

ALNAP ANNUAL REPORT

2009 - 2010



ALNAP



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ALNAP Secretariat

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*ALNAP is hosted by the
Overseas Development Institute*

Front Cover images: (Clockwise from top left)

Extraordinary World Council Conference, Kenya, 2007. © Allan Gichigi/IRIN

Children play in the Sosmaqala (IDP) Camp in Afghanistan. 2009. © UN

A house destroyed by flood waters in Pakistan's Swat Valley, Pakistan, 2010. © Peter Biro/The International Rescue Committee

UNAMID Officer Visits Resident of North Darfur IDP Camp, 2010. © UN

A resident builds a shelter in the Burnt Forest IDP camp, Kenya, 2008. © Manoocher Deghati/IRIN

Inside Cover images

Flooded Dakar A girl walks along a flooded street in Dakar, Senegal. 2009 © Nancy Palus/IRIN

ABOUT ALNAP

ALNAP is a unique sector-wide network in the international humanitarian system committed to improving learning, accountability and performance in humanitarian action.

The ALNAP membership works together to identify common approaches to improved performance, to explore new ways to improve learning and accountability through evaluations and other mechanisms, and to share ideas lessons and innovations. Our overall aim is to make an active contribution to solving longstanding challenges facing the sector.

ALNAP's 63 Full members include agencies and individuals from five key constituencies that make up the international humanitarian sector. These are:

- Bilateral and multilateral donors
- UN Agencies
- The Red Cross/ Red Crescent Movement
- International & national NGOs and NGO networks/ umbrella bodies
- Academic establishments, research institutions and independent consultants

ALNAP utilises the broad range of experience and expertise that exists within our membership to produce tools, analysis and events that are relevant and accessible to the humanitarian sector as a whole. The network is governed by a Steering Committee representing the Full Membership, and activities are managed and implemented by the ALNAP Secretariat based in London.

ALNAP'S STRATEGIC FRAMEWORK

The ALNAP Strategy 2008-2013 was adopted by the membership in December 2007, providing a strategic direction for the future, set in the broader context of the changing humanitarian landscape.

Five strategic objectives, which make up the ALNAP Strategy 2008-2013, provide a framework for achieving our mission of improved learning accountability and performance in humanitarian action:

Strategic Objective 1 - ALNAP will establish stronger links between learning processes and improvements in humanitarian policy and field practice.

Strategic Objective 2 - ALNAP will advocate for and actively promote improvements in performance in the humanitarian sector.

Strategic Objective 3 - ALNAP will improve system-wide fora for active learning and the exchange of experiences and ideas.

Strategic Objective 4 - ALNAP will work to improve the quality and utilisation of evaluations within the Network and throughout the humanitarian system.

Strategic Objective 5 - ALNAP will expand its global reach and engagement in order to better promote humanitarian learning.

This framework provides strategic direction for the activities that we undertake each year, through the ALNAP Secretariat workplan. The objectives also provide a mechanism for measuring the progress of ALNAP's work over time.

MESSAGE FROM THE CHAIR

I am delighted to take over as Chair of ALNAP at such an exciting time in its development. Much of the thanks for the good health of the Network is due to my predecessor, Eleanor Monbiot and I sincerely thank her for the wonderful work she did as ALNAP's chair over the past three years.

This is an interesting time for the Network, as we approach the half-way point of implementing the ALNAP Strategy 2008-2013; we are now seeing where we have progressed furthest and where the biggest challenges remain.

Overall, progress is excellent and we can see real gains in a number of key areas. The reputation of ALNAP for providing world class research, analysis and advocacy has never been greater and the quality of the products published this year has been fantastic. The 25th ALNAP meeting on 'Innovations in international humanitarian action' reflects the expertise ALNAP now holds in hosting meetings that have a genuine impact on the sector. Our work on advancing evaluation practice and utilisation has been solid and consistent, and the Haiti Learning and Accountability portal quickly established ALNAP as the central hub for information on evaluation efforts in Haiti following January's earthquake.

The membership continues to grow, bringing in new voices and perspectives and we have become more adept at communicating with ALNAP Members, but also encouraging communication between members. The 2010 Members Poll contained important feedback on the Secretariat's activities over the past 18 months and useful advice for the year ahead. ALNAP remains determined to be responsive to the needs and interests of its Members.

Whilst progress on the first four Strategic Objectives has generally been excellent, both the ALNAP Steering Committee and Secretariat recognise our priority in the months ahead will be Strategic Objective 5, expanding our global reach and engagement to better promote humanitarian learning. Recognising that Southern-based civil society and national governments will be crucial to future humanitarian operations, ALNAP is committed to bringing them into the Network and ensuring their voices are represented in the debates ahead.

We will continue to monitor the progress of ALNAP's work and the contribution the Network makes to performance, learning and accountability in international humanitarian action.

I'd like to congratulate John and his team in the ALNAP Secretariat for their excellent work over the past 12 months. Looking ahead I am excited about the potential of ALNAP to tackle the longstanding challenges facing the sector. Whilst realistic about the scale of the task ahead, I am optimistic that ALNAP has a crucial role to play in improving the performance of international humanitarian action around the world.



Ivan Scott

MESSAGE FROM THE DIRECTOR

In a year that has seen the international humanitarian system come under sustained scrutiny from the international media, donors and the general public, ALNAP's efforts to improve learning, accountability and performance in humanitarian action were more important than ever. In this context, I am delighted to see that the sophistication and quality of ALNAP's research, analysis, events and communication activities reached new heights in 2009-10.

The Humanitarian Performance Project reached maturity this year, with the publication of the pilot State of the Humanitarian System report, which brings together, for the first time, data on the resources, actors and global scope of the international humanitarian community, with analysis of the system's overall performance. A key element of ALNAP's mandate is to monitor and report on humanitarian performance, and this report now represents both the benchmark for system wide commentary and an invaluable basis for future versions to assess progress over time.

Haiti has understandably dominated the international humanitarian agenda since January 2010 and many ALNAP members have undertaken massive relief and recovery operations in the wake of the earthquake. I am pleased that ALNAP was able to play a role in supporting these efforts, helping to shape the media debate around the lessons that should be learnt from previous sudden onset disasters and through the widespread dissemination of relevant lessons papers to agencies operating in Haiti. We will continue to fulfil a role in supporting more co-ordinated and collaborative evaluation and learning efforts.

Of particular importance perhaps, is ALNAP's agenda-setting work on Innovations in Humanitarian Action. This represents a significant step for the both ALNAP and the wider humanitarian sector, as efforts to improve performance are now evolving from retrospective analysis and reflection towards a practical agenda for improvement. The 25th ALNAP meeting was a genuinely dynamic and interactive forum for the Network to grapple with the challenges of fostering innovation. The Innovations Case Study series has and will continue to carry forward the agenda, ensuring it cannot be forgotten or overlooked.

As noted in Ivan's previous message, the key challenge for ALNAP's future is to expand our global reach and engagement to better promote humanitarian learning. We have made progress this year, with our re-launched website now representing a genuinely global resource and the ALNAP Secretariat attending and speaking to more events than ever before. However, more can be done to bring in new voices and we are determined to make the 26th ALNAP meeting in Kuala Lumpur a landmark event in this direction.

I look to the year ahead with great enthusiasm as the Network continues to grow and set the agenda on humanitarian performance and learning. The culmination of key projects on beneficiary surveys, humanitarian evaluation systems, online communities of practice and a joint initiative on Humanitarian Leadership will each fill significant gaps in the understanding of humanitarian action.

All of this can only be made possible by the active involvement of ALNAP's members and I would like to thank all of those that have contributed their precious time and ideas over the past year and have committed to supporting our work in the future. Ours is a genuinely collective endeavour and I believe therein lies the strength of ALNAP.



A handwritten signature in blue ink that reads "John Mitchell".

John Mitchell

REPORT ON ACTIVITIES

The ALNAP Secretariat's workplan and activities in 2009/10 were determined in consultation with the Membership and guided by the Steering Committee, with the goal of contributing to the achievement of the ALNAP Strategy 2008-2013.

While many of the initiatives, publications and events undertaken in the ALNAP workplan, contribute to two or more strategic objectives, it is still useful to conceptualise ALNAP's work in the past 12 months as having contributed to improvements against each of these outcome areas in turn.

SO1: ALNAP WILL ESTABLISH STRONGER LINKS BETWEEN LEARNING PROCESSES AND IMPROVEMENTS IN HUMANITARIAN POLICY AND FIELD PRACTICE

ALNAP's reputation for facilitating and undertaking policy- and practice-relevant learning processes was maintained in 2009/10. This necessitates research and products that are timely, relevant and utilisation focussed.

This past year saw the publication of two major studies, *The 8th Review of Humanitarian Action* (RHA) and the *State of the Humanitarian System Report*. Both of these build on sustained processes of research, discussion and debate, engaging the humanitarian community as a whole.

The Humanitarian Performance Project (HPP) is the initiative through which ALNAP will achieve its commitment to provide:

"An annual structured commentary on system-wide performance related issues and to make a judgement on the progress the system has made in trying to improve performance"

Whilst HPP has been progressing steadily since it was first discussed in 2008 at the 23rd ALNAP meeting, 2009/10 has seen the project reach maturity. Two chapters in the 8th RHA sought to enhance analysis and understanding of key issues relating to humanitarian performance:

- 'Counting what counts: performance and effectiveness in the humanitarian sector' explored performance mechanisms within the sector in a depth never before seen.
- The challenge of understanding in an evidence-based way, how aid ultimately affects the lives and livelihoods of recipients was addressed in 'Improving humanitarian impact assessment: bridging theory and practice'
- This research complemented and informed the pilot report *The State of the Humanitarian System: Assessing Performance and Progress*, launched in February 2010.

Combining for the first time data on the resources, actors and global scope of the international humanitarian community, with analysis of the system's overall performance, this seeks to be the most comprehensive effort to date to assess the performance and monitor the progress of the international humanitarian system.

Produced in collaboration with Humanitarian Outcomes consultants, *The State of the Humanitarian System Report* has provided donors, aid recipients, operational staff and humanitarian policy makers with an opportunity to examine how the system is performing and where it goes from here. This pilot report provides a baseline on which we will build future iterations of the report and begin to measure progress over time.

Away from these efforts, ALNAP's work included developing lessons for use by operational staff. ALNAP lessons papers synthesise evidence from previous experiences and across organisations to help operational staff understand the context and learn the lessons of different emergencies. July 2009 saw the publication of a new lessons paper, *Responding to urban disasters: Learning from previous relief and recovery operations*. With over 50% of the world's population now living in non-rural areas, this paper addressed the unique challenges of crisis response in an urban environment.

This year also saw a new kind of ALNAP product, inspired by our research in the area of humanitarian innovations: the Innovation Case Study series aims to

improve dissemination of operational innovations. There was also work initiated on Humanitarian Leadership and Humanitarian Networks, providing new analysis on these under-explored issues.

SO2: ALNAP WILL ADVOCATE FOR AND ACTIVELY PROMOTE IMPROVEMENTS IN PERFORMANCE IN THE HUMANITARIAN SECTOR

ALNAP recognises that the impact of its research, knowledge and advocacy is enhanced by maintaining focus on issues over time and across various products and media. Our ground breaking work on learning processes, research and analysis is by necessity complemented by strategic communications and advocacy work. This has been strengthened in the past few years, helping ALNAP to inform policy and practice at every level of the humanitarian sector.

Perhaps the best example of this is the sector-wide endorsements for the State of the Humanitarian System report – to our knowledge, this is the first time that senior representatives of the UN, NGO, Red Cross and donor communities have all publicly endorsed such a study.

We have also been actively promoting improvements through a new strand of work on Innovations in International Humanitarian Action. The focus of one of the chapters in the 8th Review of Humanitarian Action, this work addresses longstanding concerns that most humanitarian learning and accountability efforts do not seek to generate new and different ways of operating in disaster contexts.

The study urged agencies to embrace innovation processes and challenged them to move beyond accepted ways of thinking and consider more innovative practices for the delivery of aid. This work played a crucial role in the commitment of a major bilateral donor making a multi-million pound commitment to strengthening humanitarian innovations.

The Secretariat has continued to support individuals and agencies to think innovatively about their work, through the 25th ALNAP meeting, discussed on page (6) and the **innovations case study series**, which showcases innovative solutions to problems faced

in humanitarian responses. These are intended to act as a shared information tool for use by humanitarian actors in their efforts to capture and spread innovations more effectively across the sector. Innovations featured in the Case Study Series during 2009/10 included:

- Supporting community-based emergency response at scale: innovations in the wake of Cyclone Nargis
- Cash Transfers through Mobile Phones: An Innovative Emergency Response in Kenya
- The Livestock Emergency Guidelines and Standards: Improving the Quality of Emergency Response through Livelihoods-based Standards
- Last Mile Mobile Solutions: Technology and Partnering for Social Innovation

ALNAP recognises the importance of effectively disseminating the knowledge contained in our work. For example, our lessons papers are circulated throughout the membership and to other key stakeholders in response to humanitarian crises as they occur, in order to ensure their timely use by operational staff. Following the January 2010 Haiti earthquake the Responding to urban disasters and the *Responding to earthquakes 2008: Learning from earthquake relief and recovery operations* lessons papers were widely distributed. Evidence from our monitoring activities, discussed on page (9), suggests these products proved to be vital resources for operational staff deployed in Haiti.



Excerpts from the Comic Book that was used to disseminate project information

Two country-specific, lessons papers published in 2009, *Where to Now? Agency Expulsions in Sudan* and *Deepening Crisis in Gaza: Lessons for Operational Agencies* were also shared widely with agencies operating in those emergencies.

The 2008 paper, *The Global Food Price Crisis: Lessons and Ideas for Relief Planners and Managers* contained valuable lessons for agencies tackling Niger's continuing slow-onset food crisis.

SO3: ALNAP WILL IMPROVE SYSTEM-WIDE FORA FOR ACTIVE LEARNING AND THE EXCHANGE OF EXPERIENCES AND IDEAS

As a network representing organisations and individuals from across the humanitarian sector, ALNAP is uniquely placed to facilitate genuinely system-wide processes and events.

THE 25TH ALNAP MEETING took place in London on 17th-18th November 2010, hosted in partnership with Humanitarian Futures Programme, and addressed **Innovations in international humanitarian action**. Over 140 attendees, representing every part of the ALNAP network, came together to share ideas and discuss the challenges of bringing innovation to life in humanitarian operations.

Minouche Shafik, Permanent Secretary to DFID opened the meeting with the exciting news of a £3 million investment in humanitarian innovations.

The keynote addresses were presented by John Mitchell, ALNAP Director and by Lynda Gratton, Professor of Management Practice at London Business School. The meeting went on to consider a number of key questions related to Innovation in Humanitarian Response, led by a panel of expert discussants including Peter Walker of Tufts University; Mark Cutts, Senior Adviser to OCHA; Jacqui Tong, President of MSF UK; Valerie Nkamgang Bemo, Senior Program Officer with the Gates Foundation; and Cliff Dennett, a corporate innovation consultant.

An innovations fair at the end of day one, provided a chance to learn about humanitarian innovations from those who have developed them in real-world settings. Attendees were asked to vote for the innovations they thought had the most promise for

the humanitarian sector. The three that received the most votes were:

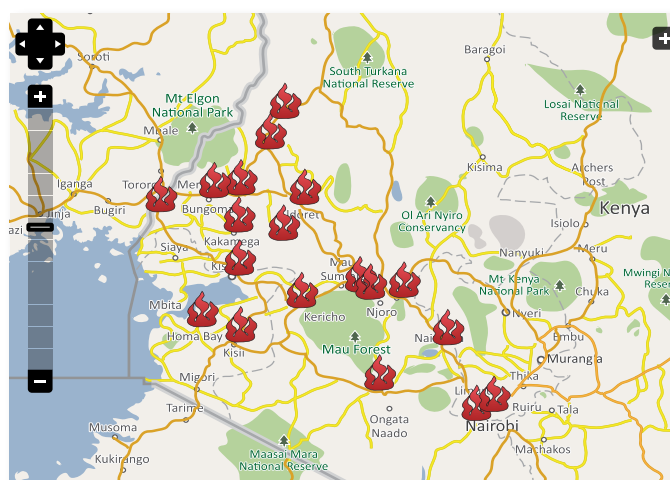
- Crisis Mapping - Ushahidi
- Cash and Vouchers - The Cash Learning Partnership
- Valid Nutrition – an Innovative Humanitarian Business Model – Valid International

Details of all the innovations featured at the fair can be found on our website.

Day two of the ALNAP Meeting saw a presentation of the findings of the ALNAP State of the Humanitarian System report. This was followed by a number of presentations from across the ALNAP membership on key ongoing and new initiatives related to performance, learning and accountability.

These included discussions on:

- Joint impact assessments
- DARA's Humanitarian Response Index
- Humanitarian Performance Indicators
- Professionalising the Humanitarian sector
- HAP's work in relation to the views of affected populations



Ushahidi platform in Kenya

QUALITY AND ACCOUNTABILITY FOR THE HUMANITARIAN SECTOR

ALNAP continues to work collaboratively with a grouping of organisations that are committed to improving quality and accountability (Q&A) within the humanitarian sector. Each of these participating Q&A initiatives maintains a different focus and approach, but regular meetings ensure our efforts can be collaborative and co-ordinated wherever possible.

Online Communities of Practice (CoP)

Within the ALNAP membership, there exists a huge wealth of expertise and potential for sharing knowledge. Following the re-launch of the ALNAP website in July 2009, ALNAP Members have been sharing ideas and debates within online Communities of Practice. The forum area of the ALNAP website allows our members to post questions, challenges or ideas which are then shared with the full ALNAP membership, including over 1,000 Observer Members subscribed to the website.

During 2010/11 the ALNAP Secretariat will work to facilitate these CoPs more proactively, establishing the ALNAP website as a continuous forum for sector-wide knowledge sharing and learning.

SO4 - ALNAP WILL WORK TO IMPROVE THE QUALITY AND UTILISATION OF EVALUATIONS WITHIN THE NETWORK AND THROUGHOUT THE HUMANITARIAN SYSTEM

“Improving the quality, scope and utilisation of evaluations within humanitarian organisations and at the system wide level” are key objectives of the ALNAP strategy 2008-13 and the Secretariat’s workplan.

ALNAP evaluation tools, including the Guide to evaluating humanitarian action using the OECD-DAC criteria and the Guide to Real Time Evaluations are recognised across the sector as essential tools for organisations planning evaluation activities.

The Evaluative Reports Database (ERD), a bibliographic collection of evaluative reports of humanitarian action, remains a key tool for the sector to facilitate information sharing and lesson learning among humanitarian organisations. The database now contains over 2,000 learning and accountability

resources submitted from ALNAP Full Members and other agencies.

Much of ALNAP’s research and analysis is based upon the evaluative reports within the ERD. There exists a mutually reinforcing relationship between ALNAP’s work to advance evaluation practice and its overall efforts to improve humanitarian performance.

STRENGTHENING ORGANISATIONAL CAPACITIES FOR HUMANITARIAN EVALUATION

It is clear that despite progress in recent years in the research and implementation of humanitarian evaluations, many organisations struggle with the challenge of fully embedding the evaluation function within their work. Recognising the evaluation expertise that resides within the ALNAP membership and the potential for mutual support, the Evaluation Systems project was launched in January 2010 to create a ‘space’ in which the membership can come together to learn from each other about how to strengthen humanitarian evaluations. It will bring organisations together to discuss and debate where and how challenges to achieving real change in evaluation can be overcome.

Valid International have been commissioned to lead ALNAP’s work on the Organisational Capacities for Humanitarian Evaluation project. A literature review was completed and key stakeholder interviews have begun during early 2010. These will inform the development of a draft evaluation framework, which we will begin to discuss at the first of a series of workshops, scheduled for September 2010.

EVALUATING THE HAITI RESPONSE

Following the devastating earthquake that struck Haiti in January 2010, many humanitarian organisations including several ALNAP Members launched massive relief and recovery operations.

In response ALNAP launched the Haiti Learning and Accountability Portal. This area on our website provides a shared platform for an overview of ongoing and planned learning and accountability efforts by agencies operating in Haiti. The site aims to encourage complementarity amongst agencies through sharing of approaches, contacts, key resources and evaluation plans. Our aim is to contribute to more informed, coordinated efforts to assessing and improving

performance in the aftermath of the 2010 Haiti Earthquake.

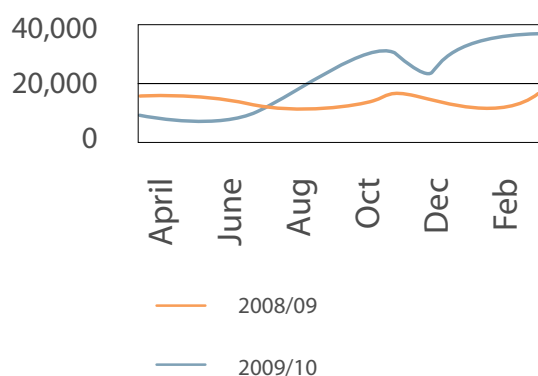
ALNAP will continue to take forward key research projects in 2010/11 to support the evaluative efforts in Haiti, guided by a taskforce made up of the UN Evaluation Group (UNEG), the OECD-DAC Evaluation Network (Evalnet) and ALNAP.

SO5: ALNAP WILL EXPAND ITS GLOBAL REACH AND ENGAGEMENT IN ORDER TO BETTER PROMOTE HUMANITARIAN LEARNING

ALNAP recognises the importance of a strategic approach to communication in meeting the needs and expectations of Members. This is necessary to fulfil our strategic objective to:

“Expand [ALNAP’s] global reach and engagement in order to better promote humanitarian learning.”

The current global environment demands a more diversified and a more joined-up approach to learning and there is scope for ALNAP to bring in a wider variety of voices from around the globe. We also recognise the gap between the world of Western based policymakers and that of field practitioners. ALNAP can explicitly help to bridge that gap by reaching out and encouraging learning and dialogue between the different actors that make up the international humanitarian system.



Monthly unique visitors to www.alnap.org

WEBSITE

The ALNAP website was re-launched in July 2010 with the goal of providing our Members with the most valuable and user-friendly online tool in the sector. Improved accessibility allows ALNAP members to manage how they interact with the website and how they stay in touch about ALNAP’s activities, as well as sharing their own news through their own profile. Our discussion forums and blogs have improved opportunities for knowledge sharing within the membership, whilst events and relevant job vacancies are now routinely shared with subscribers via e-mail.

The website now acts as the principle gateway to the ALNAP Network as well as ALNAP products, research and evaluative resources. It represents the most effective and accessible tool for ALNAP as it seeks to expand its global reach and engagement. Our monitoring suggests that traffic to the website increased significantly since the re-launch in August 2009.

The ALNAP website is also a genuinely global resource with significant numbers of visitors from around the world.

United States	66,847	Egypt	4,009
United Kingdom	33,638	Norway	3,892
Switzerland	11,318	Spain	3,140
France	10,835	Belgium	2,794
China	10,592	Italy	2,790
Canada	6,724	Indonesia	2,517
Germany	6,649	Ireland	2,514
India	6,088	Kenya	2,197
Netherlands	4,952	Jordan	2,174
Australia	4,204	Singapore	2,131

Top 20 countries by unique visitor numbers to www.alnap.org

OUTREACH

Throughout 2009/10 representatives from the ALNAP Secretariat have attended and addressed international humanitarian events, on a range of performance learning and accountability topics. These include:

- a keynote address to the Scuola Superiore Sant’Anna, Pisa on ‘The Corporate sector, accountability and humanitarian action’;

- facilitating a strategic discussion at the Global Network of Civil Society Organisations for Disaster Reduction annual meeting;
- a presentation on lessons for the Haiti earthquake response to Global Economics Governance Programme, Oxford University
- the opening presentation and closing summary to the ICVA annual conference
- opening presentation to DFID staff retreat



ALNAP showcased on BBC Newsnight 15th January 2010

A more strategic approach to communications has encouraged ALNAP to increase the visibility and proactive dissemination of our research and products. This will increase the impact and uptake of ALNAP's work, but also provide unique opportunities for debate and collaborative learning between the ALNAP Secretariat and the Membership.

The State of the Humanitarian System report has provided an ideal opportunity to launch this approach, as it addresses issues of performance that are relevant across the whole sector. As a pilot effort, feedback and critical debate of this report are essential for ALNAP's learning as we prepare to repeat the process in future years.

Following a formal launch in London in February 2010, representatives from the Secretariat and Humanitarian Outcomes, the report's authors, have gone on to present the State of the Humanitarian System Report to the VOICE Annual Conference, the ICRC, British Red Cross, the United Nations' IASC in Geneva, Action contre la Faim, Norad, World Vision Canada and the US delegation to the UN. Each presentation was followed by discussion on how the report's findings reflected the experience of individual agencies and robust debate on the report's findings and future. Further presentations have continued in 2010.

ALNAP IN THE MEDIA

Since the 23rd ALNAP meeting in Madrid in 2008, which considered the challenge of reconciling the differing agendas of news media and humanitarian organisations, ALNAP has been recognised by the media as a key reference point for analysis of humanitarian issues. During 2009/10 our research and commentary continued to contribute to media coverage and debate.

In the aftermath of the Haiti earthquake, ALNAP was at the forefront of shaping the media debate around what lessons could be learnt from previous disasters and applied to the Haiti context. Our analysis contributed to print and broadcast media that included, The New York Times, Washington Post, the Independent, BBC Newsnight and TV Globo Brazil.

TRACKING PROGRESS

As a learning network focused on the improvement of performance, it is crucial for ALNAP to practice what it preaches, and work to systematically learn from progress against its objectives. The ALNAP Strategy 2008-2013 includes a commitment to monitor and learn, in real-time, from our progress and contribution to system wide change. To meet this challenge we have worked with an evaluation consultant to develop a draft social framework, a monitoring matrix and an evaluation matrix all of which provide approaches and tools that can be used to monitor ALNAP's progress.

Whilst committed to this goal, we recognise the challenges that a learning network faces in tracking a long term, non-linear and highly uncertain process that is 'change'. Our approach to monitoring will therefore be pragmatic and our will be further developed by the Secretariat and Steering Committee. The data collected thorough our monitoring will form a light 'base line' which will inform a future evaluation of the ALNAP strategy 2008-2013.

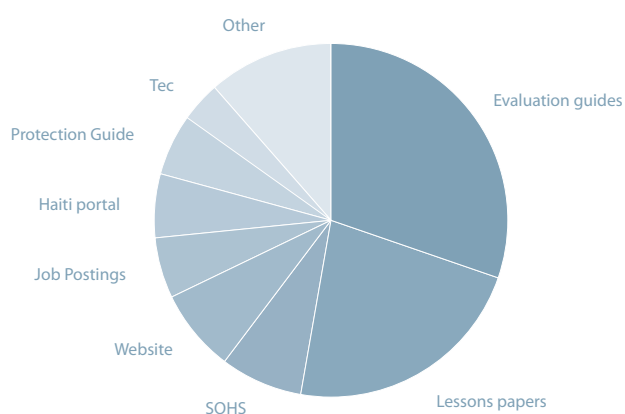
During 2009/10 ALNAP has introduced a Feedback Log to record every instance that could be classified as an 'outcome' resulting from ALNAP's work or activities. Feedback in the log ranges from mentions in the media, reports or academic citations, invitations to speak or present as representatives of ALNAP, and unsolicited feedback from senior figures within the humanitarian sector.

A comprehensive Members Poll, conducted for the second time in March 2010, allowed an opportunity for ALNAP Full and Observer Members to feed back their opinions on our work over the previous 18 months. The poll also sought guidance on ALNAP's activities for the year ahead, to ensure the Network remains relevant, useful, and accessible. The Members Poll, carried out through phone interviews with 50 Full and Observer Members, representing each of the constituencies within the Membership, has proved a vital tool for the ALNAP Secretariat and Steering Committee in monitoring our progress and impact over the past year.

"We use the OECD-DAC evaluation guidelines all the time. We also use the RTE guide" - NGO Member

ALNAP is... "A very valuable platform that has established itself and allows a dialogue to happen" - Red Cross Member

ALNAP Secretariat staff and the Steering Committee worked together to undertake a strategic learning review in March 2010, to reflect on progress against the 2008-13 strategy. The findings were that the strategy was broadly on track with considerable progress in some areas, but that more concerted effort was needed to strengthen engagement with southern actors involved in humanitarian response.



Responses to question in the Members poll: "Please give examples of which ALNAP products and tools your organisation has used over the past 12-18 months."

LOOKING AHEAD

Many of the activities that ALNAP undertook during 2009/10 will be continued and developed in the 2010/11 Secretariat Workplan as we work to achieve

the strategic objectives set out in the ALNAP Strategy 2008- 2013.

The Humanitarian Performance Project will be developed as we begin work on the second State of the Humanitarian System report. The success of the pilot report, combined with a larger budget, will allow ALNAP to be bolder with this effort, developing the methodology and bringing in more voices from aid recipients.

The joint initiative on Humanitarian Leadership (see box below) and the Strengthening Humanitarian Evaluation Systems project will both be published in 2010/11. The Innovation Case Study series will continue, with new additions published periodically.

ALNAP's work to support the evaluative efforts of agencies operating in Haiti is ongoing, with the Haiti portal remaining a key tool and the publication of a context analysis paper due for release shortly. Our efforts will support and be guided by the joint UNEG/ Evalnet/ ALNAP Taskforce established following the joint meeting on 'Evaluating the Haiti Response' held in London during May 2010.

HUMANITARIAN LEADERSHIP

Although leadership has gained prominence in every aspect of life, from politics to business to education, there has not been a systematic approach to the study and development of leadership within the humanitarian community. ALNAP's research will be focussed on Operational Leadership, and an initial summary of our preliminary work in this area was published on the ALNAP website in early 2010. A literature review and the first of a series of key stakeholder interviews have been undertaken. We will progress this work throughout 2010, as three case studies are selected and researched in greater detail.

The Humanitarian Performance Indicator working group will be developed in the months ahead, as will ALNAP's efforts to promote knowledge sharing and debate amongst Communities of Practice within the Membership, through online tools.

2010 will also see the publication of an ALNAP Lessons paper on Responding to Complex Emergencies, drawing on experiences from Afghanistan, Somalia and elsewhere.

The 26th ALNAP meeting will be held in November 2010, in Kuala Lumpur. Hosted by the Red Cross Movement and supported by Mercy Malaysia, the meeting will address national responses to humanitarian emergencies. We believe this event offers a unique opportunity to bring together a wider variety of voices from around the globe and to promote humanitarian learning in a genuinely system-wide forum.

GOVERNANCE AND MEMBERSHIP

Eleanor Monbiot stepped down as Chair of the ALNAP Steering Committee in November after 3 years in the role. The ALNAP Secretariat would like to thank Eleanor for her leadership, advice and guidance during her tenure.

Ivan Scott, Head of Programme Performance & Accountability at Oxfam, has taken over the role of ALNAP Steering Committee Chair.

We also welcome Mia Beers, Bart Fonteyne and Nigel Timmins to the Steering Committee.

Steering Committee members as of 31st March 2010

- **Ivan Scott**, Head of Programme Performance & Accountability, Oxfam - Chair
- **Mia Beers**, Humanitarian Policy Advisor, USAID/ OFDA
- **Jeff Crisp**, Head, Policy Development & Evaluation Service, UNHCR
- **Bart Fonteyne**, Head of Institutional Performance Management, ICRC
- **Scott Green**, Chief of Evaluation & Studies Section, OCHA
- **Anette Haug**, Senior Advisor, Norad
- **Randolph Kent**, Director, HFP
- **Nigel Timmins**, Humanitarian Programmes Unit Manager, Asia, Middle East, Latin America & Caribbean, Christian Aid

The following stepped down from the Steering Committee during the year:

- **Eleanor Monbiot**, Senior Director, Global Knowledge Management, World Vision
- **Stefan Dahlgren**, Senior Evaluation Officer, Sida
- **Charles-Antoine Hofmann**, Humanitarian Policy Adviser, BRCS
- **Eva von Oelreich**, Executive Secretary, SCHR

NEW FULL MEMBERS IN 2009/10

The following organisations were admitted as Full Members in 2009/10

- New Zealand Agency for International Development (NZAID) - Donor
- Osaka University - Academic/ Independent
- John Cosgrave - Academic/ Independent

USE OF CONSULTANTS

ALNAP is committed to fair, impartial and transparent methods of recruiting consultants. During 2009/10 the following consultants carried out work for ALNAP:

- **Rick Davies** - Monitoring and Learning Plan for ALNAP Strategy
- **Krishma Nayee** - Research for lessons paper & proof reading RHA
- **Lewis Sida** - Research for lessons paper
- **Humanitarian Outcomes** - The State of the Humanitarian System
- **InterWorks Europe** (John Cosgrave) - Evaluation of the joint response to the humanitarian crises in Afgoooye (funded by Danish Refugee Council)
- **Margie Buchanan-Smith** - Facilitation of 25th ALNAP Meeting & Updating of training materials for Evaluation of Humanitarian Action
- **Justin Corbett** - Innovations case study, Myanmar
- **John Borton** - Interest Group on Key Performance Indicators
- **Saleem Haddad** - Lessons Paper on complex emergencies and paper on the use of beneficiary surveys in relation to performance assessment **
- **Alistair Hallam** - Strengthening Humanitarian Capacities **

* Contract began in FY 2008-09

** Contract continues in FY 2010-11

END OF YEAR FINANCIAL REPORT 2009/10

1. BUDGET/EXPENDITURE										
Area of activity		Consultancy		Salaries		Other Costs		Totals		
		Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Variation
		£	£	£	£	£	£	£	£	£
A0002	Communications; promotion of ALNAP activities & products (includes website)	3,000.00	2,500.00	39,461.07	42,083.60	13,505.00	18,604.16	55,966.07	63,187.76	-7,221.69
A0003	Evaluative Reports Database	0.00	0.00	9,814.88	10,831.68	2,500.00	0.00	12,314.88	10,831.68	1,483.20
A0004	ALNAP Meetings	2,958.49	1,600.00	23,374.57	22,413.15	32,571.60	33,832.92	58,904.66	57,846.07	1,058.59
A0005	Steering Committee	0.00	0.00	12,523.90	11,737.99	2,080.00	1,510.31	14,603.90	13,248.30	1,355.60
A0007	ALNAP Secretariat Administration	0.00	0.00	22,756.50	21,681.06	15,520.00	9,059.50	38,276.50	30,740.56	7,535.94
A0008	Training Modules	9,500.00	2,000.00	3,603.05	3,858.03	0.00	88.26	13,103.05	5,946.29	7,156.76
A0011	RHA no 8	0.00	180.00	32,786.24	27,578.69	32,350.00	40,244.97	65,136.24	68,003.66	-2,867.42
	The State of the Humanitarian System	28,600.00	27,000.00	38,408.35	38,086.38	20,850.00	18,468.57	87,858.35	83,554.95	4,303.40
A0017	Complementary studies, comprising:	39,000.00	23,696.00	72,157.33	70,813.60	28,880.00	13,115.59	140,037.33	107,625.19	32,412.14
	lessons papers	6,000.00	3,473.00	14,379.46	16,040.57	3,150.00	5,329.90	23,529.46	24,843.46	
	RTE guide	0.00	800.00	6,379.92	6,383.39	3,000.00	790.05	9,379.92	7,973.44	
	Evaluation systems	12,000.00	6,250.00	5,740.64	5,112.64	1,160.00	0.00	18,900.64	11,362.64	
	gap filling study	0.00	0.00	6,250.16	5,140.87	1,160.00	0.00	7,410.16	5,140.87	
	network-network studies	9,000.00	0.00	5,943.46	5,791.56	7,670.00	0.00	22,613.46	5,791.56	
	beneficiary surveys	0.00	1,773.00	4,616.81	3,690.79	3,000.00	0.00	7,616.81	5,463.79	
	Protection guide in French:	0.00	0.00	1,598.70	1,208.06	8,580.00	5,737.75	10,178.70	6,945.81	
	innovations fund	0.00	1,500.00	12,423.51	12,636.33	0.00	996.10	12,423.51	15,132.43	
	humanitarian leadership	8,000.00	0.00	3,868.86	3,314.59	1,160.00	169.35	13,028.86	3,483.94	
	performance indicators	4,000.00	3,900.00	4,370.88	3,790.35	0.00	60.90	8,370.88	7,751.25	
	other studies	0.00	6,000.00	0.00	0.00	0.00	0.00	0.00	6,000.00	
	impact assessment	0.00	0.00	6,584.93	7,704.45	0.00	31.55	6,584.93	7,736.00	
A0018	Facilitating future evaluation coalitions	0.00	0.00	0.00	0.00	5,000.00	0.00	5,000.00	0.00	
A0020	Follow up to TEC	0.00	0.00	0.00	0.00	186.88	8.34	186.88	8.34	
A0022	Complexity science in aid	0.00	0.00	20,548.11	15,372.52	0.00	2,610.00	20,548.11	17,982.52	2,565.59
	ODI overhead on Secretariat salaries					124,813.19	120,869.50	124,813.19	120,869.50	3,943.69
	ODI service charge on consultant fees	4,152.92	2,848.80					4,152.92	2,848.80	1,304.12
Totals		£87,211.42	£59,824.80	£275,434.00	£264,456.69	£278,256.67	£258,412.13	£640,902.08	£582,693.62	£58,208.46



'Sudan Refugee' - UNAMID Officer Visits Resident of North Darfur IDP Camp, 2010. © UN

2. INCOME	
INCOME SOURCE	Income
	£
Full Member 2009/10 Contributions received	580,380.49
2008/9 contributions received in 2009/10	108,865.60
Payment for work done on behalf of other ODI projects	10,000.00
Funding for Complexity Science in Aid	17,113.34
Book sales	35.50
Other income	0.00
TOTALS	716,394.93

3. INCOME/EXPENDITURE			
	Income	Expenditure	Balance
	£	£	£
Income and expenditure in 2009/10	716,394.93	582,693.62	
Carry over from 2008/9	-23,491.97		
TOTALS	692,902.96	582,693.62	110,209.34
Income pledged but not received	69,773.08		
TOTALS WHEN ALL INCOME RECEIVED	762,676.04	582,693.62	179,982.42

ALNAP FUNDING SUMMARY 2009-10

Funder	Pledged for 2009-10	2009/10 contributions received by 31/3/10	2008/9 contributions received in 2009/10
	£	£	£
AAH	£3,000	£3,000	
AECID	£45,533	£45,533	
AusAid	£28,499	£28,499	
BRCs	£5,120	£5,120	
CAFOD/CARITAS	£8,775	£8,775	
CARE International	£3,050	£3,050	
Christian Aid	£4,875	£4,875	
CIDA	£27,279	£27,279	
CRS	£4,122	£4,122	
Danida	£20,492	£20,492	
DFID	£45,000	£45,000	
DRC	£3,000	£3,000	
DRC for Afgooeye evaluation	£6,000	£6,000	
FAO	£2,300	£2,300	
FOCUS	£2,000	£2,000	
Global Hand	£1,000	£1,000	
HFP for 25th Meeting	£1,340	£1,340	
ICRC	£3,480	£3,480	
IFRC	£3,650	£3,650	
IRC	£5,120	£5,120	
Irish Aid	£44,762	£44,762	
MFA Germany	£37,731	£37,731	
MFA Netherlands	£24,529	£24,529	
MSF-H	£4,443	£4,443	
NORAD	£17,188	£17,188	
NRC	£5,120	£5,120	
NZAID	£5,000	£5,000	
OCHA	£5,987	£5,987	
OXFAM GB	£6,825	£6,825	
ProVention	£2,925	£2,925	
RedR	£2,500	£2,500	
SC US	£6,825	£6,825	
SDC	£30,000	£25,000	
Sida	£16,571	£16,571	
Tearfund	£5,000	£5,000	
UNHCR	£9,750	£9,750	
UNICEF	£6,140	£6,140	
USAID/OFDA	£176,532	£111,759	£108,866
WFP	£8,540	£8,540	
WHO	£4,875	£4,875	
World Vision	£5,275	£5,275	
Totals	£650,154	£580,380	£108,866



APPENDIX 1

ALNAP SECRETARIAT STAFF IN 2009/10

John Mitchell, Director

Ben Ramalingam, Head of Research and Development

Colin Hadkiss, Administrator

Josh Harris, Communications Officer (joined for maternity cover, 05/10/10)

Franziska Orphal, Communications Officer

Karen Proudlock, Evaluation and Research Officer (left 06/11/09)

Kim Scriven, Research and Innovations Officer

FULL MEMBERS AS OF MARCH 31ST 2010

Action Against Hunger, Valerie Fuchs

AECID, Pablo Yuste

Africa Humanitarian Action, Dawit Zawde

All India Disaster Mitigation Institute, Mihir R. Bhatt

AusAID, Chris Stokes

British Red Cross Society, Jane Waite

CAFOD UK, Matthew Carter

Canadian International Development Agency (CIDA), Anar Mamdani

CARE International, Jock Baker

Catholic Relief Services, Bill Canny

CENDEP, David Sanderson

Christian Aid, Nigel Timmins

Danida, Eva Broegaard

Danish Refugee Council, Niels Bentzen

DARA, Riccardo Polastro

Department for International Development, Paul Reglinski

Disasters Emergency Committee, Annie Devonport

European Commission Humanitarian Aid Office, Nicoletta Pergolizzi



A house destroyed by flood waters in Pakistan's Swat Valley, Pakistan, 2010, PETER BIRO/The International Rescue Committee

Focus Humanitarian Assistance, Salim Sumar

Food & Agriculture Organisation of the United Nations, Rachel Sauvinet-Bedouin

Glemminge Development Research, Ian Christoplos

Global Hand, Mike Tozer

Groupe URD, François Grünewald

Humanitarian Accountability Partnership International (HAP), Katharina Samara

Humanitarian Futures Programme, Randolph Kent

ICRC, Bart Fonteyne

Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH), Francisco Rey Marcos

International Council of Voluntary Agencies (ICVA), Manisha Thomas

International Federation of Red Cross & Red Crescent Societies, Josse Gillijns

International Rescue Committee, Sue Dwyer

InterWorks Europe, John Cosgrave

Irish Aid, Donal Kenneally

JICA, Kimiaki Jin

John Borton Consulting, John Borton

MERCY Malaysia, Heng Aik Cheng

Ministry of Foreign Affairs, Germany, Dennis Mueller

Ministry of Foreign Affairs, Netherlands, Sophie Volmer

New Zealand's International Aid and Development Agency, Penny Hawkins

Norad, Anette Haug

Norwegian Refugee Council, Oddhild Günther

OFADDEC, Mamadou Ndiaye

Office for the Coordination of Humanitarian Affairs, Scott Green

Osaka University, Yasuhide Nakamura

Overseas Development Institute, Sara Pantuliano

Oxfam, Ivan Scott

People In Aid, Jonathan Potter

Philip O'Keefe, Philip O'Keefe

RedR, Catherine Russ

Save the Children USA, Hana Haller Crowe

Sphere Project, John Damerell

Steering Committee for Humanitarian Response, Charles-Antoine Hofmann

Swedish International Development Agency, Maria Thorin

Swiss Agency for Development and Cooperation (SDC), Yves Mauron

Tearfund, David Bainbridge

Tufts University, Peter Walker

UNDP, Gita Swamy-Meier-Ewert

UNICEF, Robert McCouch

United Nations High Commissioner for Refugees (UNHCR), Jeff Crisp

USAID/OFDA, Mia Beers

Voice, Kathrin Schick

World Food Programme, Caroline Heider

World Health Organization, Nevio Zagaria

World Vision International, Kevin Savage



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