

Humanity and Dignity Through Knowledge

**A Three-Year
Strategic Plan
2005–2008**



**Feinstein International
Famine Center**



We have a vision of a future ten years from now in which famine, widespread violations of human rights, extreme suffering and crimes against humanity are held to be self-evidently unacceptable by states and their peoples. A vision in which nation states, and the international community, in all its manifestations, feel duty bound to act – and do act – to prevent and alleviate such abuses.



The Strategic Plan

In this document we present the strategic plan of the Feinstein International Famine Center for the next three years. We explain how the Center will build on its current international status and expertise to enhance research, teaching and institutional change activities. We explain how it will respond to opportunities for growth, and how it will have greater impact in alleviating suffering and protecting the rights of marginalized and vulnerable people affected by conflict and crisis. Integral to the plan is the systematic use of processes to ensure that community-level needs and aspirations are understood and prioritized in the actions and policies of national and international bodies.

The plan requires the Center to change and grow in six key interrelated areas:

- We will reshape our programs and enable more multidisciplinary and reflective approaches to research which optimize the Center's and Tufts University's collective expertise.
- We will further develop our existing expertise in institutional change, strive for a more effective impact on the humanitarian system at the highest levels, and become a key resource for organizations wishing to adapt to an increasingly complex operational and policy environment.
- We will strengthen our teaching within the University and build the capacity of our academic partners overseas to offer quality and affordable courses on humanitarian issues.
- We will greatly improve our capacity to disseminate our research to a wide audience, from academics to policy makers to community-based partners.
- We will work strategically with a global network of individuals and organizations who share the Center's vision – we see the Center as the hub of an international and diverse group of actors committed to making a difference in the most threatened and most marginalized communities.
- We will secure the future of our Africa-based team, and therefore enhance our capacity for both long-term and meaningful engagement with local partners and for validating our research with African communities in crisis.

Our three-year strategic plan aims to strengthen the Center while also retaining its flexibility to respond to new challenges.

We invite our fellow faculty and our partners and collaborators around the world to join us in what we believe is a truly compelling endeavor.

Peter Walker, Center Director





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About the Center

Within the Friedman School of Nutrition Science and Policy (FSNSP) at Tufts University, the Feinstein International Famine Center conducts a range of educational, research and institutional change activities in the area of humanitarian policies and interventions. The Center links field-level research within communities in crisis to macro-level policy and institutional reform.

Our vision of a future 10 years from now is one in which widespread violations of human rights; famine, extreme suffering and crimes against humanity are held to be self-evidently unacceptable, by states and their peoples. Our vision is of a world in which nation states, and the international community, in all its manifestations, feel duty bound to act, and do act, to prevent and alleviate such abuses. Our vision draws on the dignity and strength of those who resist such affronts on their humanity. We see examples of this every day in our research and practice in complex emergencies and with marginalized people. The humanity of those who strive against great odds to retain family life and hope for their children's future is the driving force of our work. Our vision is described in detail in a complementary document to this strategic plan called *Humanity and Dignity Through Knowledge: A Ten-Year Vision*.

Our mission is to promote policy and operational responses that protect and strengthen the lives and livelihoods of people living in crisis-affected and marginalized communities who are threatened by violence, malnutrition, loss of assets or involuntary migration.

The Center and its collaborative network will work toward its mission through a combination of innovative research, academic excellence and policy development. We will generate, disseminate and utilize field-derived knowledge to better understand the impact that crises, and the global responses to them, have on the lives of those at highest risk. This understanding will be applied in our teaching, in our change agenda with the aid system and in our real-time field studies of major

crises. We will make a significant difference to the future of conflict and disaster victims.

We will work globally as a network of committed individuals, and in partnership with national and international organizations, to bring about institutional and policy changes that enhance effective policy reform and promote best practice.

We will support this vibrant community so that values reflection and evidence-driven policy research lead to practical advice, tools and ultimately change for the good. We will foster innovative thinking and practice in a manner conducive to the development of new knowledge, and ensure that knowledge is widely disseminated and used.

About Our Strategic Plan

Our ten-year vision presents a justification for developing the Center and identifies six key areas for strategic growth:

- *People to teams, programs to themes*: A new approach to research
- *Institutional change*: An integral component of all our work
- *Teaching and education*: Consolidating the gains and working with African universities
- *Staying close to the action*: Securing our day-to-day presence in Africa
- *Effective communication*: A global network and new technologies
- *Networking*: Building a global humanitarian coalition.

This Strategic Plan describes how we will make substantial progress in each of these six growth areas during the next three years. By the end of 2008, we expect to have a far more effective communications system and network in place for sharing ideas and information, and for achieving impact. Our office in Africa will be fully operational. It will coordinate community-based research, support our local academic partners, and continue with (and expand) a range of institutional change processes that are already in



progress. Our strategy for supporting greater multidisciplinary research will be well advanced with the blending of all existing programs into our three main Center themes. Stronger linkages with other centers and programs in the Friedman School, and other schools at Tufts, will be in place. And we will have consolidated our existing teaching and training courses, and developed specific strategies for providing affordable, quality education in humanitarian studies to users in developing regions. All of these changes will be underpinned by strong administrative and communications support in our Medford and Addis Ababa offices.

Our Strategic Plan recognizes that the Center's key asset is its people. At present we have a small team of academics, practitioners and support staff, who share a deep personal commitment to improving and professionalizing interventions to assist people in crisis and those affected by armed conflict. We recognize our strengths and achievements over the last ten years, but also realize that at times we have been stretched and overworked. This has impaired our ambitions to gel as a team and work collectively on cross-cutting issues. It has also limited our capacity to share our work and make the best use of advances in communication. Our proposed strategy is to invest in more junior and mid-level researchers and in support staff in order to free the time of senior researchers. We are aiming to build a Center within the Friedman School that enables a far more creative and reflective working environment, and that has strong day-to-day engagement with communities and partners in Africa. The crucial changes we will bring about relate to a reshaping of programs in order to make better use of our collective experience, and to ensure that we strengthen our administrative and communications systems. We will retain our ability to conduct high-quality analyses to inform policies and interventions as new emergencies appear.

Although we are committed to further developing the Center, we also recognize that some of the Center's current activities reflect firm commitments to partners and donors and will of course

have to be completed. We will be able to adapt some projects more quickly than others to the changing environment in the Center. Similarly, existing teaching commitments will need to be fulfilled while simultaneously exploring new ways to build courses with our African academic partners.

People to Teams, Programs to Themes: A New Approach to Research

At present the Center is a multidisciplinary group of academics and practitioners with widely recognized expertise in anthropology, political science, socio-economics, epidemiology, nutrition and veterinary medicine. However, of our six existing programs only two of them – the Public Nutrition Program and the Livelihoods Initiatives Program – have created any real synergy since the Center was established in 1996. Consequently, we feel there is a need to reshape the Center's programs away from a series of successful but often individualized efforts, toward a more integrated thematic approach. At our Center retreat in April 2005 there was unanimous agreement that we should pool our individual skills to build a coherent team approach to our future work.

Our analysis of the history and future direction of each of the current Center programs highlights various cross-cutting interests in terms of research topics, approaches and methodologies. Furthermore, within programs there are two main types of projects with respect to their funding and operational status.

Firstly, we have a series of ongoing projects with preset objectives, existing agreements with donors and partners, and predefined resource allocations. These projects vary in the extent to which they can adapt to changes in the Center; some projects are inherently more flexible than others. These projects also include those with distinct phases of implementation, and here there is scope to introduce changes as new phases of work are designed.



Secondly, we have a number of research ideas and concepts that are at various stages of development. Clearly, this second group of new and emerging projects provides an opportunity to blend the experiences and interests of different programs.

The combination of common interests and the potential to develop new, joint research projects leads us to three main thematic areas: *Politics and Policy*, *Protection and Rights* and *Lives and Livelihoods*. These three overlapping themes are designed to link our existing research programs with the processes through which new policies that impact vulnerable communities are negotiated, formalized and enacted. These themes also provide considerable scope for wider use of analytical frameworks, disciplines and methods that have been adapted and promoted by the Center.

We see the gradual reorganization of people into teams, and programs into themes, as less of a hard structural change and more of a new mindset and working atmosphere that will further enable multi-disciplinary research. Our thinking is that research teams will form organically around ideas, concepts and initiatives that cut across existing programs and individual interests. Over the next three years, these teams will become the operational basis for our research and learning.

Our strategy for changing the way we do research is also influenced by other important factors:

- *The new strategies of Tufts University* – Within Tufts University the potential to create greater synergy between schools and develop the international character of the university is clearly recognized. The Center and the Friedman School already enjoy strong links with the Fletcher School of Law and Diplomacy and the Cummings School of Veterinary Medicine. There are opportunities for greater collaboration with other schools as well.
- *The role of funding for research* – When funding is limited, people tend to invest most of their energy in maintaining their own research and teams, rather than reflecting or collaborating. Partly for this reason, our Strategic Plan includes costs for new research projects that, from the onset, will fit within the new Center themes.

- *A space for individualism* – Although we are committed to a team-based, thematic approach to research, we are also aware that collegiality is not a panacea for creativity and innovation. Within an academic center there is a need to balance collective research activities with space for individuals to follow personal interests, some of which may push the boundaries of our existing work.

The Politics and Policy theme

Overview

The Politics and Policy theme highlights the reality that policies geared to alleviating suffering and protecting the rights of marginalized and vulnerable people – the core preoccupation of the Center – closely intersect with politics. Cutting across the work of the Center, the intersection has two specific aspects: the influence of politics on policy formation and implementation, and the impact of policy on politics. The Center pursues a research agenda on both these aspects. In addition, the Center tests and applies theories related to policy process, and by so doing, facilitates policy reform with key actors. An important element of this work is an understanding of the formal and informal incentives that drive policy processes, the role of information in policy dialogue and the frequent technical controversies that paralyze policy change. This aspect of our work is described in more detail in the section on institutional change later in this document.

The Politics and Policy theme works at two levels. Firstly, we take a global perspective on humanitarian policies and interventions, and relate international politics to a range of security, funding and strategic issues and the consequent impact on aid agencies and communities at the field level. The post-Cold War era has been a time in which higher priority has been accorded to humanitarian and human security values, although the process has been uneven and remains unsatisfactory. There is now more widespread political support for an ‘international responsibility to protect’ the world’s marginalized and vulnerable people. Improvements in policy and programs geared to accomplishing that objective can lend political weight to this aspect of globalism. At the same



time, global solidarity is challenged by terrorism and the world's response to it.

We also operate at a more localized regional level in Africa. Since 1996, our work with marginalized pastoralist communities has evolved from the technical provision of community-based services to the analysis of the interlinked national, regional and international policies that constrain pastoral livelihoods. Such analysis highlights diverse policy processes and forces ranging from donor pressures related to terrorism and security concerns, to the disabling impact of global trade standards on vulnerable producers in Africa. This work is conducted primarily through a well-established partnership with the African Union (AU) and increasingly seeks to bring 'non-humanitarian' actors and macroeconomic trends to bear on the analysis of humanitarian policies and interventions.



Global policies, local impact

The pastoralist Al-Narsi Livestock Women's Group near the borders between Ethiopia, Kenya and Somalia is affected by a myriad of local, national and international policies. Their attempts to trade sheep and goats are disrupted by inappropriate aid interventions that have negative impacts on local markets. Their access to remittances from relatives is hindered by US-led restrictions on private money transfer agencies, part of the 'global war on terror.' The international trade of their animals to the Middle East is blocked by outdated and scientifically flawed WTO rules governing livestock trade. And national policies and a lack of political will expose them to chronic conflict.

Politics and Policy: Key achievements

Humanitarianism after Iraq and Afghanistan: Our work has influenced strategic thinking on humanitarian action through mapping the implications of the crises in Iraq and Afghanistan. This involved hundreds of interviews and the convening of several international consultations, as well as the preparation of papers and academic articles. An article in the journal *Disasters* was particularly widely read.

Supporting the International Red Cross and Red Crescent Societies: We promoted the re-ignition of the International Federation of Red Cross and Red Crescent Societies through the preparation of a contracted study in the field of organizational analysis and strategy development.

Strategic planning support to NGOs: We have assisted major NGOs in the process of strategic planning through a commissioned study and follow-up with individual agencies.

Local to global policy reform: We contributed to changing the World Trade Organization (WTO) global standards so that they support community-based approaches to service delivery, and the establishment of new government units in Ethiopia, Kenya, Sudan, and Uganda dedicated to supporting community-based delivery systems.

Trade and vulnerability: We have initiated and promoted radical changes to WTO international livestock trade standards to create a more enabling system for poor and vulnerable producers in the developing world, using commodity-based approaches.

Peace and livelihoods in Darfur: Our work has informed the United Nations (UN), African Union (AU) and regional conflict resolution processes surrounding the armed conflict in Darfur to ensure that sustainable livelihood strategies are woven into any negotiated final peace agreement. We have provided briefings to government ministries and agencies in Khartoum, Europe and the USA.



“Peace is jobs and electricity”

What does peace mean? Famine Center researchers talked with village elders in Afghanistan to better understand how local communities perceive security, peace and the role of aid agencies. Communities in Afghanistan stressed that peace was much more than the absence of war: “Peace is having a piece of bread and feeling free. Peace is when there is no poverty. Peace is children going to school. Peace is jobs and electricity”.

While our policy analysis has the benefit of academic rigor, we are not ‘your usual academics,’ but rather people whose work is grounded in and tested against the constraints of the field and its institutions. We draw on a wide variety of disciplinary and geographical backgrounds to ensure that policy processes receive thorough examination and strategic direction. Our wide network of contacts in assistance agencies, as well as in governments, is also a major asset (see section on institutional change).

The Center’s other themes also include elements of international- or national-level policy reform and the development and application of best-practice guidelines. For example:

- The Protection and Rights theme influences the application of international law and UN Security Council resolutions, and seeks to ensure rights-based approaches in protection and humanitarian responses.
- The Lives and Livelihoods theme develops and promotes international best-practice guidelines, and influences national policies on nutrition,

food security and supporting livelihoods; it also seeks to scale up best-practice micro-credit systems for refugees and internally displaced communities, including relevant international- and national-level policy reform.

Future directions

At a global level the future direction of the Politics and Policy theme is very much driven by the context in which humanitarian action takes place in the aftermath of 9/11. Terrorism and counterterrorism threaten the integrity of emergency assistance and protection by explicitly associating humanitarian principles and action with western political ideology – the integrity of the enterprise is in danger of being hijacked and losing its stated universal foundation. Humanitarian values such as the unity of humankind, the validity of differing religious traditions and well-intentioned efforts at practical problem-solving are giving way to mutual distrust, stereotyping and worst-case scenarios. The change in mood has potentially ominous implications for the future of the humanitarian enterprise. If the ‘war against terror’ is the latest permutation of international politics that provides the stage for humanitarian activities, terrorism and its eradication are also becoming a more major preoccupation than even the Cold War itself. There is a real risk that the ‘war against terror’ will consume massive resources, skew humanitarian and development activities, and undermine the historical solidarity expressed by citizens of wealthy and poorer nations around the globe. At the same time, it is impossible to divorce humanitarian work completely from short- or long-term security objectives.

Our **Horizon 2015 Initiative** combines the issues outlined above with a concern that the relationships among hazards, risks and vulnerability are taking on new dimensions. Specifically, single-issue factors such as HIV/AIDS, migration, resource depletion, floods and industrial or biotechnological disasters may merge to produce crises of chilling and previously unconceivable proportions. Therefore, this initiative seeks to promote change through refining and evolving the ways in which we think about crises and disasters. It is also about retooling the humanitarian



response such that it will be more universal in its guiding principles, and more effective in saving lives, protecting populations and alleviating suffering. The Initiative has four objectives:

1. Provide a comprehensive analysis of the state of humanitarianism, post 9/11.
2. Set the stage for policy development. Reflecting the research undertaken, a number of policy development issues will be advanced. These will include policy options for an equal-to-equal dialogue between western and non-western humanitarian traditions; recommendations for the reform of the UN and other humanitarian institutions in order to guarantee a more independent and principled approach to humanitarian action; and further development of the existing instruments of the Code of Conduct, the Sphere Standards, and accountability mechanisms such as the Humanitarian Accountability Project (HAP)-International and the Action Learning Network for Accountability and Performance (ALNAP).
3. Undertake institutional support and applied research and teaching activities. This will include regular off-the-record dialogue sessions with humanitarian agencies and governments; the dissemination of research results (in collaboration with other related projects); briefings for donors, officials and communities in affected societies, NGOs and other organizations; and the development of training materials for use by the Center and others, both in academic teaching and for in-house training with humanitarian agencies.
4. Publish and disseminate research results through papers, conference reports, academic articles and a comprehensive website.

Our regional-level work in the Politics and Policy theme – based out of the Center’s office in Addis Ababa, Ethiopia – encompasses two main areas of research and policy reform. Our **Globalization, Trade and Vulnerability Initiative** will assess the impact of growing international livestock trade markets on marginalized and conflict-prone pastoralist communities in transboundary areas of the Horn of Africa. While international trade is often promoted by donors and African

governments as a means to reduce poverty and vulnerability, the poor and socially excluded are often isolated from such markets. Initial evidence from Ethiopia, Somalia and Sudan indicates that a powerful political elite easily captures the benefits of new trade. Such trends as the private enclosure of communal land and environmental degradation increase the risk of resource-based conflict. As commodities acquire a high market value, pastoral women lose ownership and control of assets, and become more vulnerable and exploited. During an initial three-year study in three countries, we will track economic, social and environmental changes at the community level that are primarily attributable to new markets, as well as the broader policy and institutional arrangements that enable these changes to occur. These broader factors include the myriad of donor-led programs in the region and the increasing influence of security agendas. Security issues are of particular relevance to the large but isolated Muslim pastoralist groups that often move across national borders as part of their traditional grazing and conflict-avoidance strategies.

Our **Controversies, Pastoralism and Policy Process Initiative** recognizes that African pastoralists, like mobile communities throughout the world, are often misunderstood and regarded by policy makers as problematic and uncivilized. Yet during the last 15 years, research conducted by anthropologists, rangeland scientists, ecologists and economists has contested the deeply entrenched views on the viability and efficiency of pastoralism in fragile, arid environments. Despite the rigor and scale of this academic output, supportive policies for pastoralists are virtually nonexistent. Instead, a series of starkly contrasting policy narratives and perceptions continue to paralyze the policy debate, and pastoralist communities continue to receive inappropriate aid assistance.

Working with the AU, we will engage senior policy makers to understand their concerns and the formal and informal incentives that influence their views. Specific, high-profile controversies in each country will be identified. The research team will then facilitate a range of reflective,



action research and awareness-raising activities designed to encourage policy makers to revisit, and ultimately refine, their understanding of issues and policy options. Tracking the ways in which policy makers respond to new learning will be an integral part of the research. The project will capitalize on partnerships with African universities, the International Institute for Environment and Development and the Institute for Development Studies.

The Protection and Rights Theme

Overview

The Center recognizes that all women, men, girls and boys are entitled to protection and rights as laid out in international covenants and conventions. These include the principal instruments of international humanitarian and refugee law, primarily the Geneva Conventions and their Additional Protocols, as well as norms of customary international law. These norms also entail rights protected under international human rights law such as the right to life, freedom from torture and other inhuman and degrading treatment, freedom from slavery, and the right to adequate food and freedom from hunger. These instruments apply equally to women and girls on the basis of nondiscrimination. Further protections for children exist during armed conflict, including prohibitions against the participation of children in armed conflict, the sale of children, child prostitution and child pornography. However, while humanitarian and human rights protections exist in international law, the present torture, murder and rape in Darfur, northern Uganda and eastern Democratic Republic of Congo illustrate their limited or nonexistent application and enforcement on the ground.

Protection is a primary obligation of the state. However, during armed conflict, mass flight across borders, or transitions from conflict to post-conflict, the state may be unwilling or unable to fulfill its protective obligations. In such cases, the responsibility to protect falls on regional and international bodies, which must be willing and able to promote the protection of at-risk populations. The Center works to draw attention to the obligations of governments, regional and



Human rights abuses and the need for protection

This young mother was abducted by rebel forces of the Lord's Resistance Army (LRA) in northern Uganda when she was 10 years old. Since anyone who tries to escape from the LRA is tortured and executed, she spent the next eight years of her life in captivity, where she gave birth to two children of her captor-husband, a rebel commander.

Workers from the Center met her six days after she had escaped during a government helicopter gunship attack on LRA forces. During the attack, she carried her two children and a child of a co-wife on her neck, back and chest as she ran amidst bullets and shrapnel. She and another captive co-wife had agreed that if either of them could escape they would take the other's children if they could to spare them the brutality of life in captivity.

When we met her she had received some new clothes from an aid agency but was now on her own without shelter, income or any livelihood. We asked what she would do with the co-wife's child. She responded that she would raise him as her own until the co-wife came to claim him, if she too could escape. If the co-wife never appeared, he would be as her own son.

To us, this story illustrates the incredible humanity, dignity and resilience of the women and children of northern Uganda who have been suffering nearly unimaginable violations through the last 19 years of civil war. Within the Protection and Rights theme, we work to raise awareness about the presence and experiences of youth in northern Uganda, including girl mothers, to best advocate for the protection of their rights under Ugandan national laws and international law.



Protection and Rights: Key achievements

Seeing girls in fighting forces in Africa: We produced ground-breaking research and publications on the use of girls in fighting forces and their experiences worldwide that was a milestone in raising awareness in the UN, and among governments and international NGOs. The resulting book, *Where Are the Girls? Girls in Fighting Forces in Northern Uganda, Sierra Leone and Mozambique*, is the seminal publication on the topic. Research findings have been incorporated into the training programs of the United Nations Children's Fund (UNICEF) and other top child protection agencies, and led to UNICEF and other child protection agencies redesigning policies and programs regarding children associated with fighting forces.

From violations to justice in Sierra Leone: Our research and publications regarding the roles and experiences of girls associated with fighting forces in Sierra Leone has informed and influenced the prosecution of war criminals for crimes against humanity within the Special Court of Sierra Leone. It also led to UNICEF in Sierra Leone and key international NGOs developing specific policies and programs for thousands of such girls and young women.

Seeking to end impunity during war: In conjunction with Amnesty International UK, the International Centre for Human Rights and Democratic Development in Canada, and the United Nations Office of the High Commissioner for Human Rights, we wrote materials to assist in documenting human rights abuses against women and girls during conflict and post-conflict reconstruction periods. These materials were translated into over 50 languages and are widely used by grassroots human rights and women's rights groups throughout Africa, Asia and the Balkans to document rights violations for the purpose of bringing perpetrators to justice.

Promoting the rights of refugees: Our research in refugee camps and in urban areas has enabled us to develop and promote policy recommendations for United Nations High Commission for Refugees (UNHCR) and host governments that seek to ensure the economic rights of refugees. We recognized that pure advocacy is not enough; rather, governments must be shown evidence that it is in their national interests to ensure refugees have the right to work and to freedom of movement.

international bodies, and the duties of communities and individuals to respect, protect and uphold these rights. We work to shape policies and programs that support key actors in meeting these responsibilities.

The Center also seeks to ensure that at-risk populations affected by armed conflict or displacement can and do play an active role in informing and developing protection strategies. Local people can and should serve as advocates for the protection of themselves and other conflict-affected populations.

Future directions

The Center will continue to promote protection and rights among refugees and populations affected by armed conflict in the following ways:

- Investigate, monitor and report on rights violations and protection issues.
- Document and report on attitudes, traditions, customs and practices that threaten, as well as uphold, the rights of the most marginalized within their communities.
- Highlight and strengthen the capacity of the community and civil society to protect and promote human rights, particularly the rights of women and children.
- Inform protective legislation and enforcement.
- Inform retributive and restorative justice mechanisms to promote and protect the rights of those most affected by armed conflict.
- Inform services for recovery and reintegration.
- Work to strengthen governmental commitment and capability to fulfill its protective obligations during and after armed conflict.
- Work to broaden recognition by governments and international bodies that rights and obligations extend to personal security, societal and community security, economic and resource security, and governance and political security.

Without any one of these elements, war-affected communities and refugees remain unacceptably exposed to further abuse, violence, discrimination and violations of their rights. Thus, in its protection and rights work, the Center is part of an emerging global network linking local, national



and international groups and institutions working to ensure that peoples' humanitarian and human rights are protected, promoted and upheld.

The Center's research and policy engagement in Africa focusing on rights and protection is carried out for the purposes of informing policy and program formation in a number of ongoing processes in the region, most notably protection efforts; peaceful resolution of conflicts; peace negotiations; disarmament, demobilization, and reintegration; transitional justice; reconciliation; strengthening sustainable livelihoods; and conflict prevention.

The **War and Peace in Uganda and Sudan Project** is based in northern and eastern Uganda and South Sudan, and is carried out in partnership with the AU. It is a long-term, regional, comparative study on the root causes and drivers of ongoing armed conflicts. The study also examines the peace and justice processes, and the official and community-based disarmament, demobilization and reintegration programs, and the shifts in livelihoods during conflict. The study will link with current Center research in progress in Darfur. It seeks to provide some of the first detailed and in-depth information on facets of the specific conflicts and, at the same time, make clear the broader regional links between these conflicts. Such information is vital if the international community and regional actors are to have any long-term success in addressing these wars and humanitarian crises. The results of this study are intended to inform the policy and programming of multilateral and bilateral organizations, including the AU, UN and the World Bank, as well as the efforts of government and NGOs working in situations of armed conflict and post-conflict reconstruction. Crucially, the study is intended to assist these bodies in their responsibility and efforts to protect civilian populations. As significantly, in making clear the links among the conflicts, the study seeks to inform and strengthen these same bodies' policies and actions to prevent further conflicts in the region.

A second ground-breaking study is also being carried out in Uganda and Sudan on **forced**

marriage as a crime against humanity in northern Uganda. This work draws upon international humanitarian, human rights and criminal law, as well as the national and customary laws of Uganda and Sudan, to investigate forced marriage practices by the armed opposition group known as the Lord's Resistance Army (LRA), operating out of northern Uganda and South Sudan. Building on international law, including the development of criminal cases and anticipated first rulings on forced marriage within the Special Court for Sierra Leone, the project seeks to stigmatize forced marriage as a crime against humanity in northern Uganda. However, while the project draws on international, national and customary law, the understanding of forced marriage and its repercussions (both negative and positive) will be shaped by in-depth discussions with girls captured by the LRA and children born into LRA captivity. This approach ensures that analyses of and recommendations surrounding forced marriage are shaped by the captive girls themselves. The findings will feed directly into local peace and reconciliation initiatives, local and national initiatives for justice, the current investigations of the International Criminal Court and the development of international law.

In addition, we will work to **strengthen the capacity of the AU in its response to issues of armed conflict, peace and justice.** We will continue to build strong links with the AU Directorate for Peace and Security, the Directorate for Rural Economy and Agriculture and the African Commission on Human and Peoples' Rights. In particular, we will focus on the African Commission on Human and Peoples' Rights and the future African Court of Justice. The presence of a viable Commission and Court would enable better regional exposure and response on issues of rights violations during armed conflict than presently exists in the region. Our efforts will center on strengthening the recognition of the rights of women and children within these organs.

Our research focusing on urban refugees and on remittances also fits into the Protection and Rights theme, and will be discussed in more detail in the next section – Lives and Livelihoods.



The Lives and Livelihoods theme

Overview

Crisis-affected, displaced and marginalized communities frequently suffer heightened risks that lead to all too familiar scenes of malnourished children, disease epidemics and increased deaths. While these are the most immediate and urgent concerns, they reflect a much wider range of issues that undermine and erode livelihoods. The Center's approach is to prioritize life-saving response strategies for meeting basic needs (e.g., shelter, food, water, sanitation and wider public health measures), and at the same time to ensure a more balanced approach that respects and builds on local efforts and supports local priorities in order to protect livelihoods and save lives.

In the 1980s, groundbreaking research on famine highlighted a previously misunderstood fact – that the efforts of crisis-affected communities are central to their survival. People survive crises by using and adapting their existing resources or means of accessing resources. It follows that humanitarian intervention has to not only save lives, but also protect and ideally strengthen people's means of self-sufficiency and productivity. These ideas challenge conventional approaches to humanitarian programming that focus on short-term inputs and that are designed primarily and often exclusively to save lives in the short-term.

This shift in focus to protecting livelihoods as well as saving lives challenges the awareness and attitudes of aid personnel and organizations who perceive those affected by crisis as victims and passive recipients of aid. Strategic livelihoods interventions on the other hand require awareness that, however vulnerable or poor, local people have knowledge, skills and aspirations that can contribute toward more-appropriate and effective humanitarian programs. This realization relates to fundamental issues of respect, dignity and power. It also requires analysis of the big picture – the complex set of formal and informal policies and institutions that influence both the onset of crises and the responses of local and international players. Over time this multi-layered, holistic and strategic thinking about aid interventions has become known as a 'livelihoods approach'.

A common element of the Lives and Livelihoods theme is turning analysis into practice, and ensuring well-designed strategic interventions in different operational contexts. The theme aims to continue the Center's tradition of promoting livelihoods analysis and application by humanitarian agencies, and ensuring that interventions not only save lives but also protect livelihoods.



Livelihoods approaches to assisting refugees

The Alchemy Project of the Refugees and Forced Migration Program worked with NGOs to provide and test micro-credit facilities for refugees and internally displaced persons. This Burundian refugee received micro-credit to start his grocery shop in a market in Maputo, Mozambique. Unlike many other countries, the Government of Mozambique allows refugees to work and, as a result, micro-credit loans have enabled many to pursue a living and support their families.

Lives and Livelihoods: Key achievements

Toward livelihoods approaches as a norm in humanitarian intervention: Our Livelihoods Initiative has actively promoted livelihoods approaches through its real-time assessments and research studies of livelihoods in the context of conflict-affected and marginalized communities. These have been used to inform its advocacy strategy with the United States Agency for International Development (USAID) and formal academic offerings through the Masters program. In addition, the initiative has designed and implemented a highly successful 10-day course Saving Lives Through Livelihoods in Addis Ababa, Cape Town, Dubai and Montreal aimed at senior management and other professionals.



Where there is no credit: From 2001 to 2004, the Alchemy Project worked in 12 African countries with 18 partner organizations and two African universities to design and test microcredit and income-generating approaches for refugees and internally displaced people (IDPs). The project also developed needs-assessment methodologies and provided capacity-building support to local agencies. Based on a series of impact assessments, best-practice guidelines were produced with partners. The project now seeks to institutionalize the approach.

Promoting a public nutrition approach: The Center has advocated a more comprehensive strategic approach to addressing the nutritional problems of crisis-affected populations through a range of publications, workshops and training opportunities, and through its relations with key partners. With UNICEF, we have developed and implemented a series of short courses in Africa and Asia for UNICEF professional technical staff on improving practice in emergency preparedness and response. These were recently evaluated very positively in an independent evaluation funded by the UK Department for International Development (DFID). We are currently exploring with UNICEF how to more forcefully institutionalize this type of capacity-development initiative within UNICEF and its UN partners, primarily the World Food Programme (WFP) and UNHCR.

Developing international minimum standards of disaster response: The Sphere Project has pioneered the development of international Minimum Standards of Disaster Response. The Center has directly contributed to this work by coordinating and managing the development of the new Minimum Standards on Food Security, which involved five regional and two international meetings.

Best practice in livestock relief interventions: Center staff have coordinated, implemented and analyzed livestock relief interventions from a livelihoods support perspective. The findings of this work have promoted improved practice by governments, donors and NGOs in the Horn of Africa.

Future directions

The development of best-practice guidelines and policies in the humanitarian sector is severely constrained by the very limited assessment of interventions and, specifically, the impact on people's livelihoods. This situation reflects the highly politicized nature of humanitarian funding and weak organizational learning within donor and implementing agencies. It also relates to various methodological issues and the challenges of applying conventional scientific research methods in

crisis and conflict environments. We are currently working with partners to develop appropriate but rigorous impact assessment methodologies to improve understanding of impact, refine humanitarian practice as necessary, and develop best-practice guidelines and supportive policies. An underlying principle is that the recipients of humanitarian assistance are very well placed to describe and analyze impact. Local people know what they have or have not received, and how aid inputs affect their well-being, local services and environment. Participatory approaches to impact assessment recognize this local knowledge and aim to combine local and outsider perspectives with quantified measures of impact.

Our work on impact assessment draws on and adapts experiences from our research in Africa, which uses multi-stakeholder teams to assess impact with communities. These teams include agencies and policy makers with strong pre-existing but contrasting opinions. Community-level participatory assessment places policy makers face-to-face with aid recipients and lets them see the realities on the ground – it is a very powerful approach for changing entrenched attitudes and policy directions.

The impact assessment and policy work outlined above refers mainly to recent or ongoing humanitarian interventions. We also seek to deepen our understanding of the livelihoods of crisis-affected communities, further adapt existing interventions, and identify and test new ways of working – particularly new ways of protecting and supporting livelihoods.

At a generic level, we will work with the Protection and Rights team and use the livelihoods framework to highlight and address critical cross-sectoral issues, including gender, conflict, protection issues, and rights violations. We aim to better understand the links between livelihoods and protection, and ensure that protection issues and concerns are addressed within the programmatic responses of donors and implementing agencies.

More specifically, we will implement two research projects using livelihoods approaches. The



Livelihoods, Migration and Remittance Flows to Conflict-Affected Regions Project will be a comparative analysis of the relationship between livelihoods, migration, remittance flows and conflict, including war economies, in order to establish the implications for international humanitarian response. Our research will take a case-study approach focusing on conflict-affected communities in Sudan (Darfur and South Sudan) and also northern Uganda, and their links with the diaspora in selected urban centers in Africa (Egypt, Kenya, Libya, and South Africa), USA and Europe. This research aims to review migration and remittance flows from three perspectives:

1. The livelihoods of the diaspora in second and third destination countries (Africa, Europe and the US).
2. The livelihoods of the receiving communities in the zones of conflict.
3. Connections and linkages with the wider political and economic processes, including conflict and the war economy, and how these affect and are affected by the livelihoods of the diaspora and the conflict-affected communities.

The **Urban Refugees in Africa Project** is a three-year study of urban refugees in three African capitals – Johannesburg, Maputo and Nairobi – that compares the livelihood situations of urban refugees and nationals, and their interface with the host state. Working with Witwatersrand University in Johannesburg, we are conducting three surveys comparing the experiences of refugees and nationals living in the poorest sections of the cities.

Institutional Change: An Integral Component of All Our Work

The Center’s vision is one of action – *a world where citizens, nation states and the international community feel duty bound to act, and do act, to prevent and alleviate suffering*. In the previous section of this Strategic Plan we describe how the Center has achieved considerable impact on humanitarian and related institutions. This impact varies from changing global standards to improving the knowledge and skills of mid-level professionals in government

departments. However, there is a need to do more, and to plan strategically for institutional reform. This section describes how we will integrate institutional change strategies into the Center’s new themes as they evolve over the next three years. By institutional change we mean the linking of research findings back into state, commercial, aid and UN bodies to drive change in the systems, policies and practices that adversely affect vulnerable communities.



Building nutritional expertise

These women in Bamiyan, Afghanistan, are part of a new program in the Ministry of Health creating the first-ever government nutrition unit in Afghanistan. Famine Center staff are working with the Ministry and UNICEF to develop nutrition policies and programs that will work in Afghanistan today. The program is as much about empowerment as about skills training. Before this program began Afghanistan had no locally trained nutritionists at all, and this in a country that has some of the world’s most severe and persistent nutritional problems.

Where are we now? Institutional change in the Center to 2005

From an institutional change perspective, our work can be categorized into three main groups:

1. Institutional change as the primary objective
2. Institutional change through research and networks
3. Institutional change through teaching and training.

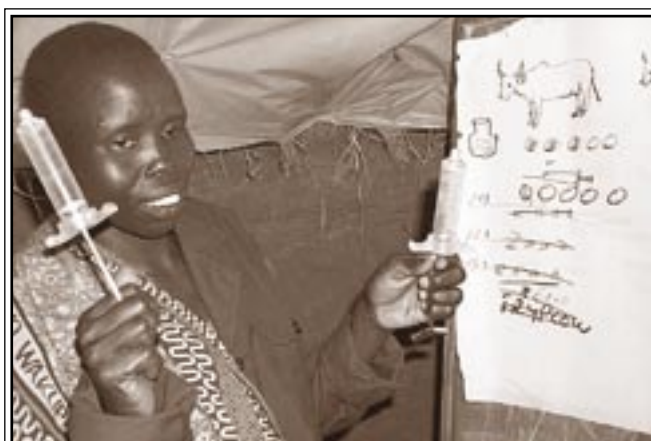


Institutional change as the primary objective

In some of our work the primary aim was to change the policy and institutional framework governing a particular sector. Here, research, educational and other activities were used strategically to inform and facilitate change. These programs began with a detailed institutional analysis that identified the key organizations and individuals affecting the institution, defined the relationships between the actors in terms of power and influence, and described the formal and informal incentives driving each actor. This initial analysis informed the strategic use of different methods at different stages of the program, and with different actors. At the onset, we were also acutely aware of the informal factors that often override formal rules and guidelines. These factors include professional attitudes and norms, as reflected collectively in national-level professional associations and regulatory bodies, and in international agencies. Traditionally, such organizations are highly conservative and resist change.

The Center's work in Africa is the most obvious example of where this approach to institutional change has been used. After many years of community-level testing and of adapting community-based approaches to research and service delivery, program staff recognized that wider application of these approaches was unlikely without national- and international-level policy reform. Beginning in late 1999, the program moved upstream and specifically targeted policy makers and their peers.

While applying these different strategies, the Africa team continued to publish cutting-edge papers in peer-reviewed journals, design and implement field research with policy makers, supervise postgraduate students, and train professional in new ways of working. The program also recognized that analysis of the institutional change process itself was of academic relevance. In other words, the program was well-placed within Tufts University as an academic institution.



Institutional change to enable community-based approaches

Community-based approaches often clash with policies and laws, as well as with professional attitudes. Five years ago the work being done by this highly effective community-based animal health worker in northern Uganda was illegal and he was subject to prosecution by the authorities. Following the Center's work with the African Union, Uganda and other countries now have supportive policies for these workers; a government unit dedicated to training and monitoring them is now in place. These national changes were accompanied by revision of the international standards governing veterinary services worldwide.

Institutional change through research and networks

Some of our work has sought to impact on institutions by conducting high-quality analytical research, channeling research findings in different formats to a selected, targeted readership and making publications easily available via a well-designed website. The Center's **Humanitarianism and War Project** has used this approach and disseminated research to an extensive global network of organizations and individuals that it consulted and served. It has conducted thousands of interviews with relief and rights practitioners in headquarters and field locations around the globe, and has published its conclusions and recommendations widely, including 13 books, 24 monographs and scores of shorter pieces,



including op-eds. Now located within the Politics and Practice theme, it is regarded by many as the premier research effort on humanitarian action in the US, helping to shape the terms of the debate, monitor its evolution, and influence policy makers and practitioners.

Institutional change through teaching and training

Providing current and future professional humanitarian workers with the right knowledge and skills, and exposing them to alternative and new perspectives, is an important approach to strengthening organizations and institutions. It is an old adage that professionals tend to repeat what they have learned during their studies. However, we also need to be aware that many of the powerful organizations that set or influence humanitarian policies are highly politicized and bureaucratic. In addition, senior personnel have their own personal and political agendas. From an institutional change perspective, training activities often have the greatest impact when training is first targeted at the most senior levels of management in an organization. Once senior people are convinced, they are more likely to fully support training of mid-level workers and, more importantly, ensure the policies and resources that enable these workers to apply new skills or approaches. It follows that training mid-level staff, *per se*, rarely leads to policy or institutional change. The Center is well-placed – and has built such a robust network of connections – that it can influence senior policy makers in ways that give institutional change a realistic chance of being effective.

Organizations that are tasked with policy development sometimes use external expert review and consultation as one step in a policy change process or during the revision of guidelines or legislation. The Center has international experts in a variety of humanitarian disciplines (see Annex I) and is often invited to join expert forums by UN agencies, the AU, government organizations and international NGOs. Although these fora are promoted as being purely technical in nature, from an institutional change perspective they are often highly politicized and, at worst, attempt to

use the names of international experts to reinforce a hidden agenda. Effective participation in these events requires understanding, not only of the technical issues under debate, but also the underlying reasons and incentives driving the policy process. Influencing senior-level policy makers requires political insight and powers of diplomacy and negotiation, far beyond simply getting the technical issues right. Strengthening our involvement by invitation also means strategizing to avoid invitation by chance, and ensure that our participation is a given.

Applying institutional change theory and methods to Center themes

We intend to build our capacity in institutional change across all three themes. Some specific institutional change strategies by theme are presented below.

Politics and Policy

Within the Politics and Policy theme the new **Humanitarianism in 2015 Initiative** contains clear institutional change objectives. The initiative's strategy combines policy analysis and identification of policy options, and further development of existing instruments and accountability mechanisms. These activities will be complemented by dialogue sessions with humanitarian agencies and governments, dissemination of research results (in collaboration with other related projects), briefings for donors, officials and communities in affected societies, NGOs and other organizations. The initiative will also develop training materials for use by the Center and others, both in academic teaching and in-house training for agencies. A range of publications will be produced in line with the Center's communications strategy and the theme's existing network will be strengthened. This network includes:

- Major international NGOs
- The Red Cross and Red Crescent Movements
- Specialist organizations such as the UK's Overseas Development Institute (ODI) and the International Policy Institute at Kings College in London; collaborative agreements are also being sought with such Third World-based institutions as the Afghanistan Research and Evaluation Unit (AREU).



Protection and Rights

The Protection and Rights theme is working primarily to change institutions that relate to the implementation and enforcement of international humanitarian and human rights laws designed to protect marginalized, war-affected populations – particularly women and youth – from abuse, violence, discrimination and violation of their rights. While using research to influence these institutions, the theme also employs monitoring, documentation, discussion, capacity building, training, legislative review and legal action to promote change. The team has its own network of organizations and partners, including community-based organizations for justice and protection; legal firms and experts in humanitarian law; human rights advocacy groups; and specialist child-protection and gender groups within the UN and key governments.

During the next three years, the theme will build on previous institutional change successes by adapting some of the techniques developed by our Africa team. It will also strengthen partnerships, particularly with UNICEF, human rights and justice organizations, and international coalitions working on humanitarian and human rights issues. Our future partners also include the AU's African Commission on Human and People's Rights because of its influence over the recently ratified and planned African Court of Justice.

Complementing these partnerships will be strong African grassroots networks working on rights and justice issues. We will provide legal advice and work with these grassroots groups to gain observer status within the African Commission on Human and People's Rights. Such status would assist these groups to better expose rights violations within the region because they would then be allowed to submit complaints to the Commission; and it would help them to increase pressure on their own governments to uphold the state's protective obligations at national and regional levels.

Lives and Livelihoods

The Lives and Livelihoods theme will continue to promote institutional change and organizational learning within the donor community,

particularly USAID's Office for Foreign Disaster Assistance (OFDA), and within host governments, UN agencies and NGOs. Academic and practitioner training is an important component of this strategy. In the coming three years, further field-based assessments and analysis will be conducted, but we will seek to upgrade the mechanisms by which the results are translated into operating standards and best practice for humanitarian organizations and governments. Significant support will be provided by the Center's Africa team. This refinement will include many of the techniques used by the Africa team such as training and use of policy makers on assessments, interactive participatory research and wider distribution of results in user-friendly formats such as DVD and interactive training CDs. At least two major field assessments will be conducted each year through the Center's Lives and Livelihoods theme.

The Lives and Livelihoods theme also includes sector-specific institutional change objectives:

- In the area of public nutrition, we will continue to promote best practice and adherence to international policies, codes and standards at field practitioner and national levels, and as laid out in the *Sphere Minimum Standards of Disaster Response*. Concurrently, the Center will use its network and change tools to build national capacity, particularly within governments in countries affected by chronic or recurrent complex emergencies, and within universities offering health and nutrition curricula and undertaking related research.
- In the area of refugees and forced migration, we aim to change those organizations and institutions that have a major affect on refugees and displaced people. This will involve more strategic use of our consortium of donors, UN bodies, international and local NGOs and southern African universities interested in promoting refugee livelihoods. In the next three years we will also be much more strategic in our use of institutional change methods to influence these key partners and their policies, with emphasis on participatory impact assessment with policy makers. Ultimately we aim to encourage donors to move beyond traditional relief approaches



based on hand outs, food aid and camp-based inputs, toward policies that support the livelihoods and economic rights of refugees. The Center seeks to persuade key UN bodies and the AU to become advocates for change.

Teaching and Education: Consolidating the Gains and Working with African Universities

The Center aims to provide the highest quality teaching and education for tomorrow's humanitarian leaders and thinkers. The teaching agenda at the Center has three clear objectives:

1. To develop a cadre of professional humanitarian workers who view their work as a profession and who are equipped with both the most up-to-date skills and knowledge, and the wherewithal to use those skills as humanitarian managers, planners and policy advisors.
2. To promote the teaching of humanitarian and related issues in African universities, such that African humanitarian professionals have an alternative to the highly priced and externally driven American and European university offerings.
3. To nurture an understanding of the humanitarian perspective in all students graduating from Tufts University, particularly those at the FSNSP and Fletcher School.

These objectives will be met through the teaching programs and initiatives described below. Underpinning these programs and initiatives is the commitment of individual faculty at the Center to teaching, mentoring and providing material support to our students, interns and research assistants.

Developing a cadre

Mentoring

Individual interaction between students and faculty is an essential part of the learning experience at Tufts. Center faculty regularly act as tutors and mentors for up to 20 students per year, working with them on a one-on-one basis to help develop their Masters theses, their research proposals and assist them with career development. We intend to continue to provide this vital service and will,

through the hiring of a student support officer, extend our range of assistance, particularly in career development.

Interns

Many of the programs the Center supports require that students do a summer internship. These internships are field-based, usually in Africa and with an operational NGO, UN agency or community group. Finding places and funding for interns, helping them and their host agencies develop a meaningful work program, and above all ensuring the safety and security of the interns is a vital part of the Center's teaching commitment. We intend to continue, and to expand, this service and will specifically seek to use the resources of our planned Addis Ababa office to better support such placements in the future.

Research assistants

The Center has a commitment to involving Masters students in its research. As part-time research assistants, students are involved in sample design, literature searches, organizing field work, and research workshops. This on-the-job experience enhances our students' education and helps identify those who are able and willing to study at the PhD level.

The Center does not have a PhD program at present and has no plans for developing an independent program. However, we do intend to work with students undertaking PhDs in other centers and programs at both the Friedman and the Fletcher Schools, to provide them with the research opportunities necessary to complement their PhD course work.

Academic courses

Center faculty teach a range of courses at the Friedman School, many of which are cross-listed into the programs of other schools at Tufts and in joint programs with other universities, including Harvard and the Massachusetts Institute of Technology. Existing courses include:

- *Humanitarian Aid in Complex Emergencies* – This course puts complex emergencies and acute hunger situations within a global perspective; gives students an understanding of the role of key institutional actors in the field; and equips



them with specific tools for work in complex emergencies.

- *Gender, Culture and Conflict in Humanitarian Complex Emergencies* – This course examines humanitarian aid in conflict situations from a gender perspective and highlights the policy and program implications that this dimension presents. Topics covered include gender relations as affected by conflict; the relationship between gender and the militarization of societies and communities; violations of human rights and women's rights; the gender dimensions of peace building and conflict resolution; and the gender dynamics of aid and post-conflict reconstruction.
- *Nutrition in Complex Emergencies* – This course examines the central role and importance of food and nutrition in complex emergencies. The implications of this for nutrition assessment, policy development, program design and implementation are examined. The course seeks to provide students with an understanding of the nutritional outcomes of emergencies (malnutrition, morbidity and mortality), and the causes of malnutrition and mortality in emergencies (the process and dynamics of an emergency). The course develops a broader range of management skills needed in relation to humanitarian response initiatives.
- *Research Seminar in Forced Migration and Human Security* – This seminar seeks to strengthen students' understanding of and capacity to conduct social scientific inquiry in the field of forced migration by exploring the research methods used by social scientists. The course is especially intended for students seeking structured guidance in conceptualizing and assembling a research proposal, particularly one that intends to use field methods in complex and conflict environments.

In 2005 and 2006 the Center plans to develop a range of new courses for which a critical need has already been identified:

- *Livelihoods Analysis and Participatory Approaches for Research in Complex Political Emergencies* – This course will equip students with a deep understanding of livelihoods analysis and with expertise and practice in the use of participatory

and community-based research methodologies in support of this analysis.

- *Nutritional Assessment and Surveys in Complex Emergencies* – This course focuses on sample design, statistical analysis and data collection methodologies needed to carry out valid nutritional surveys in complex emergencies.
- *Assessment, Monitoring and Evaluation of Food and Nutrition Interventions in Humanitarian Crises* – This course will equip students with the specific nutrition field assessment and research tools they need to effectively carry out needs assessments and monitoring in food security and nutritional crises.
- *The Treatment of Severe Malnutrition and Management of Therapeutic Feeding Programs in Situations of Humanitarian Crises* – This course will build students theoretical and practical knowledge of the range of interventions and approaches available for addressing severe malnutrition in a humanitarian crisis.
- *Tutorial in Forced Migration* – This tutorial is specifically designed to support the research and thesis work of Masters students wishing to undertake field research on issues of forced migration in Africa. The seminar will help guide the design of students' research and prepare them for field work in insecure environments.

Masters programs in humanitarian studies

The individual teaching commitments of Center faculty are built into and often form the core element of a number of degree programs offered at the Friedman School and at the Fletcher School.

The Master of Arts in Humanitarian Assistance

The Master of Arts in Humanitarian Assistance (MAHA) is a one-year joint degree offered jointly by the Friedman and Fletcher Schools. The program is geared toward mid-career professionals who have significant field experience in humanitarian assistance. The program's mission is to offer an academic setting where professionals can develop their knowledge and skills in the areas of nutrition, food policy, and economic, political and social development as they relate to humanitarian action in famines, complex emergencies and other disasters. Practitioners study, read about,



reflect on and write about humanitarian theories, programs and policies.

Over the next three years we will improve the promotion of the degree so that more high-quality applicants are attracted. We will also secure better funding of the degree so that student recruitment can be based more on merit and less on wealth. The content of the degree will further evolve to allow for both specialization within, and better connection between, our field research and the courses taught. We will also provide better service support to students while they are at Tufts.

The Master of Science in Food Policy and Nutrition: Humanitarian Specialization

The FPAN program of the Friedman School seeks to equip students with the diverse skills and knowledge base they will need to make a successful impact on food policy and nutrition interventions worldwide. With its three fields of specialization, the FPAN provides not only conceptual and analytical skills required by program managers and policy analysts, but also a solid foundation in applied statistical and research skills, as well as in technical aspects of program planning, design, implementation and evaluation.

The humanitarian specialization requires students to take, as core courses, two of the offerings from the Center. It is designed for people wanting to work in the demanding context of humanitarian crises. These nutrition professionals will be equipped to handle not only the technical, but also the social, political and economic aspects of disasters that contribute to nutritional stress among at-risk populations.

The Center intends to expand the range of courses available for these students, particularly those aimed at enhancing their technical skills.

The Master of Arts in Law and Diplomacy: Human Security Certificate

The certificate in human security at the Fletcher School is for students seeking a deeper professional understanding of the interactions among the main fields of social change across borders: development, conflict resolution, human rights,

and humanitarian assistance. The certificate consists of four introductory courses, two capstone courses laying out the cross-disciplinary framework, two courses allowing students to specialize, and the writing of a thesis, the subject matter of which falls within the realm of human security.

One of the core courses and three of the suggested electives are provided by the Center. The Center is committed to continuing to provide these courses.

The Inter-University Humanitarian Studies Initiative

This unique and innovative inter-university program is designed for graduate students seeking an education in the evolving and multidisciplinary field of humanitarian studies. The program allows eligible students of three partner institutions (the Harvard School of Public Health and the Friedman and Fletcher Schools at Tufts University, and the Massachusetts Institute of Technology) to incorporate the requirements of the initiative into their respective programs of study. This initiative has created bridges linking these three institutions, which students can traverse to meet the educational needs required in humanitarian studies: flexibility, diversity, excellence, and comprehensiveness. It has been highly successful, attracting a large and diverse student body and is always over subscribed. The Center wishes to continue to support the program and to play a more central role in its development.

Summer School in Humanitarian Action, Livelihoods and Policy Change

For the last four years the Center has run a highly successful two-week intensive summer course for humanitarian program managers focusing on nutrition, public health and community-based interventions in complex emergencies. Geared to country directors and program managers of relief operations in conflict and forced displacement settings, the course builds both skills and knowledge in humanitarian practice and policy.

The course has proved extremely popular, with many more applicants than there are places. It has been offered at a variety of locations around



the world, chosen to make it easier for field-based staff to attend.

We intend to develop a new and expanded course from this successful foundation. The new course will expand to cover the political economy of the aid system, and a more thorough treatment of gender and generational issues in conflict. It will be offered in alternate years at our Medford campus in eastern USA and in Addis Ababa, Ethiopia, using the facility of our offices there and our partnership with the AU and Addis Ababa University. The curriculum will be designed to allow the Center's entire faculty to contribute to its teaching. It will also be designed to facilitate experiential learning, in which students and their experience play a key role in the learning experience during the course.

Building humanitarian academic capacity in Africa

For the past four years, the Center has partnered with three African universities – in Mozambique, South Africa and Sudan – to develop joint curricula, teaching programs and research approaches around humanitarian action. Our mutual goals are to increase the academic skills and knowledge needed to plan and manage humanitarian aid and carry out field research in complex emergency settings, thus redressing the imbalance whereby most humanitarian education and research is initiated by universities in the USA and Europe. In particular, we share a commitment to collaborative research between African and western scholars.

Our three African university partnerships are based on long-standing collegial relationships with key faculty and graduate students, with whom we have worked in the field or the classroom:

- **Ahfad University for Women (AUW)** in Omdurman, Sudan, has pioneered education for women since 1907 with an emphasis on strengthening the roles of women in national and rural development. We provided support for their program *Complex Emergencies and Relief Management Studies* located at the Ahfad Center for Nutrition Training and Extension on the main university campus. The program was

under the direct supervision of the Vice-Chancellor for Academic Affairs, Dr Amna E. Badri. We have also given scholarships to graduate students from AUW to Tufts (MAHA program and FSNSP), and delivered a three-day intensive course on *Public Nutrition in Emergencies* for the academic staff, students and recent graduates. We have collaborated in joint research into the impact of the recent conflict and crisis in Darfur on livelihoods, which was very well received by the international community. This involved Tufts/Ahfad field teams in Darfur, Eastern Sudan, Khartoum and Libya.

- At **Eduardo Mondlane University (UEM)**, in Maputo, Mozambique, our key point person is Dr Joel das Neves Tembe, who directs the Arquivo Historico de Mocambique in Maputo, and who is a Professor at UEM and the Director of the Center for Transfrontier Studies. We are also working with the Center for Population Studies to conduct joint research in Maputo, and Center faculty have given seminars to enhance teaching and research components of their Masters Program.
- At the **University of Witwatersrand** in Johannesburg, South Africa, our partner is the Forced Migration Studies Programme, with whom we have worked closely for four years. We are currently involved in co-teaching and curriculum development there, and we are jointly conducting a research project on urban migrants and refugees in Johannesburg.

In the future, we intend to foster these partnerships as capacity allows, and we will add two university partners in Ethiopia:

- **Addis Ababa University**, established in the late 1940s, is one of the largest higher learning institutions in Africa. It employs over 700 faculty members and has more than 15,000 enrolled students. A partnership has been established with the Faculty of Veterinary Medicine, which teaches some 40 Masters students annually.
- **Jimma University**, established in December 1999, is an autonomous public higher educational institution. It is Ethiopia's first innovative Community-Oriented Educational Institution of higher learning, located 335 km south west of Addis Ababa at Jimma Town.



The Center proposes to enhance its collaboration with these five universities in the following ways:

1. Increase the quality and type of **graduate teaching** on humanitarian issues. We will work with our partners to develop **curricula** in the fields of forced migration, humanitarian studies and public nutrition. We will develop an **Internet-based system** for document and data sharing to support the teaching of these curricula. We will develop **pedagogic methods** that are appropriate for the students who attend African universities. Their skills, needs and experiences are often very different from graduate students in western universities. When appropriately modified, these curricula can be used in a variety of learning and training situations, including training courses for field-based practitioners and for awareness-raising and influencing senior-level policy and decision-makers.
2. Link local universities and partners as a way to boost capacity. Forming **local partnerships** and collaborative relationships between our partners has been one of our past accomplishments, and we will continue to act as liaisons between our partners and other local academic institutions by bringing together faculty and students. Our goal is to build a consortium of African universities with common interests in promoting humanitarian academic agendas.
3. Develop **participatory research** techniques. In complex emergencies, participatory approaches are one important component of exploring the effects of complex emergencies on livelihoods. Our African university partners will be critical in helping us develop these approaches.
4. **Increase the number of African graduates** with appropriate humanitarian Masters qualifications who would be available for senior posts within aid agencies and government bodies. We will place students as interns in aid agency assessment and evaluation missions and provide scholarship funding for top African students to attend the FSNSP to obtain degrees in Humanitarian Assistance and in Food Policy and Nutrition.

5. In key sectors, like Public Nutrition, we will organize regional meetings in Africa to develop a joint and collaborative strategy for capacity development of African universities in relation to Nutrition in Emergencies. The purpose of these meetings will be to share experiences, identify common ground and develop a strategy for future collaboration in capacity development of academic institutions. The target audience will include members of relevant academic institutions and key stakeholders in the region (governments, the UN and NGOs).

Enhancing the capacity of African universities is critical to the overall process of strengthening regional capacity for emergency preparedness and response, including the development of appropriate national policies, and the capacity to coordinate and take the lead in humanitarian action.

Effective Communication: A Global Network and New Technologies

Since its inception, the Center has produced a string of influential books, reports and presentations. It has hosted conferences and workshops, and contributed to innumerable news programs, opinion pieces and current affairs analysis. In a less public way, Center faculty have briefed government and UN officials, human rights workers and aid agencies on our analysis of, and suggested solutions to, conflict and livelihood crises around the world.

Until now the Center has had no coherent communications policy or mechanism for disseminating its work and targeting its messages. Therefore, an important part of our three-year strategy is to be far more strategic and effective in the way in which we share information with partners and policy makers.

Website and listserv

The Center's present outdated website will be completely overhauled. The content will be



revised and an emphasis will be placed on using the website as an 'open access' portal with an increasing amount of the Center's output and teaching material being made freely available. These changes will take place in 2005/6.

The Center does not presently make use of listserves to disseminate its material. As part of reinvigorating the website, a general listserv will be created to keep those interested up to date on Center activities and outputs. Subscription to the listserv will be available through the website.

Building a global team

Center faculty members are based on three different continents. In addition, many of them spend a great deal of time in the field away from their offices, often in insecure environments. We need to build an effective and robust system of communication and information sharing. In future we intend to investigate the use of Internet-based video conferencing and messaging services.

Multimedia material

Most faculty members make use of PowerPoint and video material in their teaching. Likewise, presentations often form the core of briefings given by the Center. At present these are not shared with the audience. The Center intends in future to ensure that its presentations, fully annotated, are available via CD, the Web or listserv to those interested in using them.

Publication design

The Center has started to develop a standardized appearance for its main reports. This design will gradually be introduced across all Center communications and products, from e-mails to policy pieces to substantial reports.

Turning research into accessible knowledge

Detailed substantial reports form the main initial output from the Center. Although providing evidence-based analysis and the meticulous detail needed to justify policy changes, such reports are at times less accessible to those with limited time for reading. Thus, in addition to the larger more detailed reports, we will start to produce short policy

briefing notes. These will be written as stand-alone notes and focus on the linkage between evidence and policy change. They will be made available on the website and distributed via listserv and in hard copies during policy briefings.

The Center will also continue its present practice of producing a limited number of rigorous academic journal articles and books from our research in order to ensure the formal capture of knowledge.

In addition the Center will more proactively seek to have its opinions placed in leading newspapers and current affairs magazines.

Regular workshops, briefings and conferences

Starting in Fall 2005, the Center will evolve the present six-monthly policy dialogue meetings of the Humanitarianism and War Project into a broader vehicle for the whole Center. These briefings presently alternate between New York and Washington. In future we intend to provide a briefing at both locations every six months. In 2006 we will investigate the possibility of extending the briefings to a Geneva venue and possibly at our planned office in Addis Ababa.

We will investigate the need for and feasibility of hosting an annual conference of those involved in humanitarian studies, as part of our commitment to promoting the growing professionalism of humanitarian action and education.

We will continue to organize thematic and time-specific workshops to highlight key issues and findings from our work.

Center staff are regularly requested to brief government officials and others on a confidential basis as a result of our work. We will continue this practice.

Resource implications

The vibrant expanded activity detailed herein has implications for staffing at the Center. In year one we intend to engage a full-time information technology (IT) consultant to help us redesign our website and help us understand, acquire and



implement the software changes we will need to make best use of today's communications and publishing possibilities. In addition we intend to employ a full-time Publications Officer, responsible for helping faculty produce readable and timely publications and for increasing our access to the media. Finally, a full-time Events Organizer will be employed to ensure the smooth running of visiting lectures, briefings, workshops and conferences.

Staying Close to the Action: Securing Our Day-to-Day Presence in Africa

The need for a base in Africa

In our Ten-Year Vision we state that:

We believe that proximity to vulnerable communities and humanitarian contexts is crucial for accurate analysis and meaningful partnerships. We will secure the future of our Africa-based team, and therefore enhance our capacity for both long-term relationships with local partners and for validating our research with crisis affected communities.

The Horn of Africa region is home to many of the most marginalized and conflict affected people on the planet. By establishing a new office in Ethiopia, we aim to be strategically positioned in the region and well placed to further develop our linkages with African partners. These partners range from community-based groups to the African Union and UN agencies.

Since 1996 the Center has supported a team of professional technical advisers, policy analysts and program managers in Africa. Our general approach has been to second these staff to such organizations as the AU, UNICEF and the Food and Agriculture Organization of the United Nations (FAO). The secondments have worked well because they allow the Center to catalyze change strategically within key organizations. In addition, they enable the Center to gain unique insights into the conditions and problems facing a region characterized by chronic conflict and political instability. The long-term, day-to-day presence

of our staff means that we pick up the underlying atmosphere and views, not only from communities directly affected by crisis, but also from the interactions we experience in everyday life, by simply living and working in Africa, by talking to the street vendors and the taxi drivers, and by reading the local newspapers. Essentially, when combined with our research and analytical work, this constant flow of views and opinions helps us to turn information into intelligence, and more fully understand the impact of humanitarian policies and projects on all sectors of society.

Our long-term strategy is to continue to place senior staff in international UN or inter-governmental agencies in the region, particularly the AU. However, we also wish to strengthen and expand our Africa presence in two areas:

- When supporting technical partners, we need to improve our capacity to combine sector-specific expertise with the much broader multi-disciplinary skills and experience of the Center. This need fits with the overall movement of the



Staying close to communities

Frequent and close engagement with people and issues in developing regions is a crucial aspect of validating our research, teaching and institutional change work. Here the Center's Yacob Aklilu conducts talks with Abdikadir Adan about emergency aid interventions following a recent drought. Abdikadir runs a local NGO, the Northern Development Relief Agency, which works in the northeastern of part Kenya.



Center towards more holistic approaches for understanding and addressing humanitarian problems, as reflected in our three themes.

- We intend to offer research, educational and capacity-building support to far more partners in the region, and to do so more independently. As explained previously, we have a particular interest in supporting African universities, including two universities in Ethiopia.

Why Ethiopia?

In the Horn of Africa region we regard Ethiopia as an ideal strategic location from which to work at national and regional levels. Of the 177 countries listed in the UN Human Development Index (2004), Ethiopia ranks 170th. If you live in the US, you can expect to reach your 77th year; in Ethiopia if you reach your 46th birthday you've already exceeded the national average life expectancy. Its people suffer chronic food deficits and are subjected to repeated droughts and other disasters. Long regarded as the key geopolitical player in the region by western nations, Ethiopia remains central to US influence in the region and the 'global war on terror.'

The Center and its staff have a long history of engagement with Ethiopia at organizational and personal levels. The capital, Addis Ababa, hosts numerous international agencies, including regional UN offices and research centers of the Consultative Group on International Agricultural Research (CGIAR). It is also home to the AU and specifically, the Directorate for Peace and Security (AU/DPS) and the Directorate for Rural Economy and Agriculture (AU/DREA), with whom we have close links. The new and revitalized AU is prioritizing institutional reform in its objectives and strategies. The Center is currently engaged in varied policy support activities with the AU. Our community-based approaches to conflict resolution, tested in East Africa, have attracted interest from the Directorate for Peace and Security, which now wishes to scale up the approach. Similarly, a range of policy initiatives is in progress with the Directorate for Rural Economy and Agriculture.

In partnership with the Ethiopian Government and NGOs, we've initiated pilot projects to improve

livestock marketing systems for pastoralists in the far south of Ethiopia. This work links community-level marketing groups directly with export companies, and has led to dramatic inflows of cash into vulnerable pastoral areas. The work forms the basis for new research on the impact of international markets on pastoralists.

Supporting the Center and the University

The Center's Africa office will mirror and support our three main functions: research, education and institutional change.

The Center will use the Addis Ababa office as a base for many of the research initiatives previously described in this Strategic Plan (see *People to Teams, Programs to Themes: A New Approach to Research*). In addition, the Africa office will support short-term research commissioned by donors and other partners in response to new crises and policy reform processes. Recent examples include our livelihoods analysis of the Darfur conflict for USAID/OFDA, and the ongoing analysis of policy process in complex emergencies in Somalia and South Sudan for FAO.

The Addis Ababa office will act as the hub for building linkages with African universities. It will coordinate our capacity-building support to universities, including the development of courses in humanitarian studies, teaching by Center staff and facilitating human resource exchanges.

Our *Summer School in Humanitarian Action, Livelihoods and Policy Change* for practitioners will be managed by the Addis Ababa office every other year. Regular conferences and expert consultations will be facilitated by this office.

To date our Africa-based staff have played only a very minor role in teaching in Medford. We intend to make far greater use of their experience and our Africa team is currently developing a new course, *Livelihoods Analysis and Participatory Approaches for Research* in our *Complex Political Emergencies* course that will provide Medford-based students with a deep understanding of livelihoods analysis and with expertise and practice in the use of participatory



and community-based research methodologies in support of this analysis.

The Center's core experience in institutional change and policy process is currently located within the Africa team. The team will continue to implement a range of ongoing institutional change activities, particularly with the AU, while also providing support to senior faculty and strengthening the institutional change components of initiatives across the Center.

During the next three years our work with the AU will focus on the Directorate for Rural Economy and Agriculture (AU/REA) and the Directorate for Peace and Security (AU/PSD). The AU/REA is responsible for policy reform and development in the areas of food security, agriculture, and rural development in Africa. This mandate includes humanitarian relief interventions and famine early warning systems. The Center has been closely supporting the AU/REA in its strategy development over the past year and the Directorate will take over responsibility for an AU flagship program, the New Economic Partnership for Africa's Development (NEPAD). The AU/PSD is a vital and emerging player in the management and resolution of conflicts in Africa, as well as protection and justice issues. The new African Commission on Human and People's Rights, and the planned African Court of Justice, will be housed within this Directorate. The Center's *Protection and Rights* team aims to work closely with these bodies.

During the next three years our strategy is to establish and consolidate the Addis Ababa office and use it primarily to strengthen the Center's work in Africa. In 2008 we will review progress with the FSNSP and decide if and how the office might act as a resource for the FSNSP or other schools. We are aware of and fully support the international aspects of the University's strategy. However, we are also aware that administrative or academic support to any program or initiative in Africa requires human and financial resources, and an understanding of developmental approaches overseas. Our initial three-year strategy is highly cognizant of these issues.

Networking: Building a Global Humanitarian Coalition

Perhaps the most innovative, exciting and demanding part of our vision for the future is the shift from being a Center with various *ad hoc* external partnerships and relations to a global community of committed individuals and partner organizations supported by a vibrant hub of employees based in the Boston area, Africa and Europe. The creation and growth of this working, interactive network is a key objective of our Three-Year Strategic Plan.

Our current hub of Center staff is the driving force for research, education and change. This hub will now take on an additional service-oriented role of promoting and leveraging a network of individuals committed to the same vision and goals as the Center. The network is the real vehicle for such changes as:

- Increasing the ability of civil society in crisis-affected areas to positively change the policies, institutions and systems that constrain sustainable livelihoods.
- Informing national and local government policy and practice in the fields of protection, justice, rural development, nutrition, and trade to better support communities in crisis.
- Developing the profession of humanitarian action, through reflection, education, standard setting and accountability development, in partnership with aid agencies.
- Prompting the international community, at government, UN and NGO levels, to promote a needs-based, rights-based and impartial approach to the allocation and use of international resources brought to bear on humanitarian crises.

The network will be made up of a number of inter-linked networks and collaborative efforts. Close to the Center there will be formal collaborations, such as the planned Leir Institute for Human Security, to be jointly directed by the Center and the Fletcher School. Likewise, formal collaboration with researchers and educators in other parts of Tufts University will result in new research

programs and expanded teaching opportunities. To enhance this level of collaboration, we will create the new position of Center Research Fellow. Individuals will be invited to join the Center, as Research Fellows, because their research and teaching objectives mesh with our long-term vision. Research Fellows will be able to use the Center's name and facilities and will be invited to all Center-wide workshops and meetings. They will be close collaborators and, although not on the Center's payroll, will be regarded for all intents and purposes as members of the Center.

We can envisage networks around specific change processes, such as a network of nutritionists concerned with promoting better practice in emergencies, or a network of human rights and conflict specialists concerned with working in a more coherent way on understanding the conflict crises in East Africa.

We can envisage a network of partner organizations, supportive of the Center's work and wishing to benefit from it. Partner organizations may be universities, aid organizations, civil society groups, international organizations (such as UN bodies, WTO groupings, Bretton Woods organizations, the International Committee of the Red Cross, and other global think-tanks), and key government ministries and aid organizations. Although we already work with all of these organizations, we foresee the evolution of this listing into a more dynamic and active coalition.

This evolving coalition will need many devices to promote its focus, coherence and vibrancy. For example:

- We will make good use of cutting-edge, but workable, Internet technology.
- We will sponsor regional meetings, including expert consultations, and will open up our offices for coalition members to use when they are in Boston or Addis Ababa.
- We will seek to make research and cooperation grants available to build partnerships and to make coalition members the preferred choice in research and teaching programs.
- We will seek to leverage this coalition of individuals with institutional arrangements

between the Center and their respective organizations. These arrangements may focus on research, institutional change, evaluation and sometimes program implementation.

Developing the coalition

In a powerful analysis of open-source systems, the UK-based Demos think-tank identified 10 key characteristics that allow such networks to flourish:

1. Transparency
2. Vetting of participants only after they have become involved
3. Low cost and ease of engagement
4. A legal structure and enforcement mechanism
5. Leadership
6. Common standards
7. Peer review and feedback loops
8. A shared conception of goals
9. Incremental – small players can still make useful contributions
10. Powerful non-monetary incentives.

The coalition we want to create will have many of these attributes and, like the open source approach, will seek to empower rather than control.

Launching and maintaining such an active network will require many supportive systems to allow people to share information and ideas in real time, to organize work and to critique research. To facilitate this, the Center will need to acquire appropriately tailored Internet and Web-based systems to allow coalition members to communicate and organize. Interactive websites, chat rooms, on-line discussion facilities, file sharing, and voice-over-Internet and teleconferencing options will all be needed.

Developing this infrastructure will be a priority for the Center during Year One of our Strategic Plan and will require collaboration with external IT consultants and other like-minded organizations who have already experimented with similar systems. We also believe that by Year Two we will need a full time staff member to support the network.



Research collaboration

The Center's track record is one of multi-disciplinary and multi-site research. This requires us to build research teams that are specific to each research project. Our experience is that teams involving researchers from the countries of study as equal partners produce better research and more quickly lead to institutional change.

As a university we are legally barred from making grants to other institutions and individuals, but we can award subcontracts. Our intent is to develop a research funding base such that we have the freedom to involve fellow researchers around the world in proposal development, and then to tie them into the research through a mutually supportive subcontracting arrangement. We currently do this on an *ad hoc* basis. Our intent is to develop a more structured and transparent set of administrative mechanisms to facilitate these arrangements.

Fellowships for practitioners

One of the Center's priorities is to establish a Fellows Program for senior practitioners and policy makers who have worked in relevant areas and who are interested in reflecting on their professional experience. Fellows would enrich and be enriched by our research and teaching environment. They would be expected to write working papers drawing on their professional experience and outlining innovative agendas for research and action. Fellowships would be awarded on a competitive basis, and their duration would vary from several months to one year.

Ad hoc expert consultations

The research, practice and policy agenda around humanitarian crises evolves rapidly, yet there are few mechanisms available to the practitioner community to ensure that experience from past crises, as well as cutting-edge research, is brought to bear on current problems. When crises erupt, such as the recent Indian Ocean tsunami or the conflict in Darfur, Sudan, the aid community finds itself in pressing need of a venue where existing knowledge can be shared and important policy and practice issues can be discussed in a structured and supportive fashion. Working with

coalition members, the Center proposes to organize such consultations, as needed, in East-Coast USA (Boston, New York or Washington), in East Africa (Addis Ababa or Nairobi), and in Geneva.

Annual conference

We propose to organize a regular, world-class conference that brings together scholars and practitioners to discuss pressing policy issues. These conferences will be designed to provide incentives for collaborative research that could be influential in the public policy sphere. We will seek to develop partnerships with like-minded organizations to jointly organize such conferences, share the costs of speakers and establish long-term intellectual dialogue.

Staff and Office Support

Present staffing

Present research staff include three types of appointees:

1. Staff that have relatively secure funding and work on a number of research programs and teaching assignments. Nine of our present research staff, including the Center Director, fall into this category.
2. Research staff that are hired on project funds and are at present associated with a specific project. Seven of our present staff fall into this category.
3. Researchers who move in and out of the Center as temporary staff members or consultants, but who actually spend the majority of their working year on Center programs. Four of our present researchers fall into this category.

More information on our research staff is provided in the table on page 27.

Likewise, we currently have three types of support staff:

1. Staff who are on permanent Center contracts. At present these number four and are all Medford-based.
2. Staff who are employed by partner organizations but are seconded to support our



- researchers. These presently number two, and both are based in Nairobi.
3. Graduate students who work part-time on tasks that are required permanently. These number two, both Medford-based.

A key component of our Strategic Plan is to move key researchers and support staff from their present *ad hoc* funding environment into a more secure and permanent status, as shown in the following table.

	Present status	Preferred future status	Notes
<i>Research staff</i>			
Secure funded research staff	9	25	8 of these 25 are existing core posts, 7 are converted from research and consultancy posts and 10 are new posts.
Project funded research staff	7	4 (but more to be added as projects require)	3 of the present research project-supported posts to move to secure core posts
Consultants and temporary research staff	4	unknown	All 4 current consultant-supported posts to move to secure core posts.
Total research staffing	20	29	
<i>Support staff</i>			
Permanent support staff	4	11	5 new support posts are being proposed, 4 in Medford, 1 in Addis Ababa.
Seconded support staff	2		Seconded posts to be converted to core posts (Addis Ababa office)
(Temporary student support)	2		This support to be converted to a full time project manger support position
Total support staff	6	11	
Total staffing	26	40	

Research staff

As is common for educational establishments, a horizontal management structure is envisaged for research staff. They have a high degree of autonomy and responsibility in their work. They form *ad hoc* teams around research and institutional change issues of common interest, work independently at times, and on occasion come together as a collective to build particular Center initiatives. Where researchers form collective

teams to move research forward, the designated team leader will be responsible for ensuring there are regular team meetings and briefings.

Full Center team meetings will be held twice a year, once in Medford and once in Addis Ababa, with faculty coming together from around the globe. As we develop our ability to use electronic-based conferencing facilities, more frequent virtual meetings will take place.



The Center Director will meet with each research team leader, in person or by phone, once each month to review progress.

Some Center researchers presently hold FSNSP faculty appointments. In the near future, the School plans to rationalize faculty appointments. The intent will be to give all permanent Center research staff appropriate additional faculty appointments, thus strengthening the working relationship between the Center and other programs and Centers within the School.

Support staff

Support staff provide the systems and environment that allow great research and effective teaching to be carried out. They ensure that our communication and networking is efficient and effective. They also provide the basis for our accountability back to donors and grant givers. The Center currently has four support staff, all based in Medford. Present staffing consists of:

- Grants Accountant
- Bookkeeper
- Administrative Officer
- Administrative Assistant.

This is grossly inadequate for the number of researchers and field staff, and the complexity of working in fragile and insecure environments overseas. Our future structure envisages the following support staff:

- Senior Financial Officer
- Junior Accountant
- IT officer (initial one-year appointment)
- Publications Officer
- Events Organizer
- Human Resource and Travel Officer
- Student Support Officer
- Personal Assistant to the Director.

In addition, the newly established Addis Ababa office will have three full-time support staff:

- Office Manager
- Senior Accountant
- Bookkeeper.

Staffing growth and rationalization

The table on page 29 shows the strategic growth in Center's staff over the next three years. In Year One we intend to create five additional research posts and four new support posts. In Year Two we will add two new research posts and one support post. Overall, our staffing will grow from a full complement of 26 at present to 37 in Year One and 40 in Year Two. At full staffing there will be 23 posts based in Medford, 8 in Addis Ababa, 5 in the field in East Africa and 4 at various other locations in Europe and the USA.

At present staff at the Center hold an array of titles. We intend to rationalize this *ad hoc* situation, both to ensure equity and to create a structure within which career advancement will be possible. The Center will work with the University's Human Resource Department to ensure a rational system of job classification. We will also work with the FSNSP and Fletcher School to seek faculty appointments for research staff who wish to be involved in our teaching agenda.

Office facilities and accommodation

Medford

The Center is presently housed in two converted residences on the edge of the Tufts campus. These provide 16 possible office spaces plus student work space and meeting rooms. Both buildings are in need of refurbishment and could be remodeled to provide up to 25 work spaces. The University Facilities Manager is currently investigating options for renovation while at the same time exploring the possibility of alternative, more appropriate accommodation for the Center elsewhere on the Medford Campus.

The Center's computers have been purchased on an *ad hoc* basis as individual grants allowed. Many of them are coming to the end of their working life. A program of replacement and upgrading of computers to university standard will be initiated.

The Center rents a small three-bedroom apartment that is used almost continuously by staff visiting from the field, and by visiting fellows and guest lecturers. The Center will continue to rent the apartment.



	Year One 2005/6	Year Two 2006/7	Year Three 2007/8
Center Director: Peter Walker			
<i>Lives and Livelihoods theme</i>			
Research Director: Public Nutrition			
Senior Researcher: Public Nutrition			
Research Director: Forced Migration			
Senior Researcher: Public Nutrition			
Researcher: Public Nutrition and Institutional Change			
Researcher: Livelihoods			
Program Manager: Public Nutrition / Livelihoods ^b			
Assistant Researcher: Public Nutrition			
Researcher: Forced Migration ^a			
Assistant Researcher: Forced Migration			
Research Associate: Forced Migration			
<i>Protection and Rights theme</i>			
Research Director: Gender and Conflict			
Senior Researcher: International Law			
Senior Researcher: Conflict Analysis			
Senior Researcher: Conflict and African Institutions ^a			
<i>Politics and Policy theme</i>			
Research Director: Politics and Policy			
Senior Researcher: Politics and Policy			
Senior Researcher: Politics and Policy			
Researcher: Institutional Change ^a			
Project Manager: Horizon 2015			
Research Associate: Horizon 2015			
Research Director: African Institutions and Trade ^a			
Research Director: Policy Process ^a			
Researcher: Markets, Trade and Policy ^a			
<i>Field project staff</i>			
Team Leader Southern Sudan			
Team Leader Uganda			
Team Leader Western Kenya			
Research Assistant Western Kenya			
<i>Medford Office</i>			
IT, Web creation, Management and Telecom officer			
Global Network Support Officer			
Events Organizer			
Publications Officer			
HR and Travel Officer			
Junior Accountant/Bookkeeper			
Chief Financial Officer			
PA to Director			
<i>Addis Ababa Office^a</i>			
Officer Manager			
Book keeper			
Senior Accountant			

Key



Existing posts



Converted posts



New posts

^a Based in Ethiopia. ^b Based in Sudan, possibly in Ahfad University.



Addis Ababa

Any successful program in Africa requires substantial communications, logistical and security support based on local experience and practical advice. Such support is particularly important when University staff and partners are working in remote and insecure locations. We will need to equip the Addis Ababa office with experienced local administrative and logistics personnel, and with communications hardware: computers, HF radios, satellite phones, video conferencing facilities, and telephone and fax.

Discussions are in progress in Addis over finding both a suitable location and a suitable legal structure for the office. One option being pursued is to rent space from the International Livestock Research Institute (ILRI) and exist in Addis under their country agreement with the Ethiopian Government. Another possibility is to make a similar arrangement with the African Union. A third possibility is to seek independent offices and independent status. Negotiations are ongoing over the summer of 2005 to resolve this issue.

Core Center Budget (US\$)

	2005/2006	2006/2007	2007/2008
Medford Support Staff	586,240	660,889	692,039
Lives and Livelihoods Thematic Work Research Staff	780,800	812,032	852,633
Protection and Rights Thematic Work Research Staff	271,360	346,214	363,525
Politics and Policy Thematic Work Research Staff	642,560	745,062	782,315
Addis Office Support Staff	67,600	71,904	76,899
Core Operating Expenses	1,228,500	770,720	746,406
Academic and Student Support	135,000	160,000	185,000
Research and Evaluation	250,000	280,000	310,000
Total Direct Costs	3,962,060	3,846,822	4,008,819
Indirect Costs	1,030,135	1,000,173	1,042,292
Total Budget	4,992,195	4,846,996	5,051,112

Budget and Funding

The budget

The budget presented below is for the core costs of the Center. It will finance:

- Our core research and support staff, in Medford, Addis Ababa and other locations.
- Running costs of the two offices and of renovation and re-equipping the offices.
- Travel, publications, meeting and workshops.
- Core academic costs, such as scholarships for overseas students.
- Rapid research, to cover the additional costs of conducting up to two investigative pieces of research associated with humanitarian crises each year.

In addition to the core costs, the Center will continue to seek funding for specific research projects.



Funding

Presented below is a table detailing our known funding as of June 2005. Our present funding falls into three categories:

1. Funding from endowment. A US\$2.5 million endowment was created to set up the Center in the 1990s. The annual income from this endowment is secure for the Center.
2. Funding from foundations and aid donors targeted at supporting the Center. A number of European government aid ministries provide multi-year grants to support our work.
3. Funding for specific research and service delivery projects. In the past this third category has represented the bulk of the Center's income. It finances specific projects and is tied to

specific outputs, but it is usually short-term and non-renewable in nature.

In addition, the FSNSP and Tufts University provide in-kind support by covering the rental costs of our office space and funding fee reductions for overseas students.

The Center, in collaboration with the Institute of Human Security at the Fletcher School, has been negotiating a major donation, both endowment and grant, from a family foundation that been long supportive of both the Fletcher School and FSNSP. A decision on this funding should be made public in July 2005. We have therefore included below an estimate of our best possible income, with their full funding and without.

Known and probable grants 07/01/05 to 06/30/08

Grant source	Start date	End date	Funds available for each year(US\$)		
			2005/2006	2006/2007	2007/2008
<i>Government funds</i>					
Ireland Aid	8/1/04	8/31/05	95,000	0	0
IDRC (Canada) ^a	7/1/05	6/30/07	563,150	563,150	0
Sweden	7/1/05	6/30/08	150,413	150,413	150,413
Switzerland	7/1/05	6/30/07	120,000	120,000	0
<i>Foundation funds</i>					
Ford Foundation ^a	5/1/04	8/30/06	40,000	100,000	0
MacArthur Foundation ^a	1/1/05	12/31/05	95,542	0	0
Family Foundation	7/1/05	6/30/15	620,000	620,000	370,000
Donation account	7/1/05	6/30/08	40,000	45,000	50,000
<i>UN funds</i>					
WFP ^a	7/1/05	12/31/05	48,976	0	0
FAO/UN	7/1/05	10/31/05	31,267	0	0
<i>Tufts funds</i>					
Provost office	7/1/05	6/30/06	30,000	0	0
<i>Endowment funds</i>					
Family Foundation endowment	7/1/05	6/30/08	350,000	350,000	350,000
Feinstein endowment	7/1/05	6/30/08	120,000	120,000	120,000
Potential funds available with full Family Foundation grant			2,304,348	2,068,563	1,040,413
Potential funds available without Family Foundation grant			1,334,348	1,098,563	320,413

^a These grants are primarily research support grants and so only a proportion of their funds can be used to cover core costs.



Annex I: People at the Famine Center

This annex contains a listing of the present staff at the Center and short descriptions of the new posts proposed as additional core posts for the Center. Some of these new posts will be filled by research staff, presently employed on Center projects, moving across into the core staff body. Others posts will be filled by open recruitment.

Current academic staff

Darlington Akabwai, DVM, is a senior research scholar and Gender and Youth Program team leader for the Karamajo Cluster (Eastern Uganda, Western Kenya, and South Sudan). Darlington has worked on community-based programs with pastoralist communities in Africa for over 25 years and is an expert on their indigenous knowledge and culture. He has pioneered community-based approaches to livestock care in East Africa and was instrumental in establishing programs that controlled rinderpest in Ethiopia, Kenya, Sudan, and Uganda. His training as a veterinarian and his reputation as a peacemaker affords him great respect throughout the region; he is considered by officials within the African Union's Conflict Management Unit among the most respected and successful peacemakers in Kenya, Sudan, and Uganda. Within his capacity in the AU, Dr Akabwai has worked to develop one of the cornerstones of its work: pastoral conflict resolution and management, including working with local women to bring peace to the area with 'Women's Peace Crusades'. He holds a degree in veterinary medicine from the University of Nairobi.

Yacob Aklilu, MA, is an Agricultural Economist who currently works in Livestock Marketing Systems and Livelihood-based Emergency Interventions in Africa. He has worked extensively throughout the Horn and in Southern Africa countries. He has written a number of papers on veterinary drug privatization, livelihood-based emergency interventions and livestock marketing systems and contributed to recent assessment reports on the crisis in Darfur and Ethiopia for USAID. In the last few years he has been actively

engaged in assessing and analyzing the pastoral livelihood system, designing and testing pilot programs in the areas of alternative livelihoods, livelihood-based emergency interventions, privatization and livestock and livestock products marketing. His 'Lessons Learnt' documents have led to wide-scale adaptations of the pilot projects by other agencies and have contributed to policy changes particularly in Kenya and Ethiopia. Aklilu consults for NGOs, governments and donors on a range of pastoral issues that include assessments, analysis or program design in the Horn. Prior to joining Tufts, he worked with UNICEF, the UN, FINNIDA and NGOs in Iraq, Mozambique, and Zambia.

Annalies Borrel, MPH, is a Research Fellow at the Center and has been involved with emergency food security and nutrition programs for the past nine years, largely in the capacity of a technical and policy adviser with different NGOs and the UN, including UNHCR and the World Food Programme. She has worked in Albania, Angola, Burundi, Ethiopia, Kenya, Kosovo, Mozambique, North Korea, Rwanda, South Sudan, Tanzania, and, most recently, in Afghanistan and Pakistan. Her current projects include capacity development and training initiatives for UNICEF and the Sphere Project. Borrel has, for the past two years, been based in Afghanistan, as the food security and nutrition adviser to the interim Government of Afghanistan, but has now returned to the USA to continue her teaching and research at the Center. Her main interests are capacity development of national governments and universities, and she continues to support this important work in Afghanistan.

Andy Catley, PhD, worked on community-based NGO relief and development programs in Ethiopia, Eritrea, Somalia, Sudan, and Uganda before joining the International Institute for Environment and Development in 1997, where he pioneered the use of participatory epidemiological methods in marginalized pastoralist communities in Africa. He joined the Center's Africa Team in late 2000 and was seconded to the AU's Inter-African Bureau for Animal Resources. Working on a regional program in the Horn of Africa, he led the institutionaliza-



tion of participatory research in the AU, FAO, OIE and government and research institutes. Catley is used as a consultant by USAID, DFID and FAO, and is a recognized international authority on primary veterinary services in developing regions. His most recent work includes research on policy processes around livestock and pastoralism in the Horn of Africa, and the use of participatory impact assessment to inform policy dialogue. He holds a Bachelor degree in Veterinary Medicine from the University of London, a Masters degree in Tropical Veterinary Science from the University of Edinburgh, and a PhD in Epidemiology, also from the University of Edinburgh.

Antonio Donini, MA, is a Senior Researcher at the Center where he is working on issues relating to the future of humanitarian action. From 2002 to 2004 he was Visiting Senior Fellow at the Watson Institute for International Studies at Brown University. He has worked for 26 years in the United Nations in research, evaluation and humanitarian capacities. His last post was as Director of the UN Office for the Coordination of Humanitarian Assistance to Afghanistan (1999–2002). Before going to Afghanistan, he was Chief of the Lessons Learned Unit at OCHA, where he managed a program of independent studies on the effectiveness of relief efforts in complex emergencies. He has published widely on evaluation, humanitarian and UN reform issues. In 2004 he co-edited a volume on *Nation-Building Unraveled? Aid, Peace and Justice in Afghanistan* (Kumarian Press), as well as several articles exploring the implications of the crises in Afghanistan and Iraq for the future of humanitarian action.

Karen Jacobsen, PhD, leads the Refugee and Forced Migration Program at the Center and is also a Visiting Associate Professor at the Fletcher School of Law and Diplomacy. Jacobsen is currently at work on a book about the history, politics and economics of refugee camps from the end of the Second World War to the present. Related research includes a focus on how refugees pursue livelihoods in their host communities and on what kinds of microeconomic program interventions can support both refugees and their hosts. Jacobsen's earlier research included analyses of security

and protection issues for refugees and relief workers in refugee camps; the policy responses of host governments in Africa and Southeast Asia to refugees, and the environmental impact of refugees in asylum countries. Her work experience has included consultancies in refugee camps in East Africa. She was a journalist in Zambia for two years (1979–80) during the Rhodesian war.

Sue Lautze, MPA, leads the Livelihoods Initiatives Program at the Center at Tufts University. Lautze has done extensive relief and development work in Africa and Asia, and has worked for various UN organizations and USAID. Her field research concerns strategic humanitarian responses in complex emergencies and the impact of violence on livelihood systems, including patterns of trade across conflict zones. She is also researcher on a thermostable measles vaccine project at Tufts, and serves as a Research Scientist at the Center for Health and Human Rights at the Harvard School of Public Health. Lautze holds Bachelors degrees in Agriculture and in Managerial Economics from the University of California at Davis and a Masters of Public Affairs from Princeton University's Woodrow Wilson School of Public and International Affairs. She is currently pursuing her PhD at Oxford University.

Tim Leyland, DVM, has been leading the Center's Africa team since 1996 and specializes in institutional and policy reform of international organizations, particularly the African Union. Leyland pioneered participatory approaches to animal healthcare in complex emergencies in Afghanistan and South Sudan in the early 1990s and achieved international recognition for the use of community-based animal health workers to control rinderpest in Sudan. Leyland is frequently used as an expert consultant by the Food and Agriculture Organization of the United Nations (FAO) and the Office International des Epizooties (OIE). He holds a Bachelors degree in Veterinary Medicine from the University of London and a Masters degree in Tropical Animal Health and Production from the University of Edinburgh. Leyland is also a Clinical Assistant Professor in the Department of Environmental and Population Health at Tufts University School of Veterinary Medicine.



Dyan Mazurana, PhD, directs the Gender, Youth and Community Program. Her areas of specialty include women's human rights, war-affected children, armed conflict and peacekeeping. Mazurana is a primary author of *Women, Peace and Security: Study of the United Nations Secretary-General as Pursuant Security Council Resolution 1325* (United Nations, 2002) and has published over 40 scholarly and policy books and essays in numerous languages. Mazurana works with a variety of governments, UN agencies, human rights and child protection organizations regarding improving efforts to assist girls associated with fighting forces. She has written and developed training materials regarding gender, human rights, armed conflict and post-conflict periods for civilian, police and military peacekeepers involved in UN and NATO operations. In conjunction with international human rights groups, she wrote materials now widely used to assist in documenting human rights abuses against women and girls during conflict and post-conflict reconstruction periods. Her research focuses on the experiences of armed conflict on youth combatants and civilian populations and their efforts for justice and peace. She has worked in Afghanistan, the Balkans, and southern, West and East Africa.

Larry Minear, MA, holds Bachelor of Arts and Masters of Divinity degrees from Yale University, a Master of Arts in Teaching from Harvard, and worked for a year as a Fulbright Scholar. Minear's professional experience includes management of NGO aid activities in Sudan and advocacy activities in Washington, DC. Since co-founding the Humanitarianism and War Project in 1991 he has orchestrated an innovative program of research and dialogue in the field of humanitarian action. His research has resulted in a score of monographs and books on individual conflicts (e.g., Cambodia, the Caucasus, Rwanda, and the Balkans) and themes (e.g., the role of the military in humanitarian action, and the media as a humanitarian actor) for practitioners, policy makers and the general public. In addition to editing the publications of the Project, Minear has written extensively, most recently books on *The Humanitarian Enterprise* and (with Ian Smillie) on the political economy of humanitarian action.

Frank Olyet, DVM, is a Senior Research Associate, based in Lira, northern Uganda and is the team leader for northern Uganda on a three-year, regional comparative analysis of the conflict in northern and eastern Uganda and South Sudan. He is Vice Chairperson for the Concerned Parents Association (CPA), a grassroots organization founded in 1996 by parents, including Olyet, whose daughters were abducted in a large Lord's Resistance Army (armed opposition group) raid on a Catholic girls' secondary school in Aboke, northern Uganda. CPA has over 5,000 active members, from towns to the village level and of various ethnic and class groups, and operates in all war-affected districts in the North. The purpose of CPA is to promote a peaceful end to the conflict, the return and reintegration of all abducted children, and reconciliation with members of the Lord's Resistance Army. Olyet also serves as a Steering Committee Member of Civil Society Organizations for Peace in Northern Uganda, which coordinates over 40 national and international NGOs working for peace in the region. His most outstanding awards include: *The Preservation of Fundamental Freedoms Award* in 1997, presented to CPA by Human Rights Watch, USA, and the *Outstanding Achievements in the Field of Human Rights, United Nations Award* presented to CPA in 1998.

Peter Walker, PhD, has been active in development and disaster response since 1979. He has worked for a number of British-based NGOs and environmental organizations in several African countries, as well as having been a university lecturer and director of a food wholesaling company. Peter joined the International Federation of Red Cross and Red Crescent Societies in Geneva in 1990 where he was Director of Disaster Policy for 10 years before moving to Bangkok as Head of the Federation's regional programs for Southeast Asia. He has traveled extensively in the Middle East, Africa, Eastern Europe and the Former Soviet Union, and has published widely on subjects as diverse as the development of indigenous knowledge and famine early warning systems, to the role of military forces in disaster relief. Peter was the founder and manager of the *World Disasters Report* and played a key role in initiating and developing both the Code of Conduct

for disaster workers and the Sphere Humanitarian Standards. He became Director of the Center in September 2002.

Helen Young, PhD, leads the Public Nutrition Program at the Center. Young is also co-editor of the journal *Disasters*. She was formerly the Food and Nutrition Adviser in Emergencies for Oxfam UK and was responsible for policy development, institutional learning and operational support. Her career in nutrition started with Oxfam UK working in Sudan and Ethiopia in famine preparedness and response from 1985 to 1989, including two years based in El Fasher, Darfur. She has extensive experience working for a range of international NGOs and UN organizations, including UNHCR, the World Bank and FAO. As a Research Fellow at the Overseas Development Institute, she developed participatory approaches to nutrition and food security assessment and surveillance, which are now part of the Oxfam UK livelihoods approach. She has published extensively, including two practical field guides, and academic texts on nutrition, famine and livelihoods. In 2003 she coordinated the participatory development of the new Sphere Minimum Standards on Food Security. Currently she is responsible for academic teaching on nutrition in emergencies at Tufts and a range of organizational development and learning initiatives (e.g., a global training initiative for the World Food Programme and a professional development program for UNICEF). Her research interests include linkages between livelihoods, public nutrition and conflict, as reflected in the recent review of the impact of conflict on livelihoods in Darfur, Sudan. She holds a BSc from Oxford Polytechnic and a PhD from the Council for National Academy Awards, Bournemouth University, UK.

Current support staff

Estrella Alves joined the Famine Center in October, 2000. She is the Program Coordinator for the Inter-University Initiative on Humanitarian Studies and Field Practice, a joint certificate of The Harvard School of Public Health, the Friedman School of Nutrition Science and Policy and the Fletcher School of Law and Diplomacy at Tufts University and the Massachusetts Institute of Technology. She is the Logistics Coordinator of

the Saving Lives and Livelihoods training workshops and coordinates seminars and lectures at the Center. Alves holds a BA in Arts and Letters from the College of Philosophy, Sciences and Letters of the University of Santos in Brazil, and was the recipient of the Rotary Foundation Scholarship for a Masters Program at Michigan State University. Prior to coming to Tufts she held several managerial positions in the private sector.

Jennifer Gatto joined the Famine Center in 2001 as an Administrative Assistant to the Humanitarianism and War Project. She recently took on a new position as the Budget Assistant supporting the Center's Budget Coordinator. She works closely with faculty, staff, students and consultants on issues of financial management. She has a Bachelors degree in International Relations from Syracuse University

Ann O'Brien joined the Famine Center in June 2001 as an Administrative Assistant. She is now the Assistant to the Director and Coordinator of the MAHA Program. She assists the Project Directors/Administrators of the Center in event planning, workshops, seminars, and conferences. She is also responsible for making travel arrangements. Ann has 20 years of experience working in state government.

Rosa Pendenza is the Budget Coordinator for the Famine Center. She is responsible for budgeting and reconciling the Famine Center's finances. She has previously worked at Tufts University Human Resources, Century Bank and Lechmere. Pendenza holds a BA in Business Management from Suffolk University.

Proposed new or converted core posts

Research staff

Senior Researcher, Public Nutrition. Public Nutrition forms a key theme of the Center's research and teaching. At present our expertise in this area is concentrated in staff based in London and New York. We intend to create a Medford-based post which will take the lead in the teaching of public nutrition and building links between our field research and teaching agenda.



Senior Researcher, International Law. The Researcher in International Law post will be filled by a post-graduate specialist in international humanitarian, human rights, and criminal law, with a focus on the application of these laws during international and non-international armed conflict. Within the context of armed conflict, this person will also have in-depth knowledge of the rights of children and women. Due to the Center's emphasis on Africa, this person will also have expertise regarding African human rights law and regional systems. As such, this person will be the Center's liaison with the African Commission on Human and Peoples' Rights. The Researcher in International Law will have a demonstrated record of excellence in conducting field-based research in conflict zones and in producing high-quality international reports and briefings. The Researcher in International Law will have 3–5 years experience working on these issues in sub-Saharan Africa. In addition, the person will be well versed in UN human rights systems and be current on all ongoing reforms and developments within these bodies. The Researcher in International Law will also be available to buttress ongoing projects by Center faculty, in particular regarding issues such as terrorism, international peace and security, and economic, social and cultural rights. The person in this post will work with Research Specialists to teach classes at Tufts and elsewhere on areas of his/her expertise within international law, and will also be available for consultations with graduate students interested in these topics.

Senior Researcher, Armed Conflict and International Intervention. The person occupying this post will design, raise funds for, lead and manage research projects on issues of armed conflict and international intervention. Within the context of armed conflict, he/she will have in-depth knowledge of the rights of children and women internationally, regionally, nationally and at the customary level, and will serve as the Center's primary resource on issues of negotiation with armed opposition groups and disarmament, demobilization and reintegration of fighters. The Senior Researcher in Armed Conflict and International Intervention will also have in-depth knowledge of, and experience with, the key international

multi-lateral and national actors involved in international intervention in situations of armed conflict, with significant experience in Africa. This Senior Researcher will also be available to work with other ongoing projects of Center faculty, in particular regarding issues such as conflict mediation, peace negotiations, protection of marginalized groups and security, and will work with other faculty to teach classes at Tufts and elsewhere on areas of his/her expertise.

Senior Researcher, Politics and Policy. This post will be occupied by a person with a seasoned perspective, demonstrated research skills and proven writing ability. He/she will conduct topical research on issues within the Horizon 2015 Initiative described earlier in this Strategic Plan. The research done will be highly interactive with practitioner organizations and findings will be used as a point of dialogue with them. Either a research monograph or a full-length book is an expected outcome of the first year of research and dialogue.

Researcher, Public Nutrition and Institutional Change. This researcher will support the specific institutional change strategies related to Public Nutrition, including working closely with national ministries (Afghanistan, Ethiopia and Sudan), and key UN partners, including UNICEF and the World Food Programme at headquarters, and relevant regional and country offices (Ethiopia, Sudan). The person will have an in-depth knowledge and experience of policy processes, cross-organizational learning, professional and organizational development, and training.

Researcher, Livelihoods. Livelihoods analysis forms a key part of the Center's approach to its work. This new post will take forward the livelihoods analysis agenda, seeking to further adapt it for use in crisis situations. The post will be Medford-based and will also develop a teaching agenda around livelihoods.

Researcher, Forced Migration (based in Addis Ababa). This person will manage field research projects, as well as actively conduct field research. He/she will be responsible for liaising with African universities in building our joint teaching agenda



and will play an active role in the placement of interns in African programs. We will be seeking an African researcher to fill this post.

Researcher, Armed Conflict in the Horn of Africa (based in Addis Ababa). The person in this post will design, raise funds for, lead and manage field-based research projects on issues of armed conflict in the Horn of Africa. Within the context of armed conflict, this person will have in-depth knowledge of the rights of children and women internationally, regionally, nationally and at the customary level. They will be familiar with maneuvering within the African system and will work with other Center staff to move forward their findings for influencing protection, rights, and livelihoods policy and program formation for the Horn of Africa. He/she will be responsible for liaising with African universities in building our joint teaching agenda. We will be seeking for this post a senior African researcher with experience in conducting research in conflict zones within Africa, and specifically the Horn of Africa.

Assistant Researcher. The person in this post will provide service to all the Center research programs. He/she will be responsible for the management of databases, analysis of quantitative data (using SPSS and other statistical packages) and qualitative data, backstopping and other logistical support for research teams in the field, as well as the writing of reports and research grant applications. This position is suitable for a recently qualified researcher seeking an entry-level post.

Researcher, Institutional Change (based in Addis Ababa, but working globally). The person in this post will be dedicated to applying institutional change approaches and methods to our research and teaching, assessing and refining institutional change processes used by the Center, and publishing experiences both at the academic and applied levels.

Programme Manager, Northern Sudan. This position is designed to support the Center's wide-ranging work in northern Sudan, including direct support to Ahfad University for Women and a range of field-based research and institutional

change activities (e.g. the work on impact assessment and migration and remittances). The person will preferably be Sudanese, have a minimum of five years experience in community-based development programming, an appropriate Masters level qualification, expert knowledge of either public nutrition or livelihoods, and at least two years research experience, including participatory approaches.

Program Manager, Horizon 2015 Initiative. The Project Manager is the day-to-day administrator of the Horizon 2015 Initiative. This involves running the office; managing incoming and outgoing information and publications; liaising with colleagues, research assistants, and students in the Center, at the School of Nutrition, and at the University; and maintaining the Project's database and website.

Associate Researcher, Horizon 2015. The principal task of the Associate Researcher, a post-doctorate familiar with international issues, is the day-to-day management of the Horizon 2015 Initiative. This involves organizing the Center's work on politics and policy; ensuring that commitments and deadlines are met and reports filed; liaising with colleagues in the Center, at the School of Nutrition, and at the University; maintaining communication with the Initiative's funding sources; coordinating the development of workshops and conferences; and maintaining the Initiative's database and website. He/she may also carry out selected research activities him/herself and do occasional teaching.

Research Associate, Forced Migration. This position is designed as a post-doctorate research and teaching post. It is part of our commitment to bringing new talent into our field and to providing a career opportunity for promising researchers. The person in this position will develop new research projects and collaborate with Center scholars on new or existing research projects. He/she will be expected to develop a teaching agenda. Possible new courses include: The Anthropology of Gender and Conflict; and Refugees, Conflict, and Humanitarian Assistance. He/she will also play a role in mentoring the Centers Masters students.



Medford Office support staff

Information Technology Support Officer. Although the University provides basic IT support, it cannot provide the expertise we need to develop our use of the web and the Internet in support of our networking aspirations. Initially the person in this post will help the Center develop its global communications tools, databases and computer infrastructure, including the infrastructure in Africa. As our global consortium develops, this person will play a leading role in developing appropriate websites and other tools for bringing consortium members together.

Global Consortium Support Officer. As our network of researchers, collaborators, institutional partners and supporters grows, the task of keeping them well-informed and ensuring that our network promotes open learning and equitable relationships will require increasing attention. We believe that by Year Two we will need a full-time staff member dedicated to servicing the Center's growing global network.

Events Organizer. The post will be responsible for organizing our annual conferences, summer school, Center retreats, twice-yearly policy briefings, frequent workshops and guest lectures. These events take place in Boston, New York, Washington, Geneva and Addis Ababa.

Publications Officer. The Center produces a constant stream of reports, working papers and policy briefings. At present many of these are disseminated as simple word-processed files. From now on we want all our material to go out in a common and professional style. We want to increase the number of policy briefings derived from our main reports and we want to develop a more systematic way of describing these documents and ensuring they reach the right readers. The post holder will need skills in desktop publishing, editing and contact database management.

Personal Assistant to the Director. As the Center evolves the Director will spend more time on public outreach and representing the Center globally. The organizing of the Director's travel, calendar, meetings and work flow will be

the responsibility of a newly recruited Personal Assistant.

Addis Office support staff

Office Manager. The Office Manager will be responsible for the smooth running of the office. They will provide administrative services to the research staff based in Addis Ababa and will provide daily supervision for ancillary staff in the office.

Senior Accountant. This person will be responsible for processing all the Africa-based spending of the Center. They will understand the accounts and grants structure of the Center and the Tufts accounting systems. He/she will be responsible for ensuring that fully completed account records are submitted to Medford on time. He/she will also be responsible for ensuring that fund transfers to African accounts are requested in a timely and accurate manner, and will supervise the work of the Bookkeeper.

Bookkeeper. The Bookkeeper is responsible for the daily work of entering expenditure details into the account records, for processing expenses claims and for managing the petty cash float. He/she reports to the Senior Accountant.



Annex II: Publications

This listing covering work published in 2004/05 is organized by the old structure of the Center, with books, papers and reports listed under each program. On co-authored material the name of the Center author is highlighted. Speeches, presentations, newspaper and magazine articles are not listed.

Policy and Institutional Support Team (Africa)

Books

Catley, A. (2005). *Participatory Epidemiology: A Guide for Trainers*. African Union/Inter-African Bureau for Animal Resources, Nairobi, Kenya

Catley, A., Blakeway, S. and **Leyland, T.** (eds) (2004). *Les services communautaires de santé animale: un guide pratique pour l'amélioration des services vétérinaires de base*. Karthala, Paris, France

Book chapters

Catley, A. (2005). Participatory Methods for Animal Health Research. In: Conroy, C. (ed) *Participatory Livestock Research: A Guide*. ITDG Publishing, London, UK.

Catley, A. (2005). Whose Validity Counts? Participatory Methods for Veterinary Research in Southern Sudan. In: *Sourcebook on Participatory Research and Development for Sustainable Agriculture and Natural Resource Management*. Centro Internacional de la Papa – Users' Perspectives with Agricultural Research and Development (CIP-UPWARD) Programme. In press.

Papers

Catley, A., **Leyland, T.**, Admassu, B., Thomson, G., Otieno, M. and **Aklilu, Y.** (2005). Communities, Commodities and Crazy Ideas: Changing Livestock Policies in Africa. *IDS Bulletin* 36/2. In press.

Admassu, B., Nega, S., Haile, T., Abera, B., Hussein, A. and **Catley, A.** (2005). Impact assessment of a community-based animal health project in Dollo Ado and Dollo Bay districts, southern

Ethiopia. *Tropical Animal Health and Production* 37(1), 33–48.

Catley, A. (2004). Participatory approaches in animal healthcare: from practical applications to global-level policy reform. *Participatory Learning and Action* 50, 140–149.

Catley, A., Chibunda, R.T., Ranga, E., Makungu, S., Magayane, F.T., Magoma, G., Madege, M.J. and Vosloo, W. (2004). Participatory diagnosis of a heat-intolerance syndrome in cattle in Tanzania and association with foot-and-mouth disease. *Preventive Veterinary Medicine* 65/1–2, 17–30.

Catley, A., **Leyland, T.** (2004). Para-veterinary professionals and the development of quality, self-sustaining community-based services. *Office international des epizooties revue scientifique et technique*, 23(1), 225–252.

Mochabo, K.O.M., Kitala, P.M., Gathura, P.B., Ogara, W.O., **Catley, A.**, Eregae, M.E. and Kaitho, T.D. (2004). Community perceptions of important camel diseases in Lapur Division of Turkana District, Kenya. *Tropical Animal Health and Production*, 37(3), 187–204.

Thomson, G.R., Tambi, E.N., Hargreaves, S.J., **Leyland, T.J.**, **Catley, A.P.**, Van't Klooster, G.G.M., and Penrith, M-L. (2004). International trade in livestock and livestock products: the need for a commodity-based approach. *The Veterinary Record* 155(14), 429–433.

Reports

Aklilu, Y. (2004). *Pastoral Livestock Marketing Groups in Southern Ethiopia: Some Preliminary Findings*. Access to Markets Workshop. Adama Mekonen Hotel, Nazreth, 2–3 November 2004. CORDAID Ethiopia. 11 pages.

Catley, A., Bishop, S. and **Leyland, T.** (2005). *Policies, Practice and Participation in Complex Emergencies: The Case of Livestock Interventions in South Sudan*. A case study for the Agriculture and Development Economics Division of the Food and Agriculture Organization. Feinstein International Famine Center, Tufts University, USA.



Grasswitz, T.R., **Leyland, T.J.**, Musiime, J.T., Owens, S.J. and Sones, K.R. (eds.) (2004). *The Veterinary Pharmaceutical Industry in Africa: A Study of Kenya, Uganda and South Africa*. African Union/ Inter-African Bureau for Animal Resources, Nairobi, Kenya

Youth and Community Program

Books

Mazurana, D., Nojumi, N. and Stites, E. (2005). *After the Taliban: Life and Security in Rural Afghanistan*. Rowman and Littlefield: Oxford, UK and Boulder, Colorado, USA. In press.

Mazurana, D., Raven-Roberts, A. and Parpart J. (eds.). 2005. *Gender, Conflict, and Peacekeeping*. Rowman and Littlefield: Oxford, UK and Boulder, Colorado, USA.

McKay, S. and **Mazurana, D.** (2004). *Where are the Girls? Girls in Fighting Forces in Northern Uganda, Sierra Leone, and Mozambique: Their Lives During and After War*. International Centre for Human Rights and Democratic Development, Montréal, Canada. (Published in English and French).

Book chapters

Mazurana, D. (2005). Gender and the causes and consequences of armed conflict. In; *Gender, Conflict, and Peacekeeping* (D. Mazurana, A. Raven-Roberts and J. Parpart, eds.). Rowman and Littlefield: Oxford, UK and Boulder, Colorado, USA.

Mazurana, D., **Raven-Roberts, A.**, Parpart, J. and **Lautze, S.** (2005). Introduction. In: *Gender, Conflict, and Peacekeeping* (D. Mazurana, A. Raven-Roberts and J. Parpart, eds.). Rowman and Littlefield: Oxford, UK and Boulder, Colorado, USA.

Mazurana, D. and Carlson, K. (2005). War slavery: The role of children and youth in fighting forces in sustaining armed conflicts and war economies in Africa. In: *Gender, Violent Conflict, and Development* (D. Zarkov, ed.). Duke University Press. Durham, North Carolina, USA .

Carlson, K. and **Mazurana, D.** (2005). Combatants and captives: Girls and young women in

Sierra Leone's fighting forces. In: *Women and Conflicts: International Perspectives*. Laval University Press, Quebec, Canada. (Published in English and French).

Papers

Lautze, S., Leaning, J., **Raven-Roberts, A.**, Kent, R., Macrae, J. and **Mazurana, D.** (2004). (December). Humanitarian governance: Coordination and policy issues in complex political emergencies. *Lancet*. (Special issue on armed conflict). Volume 364, Issue 9451, 11 December 2004, Pages 2134–2141

Mazurana, D. (2004). The role of education in girls' reintegration from fighting forces in Africa. *Insight Education* (Special issue on education in conflict and post-conflict zones). September 2004

Mazurana, D. (2004). Where are the girls? *Women's Review of Books* (Special issue on women and war). October 2004

Mazurana, D. and McKay, S. (2004). Girls in fighting forces in northern Uganda, Sierra Leone, and Mozambique. *Journal of Development Policy and Practice*. 2(1).

Reports

Stites, E., **Lautze, S.**, **Mazurana, D.**, Anic, A. (2005). *Coping with War, Coping with Peace: Livelihood Adaptation in Bosnia–Herzegovina. 1989–2004*. Feinstein International Famine Center, Tufts University for United States Agency for International Development, Medford MA and Washington DC, USA.

Mazurana, D. (2004). *Women in Armed Opposition Groups Speak on War, Protection, and Obligations under International Humanitarian and Human Rights Law*. University of Geneva, Geneva, Switzerland.

Mazurana, D. and Carlson, K. (2004). *Armed Conflict, DDR, and Peace in Northern Uganda*. Women's Policy Commission: Washington DC, and Women Waging Peace, Harvard University, USA.

Mazurana, D., **Stites, E.** and Nojumi, N. (2004). *Human Security and Livelihoods of Rural Afghans,*



2002–2003. Feinstein International Famine Center, Tufts University and United States Agency for International Development: Medford MA and Washington DC, USA

Mazurana, D. and Carlson, K. 2004. *From Combat to Community: Women and Girls in Sierra Leone*. Women's Policy Commission: Washington DC and Women Waging Peace, Harvard University, USA.

Mazurana, D. and McKay, S. (2004). *Girls in Fighting Forces in Northern Uganda, Sierra Leone and Mozambique: Policy and Program Recommendations*. Canadian International Development Agency, Ottawa, Canada. (Published in English and French).

Humanitarianism and War Program

Reports

Donini, A., Minear, L., Smillie, I., Van Baarda, T. and **Welch, A.** (2005). *Mapping the Security Environment: Understanding the Perceptions of Local Communities, Peace Support Operations and Assistance Agencies*. A report commissioned by the UK NGO–Military Contact Group. Feinstein International Famine Center, Medford, MA. USA.

Minear, L., and **Walker, P.** (2004). *Ambiguity and Change: Humanitarian NGOs Prepare for the Future*. A report prepared for World Vision, CARE, Save US, Mercy Corps, Oxfam USA, Oxfam GB and Catholic Relief Services. Feinstein International Famine Center, Medford MA, USA.

Walker, P., Minear, L., Borrel, A., Jacobsen, K., Kent, R., MooMaw, W., Mowjee, T., Najam, A. and Purdin, S. (2004). *One for All and All for One: Support and Assistance Models for an Effective IFRC*. A Report for the International Federation of Red Cross and Red Crescent Societies. Feinstein International Famine Center, Medford MA, USA.

Book chapters

Donini, A. (2005). Negotiating Humanitarian Access: Experience from Taliban Afghanistan. In: *Humanitarian Diplomacy* (L. Minear and H. Smith, eds). United Nations University Press, Tokyo, Japan. Forthcoming.

Minear, L. (2005). *The Craft of Humanitarian Diplomacy*. In *Humanitarian Diplomacy* (L. Minear and H. Smith, eds). United Nations University Press, Tokyo, Japan. forthcoming.

Papers

Donini, A., Minear, L. and **Walker, P.** (2004). Between Cooption and Irrelevance: Humanitarian Action after Iraq. *Journal of Refugee Studies*. 17, 260–272.

Donini, A., Minear, L. and **Walker, P.** (2004). The Future of Humanitarian Action: Mapping the Implications of Iraq and Other Recent Crises. *Disasters Journal*. 26, 190–204.

Donini, A. (2004). An Elusive Quest: Integration in the Response to the Afghan Crisis. *Ethics and International Affairs*, 18(2).

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Annex III: Guiding Principles for Research at the Famine Center

As researchers working under the auspices of the Center, we are committed to research that meets the highest standards of ethical conduct and methodological rigor. Much of our research is conducted in field situations in less-developed countries, with people experiencing extreme levels of poverty, social exclusion and violent conflict. In these contexts, academic researchers face an ethical dilemma around the trade-off between 'good quality' objective research and the need to generate information that benefits local people. This often results in more participatory approaches to research, based on joint learning, ownership and control of research processes. Furthermore, our research programs often contain an element of capacity building for local partners, from small community-based organizations to national government research institutes and universities. Both the participatory and capacity-building elements of our research raise fundamental issues about the way research topics are identified, and the way research is designed, implemented and written up.

Another challenge relates to some of the typical characteristics of the academic environment. In the 'publish or perish' culture of academia, a key incentive for an academic is to be the lead author on papers published in eminent journals. Competition for funding and status fuels the system. These aspects of academia often clash with the principles of participatory research. Finally, the Center also recognizes that some research questions and contexts require a conventional research approach – participation is not always the only valid approach.

Many research institutions are currently grappling with research protocols that combine conventional measures of research quality with more participatory and impact-orientated measures of research processes. New incentive structures are emerging

which reward not only quality research, but also processes that involve local people in the design, implementation and use of research. In such arrangements, it is possible for a researcher to be valued for *not* being the lead author on a paper.

During the next three years the Center will review experiences of participatory research within academic institutions in the US and beyond, and we will test our draft guidelines at the community level with current and future research projects. The aim is to develop research guidelines that enable a broad range of research activities – from conventional to participatory.

In the meantime, where possible and appropriate we strive to use participatory approaches to research that combine high-quality research with community involvement. We will do our best to:

1. Ensure that in the course of our research we 'do no harm' to the crisis-affected people with whom we work. Our research will always seek to the extent possible to ensure the safety and enhance the security of all who participate in our research, whether as informants or as assistants.
2. Use a participatory approach as appropriate when we work directly with crisis-affected people. This means ensuring that our research communities benefit from our research, and are engaged in its production.
3. Build research capacity and experience in national and local organizations and universities through active partnerships. As much as possible, our published work will be co-authored by local researchers.
4. Use our research experience and findings to contribute to teaching and institutional change and in both these respects be open to new and innovative approaches to dissemination, utilization and feedback.
5. Publish our work, both in peer-reviewed journals in order to build the profession, and in practitioner-oriented literature that is more accessible to those in the field.

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