

Global Humanitarian Assistance

# Bi-annual programme report

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12 July-10 December 2010



Global Humanitarian  
Assistance

A DEVELOPMENT INITIATIVE 

# Contents

Overview .....	2
Key outputs .....	2
Country Profiles .....	2
GHA Report 2011 .....	3
Afghanistan report.....	3
Programme Administration .....	3
Management.....	3
Human Resources .....	4
Finances .....	4
Deliverables.....	4
Key Presentations .....	4
Programme analysis of humanitarian financing and context .....	5
Special Reports.....	5
Articles and blogs .....	6
Meetings .....	7
Programme Outreach .....	8
Website .....	8
Helpdesk.....	9
Upcoming Events .....	9
Annex one – Blogs and Articles.....	11
Annex two: 2010-2011 Detailed Workplan .....	15

# GHA in numbers

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23,321 visitors to GHA website, from 166 countries

39 blogs written

30 meetings attended

29 countries written about

21 country profiles finalised, 18 in progress

20 articles written

17 hours of helpdesk from 24 requests

15 presentations given, 400 plus attendees

3 special reports published

1 crisis briefing, updated nine times

# GHA bi-annual report

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## Overview

The last six months has been the first time in which almost all the necessary elements of programme delivery (specifically human resources and the website) have been present. This has allowed us to both plan a full year in its entirety, for the first time, as well as given us the possibility to see if we are reaching our targeted delivery.

We strongly believe these six months have been a success. The range and quality of writing by the GHA team has been quite remarkable, the contexts diverse and all of it underpinned by our expertise in humanitarian financing. The GHA website, redesigned in time for the launch of the 2010 report, has seen a remarkable increase in visits, not much less than fivefold over the six months before the launch, July 2010. This has been largely without outreach and so, to our minds, down to the strength of the site structure and its accessibility, and to the quality of the content.

The next six months are more important in terms of the range of deliverables that the team has to undertake. Key outputs for early 2011 include:

- The GHA 2011 report planning has already commenced.
- 40 detailed country profiles, a major programme deliverable, will be completed and on the website by the end of January.
- At the same time the GHD group has asked us to undertake a review of the indicators, which, being managed by the GHA programme, will strengthen our knowledge of the policies that guide donor decision-making and the choices they have to make.
- The publication of a detailed report on Afghanistan financing will undoubtedly prove very useful to many people trying to help plan the future of this complex country.

The programme evaluation is a crucial part of all of this work, helping us with our efficiency and effectiveness and highlighting what we should be doing in the future, and how. This, together with the recruitment of dedicated communications capacity, should enable the programme to maximise its potential both now and in the future<sup>1</sup>.

## Key outputs

### Country Profiles

A major deliverable for the first half of this year's programme, the country profile section of the GHA website, is well underway. The first 20 profiles have been completed in their entirety and the first elements of the interactive design have been discussed and formulated. The planned launch of the site and its 40 country profiles, which includes 19 donor countries and 21 recipients, is for the end of January 2011. The analysis and data will include an overview of the donor/recipient's humanitarian

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<sup>1</sup> See the annex for a detailed workplan for the programme, 2010-2011.

and development aid over the last 15 years, channels of delivery, sectors funded, appeal funding and governance and security funding. Comparison tables, situating each country, will also be available on the website covering several development and economic indicators. It is felt that they should greatly increase attention on the programme over the next six months.

## **GHA Report 2011**

At the start of December a preliminary meeting was held to discuss the next GHA report that will be published in the summer of 2011. Topics discussed included themes for analysis, design, the production process and communication. We also considered what worked well for the GHA report 2010 and what needs to be done differently for the next report. All suggestions from all users are welcome.

## **Afghanistan report**

The purpose of the GHA report on Afghanistan is to capture as fully as possible, resource flows in Afghanistan since 2001, with a focus on aid, presenting data, relationships, trends, key agreements, principles and funding mechanisms in an accessible format.

DI has produced similar publications mapping aid flows to Afghanistan in 2002, 2003 and 2005. The report outlined here will be consistent with and slightly expanded from these earlier publications to reflect the increasing body of available data on aid and to attempt to capture some of other resource flows, beyond aid.

The data we will present in the report is heavily qualified and replete with caveats. We hope however that it will usefully bring together sufficient credible data to enable a relatively full picture of resource flows to Afghanistan, while highlighting some of the major issues and data gaps. The report is scheduled to be published in January 2011<sup>2</sup>.

## **Programme Administration**

### **Management**

The key management development has been the programme evaluation. The ToR is currently being finalised; it will include an expanded section on communications and will reflect the comments from donors. It is envisioned that two senior and experienced people will lead this independent review, a team leader and someone dedicated to the communications aspects of the programme.

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<sup>2</sup> Gathering data on resource flows is challenging and is an exercise in forensic investigation and persistence. The OECD DAC data represents only a limited spectrum of aid flows, which conform to OECD aid eligibility criteria and is reported only by a limited group of donors. Moreover, the OECD DAC data is currently only current to 2008. The Government of Islamic Republic of Afghanistan (GIROA) manages a relatively well populated aid database which provides a significant amount of data on aid flows from donors outside of the OECD DAC. A large proportion of the aid which has been spent in Afghanistan is essentially untracked in the public domain and relates to aid spent on security related activities. We have undergone a meticulous process of attempting to piece together some of the publicly reported costs of foreign military operations. More problematic however is attempting to capture flows of 'aid' via military actors who are under no obligation to divulge this data. This is challenging both for the government of Afghanistan, for the aid community and in terms of public accountability.

**Deliverables**

This work will also build upon a detailed user survey we hope to undertake in the first month of the New Year, one which will try and discuss the use of GHA work with a very wide range of stakeholders. Elements of the evaluation will also use the outcomes of the GHA programme retreat held in August 2010, which clearly identified areas for development and opportunities to improve the efficiency and effectiveness of the programme.

**Human Resources**

In November the GHA programme recruited a new junior researcher to assist with data collection and analysis. This position is a joint resource that is shared between the GHA programme and other Development Initiatives projects. GHA is currently recruiting for a communications officer to assist in developing content for communications materials as well as editing GHA publications. A candidate has been chosen and will commence work in the New Year.

**Finances**

Expenditure for this six month period, against the revised budget structure, is estimated to be £265,611 of £317,966 or 84% of projected spend. The late recruitment for the communications officer and the junior researcher accounts for the bulk of the difference.

DFID has extended its funding until June 2012. Canada is considering funding for the third year.

Preliminary discussions have been had with all donors for possible funding beyond 2012.

**Deliverables****Key Presentations****December:**

**UN Cluster Leads:** Jan Kellett gave a presentation on major trends to the heads of the clusters in Geneva, with a special focus on early recovery and transition funding, including both a trend analysis and examination of the complexity of reporting.

**November:**

**ALNAP conference: The role of national governments in international humanitarian response to disasters, Malaysia.** Jane Keylock, workstream leader for Domestic Response presented findings from a recent report carried out between GHA and a Ugandan organisation, Development Research and Training (DRT) that looked at domestic humanitarian response. Attendance included many of those governments responding domestically.

**Arcadia conference: 'Development, Trade and Foreign & Security Policies: How Can Emerging Donors Make a Difference?' Bucharest, Romania.** Kerry Smith, workstream leader for non-DAC donors, gave a presentation on global humanitarian aid flows, government donor contributions and non-DAC donor flows, with specific focus on the EU12 and other regional donors. Recommendations included collective action amongst non-DAC donors and reporting better aid data.

## October:

**Humanitarian Partnership Forum for emerging donors, Warsaw:** Jan Kellett, programme leader and Kerry Smith, non-DAC donor workstream leader, attended this conference in Warsaw. They presented humanitarian financing trends relating to non-DAC donors and in particular the role of emerging eastern European governments in the humanitarian sector. Jan Kellett presented on a panel with Catherine Bragg, Deputy ERC UN.

**IFRC:** Jan Kellett presented the global trends of humanitarian financing to 24 staff members from different departments of the Federation. The presentation included data on shelter as IFRC lead this cluster. The presentation was introduced and follow-up questions managed by Simon Eccleshaw, head of Disaster Services for IFRC. Available on YouTube:

[http://www.youtube.com/watch?v=n\\_66BZGGsjw&feature=related](http://www.youtube.com/watch?v=n_66BZGGsjw&feature=related)

**IECAH:** A presentation was given as part of a seminar on the evaluation of humanitarian aid. Rather than focusing on global trends an attempt was made to highlight how the work of evaluations is actually full of missing elements such as, the work of emerging donors, private voluntary contributions, domestic response etc. The recommendation was that only an understanding of all support to a context can make evaluation really work.

**Action Aid:** A presentation was undertaken by Jan Kellett and Velina Stoianova (responsible for the Delivery Agency workstream) to the AAH group in Madrid. Global trends were plotted against key trends in both food and agriculture.

## August:

**Oxfam:** Development Initiatives director Judith Randal gave a presentation to senior Oxfam staff on global trends.

## July:

**IASC Humanitarian Financing Group:** Detailed presentation by Jan Kellett to senior humanitarian financing representatives of the IASC.

**GHD at ECOSCO:** Presentation to the GHD group on the key global humanitarian financing trends of the previous year from the newly released GHA report 2010.

## Programme analysis of humanitarian financing and context

Over the last six months the GHA team have produced various reports, articles and blogs on a range of different topics. These are published via the website. Below is a list of what has been written to date.

## Special Reports

- **[Southern Sudan: Funding according to needs](#)**

This briefing paper presents the findings from our research on the use of multi-sectoral needs assessments in Southern Sudan. It examines how evidence on the scale and severity of humanitarian needs is generated and the ways and extent to which this evidence is used by humanitarian agencies and government donors in their decision-making processes.

- **Domestic Response in Uganda**  
This case study looks at the various domestic humanitarian actors in Uganda and examines what triggers them to respond, what is the nature and volume of the assistance and what is the impact of this help. We also investigate how domestic resources are targeted, how much the affected community knows about the domestic response and the accountability of domestic assistance. This case study is in collaboration with Development Research and Training (DRT).
- **Haiti: Funding according to needs**  
The paper analyses the first field-level implementation of the multi-sector initial rapid assessment methodology (IRA) and the use of its findings for the emergency response operation in the aftermath of the earthquake. The desk study examined the process by which the Rapid Initial Needs Assessment for Haiti (RINAH) was carried out and analysed how the results were used by the main donors and by the cluster system in Haiti to guide their humanitarian assistance. The report also looks at the impact the use of the needs assessment had on the level of funding for the emergency.

### Articles and blogs

A very diverse range of writing has been completed in the last six months, highlighting the move away from a single-report based programme to something that delivers over a 12 month period. Of particular interest have been the many countries (29) that have been written about as well as the many key humanitarian issues (such as needs, data advocacy and transparency, conflict vs disaster spending, continuing inequity of funding etc) all of which is clearly underpinned by the GHA's expertise on humanitarian financing.

This table highlights this range of writing, with the numbers of articles and blogs on particular subjects and countries indicated in each box. Full details of all the writing is found in annex one, including titles and a brief description of the content.

Workstreams	Global trends	Governments	Scale of needs	Domestic Response	Delivery agencies	Conflict and the military	Financing mechanisms	Data
Afghanistan						1		
Bangladesh				1				
Brazil		1						
China							1	
Czech republic		1						
DRC			1					
Estonia		1						
Ethiopia		2					1	
Global	7	3	5	4	2	1	2	8
Guinea			1					
Haiti	1		2		2			
India		1						
Indonesia				2				

<b>Kuwait</b>		1						
<b>Mexico</b>						1		
<b>Niger</b>		1	1				1	
<b>Nigeria</b>							1	
<b>Pakistan</b>	16	2	2	2			2	2
<b>Poland</b>		1						
<b>Qatar</b>		1						
<b>Romania</b>		1						
<b>Russia</b>		1						
<b>Saudi Arabia</b>		1						
<b>Somalia</b>			1				1	
<b>Sudan</b>			1					
<b>Turkey</b>		1						
<b>UAE</b>		1						
<b>Uganda</b>		1	1	1				
<b>United Kingdom</b>		2			1		3	
<b>United States</b>		1						

## Meetings

The GHA programme has been represented and participated in more than 30 meetings over the last six months, across a wide range of issues and involving a wide range of humanitarian stakeholders. Some of this participation has been to gather and investigate data, some has been to understand continuing developing issues such as humanitarian reform, relationships between DRR and humanitarian aid and the role of emerging donors. Examples of meetings include:

- Delivery Agency relationship building and data gathering: IFRC, CARE international, ICVA, UNHCR, UNICEF, WHO, etc
- Understanding the system meetings with ACAPS, OCHA, ECHO GNA
- Collaboration development with the GHD group, DARA, Reuters Alertnet, IECAH, UNDP BCPR
- Launch events such as the CAP, the HRI
- Key issues engagement such as aid accountability, evidence for prevention and response, donor priorities.

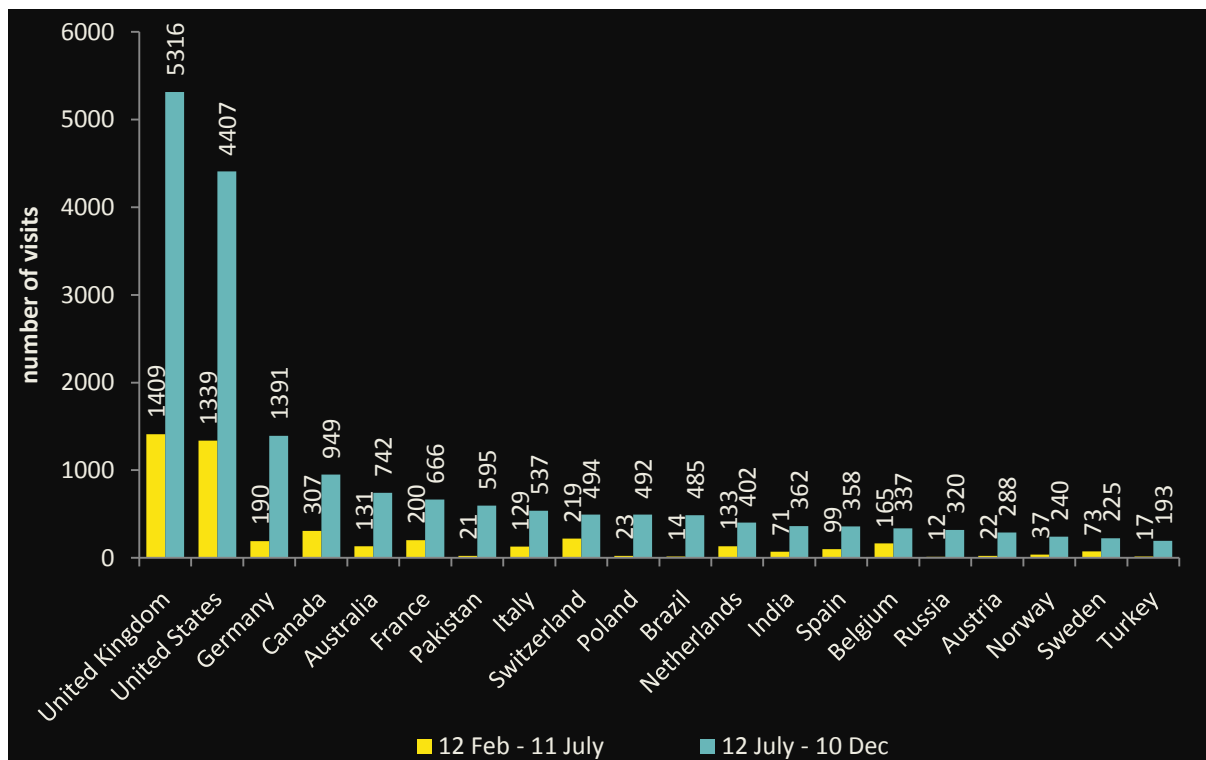
## Programme Outreach

### Website

Since the launch of the new GHA website in July at the ECOSOC meeting in New York, visits to the site have increased dramatically. The launch coincided with the release of the latest GHA report 2010 which encouraged many new visitors to the site. In the six months prior to the launch the total number of visits recorded was 5,767 yet in the period during which the new website has been operational visits have more than quadrupled to 23,321.

The graph below shows the top 20 countries of visitor origin between 12 July and 10 December 2010 compared to the previous 6 month period. Perhaps, as expected, the most visits for both periods came from United Kingdom and the United States. However what is surprising is that the seventh highest number of visits in the last six months has come from Pakistan, 595 compared with only 21 visits for the previous period. This can be explained in part by the crisis briefing papers that the GHA team produced regularly to track donor funding following the devastating floods that occurred in August.

It is encouraging to see that visits from other non-DAC countries have increased significantly over the same period. Poland visits have probably increased due to the GHA team’s participation in the humanitarian partnership forum for emerging donors that was hosted in Warsaw. Visits from Turkey and Brazil have probably increased due to specific research and articles being written on them. There is no obvious reason for stats from India and Russia to have increased so much, except that in general the programme has reached a higher level of recognition and outreach than before.



## Helpdesk

The GHA team continues to provide a helpdesk for anyone wishing to obtain more information or data on humanitarian assistance. Over the last three months the GHA team has spent 17 hours answering 24 queries on the following topics:

- GHA Report data
- General data requests
- Country specific information on Guinea
- GHA data methodology
- Review of an Oxfam draft report on Humanitarian Financing and Ageing
- Climate related humanitarian funding
- Consolidated appeal process (CAP) funding
- Country specific data for Pakistan
- Multi-donor trust fund (MDTF) information

These requests have come from diverse sources, including the Department of Justice and Attorney in Australia, China, NRC Sri Lanka, Save the Children, Insidedisaster.com, HelpAge International, Oxfam, Washington Post, AOL news, Christian Science Monitor and Merlin.

## Upcoming Events

### December

- Presentations: ICRC, WHO, ISDR
- Composite document of GHA analysis of the CAP

### January

- GHA evaluation: TOR being finalised in the next week with a start in January.
- Domestic response case study in Kenya
- Publication of the Afghanistan report
- Visit to the United States

### February

- GHD Indicator Review: A review of the indicators, requested by the GHD group, will be run out of the GHA programme.
- GHA 2010 launched in Spanish by IECAH.
- Decision-Making processes work commences.

### March

- Recovery and Reconstruction Financing Tracking investigation.
- New methodological development: military support to humanitarian interventions, the cost of doing humanitarian business, IDP/refugee support costs.

### May

- US Visit: USAID/USG, Interaction, World Bank

### **Jan-June**

- GHA 2011 Report planning and implementation

### **July**

- GHA Report Completed
- GHA Launch: ECOSOC 2011
- Donor Launches: GHA launch in each donor capital, to be discussed.

# Annex one – Blogs and Articles

## Blogs

### December

**Humanitarian aid and smaller donors: diversity, collective response and better data:** A summary of a presentation that was given at the Arcadia first annual conference in Romania on non-DAC donors.

**Somali CAP appeal and support to local organisations:** A discussion of the challenges facing local organisations in Somalia to receive funding and their inclusion in the latest CAP appeal.

**The 2011 UN CAP appeal: Did humanitarian aid just get cheaper?:** Looking at the total requirements for the 2011 CAP appeal compared to the number of intended beneficiaries.

### November

**Domestic response in Uganda:** Introducing a new report on the impact and benefits of domestic response, how resources are targeted and who has decision-making power.

**Domestic Response – IRIN talks podcast:** Interview between Louise Tunbridge from IRIN and Jane Keylock from GHA on Domestic Response.

**Cholera in Haiti – a disaster waiting to happen:** An overview of needs assessments in the case of Haiti with special focus on the current cholera outbreak.

**Tracking humanitarian aid remains far too difficult:** Discussion of conclusions from a case study carried out by the aidinfo programme highlighting ongoing problems with tracking humanitarian aid.

**ALNAP conference – national governments and disaster response:** Thoughts on ALNAPs 26<sup>th</sup> annual conference, which focused on the role of national government in the international humanitarian response to disasters.

### October

**The Global Fund and non-DAC donors:** Looking at donor pledges to the global fund during the 3<sup>rd</sup> replenishment conference with special focus on donor-recipients such as China and Nigeria.

**Female Indonesian migrant workers:** Exploring the relationship between the increase of female migrant workers and remittances.

**GHA presenting to IFRC:** Overview of the presentation to the IFRC and the questions raised.

**Humanitarian aid transparency will save lives now:** Outline of the arguments for increased transparency of humanitarian assistance.

**Pakistan ERF in full swing:** Overview of donor support to the new Pakistan ERF and the sectors funded through the mechanism.

**Funding according to needs: Southern Sudan:** Introducing the new GHA report on funding according to needs

## September

**Further blogs on Pakistan floods 2010: Crisis briefing 1 and 9 September:** An update on donor funding to the Pakistan emergency.

**UK spotlight on multilateral aid:** An overview of the UK government's multilateral aid review (MAR) and the outcome of the consultation meeting with NGOs..

**The US as an aid recipient: turning the donor-recipient relationship on its head?:** Looking at the shift in dynamics of donor-recipient roles with focus on the United States.

**The future of meeting humanitarian need: the mega global fund:** A discussion of the alternatives to UN appeals

**We are trying to monetise domestic response, how can we do this?:** An appeal for ideas and suggestions on how best to capture the spending on Domestic Response

## August

**Emergency Response Fund in Pakistan:** Questioning whether the new Emergency Response Fund (ERF) in Pakistan be a vital tool for channelling international assistance to the emergency response caused by severe flooding.

**Crowd sourcing: the future of humanitarian response?:** The use of crowdsourcing technologies in response to humanitarian emergencies looking at Ushahidi in Haiti and Kenya

**Pakistan floods 2010: crisis briefing 17 August 2010:** Data and graphs on overall funding commitments/contributions and pledges. Information on which government donors have provided funding, how much funding and through which sectors.

**Pakistan Floods: The Politics of Need?:** A discussion of whether or not money that was donated by governments and individuals to Pakistan was generous enough given the scale of the disaster.

**Brazil: An uncounted world of aid?:** Looking at Brazil as a humanitarian donor in response to an article on its humanitarian assistance in the Economist.

**A series of blogs on Pakistan floods 2010: crisis briefing 19-27 August 2010:** An update on donor funding to the Pakistan emergency.

**West Sumatra: notes on domestic response:** Thoughts on the roles of the private sector and religious institutions in humanitarian response following a visit to Indonesia.

**Pakistan's Flood Response:** A look at Pakistan's domestic response to the floods amid claims that the country cannot cope with the emergency on its own

**Guardian article suggests snips to pooled funding!:** Exploring the consequences of suggested cuts to CERF funding from the UK aid budget.

**NGO transparency: a gold star or 'could do better'?:** Discussing the requirement for aid agencies to be transparent and accountable in an emergency context.

**Mexico's war on drugs certainly looks like war:** What constitutes a conflict? – Comparing lives lost during the war Afghanistan and the Mexican government's four-year war on drug cartel.

**The Pakistan floods and the rhetoric of numbers:** Examines the way numbers of affected are used to generate attention to major disasters, especially the simplistic understanding and limited analysis by many different stakeholders.

## **July**

**Press release Global Humanitarian Assistance 14 July 2010:** An overview of what can be expected from the GHA report 2010

**Gender focus of the Humanitarian Response Fund in Ethiopia:** Exploring why US\$25 million of the US\$70 million that was gender coded in 2008 was disbursed from the United Kingdom to the Humanitarian Response Fund (HRF) in Ethiopia, traditionally receiving unearmarked funds.

**ECOSOC 2010: Humanitarian emergencies – the importance of evidence:** Panel discussion at ECOSOC: strengthening preparedness for humanitarian emergencies and the coordinated provision of humanitarian assistance.

## **Articles**

### **December**

**Record humanitarian appeal for 2011:** An analysis of the CAP appeals 2011 following the launch. Looking at explanations for the record high requirements.

### **November**

**The Pakistan flooding: three months on and the inevitable response remains:** Analysis of funding to the Pakistan floods three months on compared to funding for other major disasters.

### **September**

**Aiding Guinea: Time for a promotion from limbo:** A case study of Guinea's current humanitarian/development situation and future prospects following its first democratic elections since December 2008.

**How much aid does the UK spend through the multi-lateral system?:** An analysis of UK's multilateral spending, its partners and the mechanisms used to channel that funding. Formed the basis for GHA's input into the UK government's multilateral aid review (MAR).

**Funding according to needs: The Niger food crisis 2010:** Research into the funding to Niger in response to the food crisis. What were the needs, were they met and how were they measured.

### **August**

**Pakistan aid factsheet:** Details of Pakistan as a humanitarian aid recipient, of the volume of funds over time, the sectors funded, the major donors, the interconnections between humanitarian and total development aid.

**Government aid to Pakistan floods: the usual suspects?:** Looking at humanitarian aid contributions to the Pakistan floods from non-DAC donors

**World Humanitarian Day 2010: Are all crises equal?:** Questioning what the impact is of the massive global demand for humanitarian assistance in 2010 on less high profile disasters.

### **July**

**The United Arab Emirates' foreign assistance flows in 2009:** Discussion of UAE's foreign assistance following the release of Office for the Coordination of Foreign Aid's (OCFA) first report.

**Why did humanitarian aid to Ethiopia more than double in 2008:** Analysis of humanitarian aid to Ethiopia in 2008 including a breakdown of bilateral assistance.

**Humanitarian response getting the balance right:** Looking at the importance of domestic response in the humanitarian space and how the data is recorded.

**Delivering humanitarian assistance: a road map to beneficiaries:** A breakdown of the different humanitarian implementing partners and the volume of humanitarian assistance that is channelled through them.

**Countries where pooled funds are in operation:** Looking at different financing mechanisms, where they are currently in operation and how much money is channelled through them.

**Humanitarian aid in conflict: More money, more problems?:** An analysis of funding to conflict-affected states and the challenge of maintaining accountability in these contexts.

**Humanitarian aid in the DAC context:** Looking at how GHA uses OECD DAC data to calculate humanitarian aid figures

**Why is counting humanitarian aid so complicated?:** Discussing the importance of increased transparency of humanitarian data and better reporting processes.

**Quick comparison of OECD DAC and UN OCHA FTS data:** Looking at the strengths and weaknesses of OECD DAC and OCHA FTS data in analysing humanitarian assistance

**Funding according to needs: the UN consolidated appeal process:** Analysis of the most commonly used and accessible measure of need, the UN consolidated appeal process (CAP).

**Governments and data: humanitarian aid in the non-DAC donor context:** Looking at how humanitarian aid from non-DAC donors is reported and the need for increased visibility of aid flows.

**The financial crisis: has humanitarian assistance been affected?:** A brief investigation of whether the financial crisis has affected the amount of humanitarian assistance given by donors

**Haiti earthquake: How much is too much?:** Comparing the amount of money given to Haiti with the funding for other natural disasters.

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>All</b>	Country profiles				→	GHA update		GHA report		
					Methodological Dev & Scale-Up: Military, Cost of doing Business, IDP/Refugee					
<b>Global Trends</b>	Visit/Pres: ER Cluster, IFRC, ICRC, IASC, IECAH, WHO, ISDR,				Visit/Pres: USAID, ECHO, Interaction, Emerging Donors				Guides: GHA and Poverty, Re	
					Recovery and Reconstruction Development					
<b>Delivery agencies</b>	Delivery agency profiles								Guid	
	Dataset development and outreach				Data gathering					
				Kenya case study	Kenya report (joint with Domestic Response)					
<b>Governments - NDD specifically</b>	Literature review			→	toolkit emerging donors	NDD report				
	Stakeholder mapping			→						
				→	Refugee costs methodology					
				India article (joint with Domestic Response)						
<b>Governments</b>	Study into donor decision making and reporting processes									
	Profiles						Briefing paper on donor reporting			
<b>Conflict</b>	Afghanistan report				Afghanistan report launch					
					Guides to the workstream					
					Non ODA, stabilisation and peacekeeping data collection					
				→	Stabilisation article					Funding for peacekeeping article

**Annex two: 2010-2011 Detailed Workplan**

Scale of needs	Sudan case study								
	Haiti case study					Guide to the workstream			
								Annual FTS analysis	
			Feed into donor decision making process		Feed into donor decision making process				
Domestic response	Government data collection							Guide to the Workstream	
	Interplay study and strengths and weaknesses study								
			India article (joint with Governments - NDD)						
			Kenya case study	Kenya report	case study and report		Briefing reports on Red Cross and Government		
			DRR and Bangladesh case study						
			Early recovery and Uganda case study (tbd)						
Financing mechanisms	Financing mechanisms profiles		briefing paper on pros & cons				Guide to the Workstr		
		feed into donor decision making process		data collection for report					
				Haiti case study?					
Data	Total HA methodology review								
	Country profile methodology guide →								
	Discussions with DARA	GHA HA methodology briefing paper							
	Discussions with ECHO								
	Work with IATI/aidinfo/FTS on humanitarian transparency								
			DAC data updates and analysis			FTS data management	DAC data updates and analysis		

DRR	Literature review								
		Finalise ToR	Meeting with ISDR		Report				
Programme Management	Lessons Learnt from Retreat		Programme Evaluation						
			Donor Update			Donor Update			Final year narrat rep
			GHA User Survey →		ToR reviews				
			Communications Strategy to 2012		Contacts Management System				
		→ Final Recruitment				Fundraising for post 2012			

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