practice Network: an independent forum for humanitarian practitioners to share and disseminate information, analysis and experience.
- Editorship of *Disasters*, the leading peer-reviewed journal in the sector.

HPG also runs the ‘Advanced Course on Conflict, Crisis and Transitions’, in conjunction with the Post-War Reconstruction and Development Unit (PRDU) at the University of York.

Five themes inform the different functions of HPG:

- Principles, Politics and the Humanitarian System.
- Civilian Security and Protection.
- Displacement, Migration and Urbanisation.
- Livelihoods and Food Security in Crises.
- Programming in Transitional Contexts.