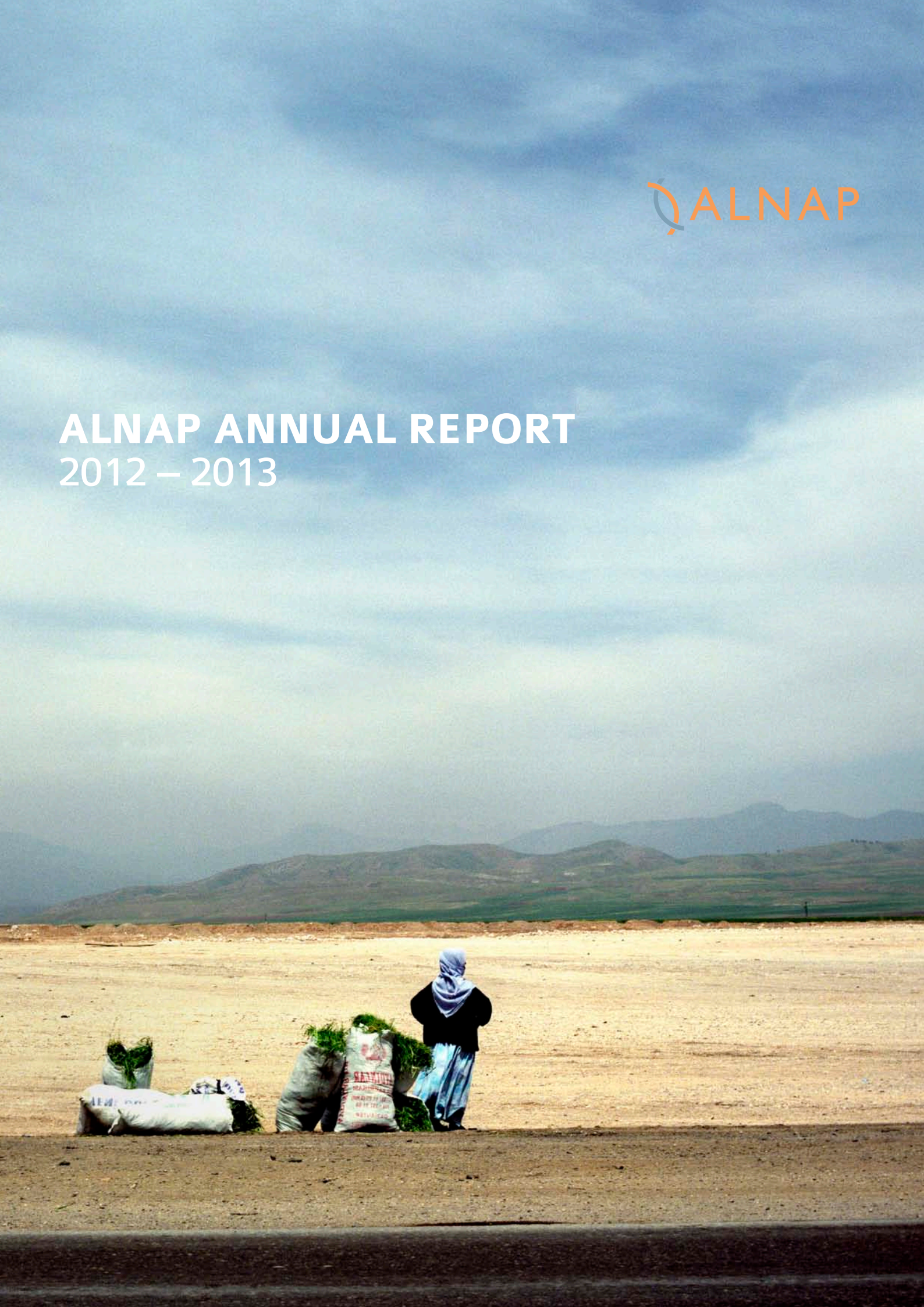




# ALNAP ANNUAL REPORT 2012 – 2013



---

## About ALNAP

The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) is a system-wide network dedicated to improving the accountability and performance of humanitarian action by strengthening the humanitarian evidence base through sharing lessons, identifying key issues and, where appropriate, providing leadership to find collective approaches and solutions.

ALNAP's Full Members include agencies from the United Nations, the Red Cross and Red Crescent movement, bilateral and multilateral donor organisations, international non-governmental organisations, humanitarian networks and inter-agency initiatives, research institutes, academics and consultancy groups.

The ALNAP Secretariat is responsible for delivering an annual work plan that has been informed by the needs of the Membership and approved by the Members. ALNAP Members actively support the Secretariat by providing specialist advice and support and physical resources and assisting with dissemination, take-up and use of ALNAP materials within their own organisation and in the wider humanitarian community. In this way, the Secretariat works in tandem with Members to implement the work plan, disseminate and amplify key messages and encourage take-up and use of ALNAP materials.

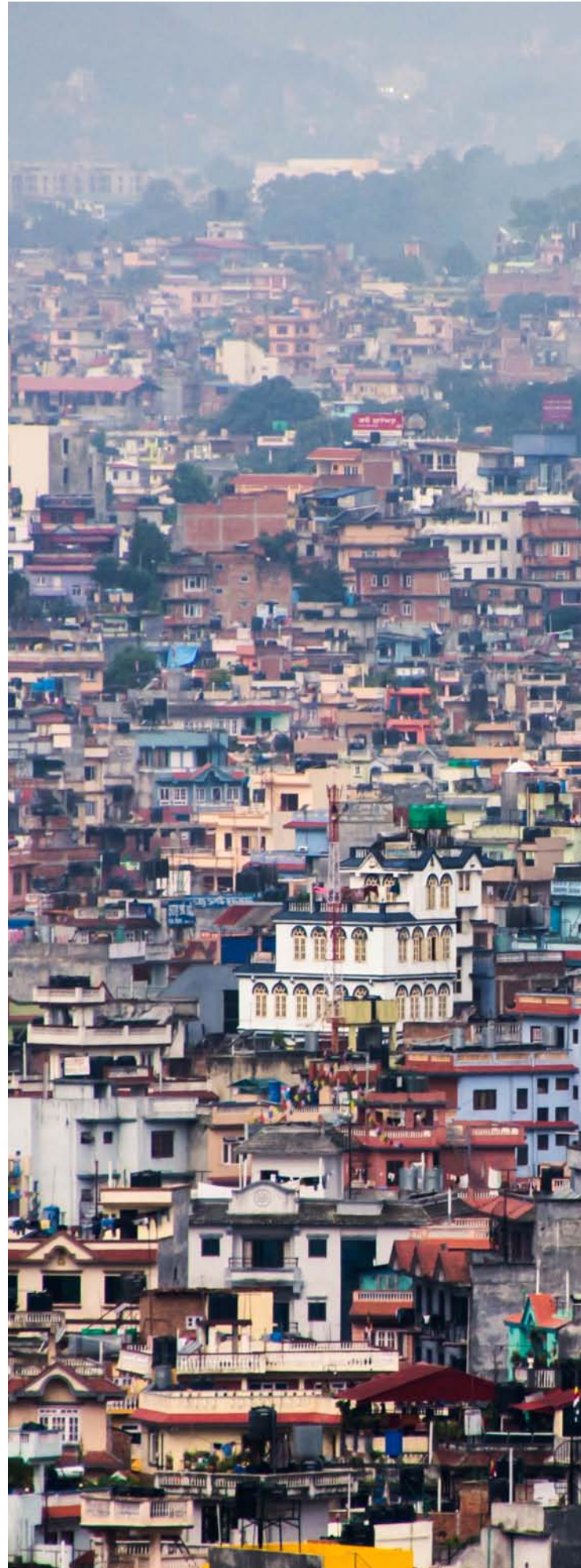




Photo: Sharada Prasad

## Table of Contents

<i>Message from the Chair</i>	4
<i>ALNAP's achievements in 2012-2013</i>	5
<b>Strategic objective #1</b>	
<i>ALNAP will establish stronger links between learning processes and improvements in humanitarian policy and field practice</i>	6
Humanitarian leadership	6
Humanitarian innovation	7
Beneficiary feedback mechanisms	8
Lessons papers	9
<b>Strategic objective #2</b>	
<i>ALNAP will advocate for and actively promote improvements in performance in the humanitarian sector</i>	10
State of the Humanitarian System report	10
Quality and accountability initiatives	11
<b>Strategic objective #3</b>	
<i>ALNAP will improve system-wide forums for active learning and the exchange of experiences and ideas</i>	12
ALNAP Meeting	12
Responding to urban crises	14
<b>Strategic objective #4</b>	
<i>ALNAP will work to improve the quality and utilisation of evaluations within the network and throughout the humanitarian system</i>	15
Humanitarian evaluation capacity	15
Guide to Evaluating Humanitarian Action	16
<b>Strategic objective #5</b>	
<i>ALNAP will expand its global reach and engagement in order to better promote humanitarian learning</i>	17
Engagement with national disaster management authorities	17
Humanitarian networks	18
Communications	18
Advisory and editorial inputs	19
ALNAP's strategy for 2013–2018	21
Governance and Membership	22
Steering Committee	22
New Full Members	22
Staff and consultants	23
<i>Annex 1: End-of-year financial report 2012/13</i>	24
<i>Annex 2: Full Members as of 31 March 2013</i>	26

## Message from the Chair

My tenure as ALNAP Chair began at a fortuitous time, beginning with an independent review of ALNAP which reflected back over the previous five years and development of a new strategy which looks ahead to the next five years. The review confirmed many of the positive things I already knew about ALNAP - its contribution to embedding a culture of learning in the sector, the value of its Evaluation Library, its track record in producing high-quality reports, its pioneering efforts to monitor system-wide performance, and the confidence to take the lead in advancing innovations and leadership.

The review also reminded me how much ALNAP has grown and developed over recent years, with a 40% increase in the number of Full Members and a 71% increase in funding. Every month, 122 subscribers (formerly known as Observer Members) sign up to ALNAP and the ALNAP website receives 10,000 visitors from all over the world.

The review also reminded me how much ALNAP has grown and developed over recent years, with a 40% increase in the number of Full Members and a 71% increase in funding.

The review also reflected an important perception about the character of the ALNAP Network, highlighting a reputation for trustworthiness and neutrality and an ability to provide safe forums for shared learning and collective action. This has taken many years to build and is a great credit to the ALNAP Staff and Membership. It provides a strong basis for moving forward.

Working collectively brings great benefits, but it is also challenging. ALNAP relies on its unique structure as a system-wide network to leverage the potential of its Members and facilitate collective action. I was struck by the breadth and quality of the engagement from the Membership at the last meeting in Washington, DC, where over 30 organisations were involved in presenting and chairing workshops and sharing valuable experience.

The new five-year strategy will build upon these achievements by improving the quality of evaluations and related research and learning activities. Better evidence will strengthen ALNAP's ability to monitor and report on performance and, by so doing, provide the humanitarian community with a means of knowing how well it is doing over time. From this analysis, it will be possible to identify key areas for progress and provide leadership to help bring about positive changes and improvements to system-wide performance.

In just eight pages, the ALNAP Strategy 2013-2018 shows how all these moving parts fit together - strengthening the evidence base, improving analysis and working with the Membership to co-produce new products and agendas. I urge you to read the new strategy, as I am sure you will appreciate its concision and clarity and gain an enhanced understanding of ALNAP's function and strategic role.

The strategy development and review have also provided insights as to potential future challenges. These include the necessity of deepening our engagement with the global South, maintaining strong links between Members and the Secretariat and finding the right balance between evaluation and other activities. I am confident that we will be able to meet these challenges and that ALNAP will make an even bigger contribution to improving learning, accountability and system-wide performance over the next five years.

I would like to thank all of you for the huge contribution you have made to the Network in the past and encourage you to keep up the good work as we move forward into our next five-year strategic period. I look forward enormously to working with all of you.



Nan Buzard

ALNAP Chair

## ALNAP's achievements in 2012 - 2013

This was the final year of ALNAP's 2008–2013 strategic planning period, and an independent review was commissioned to assess progress in each of ALNAP's five strategic areas as a whole. The review made the following key findings:

- **Growth:** ALNAP saw a 40% increase in the number of Full Members and a 71% increase in income.
- **Reputation:** ALNAP is perceived as trustworthy, neutral and the only mechanism for providing safe system-wide forums for learning. It is also recognised for consistently producing high-quality products.
- **Participation:** In the review period, 66 member organisations worked with the Secretariat to jointly conduct research or organise learning events.
- **Relevance:** There is a significant consensus that ALNAP products meet the needs of the humanitarian sector.
- **Utilisation of ALNAP products:** Download data indicate that ALNAP products are widely accessed, and responses to the questionnaire suggest that these products are seen to be "useful in helping my organisation to improve its policy and practice". ALNAP products are used particularly for individual learning and for improving evaluations. The lessons papers and guides are seen as being particularly useful.
- **Strategic importance:** ALNAP has become an integral part of the knowledge infrastructure of the humanitarian system.

The following goals were identified for ALNAP's work over the next five years:

- Maintain strong links between Members and the Secretariat as ALNAP grows.
- Ensure that engagement with the global South continues.
- Consider how big ALNAP should get and how its products should be used by Members and non-Members.
- Find the right balance between evaluation and other activities.

A summary of the review is available on the ALNAP website. These findings were used to inform the new strategy for 2013–2018, which is profiled on page 21.

The review did not slow down progress: 2012 was a productive year in its own right, with achievements under each objective of the five-year strategy. The following sections provide information on key activities, outputs and results, grouped under the strategy's five main objectives, as well as information on the ALNAP Secretariat's engagement in humanitarian meetings and other forums, participation in advisory bodies and collaboration with other quality and accountability initiatives.



Jodi Hilton/IRIN

## Strategic objective #1

ALNAP will establish stronger links between learning processes and improvements in humanitarian policy and field practice

The most important test of effective learning in the humanitarian system is the degree to which it affects daily operational practice and, ultimately, the lives of disaster-affected people. ALNAP has four work streams that aim to affect field practice directly and are targeted primarily at the operational level. The leadership work stream aims to improve operational leadership, an area which has been identified in ALNAP's State of the Humanitarian System and in many evaluations as a key constraint to effective emergency responses. The innovations initiative aims to support the development, testing and diffusion of new ideas to improve the delivery of humanitarian aid, while the lessons papers distil best-practice

lessons learnt from evaluations in a format which is immediately accessible to field staff operating under time pressure. This year saw significant progress in all four of these work streams.

### Humanitarian leadership

Following the launch of the ALNAP Study Leadership in Action: Leading Effectively in Humanitarian Operations in June 2011, the research on humanitarian leadership entered its second phase in early 2012. This phase looks particularly at different models of leadership: leadership by an individual, leadership by a team, and the 'structured' leadership approach more commonly found in civil defence and other emergency organisations.

ALNAP conducted a comprehensive literature review - summarised in the ALNAP Working Paper Who's in Charge Here? - which considered evaluations in ALNAP's Evaluation Library and a large number of case studies and reports from outside the humanitarian system. The review outlined each of the three approaches to leadership, and considered

their suitability for humanitarian operations. It also recommended practical methods to strengthen the ability of humanitarian teams to share leadership responsibilities.

Findings of the Working Paper were shared in presentations to five member organisations - the United Nations High Commissioner for Refugees' (UNHCR's) Senior Leadership Programme, British Red Cross, Danish Refugee Council (Cluster Coordinator Leadership training), People in Aid, and the Office for the Coordination of Humanitarian Affairs' (OCHA's) Humanitarian Learning Group - as well as at the US Office of Foreign Disaster Assistance's (OFDA's) Annual NGO Partner Consultations and Panel on Humanitarian Leadership. Feedback on presentations has been extremely positive, noting particularly the relevance of the topic and the quality of the research.

*It was fantastic . . . to hear how the ALNAP research is really complementing our views on how leadership can and must shift. More importantly, in terms of our present assignment: the group stayed on for an additional 40 minutes to discuss their responses to your presentation and the implications for change! It was great. We were particularly pleased to see how some of the more senior Members of the group passionately expressed their energy about what they could/might do to further the direction of collaborative leadership.*

*- Full Member, UN constituency*

ALNAP also began preparations for field research to test the proposals in the literature review. This research, involving a large number of ALNAP Members, will take place in 2013/14.

Leadership in Action, published in July 2011 and downloaded over 4,400 times during 2012/13, continues to be highly valued by ALNAP Members and stakeholders. The Secretariat followed a number of requests to present both findings from the ALNAP Study (2011) and preliminary findings from ALNAP's Working Paper (2013) to organisations involved in leadership development activities, such as Oxfam, the Food and Agriculture Organisation, the World Food Programme and the Emergency Capacity Building Project. The earlier study has been used in training by, among others, Bochum University and University College Dublin.

*[ALNAP's] humanitarian leadership work has been very influential.*

*- Interviewee cited in the Review of ALNAP Strategy 2008–2013*

## Humanitarian innovation

ALNAP, in partnership with Enhancing Learning and Research for Humanitarian Assistance (ELRHA), continued supporting the Humanitarian Innovation Fund (HIF). In October 2012 and February 2013, eight grantees were selected for large grant funding.

The HIF continues to expand its size and scope and is currently in the middle of its fourth call for funding applications. This round will expand the number of large grants to approximately 15 and the number of small grants to eight. In addition, the HIF is soon to launch a water, sanitation and hygiene grant stream, supported by Britain's Department for International Development (DFID), to accelerate innovation in this sector.

Over the course of the year, ALNAP has been promoting learning around the innovations that are being supported by the HIF. The Secretariat has worked with grantees to understand how innovation can be better supported in the sector, conducting case studies of HIF-funded innovation projects in Gaza and Somaliland and producing a guide for HIF grantees on conducting after-action reviews. Between June and December 2012, ALNAP also contributed to a series of HIF webinars:

- The HIF Community: An Introduction to New Members
- Taking Successful Innovations to Scale
- Managing Innovation
- Effective Partnerships for Innovation

HIF representatives led discussions on innovation in the humanitarian sector at meetings of the IFRC, UNICEF, ICVA and OCHA.

The HIF received broad media coverage:

- Humanitarian Outcomes, 'Delivering Aid in Highly Insecure Environments: A Critical Review of the Literature 2007–2012' by Lisa Schreter and Adele Harmer, 18 February 2013.
- IRIN (Integrated Regional Information Networks), 'Aid policy: supporting humanitarian innovations', 21 May 2012.
- Le Nouvelliste, (Haiti) 'Telefòn Kwawouj: Plus de 250 000 appels en moins de 8 semaines' (article on IFRC's HIF-funded project Mobile Technology - Listening to the Voice of Haitians), 2 August 2012.
- Public Service Review, UK Science and Technology 08, 'Humanitarian innovation - why partnership matters', December 2012.
- Wired magazine, 'Hacking disaster: how designers and programmers are helping in emergencies' by Ian Steadman, 25 February 2013.
- Independent on Sunday, 'How mobiles help deliver tiny miracles after war and natural disasters', 20 March 2013.

As the HIF grows, it is important that its governance structures develop to take account of its increased size and complexity. Over the course of the year, ALNAP worked with ELRHA to clarify and further improve these structures.

### Beneficiary feedback mechanisms

In 2012, the Secretariat undertook research to understand the experiences of agency staff and disaster affected people who have designed and used beneficiary feedback mechanisms. This action research has adopted a design and methods developed by ALNAP with support from our project partner, CDA Collaborative Learning Projects. In February 2013, ALNAP and CDA Collaborative Learning Projects published the ALNAP Method Paper Effective Humanitarian Feedback Mechanisms: Methodology Summary for a Joint ALNAP and CDA Action Research.



In 2013/14 the final report will be published and will include a literature review, a short practitioner-oriented guidance document including three country case studies (Sudan, Pakistan and Haiti) and a synthesis of emerging themes and findings from those case studies.

*I find [your method paper] excellent. I really like the way you develop and operationalize the research question. . . . [I] can't wait to read further products of your research.*

*- Humanitarian Affairs Officer, Permanent Mission of Germany in Geneva*

In 2012/13 ALNAP and CDA researchers undertook two field visits to gather evidence about agencies' beneficiary feedback mechanisms in November 2012 (Sudan, hosted by World Vision International) and January 2013 (Pakistan, hosted by International





Wendy Bruere/IRIN

Organization for Migration). In both cases, the researchers presented preliminary findings to the host agency. The final research output will help ALNAP Members to identify what works and why when using beneficiary feedback mechanisms.

In January 2013, ALNAP hosted the UK launch of *Time to Listen: Hearing People on the Receiving End of International Aid*, published by CDA Collaborative Learning Projects.

### Lessons papers

ALNAP's Lessons Papers aim to condense emerging lessons and best-practice from evaluations in the Evaluation Library and present them in concise, accessible style for operational staff.

The lessons paper *Humanitarian Action in Drought-Related Emergencies* was translated into Spanish, French and Arabic. Following on from recommendations made at the 27th ALNAP Meeting, the Secretariat revised and significantly updated the ALNAP Lessons Paper *Responding to Urban Disasters: Learning from Previous Relief and Recovery Operations*. The paper was co-authored by David Sanderson of the Centre for Development and Emergency Practice and Paul Knox Clarke (ALNAP) with Leah Campbell (ALNAP) and was released in November 2012. In the four months to March 2013, it was downloaded 1,311 times, and it is being used as a basis of a Harvard Humanitarian Initiative course on urban humanitarian emergencies. Translations into French and Spanish will be shared with the Membership in 2013/14.

Feedback on the paper included the following:

Your report *Responding to Urban Disasters: Learning from Previous Relief and Recovery Operations* is an extremely interesting addition to our discussion background that we are gathering currently.

- *Disaster management delegate, Pan-American Disaster Response Unit, Disaster and Crisis Response and Early Recovery Department, IFRC*

Additional feedback on lesson papers has included the following:

Many thanks for this lessons paper. This would definitely inform some of the ongoing emergency response initiatives in the Brahmaputra flood.

- *Concern Worldwide, India Country Programme*

Lessons Papers . . . really fill a critical need for real-time learning.

- *Stakeholder quoted in the Review of ALNAP Strategy 2008–2013*

The Review of ALNAP's strategy for 2008–2013 pointed out that ALNAP's stakeholders 'find the lessons papers the most useful of all ALNAP resources'.



UN Photo/Stuart Price

## Strategic objective #2

ALNAP will advocate for and actively promote improvements in performance in the humanitarian sector.

While all of ALNAP's work aims – in one way or another – to improve humanitarian performance, and so contributes to this strategic objective, the Network also retains a specific focus on defining and measuring performance across the sector as a whole. Since 2010, this objective has been met through research and publication around the State of the Humanitarian System. This year saw the launch of the first issue of the State of the Humanitarian System report, ALNAP

also participates in a variety of system-wide quality and accountability initiatives.

### State of the Humanitarian System report

One of the strengths of a sector-wide network is the ability to gain a global understanding of humanitarian work from the multiple perspectives of network Members, their partners, and the people with whom they work. ALNAP has capitalised on this by releasing the first issue of what is expected to be a biennial State of the Humanitarian System report (July 2012, following a pilot report published in 2010), commissioned by ALNAP and produced by Humanitarian Outcomes.

This unique report maps the size and shape of the system, and identifies what is working and what needs to improve. Humanitarian Outcomes conducted a literature review, an evaluation synthesis and a series of surveys to capture the views of a large sample of humanitarian stakeholders, including disaster-affected populations. The report has been translated into French and Spanish, and translations will be made available in the next year.

A series of high-profile launch events were held in London, Geneva, New York, Sydney, Auckland and Nairobi. John Mitchell, ALNAP's Director, delivered a keynote presentation on the report at the Montreux XII Retreat on Humanitarian Coordination (May 2012). He gave keynote speeches at several other high-level meetings, including the European Union's Working Party on Humanitarian Aid and Food Aid and the annual OFDA-NGO Partnership Consultations and Programme Reviews (October 2012), and presented at a seminar to launch the new humanitarian policy of the Ministry of Foreign Affairs of Finland (October 2012), a meeting with IrishAid and Irish NGOs and the Principles in Practice conference organised by the Norwegian Refugee Council in Brussels (December 2012).

Over the year the Secretariat distributed more than 1,000 hard copies of the report, which has also been downloaded over 8,600 times. The very popular 90-second introductory video 'Everything You Should Know about Aid' has been viewed over 2,250 times. Feedback has included the following:

*The SOHS report is really an added value and important grounding for the humanitarian system.*

*- Programme Manager, Global Cluster Coordination, UNICEF*

*Another excellent, analytical, meticulously-researched and forward-looking review.*

*- Simon Maxwell, Former Director, Overseas Development Institute*

*Congratulations . . . on the State of the System report. I have already used elements in a number of presentations and also briefed our new CEO on the report.*

*- Full Member representative*



*John Mitchell speaking at NRC's 'Principles in Practice' conference in Brussels (December 2012)*

The next edition of the report is scheduled for 2015, and in further developing the methodology, the Secretariat and authors will take note of feedback and suggestions for improvement:

*The State of the Humanitarian System could be a much more systematic and robust document. It gets a lot of praise because it is the only report trying to pull it all together. But it could be doing this more professionally.*

*- Stakeholder quoted in the Review of ALNAP Strategy 2008-2013*

## Quality and accountability initiatives

The year 2012/13 saw the continuation of the Joint Standards Initiative. As ALNAP's focus is learning rather than standard-setting, it did not join the Initiative, but continued to provide support and inputs to it. ALNAP also provided inputs to the project Communicating with Disaster Affected Communities (CDAC Network) and presented to a meeting of Coordination SUD.

The Horn of Africa Learning and Accountability Portal ([www.hornofafricaportal.org](http://www.hornofafricaportal.org)), a web-based initiative set up in 2011 by ALNAP, the Sphere Project, People in Aid and the Humanitarian Accountability Project, has been updated with evaluations and guidance material. The portal draws together lessons useful for agencies responding to the crises in the Horn of Africa and the Sahel.

In 2012/13, ALNAP also participated in three meetings of humanitarian Quality and accountability initiatives, in Lyon, Copenhagen and London.



---

### Strategic objective #3

ALNAP will improve system-wide forums for active learning and the exchange of experiences and ideas.

A key role of the ALNAP Network is bringing together actors with different perspectives and experiences for information exchange, debate and learning. ALNAP fulfils this function through its annual meeting and increasingly through the use of online portals, webinars and discussion forums to enable 'virtual' information exchange and discussion.

#### ALNAP Meeting

The 28th ALNAP Meeting, Evidence and Knowledge in Humanitarian Action, was held in Washington, DC, in March 2013. Over 140 participants from 90 organisations participated in plenary sessions, panels and small group discussions, informed by over 30 high-quality presentations on the generation and use of evidence in all phases of the programme cycle.

ALNAP Meetings have now grown too large for most Full Members to host, and as a result the 28th meeting was held in a conference centre, and a meeting fee was introduced to help cover venue costs. Attendance at the meeting was the highest ever with 152 participants from 35 countries. Several organisations participated in a poster fair: Evidence Aid, Shelter, Action Against Hunger and Save the Children.



In the design of the next ALNAP Meeting, the Steering Committee and Secretariat will also take account of participants' suggestions. Critical comments included the following:

I found the panel discussions interesting but somewhat large which made it difficult to foster real debate. The tendency was for the discussions to become Q&As with the panelists and many people in the audience did not get enough time to contribute their ideas and experience.

- Subscriber

There are better ways to use/extract learning from this kind of event. So much talent in the room and the risk is that the lowest common denominator can prevail.

- Full Member representative, research constituency

Content seemed very repetitive - talked in circles rather than need more focus on identifying ways forward/action points/collective actions.

- Full Member, NGO constituency

Would be interesting to have presentations from groups directly representing affected communities to hear their voices here as well.

- Full Member, Red Cross/Red Crescent constituency

Many participants were from M&E departments but the biggest issue was how to influence design-makers, who were not in the room (for many NGOs especially). More national, local humanitarian organizations from government, NGOs, etc.; more managers who can address reoccurring challenges and act on learning.

- Full Member representative, research constituency

Meeting participants appreciated a new virtual meeting space on the ALNAP website displaying a wealth of easily accessible information including an interactive agenda, presentations and video footage.

The meeting received much positive feedback, including favourable comments on the background paper Evidence and Knowledge in Humanitarian Action. Participants were pleased with the topic and saw it as timely, relevant and useful. Positive comments on the meeting included the following:

The topic was an excellent choice and the discussions and sessions really stimulated a lot of thoughts and ideas directly relating to my work.

- Full Member representative

Excellent mix of plenary, group discussion and individual presentations.

- Full Member representative

This was my first ALNAP meeting and I hope not my last. I found it stimulating and extremely enlightening. Like 'coming home' for an M&E wonk! Thanks so much!

- Full Member representative

Representatives of national disaster management authorities attending a Host Government Forum on humanitarian response at ALNAP's 28th Meeting in Washington, DC



## Responding to urban crises

Over the course of the year, the ALNAP Membership also maintained lively conversations on the issue of responding to urban crises, the topic of the 27<sup>th</sup> ALNAP Meeting in 2012. The Secretariat facilitated these discussions through the creation of an urban humanitarian response web portal and the institution of a webinar series.

### Publications

The Secretariat also produced two research documents related to the topic: Meeting the Urban Challenge: Adapting Humanitarian Efforts to an Urban World and the ALNAP lessons paper Responding to Urban Disasters: Learning from Previous Relief and Recovery Operations. Meeting the Urban Challenge received numerous positive responses by individuals from across all ALNAP constituencies and was widely cited.

*Your Meeting the Urban Challenge is the one that is most referred to in the interviews . . . It's been very influential.*

*- Full Member*

Secretariat Members and ALNAP Full Members also presented at a variety of events, such as the World Urban Forum 6 (Naples, Italy, September 2012), Improving Humanitarian Action in Urban Areas - An Action-Oriented Roundtable (London, December 2012, Emergency Capacity Building Project), the humanitarian affairs segment of the substantive session of the Economic and Social Council (July 2012), the launch of Learning from the City: British Red Cross Urban Learning Project Scoping Study (London, April 2013, Humanitarian Practice Network/Overseas Development Institute).

## Urban Humanitarian Response Portal

Over 1,300 documents and more than 30 multimedia items were uploaded before the launch of the portal in September 2012. The portal received 4,960 unique visitors from September 2012 to March 2013, of which 60% were returning visitors.  
[www.urban-response.org](http://www.urban-response.org)

### Web portal

Participants at the 27th ALNAP Meeting in Chennai confirmed the importance of an on-going system-wide exchange of ideas and learning around the issue of humanitarian work in urban contexts. In support of this agenda, ALNAP has worked in partnership with UN-Habitat to develop and maintain a portal to allow humanitarians to access and share resources related to preparedness for, response to, and early recovery from urban disasters. The Urban Humanitarian Response Portal ([www.urban-response.org](http://www.urban-response.org)) was launched prior to the World Urban Forum in September 2012 and has received a lot of positive feedback from within and outside the network.

### Webinars

ALNAP, with technical assistance from Save the Children UK, held two webinars in early 2013. In February, Responding to Urban Disasters: Learning from Previous Relief and Recovery Operations, jointly organised with the Centre for Development and Emergency Practice, was based on the ALNAP Lessons Paper of the same name. The American Red Cross's Global Disaster Preparedness Center and Food Security Cluster has expressed an interest in using the webinar presentation for internal purposes. In March, the webinar Understanding the City Better as the Key to Disaster Response and Reconstruction - UN Habitat's Experiences was jointly organised with UN-Habitat.

Each webinar was attended by over 100 participants. More webinars are planned for the coming year.

---

## Strategic objective #4

ALNAP will work to improve the quality and utilisation of evaluations within the network and throughout the humanitarian system.

The ALNAP Network was formed as the result of the Joint Evaluation of Emergency Assistance to Rwanda and has always had evaluation at its core. High-quality evaluations serve to promote learning and demonstrate accountability. In 2012/13, ALNAP significantly increased its efforts to support humanitarian evaluation, monitoring and feedback.

### Humanitarian evaluation capacity

The Humanitarian Evaluation Capacities Project, an integral part of ALNAP's evaluation and learning work stream, aims to strengthen the capacities of individuals, teams and organisations to plan, commission, conduct, communicate and follow up on humanitarian evaluations - in short, to ensure that evaluations of humanitarian action are used.

In 2012/13, the Secretariat concentrated on developing the Evaluation Community of Practice - by creating an online forum with over 200 Members at the time of writing, holding three evaluation workshops, in London, Washington and Madrid, and offering a skills-building day for evaluators during the 28th ALNAP Meeting in Washington, DC, in March 2013.

The community of practice will support the development of an ALNAP Study, Using Evaluation for a Change: Insights from Humanitarian Practitioners, publication of which is planned for later in 2013. This builds on the analysis begun in the ALNAP Working Paper Harnessing the Power of Evaluation in 2011.



UN Photo/Mark Garten



## Feedback on ALNAP's first skills-building day for evaluators

Most of the 26 participants were satisfied with the training and found it relevant to their current work. Although the overall feedback was positive, it also included suggestions on how the event could be improved, for example, with a stronger orientation towards skills-building, shorter sessions and more participatory activities.

Due to the interest in this event, the Secretariat will continue to organise learning events specifically targeting evaluators in the ALNAP Network, but at the same time recognizing the need for a more participatory and interactive skills-building delivery mode.



## Guide to Evaluating Humanitarian Action

At the time of writing, the ALNAP Guide to Evaluating Humanitarian Action, a comprehensive and practical guide for evaluators, managers and users of evaluation, was in the final stages of completion. The Guide will support evaluation specialists and non-specialists in every stage of an evaluation, from planning and design to implementation and dissemination. It will be available online and on flashcards as a user-friendly, interactive PDF that accessible for both headquarters and field teams. There will be a 16 month active pilot process involving ALNAP Members using the guide in a range of different evaluation-related activities to track and monitor user feedback to improve the product and help it become an important reference resource for humanitarian agencies to bring about lasting change in how humanitarian action is evaluated. The guide will also be made available in French and Spanish.

General feedback on ALNAP's humanitarian evaluation activities included the following:

Your reports on joint evaluations have contributed significantly to our thinking so far!

- *Section Head, Solutions Analysis, NATO HQ Supreme Allied Commander Transformation*

The framework that you developed was very useful in helping prepare for the workshop. . . . The results of the workshop will be used to improve implementation of OCHA's evaluation function including guidelines and standard procedures which support the new policy framework.

- *Evaluation and Guidance Section, Policy Development and Studies Branch, OCHA*



## Strategic objective #5

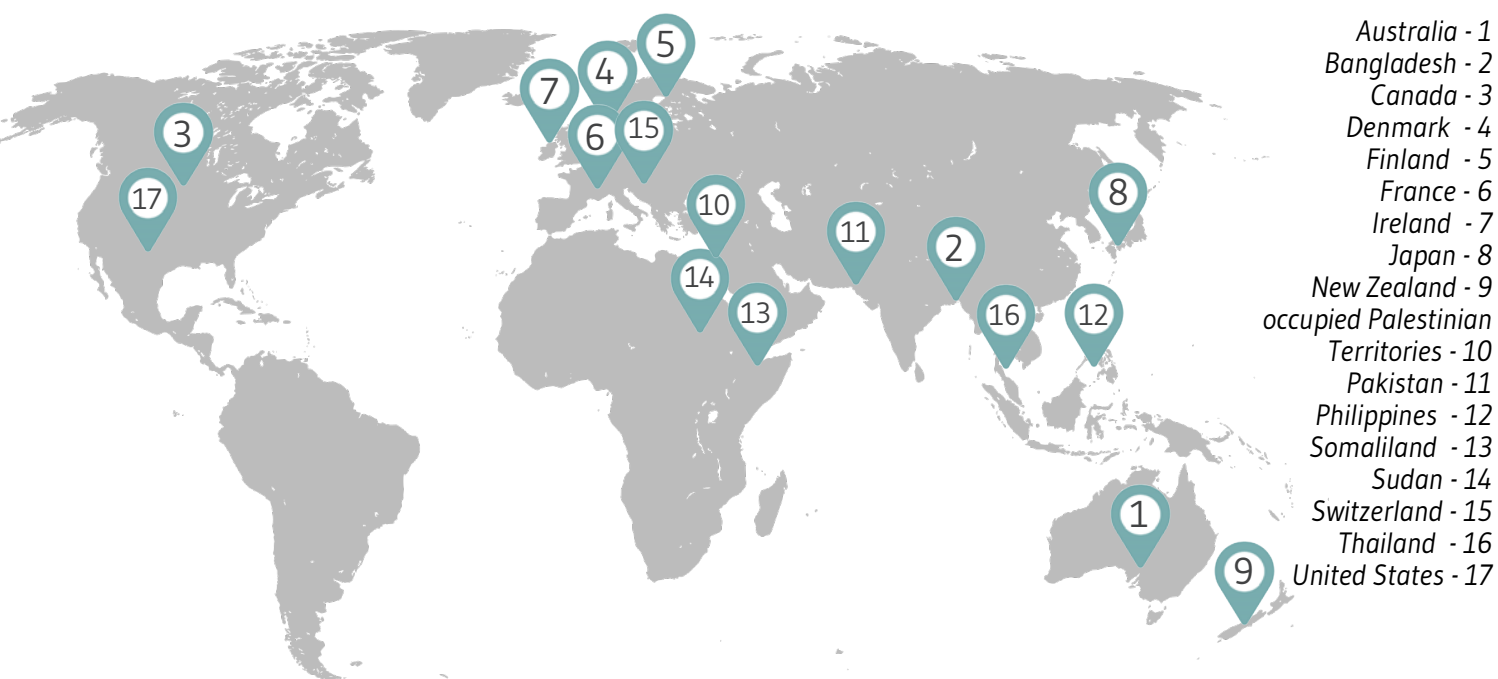
ALNAP will expand its global reach and engagement in order to better promote humanitarian learning.

In pursuit of this objective, ALNAP continued to actively participate in discussions, presentations and trainings outside the United Kingdom, where the Secretariat is based. ALNAP researchers also used opportunities provided by field visits to build knowledge of ALNAP among the field staff of member agencies.

At the same time, the Secretariat increased the use of online technologies to expand global reach, hosting its first webinars and making active use of Facebook and Twitter (which have a higher take-up rate in Asia and parts of Africa than traditional websites).

ALNAP also continued work on two work streams specifically aimed at improving global reach and engagement: work with national disaster management authorities and with NGO networks.

Over the course of the year, ALNAP held or presented at events in the following countries:



### Engagement with national disaster management authorities

Following the success of ALNAP's 26th Meeting in 2010 on the role of national governments in international humanitarian response, ALNAP has continued engaging with representatives of governments dealing with crisis, and particularly with representatives of national disaster management authorities. 11 representatives of national disaster management authorities attended the 28th ALNAP Meeting as well as a Host Government Forum on humanitarian response prior to the main meeting to discuss the ways in which governments learn

from disasters, contrast this experience with that of the international humanitarian system, and share lessons learned and best practices. This session, which was chaired by Jemilah Mahmood, was held in collaboration with the IFRC and the International Dialogue on Strengthening Partnership in Disaster Response. The Secretariat produced a learning note of this meeting, *How Governments Learn* in April 2013. A more detailed report on this topic will be published in 2013/14.

In July 2012, ALNAP was invited to participate in a panel at DFID's Annual Humanitarian Advisers Retreat. The panel looked at working with national and local governments in managing disasters at both the risk reduction and response stages.

ALNAP has been working in close collaboration with the International Dialogue on Strengthening Partnership in Disaster Response, which is convened by IFRC, OCHA, the Swiss Agency for Development and Cooperation and the International Council of Voluntary Agencies. We anticipate that in future years, this forum will continue bringing national disaster management authorities and the international humanitarian system into closer contact.

### Humanitarian networks

The objective of ALNAP's research on humanitarian networks is to better understand networking by national NGOs working on disaster and crisis response. The research is expected to produce practical recommendations as to how to support the creation and growth of such networks and to enhance their contribution to improved humanitarian performance. In 2012/13, ALNAP, in partnership with the Asian Disaster Reduction and Response Network, conducted country case studies in the Philippines and Bangladesh and supported a third case study carried out by the Peace Training and Research Organization in Afghanistan. The final report on this research will be available later in 2013.

### Communications

In recent months, ALNAP has focused on communicating research results in more accessible ways and to wider audiences. The Secretariat is committed to increasing its reach further by providing more ALNAP products in languages other than English.

A fortnightly e-bulletin was introduced in November 2013 providing Members with more regular and accessible updates. As mentioned earlier, this year has also seen the launch of an online evaluation Community of Practice and an online urban humanitarian response portal ([www.urban-response.org](http://www.urban-response.org)).

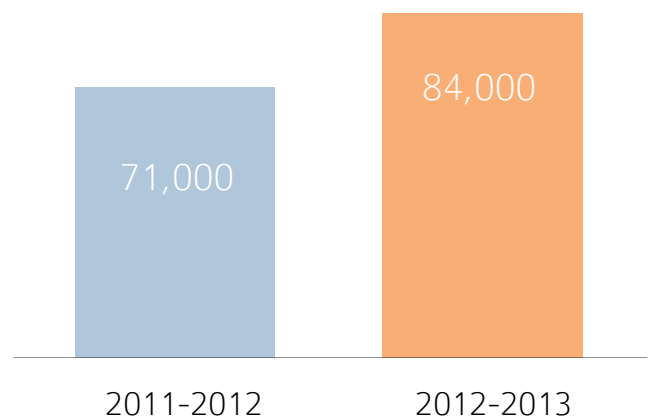
The communications are a great strength: the SoHS report is presented very well - it makes it easy to read.

- Stakeholder interviewed for the Review of ALNAP Strategy 2008-2013)

### Website

The number of visitors to the ALNAP website continued to rise, with over 84,000 unique visitors in 2012/13, compared to over 71,000 in 2011/12 (an increase of 15%) - reflecting the popularity of ALNAP publications as well as postings of events and vacancies. An overhaul of parts of the website is planned for the coming year.

WEB TRAFFIC - UNIQUE VISITORS



### Blogs and forum

Blogging continues to be a popular way of sharing viewpoints on the ALNAP website. Three blogs in particular - 'The Trouble with Aid' (which received nearly 1,000 unique page views), 'The Trust Factor: Humanitarian Networks in Uncertain Times' and 'Whose Needs Did We Meet? Disaggregating Humanitarian Data' - sparked lively online debates. Likewise, the ALNAP forum area has been used by ALNAP's online readership to discuss various topics ranging from advice on training and employment in the humanitarian sector to voluntary participation during disaster response. A review of the ALNAP forum area is planned for the coming year in order to tie discussions more closely to ALNAP's projects.



Karl Schembri/Oxfam

## Media coverage

ALNAP's work was profiled in a variety of media outlets, including:

- Thomson Reuters Foundation, 'Aid groups compromising impartial, neutral stance - report' by Katie Nguyen, 5 July 2012.
- Guardian, Poverty Matters blog, 'Is it time to reconsider appointing a humanitarian ombudsman?', July 2012.
- Danish newspaper Jydske Vestkysten, 'Nøden stiger hurtigere end hjælpen', 29 June 2012.
- IRIN, 'From Rwanda to Haiti - what progress on accountability?' in *Are They Listening? Aid and Humanitarian Accountability*, July 2012, pages 1–5.
- IRIN, 'Analysis: media outlets multiply, but aid communication still missing mark' by Fragkiska Megaloudi.
- IRIN, 'Preparing for urban disasters - challenges and recommendations', 10 January 2013.
- Geographical Magazine, 'We're here to help' by Mark Rowe, June 2012.
- Stanford Social Innovation Review, 'Diversifying NGO leadership' by Donna Bryson, February 2013.

## Advisory and editorial inputs

On behalf of the network, Members of the ALNAP Secretariat actively contributed to the continued development of learning, accountability and performance in the humanitarian sector through their contributions in the following forums:

- Advisory group for OCHA flagship research publication
- CDAC Network
- Ethics in Humanitarian Action Roundtables, organised by the Oxford Institute for Ethics, Law and Armed Conflict
- Humanitarian Accountability Partnership International Peer-Learning Group
- Humanitarian Futures Programme Stakeholder Forum
- Inter-agency Standing Committee, Inter-agency Real-time Evaluation Group (renamed in 2013 to Inter-agency Humanitarian Evaluation Group)
- Inter-agency Standing Committee, Task Force on Accountability to Affected Populations
- InterAction Results-Based Protection Initiative (since March 2013)
- Joint Standards Initiative
- Multilateral Organisation Performance Assessment Network (MOPAN)
- OCHA
- Overseas Development Institute/Humanitarian Practice Group Advisory Group
- Quality and Accountability Initiatives Group
- UN Evaluation Group

## Social media

ALNAP further increased its global reach via Twitter and Facebook this year, evidenced by growing numbers of 'followers' and 'friends'.

The following publications either referenced ALNAP's work or received contributions from Members of the Secretariat.

- **Aguaconsult**, 'Review of Existing Practices to Ensure Participation of Disaster-Affected Communities in Humanitarian Aid Operations', final report to the European Commission Directorate General for Humanitarian Aid, May 2012.
- **British Red Cross**, 'Learning from the City: British Red Cross Urban Learning Project Scoping Study', 2012.
- **World Vision**, Minimum Inter-Agency Standards for Protection Mainstreaming, 2012.
- **Disasters** (volume 36), 'Urban vulnerability and displacement: a review of current issues' by Sara Pantuliano, Victoria Metcalfe, Simone Haysom and Eleanor Davey, July 2012.
- **Disasters** (Volume 36) 'Shelter strategies, humanitarian praxis and critical urban theory in post-crisis reconstruction' by Lilianne Fan, July 2012.
- **Inter-Agency Standing Committee**, Multi-Cluster/ Sector Initial Rapid Assessment (MIRA), June 2012.
- **Coordination SUD**, Améliorer la qualité et la redevabilité dans le secteur de la Solidarité Internationale, January 2013.
- **IFRC**, World Disasters Report 2012: Focus on Forced Migration and Displacement, 2012.
- **International Committee of the Red Cross**, Professional Standards for Protection Work Carried Out by Humanitarian and Human Rights Actors in Armed Conflict and Other Situations of Violence, February 2013.
- **OCHA**, Humanitarianism in the Network Age, 2013.
- **Humanitarian Accountability Partnership International**, 2013 Humanitarian Accountability Report, 2013.
- **Christian Aid**, Save the Children and Humanitarian Accountability Partnership, Improving Impact: Do Accountability Mechanisms Deliver Results? 2013.
- **Development Initiatives**, Beneficiary Feedback Mechanisms: A Literature Review by Laura Jump, April 2013.
- **Emergency Capacity Building Project**, Contribution to Change after Disasters (forthcoming)



### Additional events at which members of the ALNAP Secretariat presented

**APRIL 2012, TOKYO:** Seminar on the evaluation of humanitarian assistance in the East Japan earthquake, ALNAP presentation: Evaluation of and learning from mega-disasters

**MAY 2012, LONDON:** Global Resilience Action Programme (G-RAP) consultation, DFID

**JUNE 2012, OXFORD:** Ethics in Humanitarian Action roundtable

**OCTOBER 2012, UNIVERSITY OF BIRMINGHAM:** Workshop on research and evidence.

**DECEMBER 2012, NEW YORK:** OCHA roundtable on effectiveness in humanitarian response

**NOVEMBER 2012, LONDON:** British Red Cross market place.

**DECEMBER 2012, BRUSSELS:** Norwegian Refugee Council conference Humanitarian Principles in Practice (ALNAP moderated the session Accountability in Relief Operations)

**DECEMBER 2012, MADRID:** Development Evaluation Days 2012: Updating the Spanish Development Evaluation Policy to the New Challenges, organised by the Spanish Ministry of Foreign Affairs, session on Development Evaluation and Regional and Thematic Networks (ALNAP presentation: The Power of Networks in Humanitarian Evaluation)

**FEBRUARY 2013, GENEVA:** International Council of Voluntary Agencies board meeting

**March 2013, Oxford:** Centre for Development and Emergency Practice, Oxford Brookes University (ALNAP presentation: Effectiveness in humanitarian response)

# ALNAP's strategy for 2013–2018

ALNAP's strategy for 2013–2018 aims to increase its efficiency and internal coherence by helping to ensure that Members and constituent groups have a shared understanding of the network's focus.

## Aims

The strategy encapsulates ALNAP's vision, values, strategic focus areas and key principles. Humanitarian action evolves in a constantly changing landscape that does not lend itself to static long-term objectives and indicators. The approach is therefore to define direction without confining it by presenting some simple rules that will guide decisions about how ALNAP allocates and uses its resources to work towards its vision.

This will allow flexibility to change direction and avoid a situation in which resources could potentially be diverted from emerging issues of high importance. Shorter-term annual objectives will be set at the beginning of each financial year in the ALNAP work plan, and a monitoring and learning plan will measure the quality, engagement and utilisation of specific products and processes.

## Strategic focus areas



### EVALUATIONS

*(creating a high-quality evidence base)*

Improving the quality of evaluations of humanitarian assistance and their related research and

learning activities, as well as providing a key repository of knowledge for the humanitarian system. The aim is to improve the quality of evaluative evidence, which in turn will be distilled and synthesised to produce high-quality reports and other useful products.



### SYSTEM PERFORMANCE

*(using the evidence base for analysis)*

Monitoring and reporting on system-wide performance, on the basis of evaluative

material and other sources of evidence. The aim is to provide the humanitarian community with a means of knowing how well it is doing over time. The effectiveness of this process will be influenced by the quality of the evidential materials that are available; thus, strategic focus areas 1 and 2 are inextricably linked.



### IMPROVEMENTS

*(making changes based on the analysis)*

Identifying key areas for progress, providing leadership and initiating work to bring about positive changes and

improvements to system performance. This will be achieved through the findings that emerge from on-going monitoring and reporting on system-wide performance, emerging issues from the ALNAP work plan and issues raised by the Membership. The aim is to take action in specific areas which have been identified as barriers to improved performance and which have been neglected by the system as a whole.

## Governance and Membership

### Steering Committee

In 2012/13, Riccardo Polastro of DARA was elected to the Steering Committee as the representative for the academics and consultants constituency, and Kevin Savage of World Vision International was elected for the NGO constituency. We would like to thank Randolph Kent (Humanitarian Futures Programme), Nigel Timmins (Oxfam Great Britain) and Robert McCouch (United Nations Office of Internal Oversight Services, formerly UNICEF), whose terms came to an end this year, for their extremely valuable contributions to the ALNAP Members.

The Steering Committee had the following Members as of 31 March 2013:

- **Nan Buzard**, Executive Director, International Council of Voluntary Agencies - ALNAP Chair
- **Mia Beers**, Division Director, Humanitarian Policy and Global Engagement, USAID (United States Agency for International Development)/OFDA
- **Josse Gillijns**, Head, Planning and Evaluation, IFRC
- **Alison Girdwood**, Senior Humanitarian Evaluation Adviser and Results Lead, DFID
- **Scott Green**, Chief, Evaluation and Guidance, OCHA
- **Riccardo Polastro**, Head of Evaluation, DARA
- **Kevin Savage**, Research Co-ordinator, Humanitarian and Emergency Affairs, World Vision International
- **Misikir Tilahun**, Head of Programmes, Africa Humanitarian Action

The Steering Committee held the following meetings in 2012/13:

- 3 April 2012, Washington, DC
- 13 July 2012, London
- 8 November 2012, videoconference
- 8 February 2013, videoconference
- 8 March 2013, Washington, DC

### New Full Members

Between April 2012 and March 2013, three new Full Members joined ALNAP: the Coastal Association for Social Transformation Trust, Global Communities and GOAL. As of 31 March 2013, ALNAP has 77 Full Members.

In 2012/13, 1,300 new subscribers and 174 new Full Member employees joined the network, which now has a total of 5,210 subscribers and 804 employees of Full Member organisations.

## Staff and consultants

The following people made up the ALNAP Secretariat staff in 2012/13:

- **Francesca Bonino**, Research Officer, Accountability, Evaluation and Learning
- **Patricia Curmi**, Communications and Network Officer
- **Caroline Keay**, Programme Manager
- **Paul Knox-Clarke**, Head of Research and Communications
- **John Mitchell**, Director
- **Franziska Orphal**, Communications Officer
- **Kim Scriven**, Research and Innovations Officer

ALNAP worked with the following consultants in 2012/13:

- **Margie Buchanan-Smith** - ALNAP Guide to Evaluating Humanitarian Action
- **Leah Campbell** - Urban Humanitarian Response Portal, Horn of Africa Learning and Accountability Portal, ALNAP Meeting and programme support
- **CDA Collaborative Learning Projects** - Effective Humanitarian Feedback Mechanisms
- **John Cosgrave** - ALNAP Guide to Evaluating Humanitarian Action
- **James Darcy** - background paper for 28th ALNAP meeting: Evidence and Knowledge in Humanitarian Action
- **Emma Feeney** - Horn of Africa Learning and Accountability Portal

- **Alistair Hallam** - Using Evaluation for a Change: Insights from Humanitarian Practitioners
- **Humanitarian Conflict Response Institute** - 28th ALNAP meeting: Evidence and Knowledge in Humanitarian Action
- **Humanitarian Outcomes** - State of the Humanitarian System 2012
- **Peace Training & Research Organisation** - Afghanistan case study for humanitarian networks research
- **Ben Ramalingam** - Meeting the Urban Challenge: Adapting Humanitarian Efforts to an Urban World
- **David Sanderson** - Responding to Urban Disasters: Learning from Previous Relief and Recovery Operations
- **SMCI Associates** - ALNAP strategy review and development
- **Alexandra Warner** - Research assistance evaluation, learning and accountability

# Annex 1

## End-of-year financial report 2012/13

1. INCOME	
INCOME SOURCE	Income
Full Member 2012/13 contributions received	£644,231
2011/12 contributions received in 2012/13	£275,099
Annual meeting attendance fees*	£26,399
<b>TOTALS</b>	<b>£945,959</b>

\*Annual meeting attendance fees contributed towards the conference venue costs of £44,099

2. INCOME/EXPENDITURE			
	Income (£)	Expenditure (£)	Balance (£)
Income and expenditure in 2012/13	£945,359	£857,167	
Carry over from 2011/12	-£242,617		
<b>TOTALS</b>	<b>£703,742</b>	<b>£857,167</b>	<b>-£153,425</b>
Income pledged but not received on 30/04/13	£195,885		
<b>TOTALS WHEN ALL INCOME RECEIVED</b>	<b>£899,627</b>	<b>£857,167</b>	<b>£42,360</b>

3. ALNAP Funding Summary 2012/13			
Funder	Pledged	Received for 2012/13	2011/12 contributions received in 2012/13
AAH	£3,310	£3,310	
AECID	£40,600	£40,600	
American Red Cross	£5,650	£5,650	
AusAid	£96,252	£96,252	
BRCS	£5,650	£5,650	
CAFOD/CARITAS	£9,682	£9,682	
CARE Intl.	£3,365	£3,365	
Catholic Relief	£4,236	£4,236	
Christian Aid	£5,379	£5,379	
CIDA	£38,605	£38,605	
DFID	£23,580	£23,580	£29,428
DRC	£3,183	£3,183	
FAO	£2,538	£2,538	
FOCUS	£2,207	£2,207	
GOAL	£1,250	£1,250	
Global Communities	£500	£500	
Global Hand	£1,088	£1,088	
ICRC	£3,840	£3,840	
IFRC	£4,025	£4,025	
IRC	£5,650	£5,650	
Irish Aid	£60,901	£60,901	
MFA Netherlands	£50,000	£50,000	
NORAD	£18,781	£18,781	
NRC	£5,643	£5,643	
Oxfam UK	£8,487	£8,487	
RedR	£2,758	£2,758	
HIF	£42,026	£42,026	
SC US	£7,530	£7,530	
SDC	£31,200	£31,200	£6,200
Solidarities	£5,305	£5,305	
Tearfund	£5,517	£5,517	
UN OCHA	£6,212	£6,212	
UNHCR	£10,300	£10,300	
UNICEF	£6,909	£6,909	£6,779
USAID/OFDA	£303,008	£107,123	£232,692
WFP	£9,422	£9,422	
World Vision	£5,923	£5,923	
<b>TOTALS</b>	<b>£828,563</b>	<b>£644,631</b>	<b>£275,099</b>



4. BUDGET/EXPENDITURE											
Area of activity			Consultancy fees		Salary costs		Other Costs		Totals		
			Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Variation (£)
Strategic objective 1	Humanitarian Innovations Fund	HIF	£0	£0	£19,695	£25,781	£2,000	£4,787	£21,695	£30,568	-£8,873
	Lessons Papers	LESS	£14,000	£3,550	£6,464	£5,493	£7,200	£3,251	£27,664	£12,294	£15,370
	Humanitarian leadership	LEAD	£0	£0	£33,255	£25,929	£24,000	£2,161	£57,255	£28,089	£29,166
	Beneficiary feedback mechanisms	BFM	£18,450	£5,380	£25,686	£29,610	£26,200	£9,755	£70,336	£44,745	£25,591
Sub-totals	Strategic objective #1		£32,450	£8,930	£85,100	£86,812	£59,400	£19,954	£176,950	£115,696	£61,254
Strategic objective 2	State of the humanitarian system	SOHS	£22,340	£36,126	£29,635	£43,042	£50,144	£42,773	£102,119	£121,941	-£19,822
	Advisory groups	SYST	£0	£0	£12,349	£13,119	£4,000	£2,534	£16,349	£15,653	£696
Sub-totals	Strategic objective #2		£22,340	£36,126	£41,984	£56,161	£54,144	£45,307	£118,468	£137,594	-£19,126
Strategic objective 3	ALNAP annual meetings	MTG	£14,400	£16,300	£45,427	£52,633	£16,000	£65,710	£75,827	£134,643	-£58,816
	External meetings	EXMT	£0	£0	£11,337	£10,754	£3,200	£180	£14,537	£10,934	£3,603
	Evaluation portals and ERD	PORT	£0	£1,150	£3,628	£4,763	£2,590	£0	£6,218	£5,913	£305
	Responding to urban disasters	URB	£6,500	£3,625	£6,739	£7,477	£3,000	£12,889	£16,239	£23,991	£7,752
Sub-totals	Strategic objective #3		£20,900	£21,075	£67,131	£75,627	£24,790	£78,779	£112,821	£175,481	-£62,660
Strategic objective 4	Evaluation capacities	ECAP	£10,800	£13,549	£24,331	£18,781	£4,500	£10,516	£39,631	£42,846	-£3,215
	Guide to the EHA	EHA	£4,000	£8,000	£18,135	£10,380	£4,000	£5,441	£26,135	£23,821	£2,314
Sub-totals	Strategic objective 3		£14,800	£21,549	£42,466	£29,161	£8,500	£15,957	£65,766	£66,667	-£901
Strategic objective 5	Humanitarian NGO networks	NETW	£4,800	£7,119	£21,078	£17,774	£6,000	£3,178	£31,878	£28,071	£3,807
	NDMA engagement	NDMA	£0	£0	£6,983	£6,512	£22,000	£18,967	£28,983	£25,479	£3,505
	ALNAP website	WEB	£0	£0	£7,670	£10,953	£7,805	£12,293	£15,475	£23,246	-£7,771
Sub-totals			£4,800	£7,119	£35,731	£35,239	£35,805	£34,438	£76,336	£76,796	-£460
Strategy, structure and gov	Strategic monitoring, learning and planning	MON	£12,000	£13,950	£16,617	£21,360	£0	£688	£28,617	£35,998	-£7,381
	Membership relations	MEMB	£0	£0	£14,984	£14,854	£5,500	£3,278	£20,484	£18,132	£2,352
	Steering Committee	SC	£0	£0	£16,243	£18,151	£6,400	£1,097	£22,643	£19,248	£3,395
	Secretariat	SEC	£0	£0	£34,849	£29,702	£8,600	£6,853	£43,449	£36,555	£6,894
	Sub-totals			£12,000	£13,950	£82,693	£84,067	£20,500	£11,916	£115,193	£109,933
ODI overhead							£175,000	£175,000	£175,000	£175,000	£0
<b>TOTAL</b>			<b>£107,290</b>	<b>£108,749</b>	<b>£355,105</b>	<b>£367,067</b>	<b>£373,741</b>	<b>£381,350</b>	<b>£836,136</b>	<b>£ 857,167</b>	<b>-£21,031</b>

## Annex 2

Full Member organisations  
and their representatives as  
of 31 March 2013

- Action Against Hunger**, Saul Guerrero
- Africa Humanitarian Action**, Misikir Tilahun
- Agencia Española de Cooperación Internacional para el Desarrollo**, Carolina Mayeur Dawel
- All India Disaster Mitigation Institute**, Mihir R. Bhatt
- American Red Cross**, Amy Gaver
- AusAID**, Renee Paxton
- British Red Cross Society**, Tendik Tynystanov
- CAFOD**, Matthew Carter
- Canadian International Development Agency**, Hong-Won Yu
- CARE International**, Uwe Korus
- Catholic Relief Services**, Jennifer Poidatz
- CDA Collaborative Learning Projects**, Peter Woodrow
- Centre for Development and Emergency Practice**, David Sanderson
- Christian Aid**, Juliet Parker
- Coastal Association for Social Transformation Trust**, M. Rezaul Karim Chowdhury
- Danida**, Margrethe Holm Andersen
- Danish Refugee Council**, Niels Bentzen
- DARA**, Riccardo Polastro
- Department for International Development**, Alison Girdwood
- Development Initiatives**, Dan Coppard
- Disasters Emergency Committee**, Annie Devonport
- Emergency Nutrition Network**, Jeremy Shoham
- Enhancing Learning and Research for Humanitarian Assistance**, Jess Camburn
- European Commission Humanitarian Aid Office**, Joakim Nilsson
- Focus Humanitarian Assistance**, Salim Sumar
- Food and Agriculture Organization of the United Nations**, Marta Bruno
- Glemminge Development Research**, Ian Christophos
- Global Communities**, Courtney Brown
- Global Hand**, Mike Tozer
- Global Public Policy Institute**, Andrea Binder
- GOAL**, Fiona Gannon
- Groupe URD**, François Grünewald
- Humanitarian Accountability Partnership International**, Marian Casey-Maslen
- Humanitarian Futures Programme**, Randolph Kent
- Instituto de Estudios sobre Conflictos y Acción Humanitaria**, Francisco Rey Marcos
- International Centre for Integrated Mountain Development**, HariKrishna Nibanupudi
- International Committee of the Red Cross**, Nadya Kebir Raololon
- International Council of Voluntary Agencies**, Nan Buzard
- International Federation of Red Cross & Red Crescent Societies**, Josse Gillijns
- International Rescue Committee**, Sue Dwyer
- InterWorks Europe**, John Cosgrave
- Irish Aid**, Susan Fraser
- Japan International Cooperation Agency**, Paulin Im
- John Borton Consulting**, John Borton
- L'office Africain pour le développement et la coopération**, Mamadou Ndiaye
- London Southbank University**
- MERCY Malaysia**, Heng Aik Cheng
- Ministry of Foreign Affairs**, Germany, Anke Reiffenstuel
- Ministry of Foreign Affairs**, Netherlands, Margriet Koeleman
- New Zealand Aid Programme**, Simon Williamson
- Norwegian Agency for Development Cooperation**, Anette Haug
- Norwegian Refugee Council**, Cara Winters
- Office for the Coordination of Humanitarian Affairs**, Scott Green
- Osaka University**, Yasuhide Nakamura
- Overseas Development Institute**, Sara Pantuliano
- Oxfam Great Britain**, Nigel Timmins
- People in Aid**, Jonathan Potter
- Philip O'Keefe**
- RedR**, Charlie Dalrymple
- Save the Children**, Hana Haller Crowe
- Solidarités International**, Frédéric Penard
- Sphere Project**, John Damerell
- Steering Committee for Humanitarian Response**, Philip Tamminga
- Sustainable Environment Ecological Development Society**, Manu Gupta
- Swedish International Development Agency**, Katarina Kotoglou
- Swiss Agency for Development and Cooperation**, Doris Fink
- Tearfund**, Catriona Rust
- Tufts University**, Peter Walker
- United Nations Children's Fund**, Erica Mattelone
- United Nations Development Programme**, Ela Ionescu
- United Nations High Commissioner for Refugees**, Jeff Crisp
- US Agency for International Development/Office of Foreign Disaster Assistance**, Mia Beers
- Valid International**, Alistair Hallam
- Voice**, Kathrin Schick
- World Food Programme**, Helen Wedgwood
- World Health Organization**, Andre Griekspoor
- World Vision International**, Kevin Savage

## Voices from the Network

The quotes are a selection of stakeholder perceptions gathered for the Review of ALNAP's strategy 2008–2013.

*'I am not sure how ALNAP's efforts actually affect operational practice. My hunch is that ALNAP affects mind-sets, which in turn filter slowly down in some aspects of "practice" and "structures" related to policy.'*

*'ALNAP is good at facilitating the sharing of learning. It will need to work harder though to engage new actors in the coming years.'*

*'ALNAP is an important contributor to some of the policy debates. However . . . it has had little to say or contribute to the issue of structure in the system . . . Its ability to impact practice is limited. Engagement with field personnel is very limited and there does not appear to be a strategy for achieving this.'*

*'Not sure what attention decision-makers within organizations, donors and governments pay to ALNAP findings and recommendations.'*

*'ALNAP is a really key body in the sector - it is a privilege to be working with it.'*

*'ALNAP is making an important contribution to the international humanitarian system by consolidating the collective learning of the sector and by communicating it . . . This collective learning is crucially important to improving the system.'*

*'I have a hard time seeing how I could have helped to advance our work in quality and accountability to where it is now without ALNAP.' 'ALNAP's analysis is referenced in policy discussions . . . and there doesn't appear to be any other organization providing this type of service to the humanitarian sector.'*

*'ALNAP's achievements in promoting small but worthwhile systemic shifts via a small secretariat are remarkable.'*

**ALNAP**

Overseas Development Institute  
203 Blackfriars Road  
London SE1 8NJ  
United Kingdom

Tel: +44 (0)20 3327 6578  
Fax: + 44 (0) 20 7922 0399  
Email: [alnap@alnap.org](mailto:alnap@alnap.org)  
[www.alnap.org](http://www.alnap.org)

