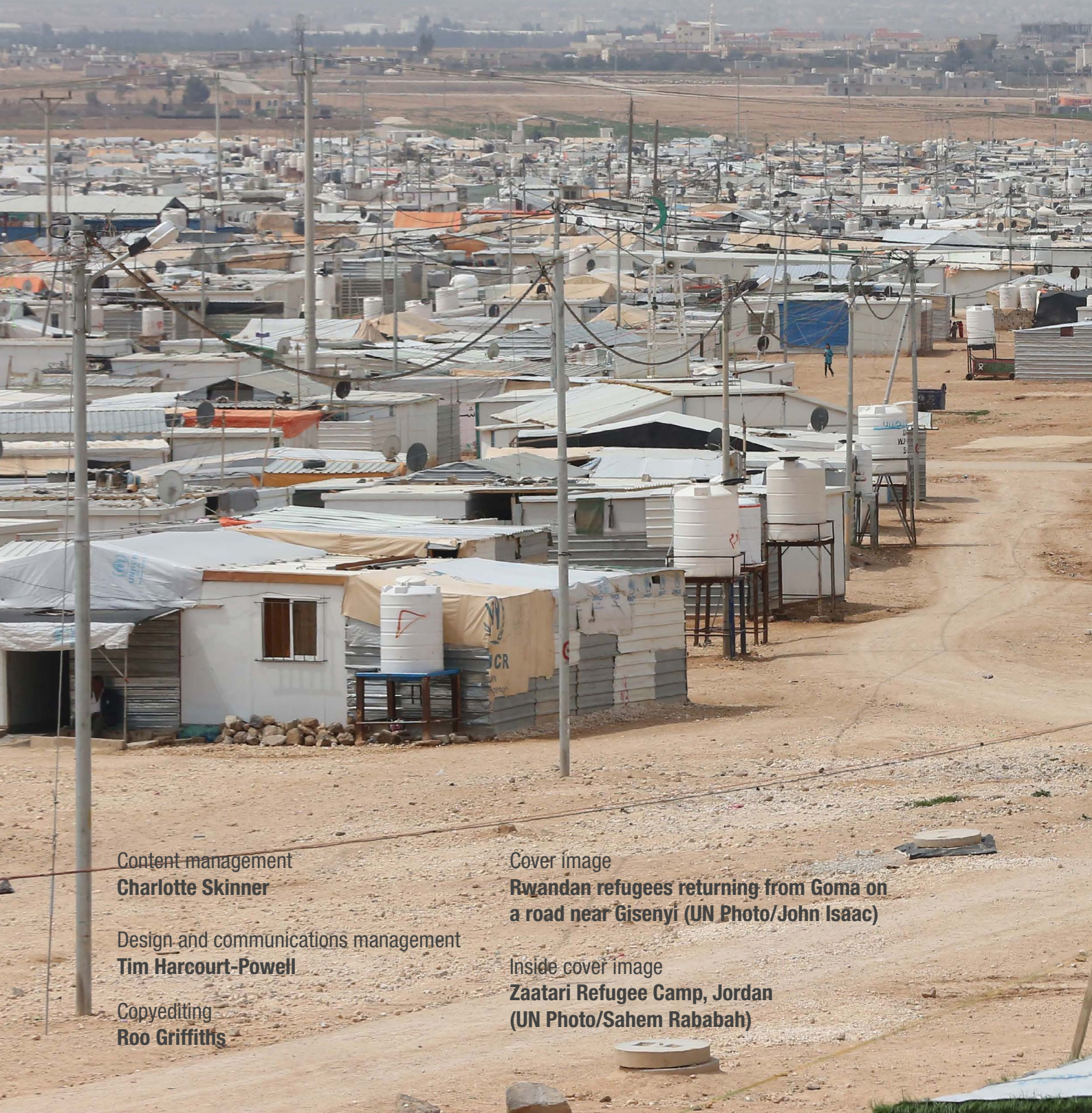ALNAP

Annual Report
2016-2017

ALNAP is a unique system-wide network dedicated to improving the performance of humanitarian action through shared learning.

alnap.org

Table of **Contents**

ALNAP Secretariat

A   **John Mitchell**
Director

B   **Paul Knox-Clarke**
Head of Research

C   **Alice Obrecht**
Research Fellow

D   **Neil Dillon**
Research Fellow

E   **Luz Saavedra**
Research Fellow

F   **Franziska Schwarz**
Operations and
Partnerships Manager

G   **Maria Gili**
Communications
Manager

H   **Leah Campbell**
Senior Research Officer

I   **Alexandra Warner**
Research Officer

J   **Charlotte Skinner**
Programme Officer

K   **Alex Glynn**
Communications Officer

L   **Tim Harcourt-Powell**
Communications Officer

Message from the Chair

In February 2017, at the opening of the 31st ALNAP Annual Meeting and the Network's 20th anniversary in Stockholm, I had the great honour of succeeding Nan Buzard as Chair of Steering Committee. I am aware of how successful Nan has been in guiding ALNAP during her five years and, having listened to the glowing praise and long and warm applause when the Annual Meeting thanked her for her service, I feel both humility and excitement as I step into my new role.

I had already spent several years in the humanitarian community when ALNAP was born in 1997, in the wake of the Rwandan Genocide. At that time, ALNAP was primarily an evaluators' forum, providing insightful meta-analyses but still for a limited Membership and audience. Seeing in Stockholm what ALNAP has become has impressed me greatly. We now represent a unique network, gathering all parts of the international humanitarian system – governments, international organisations, civil society, consultants and researchers.

This evolution has been possible for two main reasons.

First, we have come to be regarded as an independent and honest knowledge-broker, with no other agenda than active learning for the sake of continuous improvement of the system of which we are part.

Second, we have a reputation for high-quality work that is of direct utility, brilliantly illustrated in Stockholm by the Background Paper 'Changing humanitarian action?', which has gained recognition far beyond humanitarian circles in capturing some key global trends.

All of this of course has a purpose – that is, the protection of our most troubled brothers and sisters. Today, this task could not be more important – or more challenging. The world has never seen such high numbers of displaced people, many of them living in zones where international humanitarian law is violated almost as a matter of principle. At the time of writing, famine has been declared in four simultaneous crises, in northeast Nigeria, South Sudan, Somalia and Yemen. We need all our skills and shared experience to gain access to and work with those living in such precarious circumstances.

As I look ahead, I can see some exciting events on the horizon. These include the launch of the fourth ALNAP State of the Humanitarian System report, which (in addition to continued monitoring of performance) will attempt to identify changes either triggered by last year's World Humanitarian Summit or already underway. We also look forward to the launch of our new website – more user-friendly and easier to navigate – and hence opening the treasures of the ALNAP library to many more.

The feedback from the Annual Meeting in Stockholm shows that this has been the best so far in terms of participants' opinions. You, the Secretariat and I have a tremendous legacy to take care of. I look forward to working with you to build on the great achievements of my predecessors.

Johan Schaar
Chair of the Steering Committee

Achievements
2016 - 2017

On its mission to strengthen humanitarian action through evaluation and learning, ALNAP carried out the following activities.

Researched and published a variety of resources:

Studies:

- More than just luck: Innovation in humanitarian action (April 2016)

- Summary: More than just luck: Innovation in humanitarian action (April 2016)

- Stepping back: Understanding cities and their systems (October 2016)

  - Arabic translation, Spanish translation

Working Papers:

- How can we improve humanitarian coordination across a response? (June 2016)

- How can we better involve national actors in humanitarian coordination? (June 2016)

- How can we improve decision-making in humanitarian coordination? (June 2016)

- How to make the most of information management in coordination? (June 2016)

- Syria Crisis 2016 Monitoring and Evaluation Peer-Learning Workshop Summary (June 2016) *Available only to Members*

- Improving humanitarian coordination: Themes and recommendations from the ALNAP meeting 'Working together to improve humanitarian coordination' (November 2016)

- Improving humanitarian coordination: Executive summary and recommendations (November 2016)

- Evaluating humanitarian innovation (January 2017)

- Changing humanitarian action? Background Paper, 31st ALNAP Annual Meeting (February 2017)

- Discussion starter, 31st ALNAP Annual Meeting (February 2017)

- Monitoring humanitarian innovation (March 2017)

- The State of the Humanitarian System 2018: Inception report (March 2017)

Case studies:

- Learning from exposure: How decades of disaster and armed conflict have shaped Colombian NGOs (May 2016)

    - Spanish translation

- We know our wounds: National and local organisations involved in humanitarian response in Lebanon (May 2016)

    - Arabic translation

Tools, guidelines and methodologies:

- Evaluating protection in humanitarian action: Decision-making processes, common issues and challenges (June 2016)

- Evaluation of Humanitarian Action Guide (October 2016)

Videos:

- How to make the most of information management in humanitarian coordination? (July 2016)

- How can we improve decision-making in humanitarian coordination? (July 2016)

- How can we better involve national civil society in humanitarian coordination? (July 2016)

- How can humanitarians better coordinate at the subnational level? (July 2016)

- How can we improve inter-cluster humanitarian coordination? (July 2016)

- Story in 5: Deepti Sastry, Start Network (March 2017)

- Story in 5: John Borton, The Joint Evaluation of Emergency Assistance to Rwanda (March 2017)

- Story in 5: Jouni Kangasniemi, Finnish Education Reform (March 2017)

- Story in 5: Koroosh Raffii, Humanitarian Performance Monitoring (March 2017)

- Story in 5: Laura James, Field Ready (March 2017)

- Story in 5: Lizzie McLeod, Mercy Corps (March 2017)

Videos (continued):

- Story in 5: Maya Mailer, Oxfam's Campaign in Yemen (March 2017)

- Story in 5: Michela Luzzi, Cash Transfers in the Pacific Islands (March 2017)

- Story in 5: Paula Brennan, Merging Merlin and Save the Children (March 2017)

- Story in 5: Sheree Bennett, Outcomes and Evidence Framework (March 2017)

- High level panel: Changing Humanitarian Action? (March 2017)

- ALNAP's 31st Annual Meeting Keynote Presentation by John Mitchell (March 2017)

Other:

- Shelter and settlements response in urban emergencies (July 2016)

- Annual Report 2015-2016 (September 2016)

- Monitoring of humanitarian action infosheet (November 2016)

Shared knowledge through networks, events and meetings:

- Hosted 11 events, four of which were at ODI and seven of which were in partnership with ALNAP Members

- Held nine webinars

- Facilitated two Communities of Practice (Humanitarian Evaluation and Urban Response), with a combined total of 3,831 Members from 142 countries

- Hosted two launch events: Innovating humanitarian action: More than just luck (April 2016) and Evaluating humanitarian action: Ask the experts (October 2016)

- Launched 'Stepping back: Understanding cities and their systems' at Habitat III (October 2016)

- Hosted a two-day meeting on 'Working together to improve humanitarian coordination' (June 2016)

- Ran a consultation on 'Managing protection strategies: Measurability, adaptability, and evaluability' (December 2016)

- Ran the ALNAP Evaluation Skills-Building Day (February 2017)

- Hosted the 31st ALNAP Annual Meeting on 'Change in humanitarian action' and Members' Day with Sida (February 2017)

- Held two side events and an exhibition booth at the World Humanitarian Summit (May 2016)

- Attended and presented at 29 ALNAP Member and non-Member events

Strengthened the Network's knowledge management function:

- Continued to build up the Humanitarian Evaluation, Learning and Performance Library (HELP) – the world's largest and most complete repository of evaluations and learning related to humanitarian action, by over 15%, to hold 12,565 resources

- Grew the Urban Resource Portal to 2,292 documents

- Continued to add documents to the Syria Portal, a single site for evaluations and Lessons Papers related to the Syria regional emergency (now containing 1,402 resources)

Communicated Member research, events and opinions:

- Updated the website, which received 196,678 users between April 2016 and March 2017

- Published seven blog posts, including two by guest bloggers

- Regularly tweeted Member events and publications to over 8,095 Twitter followers

- Shared and promoted Member publications through our fortnightly newsletter to over 11,500 subscribers and on the homepage of the ALNAP website

Collaborated with other initiatives:

- The Secretariat team participated actively in inter-agency initiatives and advisory groups

ALNAP was joined by four new Members. The total number of Members as of 31 March 2017 was 99.
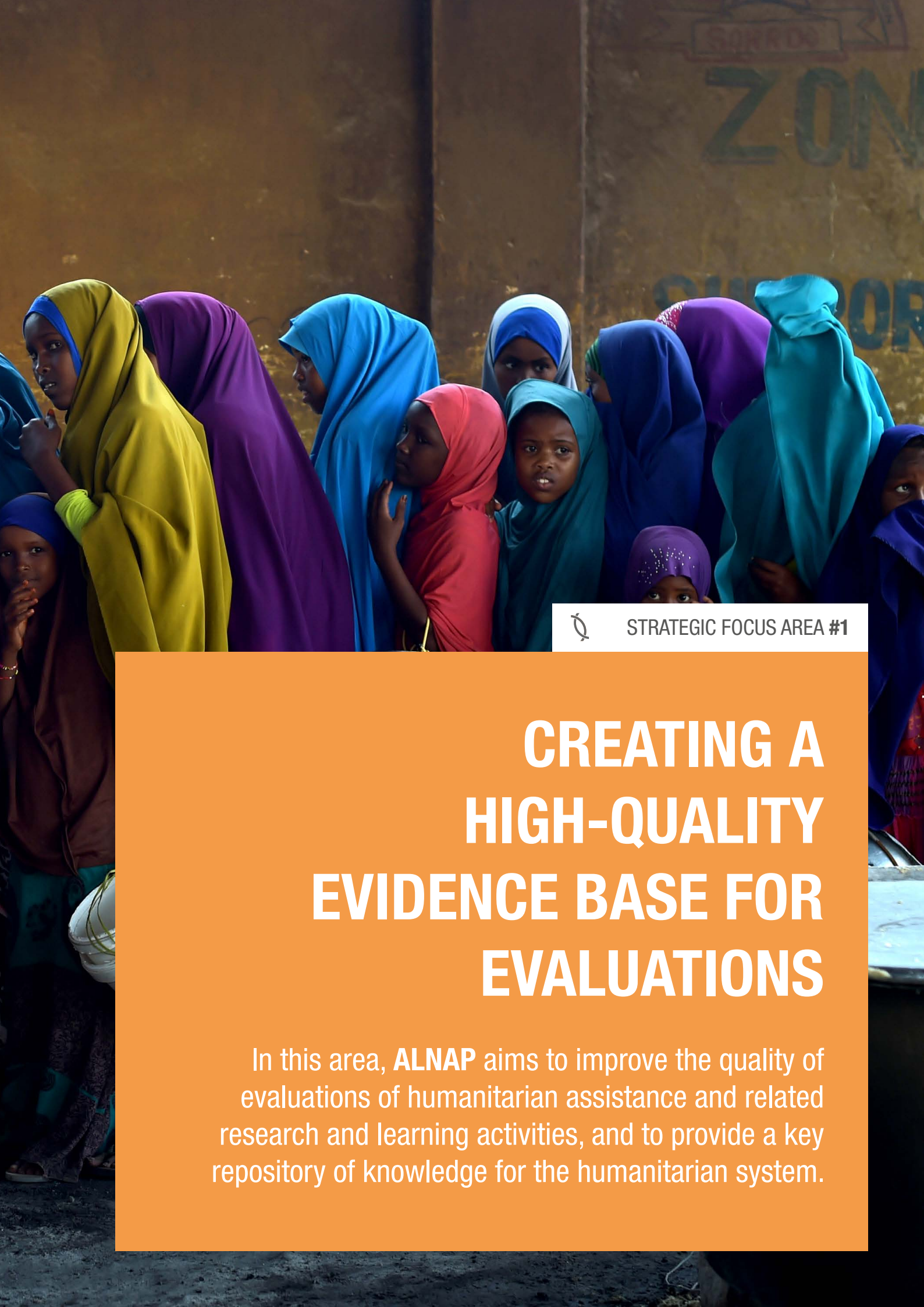
CREATING A HIGH-QUALITY EVIDENCE BASE FOR EVALUATIONS

In this area, **ALNAP** aims to improve the quality of evaluations of humanitarian assistance and related research and learning activities, and to provide a key repository of knowledge for the humanitarian system.

1.1 Evaluation of Humanitarian Action Guide

For the past six years, ALNAP has been developing the first Evaluation of Humanitarian Action (EHA) Guide to help humanitarian actors increase the quality and usefulness of evaluation findings and results. In 2016–2017, the ALNAP Secretariat succeeded in revising and launching the EHA Guide. The Secretariat has worked with authors John Cosgrave and Margie Buchanan-Smith to revise the pilot version of the EHA Guide, in order to be able to produce the final version of the Guide.

The final EHA Guide was launched on 10 October 2016 at ODI in London. The event was streamed worldwide, and included an interactive and open panel event, titled, 'Evaluating humanitarian action: Ask the experts'. The panel consisted of Mikkel Nedergaard, formerly with DRC, and two of the joint authors of the EHA Guide, John Cosgrave and Margie Buchanan-Smith, and was chaired by John Mitchell, with a presentation by Alexandra Warner. Hard copies of the Guide were circulated to the Membership in early 2017.

Dissemination activities have included completion of French and Spanish translations of the EHA Guide; the design and conduct of an EHA session at AfREA through UNICEF and the Guide's co-author, John Cosgrave; two in-house workshops with Member organisations covering selected aspects of the EHA Guide; and the completion of a tips video from the Guide's launch event.

> "This is a **tremendous resource** for the entire sector [which] will directly inform and guide [our] work going forward"
>
> **ALNAP Member,**
> Network

Impact and response

The launch of the EHA Guide was sold out in person, with over 90 people attending and 473 people watching online. The video of the event has since been watched over 800 times. The Guide itself has been downloaded 3,766 times and continues to be ALNAP's most popular product and is the most visited page on the ALNAP website. We have received very positive feedback from Member agencies who have hosted the in-house workshops featuring the EHA Guide. There remains an eagerness among other Members for similar activities.

1.2 Humanitarian evaluation capacity

ALNAP's work on humanitarian evaluation capacity aims to strengthen the capacities of ALNAP Network Members to commission, carry out and use evaluation more effectively.

During 2016–2017, ALNAP has continued its work on humanitarian evaluation capacity and facilitated the Humanitarian Evaluation Community of Practice (CoP). The CoP is a space for humanitarian evaluation practitioners to share learning, reflect on issues with colleagues and exchange resources or examples of good evaluation practice.

The ALNAP Secretariat launched an engagement and communication strategy for 2016–2017. A key aim of this is to encourage more user-generated posting and responses. ALNAP has reached out to the CoP asking for suggestions of topics and areas of focus, and this information will be used to structure discussions and create a series of posts.

In June 2016, ALNAP published the Syria Crisis 2016 Monitoring and Evaluation Peer-Learning Workshop Summary, which provides a summary of the March 2016 one-day meeting in Amman, Jordan, for M&E professionals working on the Syria crisis.

> "All the participants remarked that it was an **excellent training** which guided them through the practical steps required to establish and manage a community of practice in an encouraging and accessible way"
>
> **ALNAP Member,** NGO
> [On the CoP guidance training]

In October 2016, ALNAP provided training on CoPs for NRC Geneva, which guided participants through the practical steps required to establish and manage a CoP in an encouraging and accessible way. The training was extremely well received.

In February 2017, ALNAP hosted an Evaluation Skills-Building Day, a unique opportunity for humanitarian evaluation practitioners, prior to the 31st Annual Meeting in Stockholm. One session aimed to help participants make useful connections within the ALNAP Network and start holding fruitful exchanges. ALNAP additionally held two skills-building sessions tailored to humanitarian evaluation practitioners. These explored specific sections of the ALNAP EHA Guide: 'Communicating evaluation results and findings' and 'Evaluation when access is constrained'.

Impact and response

The Humanitarian Evaluation CoP has grown from over 700 to almost 1,000 members over the past year. The e-learning course has also continued to be very popular over the past year, with over 2,900 participants from 157 different countries.

The Evaluation Skills-Building Day was very warmly received. A total of 45 individuals participated from across the ALNAP Membership. Participants appreciated having an open and flexible format to meet peers from the ALNAP Membership, discuss common challenges and exchange good practice. Overall satisfaction for the event, as reported on the feedback forms, was five out of six.

1.3 Monitoring in humanitarian action

During 2016–2017, the ALNAP Secretariat started work on a project aiming to improve monitoring in humanitarian action.

The initial scoping phase sought to identify gaps, tensions and blockages with implications for the quality and use of monitoring information in humanitarian action, and to identify areas for further research. This phase consisted of a review of policy and guidance documents, two rounds of interviews and the shadowing of internal monitoring workshops. Relevant stakeholders from ALNAP Member organisations and beyond at the headquarters, regional and country level were identified and then interviewed.

ALNAP also shadowed internal monitoring workshops and trainings, including a WFP regional training workshop in Panama organised by the WFP Latin America and Caribbean Regional Office; a DRC global protection and M&E training workshop in Athens; and the War Child UK and Holland MEAL Forum. These were valuable opportunities to test and elaborate findings as well as hear how peers speak about their monitoring challenges.

The Scoping Report will be published in summer 2017.

Impact and response

The approach taken by the ALNAP Secretariat has been very well received by ALNAP Members and other interviewees. Organisations have been keen to take part in the scoping stage of the research. The ALNAP Secretariat's participation in the three internal monitoring workshops and training was seen as a valuable opportunity to meet field staff working in M&E.

ALNAP has received positive feedback from Members regarding the work conducted. Key messages have included consensus on a clear need for a mapping of monitoring practices such as this one, and Members have shown great interest in the preliminary findings of the research.
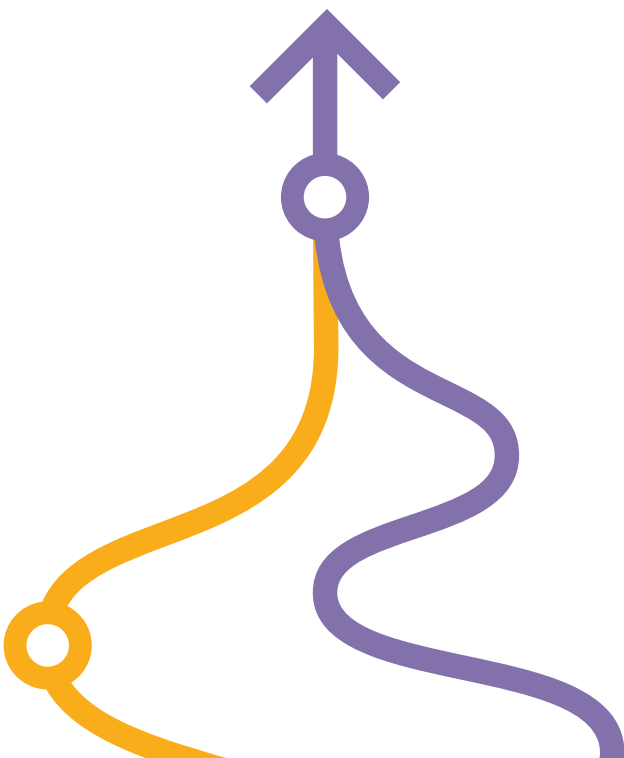
1.4 Evaluation of protection

ALNAP has sought to provide insights and guidance to those evaluating protection in the context of humanitarian action, by working on the production of a guide to evaluating protection in humanitarian action. In 2015–2016, ALNAP focused on the finalisation of the Pilot Guide on the Evaluation of Protection in Humanitarian Action.

The draft of the Pilot Guide – 'Evaluating protection in humanitarian action: Decision-making processes, common issues and challenges' was finalised and the pilot process launched in June 2016.

The aim of the pilot process is to test the content, identify any gaps or additional resources and capture further examples and insights so as to make the guide more useable and relevant to field practitioners.

In early December 2016, ALNAP hosted an invitation-only, one-day consultation with ICRC and InterAction to solicit a critical review of and input into the draft revised text for Chapter 2 of the Professional Standards for Protection Work. The consultation was attended by around 20 protection specialists from across and beyond the humanitarian sector, and unfolded as a day of break-out discussions and presentations. Presenting the ALNAP Evaluation of Protection Pilot Guide, Ian Christoplos spoke about the challenges of measurement and the evaluability of protection, and introduced theoretical perspectives on the adaptability and measurability of protection. The event was well attended, and participants were highly engaged throughout.

ALNAP has continued to gather feedback from the evaluation team for a DRC protection evaluation in Turkey, and held discussions with Oxfam for possible piloting in Lebanon and with DRC for potential piloting in East Africa. The team presented key aspects of the Pilot Guide at a DRC-hosted workshop in April, and received positive feedback on its basic conceptual structure and the evaluability assessments approach in particular.

Impact and response

The Pilot Guide has been downloaded 505 times since publication, and individual consultations have been conducted and are ongoing with ALNAP Members (including UNHCR, Oxfam, ICRC representatives and DRC). Member feedback through individual interview and Member-hosted workshops has been very positive.
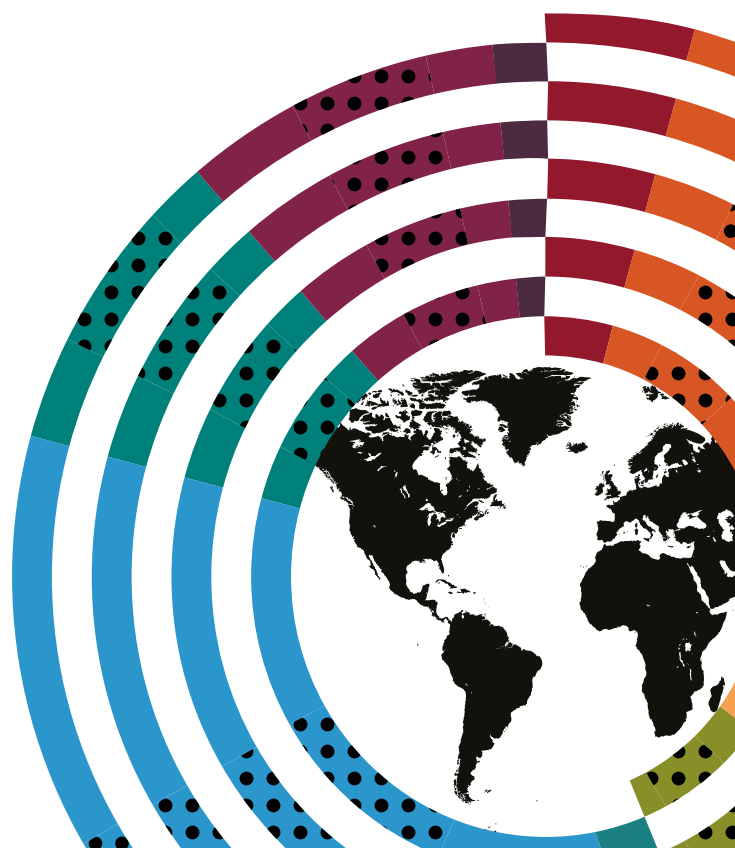
1.5 Humanitarian Evaluation, Learning and Performance Library

ALNAP has continued to improve its website and its online library of humanitarian and evaluative reports. The Humanitarian Evaluation, Learning and Performance (HELP) Library is a unique online repository of lessons learnt on what works, why and how, and what does not in humanitarian action, and is a central element of the ALNAP website. The website also allows subscribers to create a personalised library on their website accounts to keep track of the resources they use the most.

In 2016–2017, the ALNAP Secretariat continued to actively look for and upload evaluations and other evidence related to humanitarian action. Efforts also focused on increasing the use of the HELP Library by the Membership and encouraging Members to upload their evaluations. ALNAP also continues to feature note-worthy evaluation examples as part of its fortnightly newsletter, thus highlighting interesting learning and promoting the HELP Library further among the ALNAP Membership and beyond. This is giving increased visibility to the HELP Library and nurtures ownership; it further helps increase learning and sharing between Members.

As an area identified for improvement in the Mid-Term Review of ALNAP's 2013–2018 Strategy, ALNAP has also continued to prioritise the development of the HELP Library, the portals and the wider website. At this stage, ALNAP is working with a digital agency on the scoping stage for a new website, identifying the new functionalities needed, looking into the information architecture of the new site and auditing the content of the existing one. The new website will include an easy-to-use content management system; an improved resources library; optimisation of the portals; a basic Members' area; improved event and job submission systems and analytics; and an integrated contacts database.

> "ALNAP and knowledge management… **they have the specialisation and expertise**"
>
> **ALNAP Member,**
> UN

Impact and response

Users continued to add to the HELP Library in 2016–2017, building up the resource database by over 15%. This reflects its importance in terms of holding relevant documents for the humanitarian sector. In the past year, the HELP Library landing page alone has received over 9,274 unique views. However, this number does not capture the full picture of use: many users access resource pages directly from search engine results. The most popular resource pages have received several thousand unique views in their own right. The HELP Library also continues to be used by organisations for literature reviews.

1.6 Syria Learning Coalition and Syria Portal

In 2015–2016, the ALNAP Secretariat and Membership continued to update the Syria Evaluation Portal for Coordinated Accountability and Lessons Learning (CALL) with evaluative, research, advocacy and information reports.

ALNAP has also supported the dissemination of the Syria CALL Evaluation Synthesis and Gap Analysis, and hosted a launch event on 14 April 2016, which was chaired by the ALNAP Director John Mitchell. The IAHE Steering Committee has commented very positively on this event, which was well attended in person and online.

Impact and response

The Portal webpage received 10,712 visits between April 2016 and March 2017, and by the end of March 2017 over 1,402 resources were available in the Portal.

Visits have recently come primarily from the US, the UK, Turkey and Jordan.

"You have a **wealth of experience** in the humanitarian realm"

ALNAP Member
Donor

STRATEGIC FOCUS AREA **#2**

USING THE EVIDENCE BASE TO ANALYSE SYSTEM PERFORMANCE

ALNAP's work in this area concentrates on 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 is influenced by the quality of the evidential materials available; thus, strategic focus areas 1 and 2 are inextricably linked.

2.1 The State of the Humanitarian System

The State of the Humanitarian System (SOHS) report provides a system-level mapping and assessment of international humanitarian assistance. It does this by defining key criteria for evaluating system performance and progress. Every three years the performance of the system is reassessed against these criteria and lessons learned are shared.

In 2016–2017, ALNAP began planning and inception for the 2018 State of the Humanitarian System (SOHS) report. ALNAP has examined previous methodologies and possible improvements for the next edition of the SOHS report were considered. This was informed by a roundtable event in February 2016, which brought together a group of key stakeholders who are involved in system-wide data collection and analysis in the humanitarian sector, alongside a number of specialists from other sectors (such as development and peace-keeping). Improvements include expanding the reach of the aid-recipient survey to an unprecedented level, implementing a more rigourous method using interview coding according to a single code frame and interview transcriptions.

For the 2018 edition the Secretariat is sub-contracting the different components of the SOHS to different organisations, whilst keeping the overall management and writing of the report internal to the ALNAP Secretariat.

These components will be:

- Financial flows and recipients of financial flows
- Organisational mapping
- Evaluation synthesis and literature review
- Practitioner survey and beneficiary survey
- Key informant interviews HQ level
- Key informant interviews field level
- Field case studies
- WHS commitments outcome harvesting and progress markers

The Inception Report is completed and the next key milestone date will be a mid-term progress meeting and report. The final report will be published in December 2018.

Impact and response

State of the Humanitarian System, 2015:

By March 2017 the 2015 report and summary paper had been downloaded over 9,200 times. The SOHS sub-site has been viewed by over 19,800 users in 26,110 sessions from 181 countries.

"[The SOHS is a] **powerful tool** to analyse the current humanitarian situation' and is 'very useful [for] understanding the changing context of the humanitarian sector"

ALNAP Membership Survey 2016

2.2 Lessons Papers

ALNAP's Lessons Papers are concise descriptions of the key lessons related to humanitarian response in a specific context. They are based on evidence obtained through comprehensive reviews of evaluations in the Humanitarian Evaluation, Learning and Performance (HELP) Library; evaluations sourced from elsewhere; and other reviews and learning documents, and distil learning from the resources into short and easy-to-read documents aimed at humanitarian field staff. Because of delays in recruitment, the production of the next ALNAP Lessons Paper has been moved to the 2017–2018 period. The initial planning stage of activities around the next Lessons Paper is complete.

Impact and response

ALNAP's Lessons Papers continue to be an extremely popular resource, and the Secretariat often promotes them through social media and on the homepage of the website following relevant natural disasters.

The Lessons Papers are always well received and shared widely, contributing to the Nepal Earthquake Response paper receiving almost 3,700 downloads to date and the Responding to Flood Disasters paper reaching over 2,900.

MAKING IMPROVEMENTS BASED ON INFORMED ANALYSIS

Work in this area concentrates on research and communication to bring about concrete change in policy and practice that will improve humanitarian performance, focusing on opportunities and constraints identified in strategic focus area #2.

3.1 31st Annual Meeting

The 31st Annual Meeting hosted by the Swedish International Development Agency (Sida) during February 2017 focused on 'Change in humanitarian action' and was attended by 118 organisations and over 200 participants.

There have been a large number of change initiatives in the humanitarian system, but very little attention has generally been paid to the processes by means of which change actually happens. The ALNAP Network – which exists to support change through evaluation and learning – met to consider the topic of change in the humanitarian system, so as to gain a better understanding of how change happens and how it can be supported. The Meeting Background Paper, which was published in February 2017, outlines a number of different models to understand change.

Ulrika Modéer, State Secretary to the Minister for International Development Cooperation and Climate, Government of Sweden, opened the Meeting itself, and John Mitchell provided a keynote presentation on the models to understand change. The opening expert panel consisted of Duncan Green, Margareta Wahlström, Jemilah Mahmood and Pat Pegg Jones, who provided insights into and comments on the Background Paper and their experiences of change.

"The Background Paper was a breath of fresh air as it described issues in interesting/provocative ways. Nice and unexpected"

Meeting participant

The Meeting included a number of panels focusing on change processes in funding; localisation; technology; the WHS, the Transformative Agenda and cash; accountability and participation; evaluation, evidence, standards and certification; urban response; protection and resilience; and innovation. In addition, ALNAP featured 'stories in 5', looking at 10 stories of past change processes; an 'agora', where 18 organisations showcased their current change initiatives; and a timeline of key events that have initiated change over the past 20 years.

Changing Humanitarian Action?

Impact and response

The 31st Annual Meeting brought together a large range of organisations from different ALNAP Member constituencies and beyond, representing many different countries. Participants felt the subject of the Meeting brought together very timely and relevant discussion and provided an excellent networking opportunity. The overall average for all aspects of the Meeting in participant feedback was rated at 4.8 out of 6.

"The topic was very relevant. It is a great networking opportunity with great conversations that can take place in the sidelines"

Meeting participant

Pre-Meeting arrangements, quality of documentation, design of the agenda, the keynote presentation, panels and networking opportunities were all extremely highly rated, coming in at between 4.9 and 5.4 out of 6. Participants particularly commented on the value of the mix of sessions, the varied nature of activities, the quality of discussion and the chances to engage with each other. The Background Paper has been downloaded over 800 times since publication.

Excellent agenda format. **ALNAP has really raised the bar** by finding enactive, exciting ways of keeping participants engaged and stimulated. **Excellent.**

Meeting participant

3.2 Humanitarian leadership and coordination

Continuing ALNAP's research into how to provide effective leadership and coordination in humanitarian crises, ALNAP held a meeting on humanitarian coordination at the end of June 2016 in London. The meeting brought together nearly 60 participants, from Global Clusters, OCHA, NGO coordination networks, emergency management and civil defence organisations, academic institutions, NGOs, NDMAs and regional organisations. The meeting focused on four key themes: coordination across a response; the role of national actors in humanitarian coordination; information management; and decision-making. Ahead of this meeting, ALNAP produced four Briefing Papers, five videos and three webinars, addressing the four main themes of the meeting.

Following the meeting on humanitarian coordination, in November 2016, the Secretariat published a Working Paper and shorter summary document. The Working Paper summarises meeting discussions, research conducted by the Secretariat ahead of the meeting and recommendations that came from the meeting.

The Secretariat then focused on dissemination and uptake of the recommendations, through a series of bilateral meetings with Members such as ICVA and by presenting them publicly at events such as the Humanitarian Networks and Partnerships Week in Geneva. ALNAP was also invited to present the results of this work as the keynote speech of a conference organised by Tsinghua University in China.

ALNAP has also continued to work on the dissemination and uptake of earlier work on leadership in humanitarian operations. Over the year, the Secretariat was invited to speak on the topic on a number of occasions, and provided leadership training to members of Humanitarian Country Teams on two occasions.

"Thanks for sharing the ALNAP report on the coordination meeting. **It reads well and is spot on.** Well done to you and the ALNAP team for organising it and bringing it together"

ALNAP Member, UN

Impact and response

All aspects of the meeting on humanitarian coordination averaged highly, at 4.9 out of 6, among participants' feedback forms.

The final Working Paper as well as the shorter summary document have already been downloaded 1,108 and 454 times, respectively. The videos created to be screened at the meeting have seen over 1,655 views in total. Since publishing the meeting paper, ALNAP has shared it widely and has engaged in a number of fruitful discussions with colleagues with the aim of determining next steps to ensure uptake of the recommendations. ALNAP has also been asked to open, present or facilitate a number of discussions on humanitarian coordination.

ALNAP's earlier study 'Between chaos and control: Rethinking operational leadership' continues to be popular and has received 3,233 downloads to date.

3.3 Humanitarian innovation

The 'More than just luck: Innovation in humanitarian action' Synthesis Report presenting the synthesised findings from case studies, undertaken by ALNAP in partnership with Elrha's Humanitarian Innovation Fund (HIF) was launched in April 2016. The report provides a robust empirical foundation for answering questions such as 'What does a successful humanitarian innovation process look like?' and 'What are the factors that enable successful innovation processes in the humanitarian system?'

Following publication, ALNAP continued to disseminate the findings and frameworks from this research in multiple ways, including through research interviews of other researchers working on innovation, speaking at conferences, one-on-one presentations to Members and other organisations and support to both the UNHCR and Elrha scaling funds. The case studies and report continue to be very popular. ALNAP delivered presentations, phone calls or workshop sessions between November 2016 and March 2017 to the HIF Journey to Scale funding scheme, the MSF Manson Unit, the Global Disaster Preparedness Center at the American Red Cross and the Humanitarian Leadership Academy.

The ALNAP Communications Team has worked with the HIF towards the production of a slide deck presenting key messages from the Synthesis Report on the factors that contribute to successful innovation in humanitarian settings.

ALNAP has also finalised two Working Papers: 'Evaluating humanitarian innovation' (January 2017), which looks at evaluating humanitarian innovation from the perspective of both the evaluator and the innovator, and 'Monitoring humanitarian innovation' (March 2017), which proposes a new framework that can aid innovation managers and teams in the monitoring of their innovation's progress.

Impact and response

The launch event for 'More than just luck: Innovation in humanitarian action' Synthesis Report was very popular: 120 people attended in person and another 300 joined the launch online. There was a write-up on the report in the Guardian and downloads from the ALNAP website have been high. The 10 innovation case studies have been downloaded nearly 7,600 times, and the final report 'More than just luck: Innovation in humanitarian action' and accompanying summary have been downloaded 2,710 times.

There has also been broader uptake across the system of the research framework used in the 'More than just luck' report, with ALNAP's three criteria for successful innovation being used to frame other organisations' thinking about innovation success and evaluation.

"**What an excellent resource**. It really does fill a gap in guidance addressed to evaluators on this knotted issue"

ALNAP Member, UN
On 'Evaluating humanitarian innovation'

3.3 Responding to urban crises

ALNAP's work on improving response to urban crises continued through 2015–2016. The Urban Response CoP and the Urban Humanitarian Response Portal both continued to grow and provide opportunities to share learning and experiences on responding to urban crises. ALNAP continued to participate in a number of inter-organisational learning initiatives, including the Urban Working Group of the Global Food Security Cluster and the newly established Global Alliance for Urban Crises.

The first output of ALNAP's urban research initiative 'Stepping back: Understanding cities and their systems', exploring the nature of urban contexts and the potential of systems thinking as a way to improve our understanding of urban spaces, was published in October 2016 and launched at Habitat III in Ecuador and at an urban crises conference in Lebanon. As inputs to the paper, a literature review and series of interviews were conducted as well as one field research trip. The paper was also launched in London in December 2016 at an ODI event, which featured several roundtables focused on the emerging research. The paper has been translated into Spanish and Arabic.

ALNAP has continued to hold urban webinars, with two undertaken in this year: 'Addressing social cohesion in urban humanitarian response' in April 2016 and 'Cash in the city: Addressing food security needs in urban crises' in December 2016.

ALNAP has actively contributed to the development of the Global Alliance for Urban Crises, which was launched at the World Humanitarian Summit (WHS). ALNAP attended the WHS and participated in five urban events as part of the Summit. ALNAP also presented in a workshop on local authorities in urban response convened by Impact Initiatives and UCLG in Geneva, and participated in a workshop on urban assessment tools organised by the Danish and American Red Cross Societies in Copenhagen.

In July 2016, ALNAP and RedR jointly produced a document with contributions from Shelter Centre in relation to RedR's Shelter in Urban Emergencies course. The document summarised the key messages, lessons and experiences of both course facilitators and participants on the topic of shelter in urban emergency response, offering case studies and references to further readings that were discussed in the pilot course.

> "It is a terrific, **well conceptualised and substantiated** piece that lays a solid foundation for where urban response must go"
>
> **Non-Member, NGO**

Impact and response

Over the past year, the Urban Response CoP has continued to grow, and it included 2,329 members from 117 countries by the end of the year. The Urban Humanitarian Response Portal grew to hold 2,465 documents and was visited by 6,946 unique users.

The urban webinars had an average of 111 attendees each, with an average quality rating of 4.1 out of 5 from those who completed the post-webinar surveys.

ALNAP has received positive feedback from a diverse range of stakeholders and the paper has been downloaded 602 times and over 200 hard copies have been distributed.

3.4 National and local NGOs

As a continuation of the project on national and local NGOs, which sought to fill the gap in understanding around what humanitarian action looks like in national NGOs' own terms, country studies for Colombia and Lebanon have been successfully completed. These case studies were 'soft launched' at the WHS in Istanbul in May 2016.

In November 2016, ALNAP hosted the event 'The challenges of localised aid in conflict', which brought together an expert panel of observers and practitioners from international and local organisations to discuss and debate the nuances of the humanitarian situation on the ground, informed by new research from Médecins Sans Frontières that highlights operational challenges to locally led responses in conflict and highly politicised environments.

Impact and response

There was tremendous feedback at the Summit for the reports from agencies at all levels. Both studies were translated into Spanish (Colombia) and Arabic (Lebanon) and have continued to receive positive feedback to date. 'Learning from exposure: How decades of disaster and armed conflict have shaped Colombian NGOs' and 'We know our wounds: National and local organisations involved in humanitarian response in Lebanon' have been downloaded almost 250 times each in the reporting period.

The event was highly popular, with over 300 people in attendance or watching online, and over 500 views on YouTube following the event.

3.5 Evidence and humanitarian adaptiveness

In 2016–2017, ALNAP started a new project that follows on from previous work on evidence in humanitarian action from 2013. This work stream seeks to clarify issues concerning quality of evidence and humanitarian values for the purposes of making decisions on resource allocation.

In July 2016, ALNAP launched a new webinar series, 'Bridging the evidence gap: Improving the quality and use of evidence in humanitarian action'. The series explores questions around the quality of humanitarian evidence and highlights leading tools, research and/or initiatives that reflect a more evidence-driven approach to humanitarian action. There have been four webinars in the reporting period. The first webinar, 'Planning with evidence: Cutting edge practices', looked at using evidence in humanitarian programme design and offered the first world-wide look at the IRC's interactive Outcomes and Evidence Framework (OEF). In October 2016, ALNAP held the second webinar in the series: 'Using evidence in humanitarian resource allocation'. In December 2016, ALNAP held the third webinar, 'Flying blind? Gathering and using quality information in situations of constrained access', in which GPPi, ACAPS and ADESO shared how they were tackling the challenge of how to gather accurate data on needs and programming when access is constrained. In February 2017, ALNAP hosted a webinar on 'Who's out there? Getting an accurate picture of humanitarian presence', which focused on using higher-quality data and analysis to assess coverage of humanitarian assistance in conflict-affected settings.

During the summer 2016, ALNAP drafted a Working Paper on using evidence in humanitarian financing, and throughout autumn it carried out select consultative interviews to review this paper. Given the lack of available data on how donors use evidence and information in decision-making on resource allocation, the paper focuses primarily on the key challenges faced in this area of practice and introduces approaches from outside the humanitarian sector that could be used to address these. This paper is currently in final consultations to ensure alignment with progress on the Grand Bargain.

Based on the discussion and findings of the financing paper, ALNAP is now taking a closer look at adaptiveness in humanitarian action – that is, how humanitarian actors are able to maintain flexibility and adapt to changes in their operating environment in order to deliver an effective and appropriate response.

In September 2016, ALNAP organised a meeting of researchers working on adaptiveness from other sectors, and in November 2016 it met with key actors the IRC and the USAID Learning Lab to discuss their approach to adaptiveness. ALNAP carried out a country study on adaptiveness in DRC in February, hosted by UNHCR, which will be followed by a further country study and structured literature review of adaptive management frameworks in 2017–2018.

Impact and response

The webinar series 'Bridging the evidence gap: Improving the quality and use of evidence in humanitarian action' has been highly popular, with attendees averaging at 140 in number at each webinar. The videos have subsequently been viewed a total of 968 times.

The paper on humanitarian financing received very positive reviews from peer experts.

BRIDGING
THE EVIDENCE GAP

4 Engagement with the World Humanitarian Summit

ALNAP has played a crucial role in contributing to activities surrounding the WHS since its initial stages. Aside from the activities outlined under the Urban work stream, ALNAP submitted seven commitments to the WHS, and authored a commitment on evidence for the Evidence Lounge group that was signed by over 20 organisations. ALNAP was also a key participant in the Special Session launching the new Global Alliance for Urban Crises at the Summit.

At the Summit itself in May 2016, ALNAP hosted an exhibition booth with an interactive exercise around change, as part of the build-up to its own Annual Meeting on change in the humanitarian system next year. The booth also featured key findings from the 2015 State of the Humanitarian System report, and the Global Forum for Improving Humanitarian Action (a consultation as part of the WHS process hosted by ALNAP, in partnership with the US government, the OIC, the Arab League and the WHS Secretariat), which were used as a basis for discussion with participants at the Summit. The booth received many visitors; photos of the wall used in the exercise were retweeted by many people, and ALNAP used the opportunity to disseminate reports widely.

ALNAP was also an on-site co-organiser for two side events, 'Making evidence count: Better use of evidence to increase humanitarian impact' and 'Localising humanitarian aid: Building resilient networks, systems, organisations and people'. ALNAP's national NGO research was launched at the latter event.

In December 2016, ALNAP provided inputs to an OCHA-led session on monitoring progress on the WHS commitments. The purpose of the session was to inform the design of the reporting form that would be made available on the WHS portal for organisations to use as the primary form of reporting on their commitments.

5 Communications: Advisory and editorial inputs

ALNAP's communications channels have seen a significant increase over the past year. The ALNAP website has had 196,678 users, with an increase in the number coming to the site directly, through search engines, and being referred through links on Twitter. While the majority of this traffic was from the UK, the US and Switzerland, there was also an increase in users from the Philippines, India, Turkey and Jordan.

ALNAP's social media channels also saw a boost between April 2016 and March 2017. ALNAP's number of Twitter followers increased over 40% from 5,747 to over 8,000. Over the same period, ALNAP was mentioned over 1,200 times on Twitter, and received over 1,700 retweets and over 1,100 likes. ALNAP's social media typically enjoys a boost during public events, but there was also a particular surge in activity around the 31st Annual Meeting, during which the chosen hashtag for the event, #alnap31, was trending in Stockholm. ALNAP's Facebook page has also seen similar levels of growth: the amount of likes on the page grew over 30%, from 2,919 to 3,832, between April 2016 and March 2017.

ALNAP's 31st Annual Meeting also provided an opportunity for the communications team to explore alternative and innovative methods to communicate the Meeting's messages and themes. This included a newspaper-style Background Paper, a variety of provocative discussion-starting posters adorning the venue and a 16 metre interactive timeline of change in humanitarian action. These were all received very well, and many attendees remarked positively about them on their feedback forms. Additionally, following the Meeting, several attendees asked to use the timeline and the posters for their own purposes, and for guidance on creating their own versions. Following these requests, the Secretariat designed a 'make-your-own' version of the timeline, which includes instructions and a template on creating a smaller, personal-sized copy.

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 its contributions in the following forums:

- Global Alliance for Urban Crises

- Inter-Agency Humanitarian Evaluation (IAHE) Steering Group

- Syria Coordinated Accountability and Lessons Learning (CALL) Initiative

- Advisory Board, Humanitarian Evidence Programme (Tufts University and Oxfam GB)

- Sphere Handbook revision, CHS chapter task team

- WHS Thematic Task Team on Effectiveness

- IASC Task Team on Accountability to Affected Populations and Protection against Sexual Exploitation and Abuse

- Steering Group for the UNHCR Humanitarian Education Accelerator

- Evidence Lounge multi-stakeholder initiative

- Q&A Meetings

- Advisory Group, ICRC project: 'Engaging with communities in armed conflict'

- Advisory Board, Elrha's Global Prioritisation Exercise

- Advisory Group, HPG

- HPG 'constructive deconstruction' project on global humanitarian architecture

- Humanitarian Leadership Academy MEAL advisory group

- United Nations Evaluation Group (UNEG)

- Ongoing advice to ALNAP Members on various change initiatives

- Advisory/peer review on research projects by ICRC, Oxfam, Elrha, IOM and UNHCR

- Ongoing engagement with Global Clusters

- Advising Norwegian Refugee Council (NRC) in setting up the Humanitarian Principles Community of Practice and portal

Members of the ALNAP Secretariat also peer reviewed or otherwise commented on a large number of Member publications.

6 Governance and Membership

Steering Committee

The Steering Committee had the following members as of 31 March 2017:

- Johan Schaar (Chair)

- Henrike Trautmann, ECHO (donor constituency)

- Anke Reiffenstuel, German Federal Foreign Office (donor constituency)

- Dan Maxwell, Feinstein International Center (academic constituency)

- Karen Cecilie Rogenaes-Panxha, International Committee of the Red Cross (RC/RC constituency)

- Victoria Saiz Omenaca, OCHA (UN constituency)

- Andrea Cook, WFP (UN constituency)

- Loreine dela Cruz, Centre for Disaster Preparedness (NGO constituency)

- Anne-Lise Lavaur, Solidarites (NGO constituency)

The Steering Committee held the following meetings in 2016–2017:

- June 2016 (written update only)

- 30 September 2016, Geneva

- 16 January 2017, London

- 17 February 2017, Stockholm

New Full and Associate Members

Between April 2016 and March 2017, five new Full and Associate Members joined ALNAP:

- Community and Family Services International (September 2016)

- Global Emergency Group (September 2016)

- HERE Geneva (January 2017)

- War Child (January 2017)

- Médecins Sans Frontiers International Evaluations Group (January 2017)

As of 31 March 2017, ALNAP had 99 Full and Associate Members. In 2016–2017, over 2,000 subscribers joined the Network, bringing the total number of subscribers to 11,635.

7 Staff and consultants

The following people made up the ALNAP Secretariat team in 2016–2017:

- John Mitchell, Director

- Paul Knox Clarke, Head of Research

- Alice Obrecht, Research Fellow

- Neil Dillon, Research Fellow (joined June 2016)

- Luz Saavedra, Research Fellow (left August 2016)

- Leah Campbell, Senior Research Officer (as of 1 October 2016), previously Research Officer

- Alexandra Warner, Research Officer

- Maria Gili, Communications Manager

- Alex Glynn, Communications Officer

- Tim Harcourt-Powell, Communications Officer (joined June 2016)

- Yael Azgad, Communications Officer (left May 2016)

- Franziska Schwarz, Operations and Partnerships Manager

- Charlotte Skinner, Programme Officer

ALNAP worked with the following consultants in 2016-2017:

Consultant	Role
Arlette Nyembo	Research assistance: Fieldwork for evidence and humanitarian adaptiveness
Chanel Currow	Research assistance: 'Changing humanitarian action?' Background Paper, 31st Annual Meeting
Chloe Sanguinetti	Communications assistance and HELP Library and Syria CALL management
Ezra Haber Glenn	Peer review: 'Stepping back: Understanding cities and their systems'
Groupe URD	SOHS components: Key informant interviews (field level) and field case studies
Human After All	Design: Evaluation of Humanitarian Action Guide
Ian Christoplos	'Evaluating protection in humanitarian action: Decision-making processes, common issues and challenges' and SOHS component: Outcome harvesting
James Darcy	SOHS component: Evaluation synthesis and literature review
John Cosgrave	Evaluation of Humanitarian Action Guide
Josephine Tsui	SOHS component: Outcome harvesting
Lewis Sida	SOHS component: Key informant interviews (headquarters level)
Lucy Peers	Design: Monitoring in humanitarian action
Luis Enrique Eguren Fernández	Evaluation/evaluability assessments workshop, Madrid (to be held in 2017–2018)
Luisa Miranda Morel	Research assistance: 'Ebola in cities' research
Manta Ray	Website development
Margie Buchanan Smith	Evaluation of Humanitarian Action Guide
Moritz Matakas	Research assistance: 'Stepping back: Understanding cities and their systems'
Rosie Cheesman	HELP Library management
Sian Cook	Research and communications assistance: 'Responding to urban crises' and Evaluation of Humanitarian Action Guide
Simon Hearn	SOHS component: Outcome harvesting
Soapbox	Design and branding: 'Responding to urban crises' and 31st Annual Meeting
Sofya Bourne	Research assistance: Evidence and humanitarian adaptiveness and SOHS component: Evaluation synthesis and literature review

ANNEXES

Annex 1: End-of-year financial report 2016–2017

Table 1: End of year financial report, 1 April 2016 – 31 March 2017

ALNAP work stream	Budget for 16/17: Expenses	Expenditure at year end	Budget for 16/17: Staff cost	Expenditure at year end	Total budget 16/17: Expenses and staff cost	Total expenditure at year end
Evaluation of Humanitarian Action Guide	£96,697	£80,302	£29,528	£37,464	£126,225	£117,767
Humanitarian evaluation capacity	£31,615	£7,487	£24,011	£23,908	£55,626	£31,395
Monitoring in humanitarian action	£10,360	£4,102	£41,175	£35,420	£51,535	£39,522
Evaluation of protection	£8,956	£6,408	£28,659	£34,052	£37,615	£40,460
Syria Learning Coalition and Syria Portal	£4,370	£3,125	£9,341	£5,792	£13,711	£8,917
HELP	£3,330	£2,300	£6,947	£12,768	£10,277	£15,068
Sub-totals	**£155,328**	**£103,725**	**£139,660**	**£149,404**	**£294,988**	**£253,129**
State of the Humanitarian System	£72,716	£67,740	£45,719	£60,580	£118,436	£128,320
Lessons Papers	£30,120		£27,844	£1,344	£57,964	£1,344
Sub-totals	**£102,836**	**£67,740**	**£73,563**	**£61,923**	**£176,400**	**£129,663**
Humanitarian leadership and coordination	£77,252	£38,901	£88,429	£92,705	£165,681	£131,605
Responding to urban crises	£42,133	£36,157	£56,490	£56,114	£98,623	£92,271
Humanitarian innovation	£6,197	£5,803	£39,115	£48,831	£45,312	£54,634
National and local NGOs	£15,500	£5,600	£3,442	£4,460	£18,942	£10,060
Evidence and humanitarian adaptiveness	£75,056	£25,788	£83,373	£57,144	£158,429	£82,932
Sub-totals	**£216,139**	**£112,248**	**£270,849**	**£259,254**	**£486,988**	**£371,502**
ALNAP Annual Meeting	£204,530	£191,881	£101,235	£147,232	£305,765	£339,113
Sub-totals	**£204,530**	**£191,881**	**£101,235**	**£147,232**	**£305,765**	**£339,113**
Communications and knowledge management	£29,960	£51,996	£28,734	£35,042	£58,694	£87,038
Monitoring, learning and strategic planning			£17,567	£18,269	£17,567	£18,269
Engagement with and support to the humanitarian system	£20,000	£18,521	£61,370	£63,472	£81,370	£81,992
Membership relations and engagement			£46,552	£27,066	£46,552	£27,066
Governance and Secretariat	£26,600	£10,253	£199,931	£188,949	£226,531	£199,203
Sub-totals	**£76,560**	**£80,770**	**£354,154**	**£332,798**	**£430,714**	**£413,568**
Grand totals	**£755,393**	**£556,364**	**£939,462**	**£950,611**	**£1,694,855**	**£1,506,976**

Table 2: Contributions per Member organisation		
ALNAP Member	**Requested**	**Funds received**
Spanish Agency for International Development (AECID)	£42,000	£42,233
Australian Government Department of Foreign Affairs and Trade	£120,000	£120,108
Global Affairs Canada	£30,000	£34,809
Department for International Development (DfID)	£85,000	
Danish International Development Agency (Danida)	£30,000	£30,504
Irish Aid	£85,000	£86,447
Ministry of Foreign Affairs, Belgium	£30,000	
Federal Foreign Office, Germany	£175,000	£172,894
Ministry of Foreign Affairs, Netherlands	£50,000	£50,000
New Zealand Aid Programme	£2,563	£2,563
Norwegian Ministry of Foreign Affairs	£20,887	
Swiss Agency for Development and Cooperation (SDC)	£27,760	£27,760
Swedish International Development Cooperation Agency (Sida)	£220,000	£223,238
US Agency for International Development Office of US Foreign Disaster Assistance	£602,569	£596,595
Humanitarian Innovation Fund (Elrha)	£42,133	£40,163
Action Against Hunger	£3,393	£3,393
Africa Humanitarian Action	£513	
All India Disaster Mitigation Institute	£103	£103
American Red Cross	£4,022	£4,032
Avenir Analytics	£205	£205
British Red Cross	£5,792	£5,792
CAFOD	£9,926	£9,926
CARE International	£3,450	£3,450
Catholic Relief Services	£4,300	£4,300
Centre of Disaster Preparedness	£500	£500
Christian Aid	£5,514	£5,514
Coastal Association for Social Transformation Trust (COAST)	£103	£103
Community World Service Asia	£205	£205
Danish Refugee Council	£3,263	£3,263
Food and Agriculture Organisation of the United Nations (FAO)	£2,602	£2,602
Global Communities	£2,050	

Table 2: Contributions per Member organisation (continued)

Global Hand	£1,115	£1,115
GOAL	£3,844	£3,844
Ground Truth Solutions	£103	£103
Human Appeal International	£2,050	£2,050
International Committee of the Red Cross	£7,575	£7,575
International Federation of Red Cross & Red Crescent Societies	£4,126	£4,126
International Rescue Committee	£5,792	£5,792
International Solutions Group	£154	£154
MERCY Malaysia	£205	£205
Norwegian Refugee Council	£5,792	£5,792
Office for the Coordination of Humanitarian Affairs of the UN (OCHA)	£8,850	£8,871
L'office Africain pour le développement et la coopération	£103	£103
Oxfam	£8,700	£8,700
RedR	£200	£200
Samuel Hall	£205	£205
Save the Children	£7,719	£7,719
Sustainable Environment Ecological Development Society	£103	£103
Solidarités International	£5,438	£5,438
Tearfund	£5,656	£5,656
Transparency International	£205	£205
Transtec	£1,538	£1,538
Trocaire	£3,844	£3,844
UN High Commissioner for Refugees (UNHCR)	£10,599	£10,599
UN Children's Fund (UNICEF)	£6,881	£6,881
World Food Programme	£9,659	£9,659
World Vision	£6,072	£6,072
Annual Meeting attendance and other income	£15,656	£15,554
Total requested/received	**£1,731,036**	**£1,593,756**

Table 3: Income and expenditure	
Membership contributions received	£1,593,756
Carry-forward from previous period	£54,729
Total income and carry-forward	£1,648,485
Spending for 2016–2017	£1,506,976
Committed spending for website	£110,000
Balance at year end	£31,509

Annex 2: Member organisations and their representatives as of 31 March 2016.

Please note: some Member organisations did not have a Member Representative as of 31 March 2017.

Member Organisation	Member Representative
Action Against Hunger	Hannah Wichterich
Africa Humanitarian Action	Addis Tesfa Wolde Michael
All India Disaster Mitigation Institute	Mihir R. Bhatt
American Red Cross	
Australian Government Department of Foreign Affairs and Trade	Michela Luzzi and Steve Darvill
Avenir Analytics	Hetty van Doorn
British Red Cross	Kimberly Brown
CAFOD	Matthew Carter
Canadian Research Institute on Humanitarian Crisis and Aid	Francois Audet
CARE International	Uwe Korus
Cash Learning Partnership	Alex Jacobs
Catholic Relief Services	Jennifer Poidatz
CDA Collaborative Learning Projects	Isabella Jean
Centre for Development and Emergency Practice	Cathrine Brun
Center for Disaster Preparedness Foundation	Loreine dela Cruz
Christian Aid	Niall O'Rourke
CHS Alliance	David Loquercio
Coastal Association for Social Transformation Trust	Sanat K. Bhowmik and Reza Chowdhury
Communicating with Disaster-Affected Communities Network	Marian Casey-Maslen
Community and Family Services International	Steven Muncy
Community World Service Asia	Shama Mall
Danish International Development Agency	Marianne Vestergaard
Danish Refugee Council	John Lakeman
DARA	Soledad Pasada
Department for International Development	
Development and Humanitarian Learning in Action	Silvia Hidalgo
Development Initiatives	Sophia Swithern
Disasters Emergency Committee	Monica Blagescu
Elrha	Jess Camburn
Emergency Nutrition Network	
European Commission	Joakim Nilsson

Member Organisation	Member Representative
European Interagency Security Forum	Lisa Reilly
Evidence Aid	Claire Allen
Federal Foreign Office, Germany	Anke Reiffenstuel
Food and Agriculture Organization of the UN	Marta Bruno
Glemminge Development Research AB	Ian Christoplos
Global Affairs Canada	Christopher Demerse
Global Communities	Pia Wanek
Global Emergency Group	Aliisa Paivalainen
Global Hand	Katey Kenworthy
Global Public Policy Institute	Claudia Meier
GOAL	Fiona Gannon
Ground Truth Solutions	Nick Van Praag
Groupe URD	François Grünewald
Harvard Humanitarian Initiative	Vincenzo Bollettino
Human Appeal International	Arif Syed Muhammad
Humanitarian Exchange and Research Centre, Geneva	Ed Schenkenberg
Humanitarian and Conflict Response Institute	Bertrand Taithe
Humanitarian Health Ethics Network	Lisa Schwartz
Institut Bioforce	Hala El Khoury
Institute of International Humanitarian Affairs	Brendan Cahill
Instituto de Estudios sobre Conflictos y Acción Humanitaria	Francisco Rey Marcos
InterAction	Patricia McIreavy
International Committee of the Red Cross	Karen Cecilie Rogenaes-Panxha
International Council of Voluntary Agencies	Nan Buzard
International Federation of Red Cross & Red Crescent Societies	Josse Gillijns
International Institute for Environment and Development	Diane Archer
International Rescue Committee	Jeannie Annan
International Solutions Group	Michael Klein
InterWorks Europe	John Cosgrave
Irish Aid	Lisa Doherty
John Borton Consulting	John Borton

Member Organisation	Member Representative
MERCY Malaysia	Heng Aik Cheng
Médecins Sans Frontières International Evaluation Group	Boris Stringer
Ministry of Foreign Affairs, Belgium	Silvia Croes
Ministry of Foreign Affairs, Netherlands	Hans van den Hoogen
New Zealand Aid Programme	Louise Searle
Norwegian Ministry of Foreign Affairs	Guro Vikor
Norwegian Refugee Council	Lian Bradley
L'office Africain pour le développement et la coopération	Mamadou Ndiaye
Office for the Coordination of Humanitarian Affairs of the UN	Scott Green
Overseas Development Institute	Sara Pantuliano
Oxfam	Nigel Timmins
RedR	Selma Schewee
Samuel Hall	Naeem Meer
Save the Children	Maxime Vieille
Solidarités International	Anne Lise Lavaur
Spanish Agency for International Development	Rafael de Prado Pérez
Sphere Project	Christine Knudsen
Start Network	Sean Lowrie
Steering Committee for Humanitarian Response	Kate Halff
Sustainable Environment Ecological Development Society	Manu Gupta
Swedish International Development Agency	Maria Thorin
Swiss Agency for Development and Cooperation	Alice Golay
Tearfund	Catriona Dejean
Transparency International	Nicolas Seris

Member Organisation	Member Representative
Transtec	Kader Cherigui
Trocaire	Réiseal Ni Chéilleachair
Tufts University/Feinstein International Center	Daniel G. Maxwell
UN Children's Fund	Koorosh Raffii
UN Development Programme	Alan Fox
UN High Commissioner for Refugees	Francesca Bonino
US Agency for International Development Office of US Foreign Disaster Assistance	Mia Beers
Valid International	Alistair Hallam
Voice	Kathrin Schick
War Child	Aneeta Williams and Nina Goricar
World Food Programme	Andrea Cook
World Health Organization	Andre Griekspoor
World Vision International	Kevin Savage

ALNAP

ALNAP
Overseas Development Institute
203 Blackfriars Road
London SE1 8NJ
United Kingdom
T   + 44 (0)20 7922 0388
E   alnap@alnap.org