

A photograph showing a woman on the left, wearing a grey t-shirt, sunglasses, and a white face mask, gesturing with her hands as if speaking to a group of women. The women on the right are wearing various colored hijabs (red, pink, white) and blue face masks. They are standing in front of a green door with decorative glass panels. The scene is lit with warm, orange-toned light.

2019–2020

# ANNUAL REPORT



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## Message from the Chair



**Johan Schaar**  
ALNAP Chair

Looking back at 2019–2020, the COVID-19 Pandemic inevitably colours the view of both ALNAP's current activities, and those that were planned and implemented before the crisis began in early 2020. The risk of a pandemic has been on the horizon for many years, not least for the humanitarian community. Although the general features of the elusive new coronavirus were foreseeable, its specific morbidity patterns and socioeconomic impacts were less so. National and local health services, donors and humanitarian organisations have been forced to make decisions in the midst of great uncertainty, while being attentive to and continuously learning from the outcomes of measures taken.

Within a few weeks of the crisis emerging, ALNAP had developed products specifically tailored for the COVID-19 response. The [COVID-19 portal](#) was established, continuously updated with new documents. And partly building on experiences from Ebola outbreaks, a [Rapid Learning Review around COVID-19 response](#) was launched in late April, and has become one of the most frequently downloaded of all ALNAP products.

The challenges that this crisis has presented have also brought into focus the relevance of many of ALNAP's achievements during the past year. The need for real-time learning – whether during the pandemic or in other contexts – is a case in point. Our papers on [new approaches to M&E](#), and more specifically on [qualitative and outcomes monitoring explored this imperative, complemented](#) by learning workshops in Geneva, London and Nairobi.

At the core of action during the pandemic and in other crises is the ability to make decisions under pressure that may have significant consequences. This is an area often critiqued for its weaknesses but one that is rarely scrutinised academically – which is why ALNAP's [study on humanitarian decision-making](#), partly based on diaries kept by decision-makers, was of great value, not least during follow-up learning events in Jakarta, Suva, Cox's Bazar and Dhaka. Linked to this were tools to support [working flexibly](#) and sometimes outside organisations' normal systems.

The theme of our well-attended [2019 Annual Meeting](#) in Berlin – the relevance of humanitarian action – was also pertinent for what we are now facing. Ensuring action is relevant may seem a statement of the obvious but not all responses take different needs into account. The serious impacts of the COVID-19 responses on the most vulnerable in many countries, such as isolated older people or those who are forcibly displaced, vividly illustrate the complex and constant nature of the problem of keeping responses relevant.

As the crisis continues to unfold, with constraints on travel and communications, it has again demonstrated the critical role played by local organisations – a reminder of why localisation must remain a key priority for ALNAP. It is their capacity and ability to learn and adapt in an unprecedented crisis that ultimately determines the quality of the frontline response. ALNAP is determined to continue supporting local responders in every way possible in their endeavours.



Participants discussing at one of the 32nd Annual Meeting sessions. Photo credit: ALNAP



STRATEGIC  
FOCUS AREA 1

# Improving evaluative evidence



## MONITORING & EVALUATION



4

PUBLICATIONS



2,813

DOWNLOADS



12,028

PAGE VIEWS

# Monitoring Humanitarian Action

ALNAP’s work on Monitoring Humanitarian Action (MHA) aims to help organisations conduct holistic, meaningful analysis of the outcomes achieved by their activities. Scoping work with the ALNAP Membership identified challenges around three main areas: monitoring outcomes, capturing and using qualitative data, and how M&E can be better used for project decision-making and learning.

To address these issues ALNAP produced three complementary papers which were presented and discussed in workshops in Geneva, London and Nairobi.

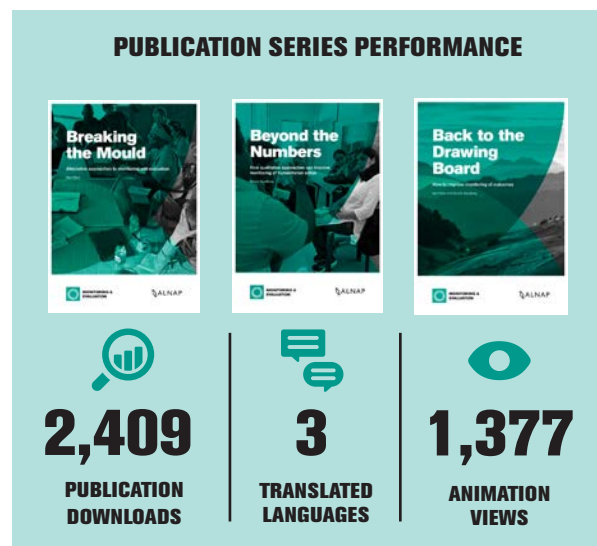
### Key achievements

Early in the year, ALNAP responded to Members’ concerns on monitoring with a series of thought-provoking papers – *‘Beyond the Numbers’*, *‘Back to the Drawing Board’* and *‘Breaking the Mould’* – and complementary events in Europe and Africa.

Thirty participants from HQ MEAL teams across the ALNAP membership attended the London launch, with accompanying animations and a workshop on ‘Breaking the Mould’. A parallel workshop in Geneva on ‘Back to the Drawing Board’ drew more than 35 participants, chiefly HQ MEAL staff from donors, the UN, the International Red Cross/Red Crescent Movement and INGOs.

Both events received outstanding feedback from participants, many of whom expressed a keen interest in further related discussions with ALNAP. Indeed, eagerness for smaller-scale peer-

learning among M&E stakeholders prompted ALNAP to establish a new, strategically focused ‘M&E Network’ of practitioners.



That network later hosted 30 participants from more than six countries across East and West Africa at a two-day workshop for Members in Nairobi on outcome monitoring, qualitative approaches and evaluation. The quality of the workshop was highly praised with requests for more of the same. A follow-up webinar enjoyed a steady online audience of 60 to 70 people.

Further activities cascaded from the papers, including:

- a well-received WFP training session co-facilitated by ALNAP in Cairo;
- an invitation to speak at the CaLP webinar panel on measuring outcomes of cash assistance;

**The training has been beneficial to my work; particularly in planning, monitoring, evaluating and reporting on our humanitarian action in seven West African countries. I want to thank ALNAP most sincerely for the opportunity.**

**IFRC staff member, Nigeria**

- a blog from Save the Children on improving analytical capacity; and another from Action Contre La Faim on M&E 'diagnostics' and improving M&E systems;
- and an ALNAP-hosted [Skills Building Day in Berlin](#) for M&E practitioners in humanitarian contexts – with highly positive feedback from participants.

To reach a broader audience, ALNAP digitally disseminated the [full package of MHA reports produced in 2019–2020](#). It also published video



MEAL practitioners discussing in groups at ALNAP monitoring outcomes workshop in Geneva, Switzerland.

playlists for the ALNAP M&E workshop sessions during the year.

ALNAP also advised Members – some on an ad hoc basis, others through a more continuous rapport. These included an advisory role in the HPC Monitoring Group as part of the IASC Revision Process.

## Humanitarian Evaluation Capacities

ALNAP's work on Evaluation of Humanitarian Action (EHA) recognises that evaluation of humanitarian responses faces particular challenges – both on the ground and sector-wide. It aims to provide systematic and objective examinations to draw out lessons learned, helping to improve policy and practice and to enhance accountability.

Over the past year ALNAP has helped Members to navigate towards better evaluations both through an advisory capacity for specific Member needs and through activities including the launch of a dedicated webpage, a presentation and workshop, and scoping for new projects.

### Key achievements

Direct engagement with Members is a defining characteristic of much of ALNAP's EHA work, and this past year was no exception. ALNAP advised several Members – some on an ad hoc basis, others through a more continuous rapport. These included:

- SPHERE – advising on the revision of the M&E chapter of the SPHERE handbook;
- UNICEF – supporting evaluation of the Cameroon response and the revision of the Core Commitments for Children;
- OCHA-led Centre for Humanitarian Data – advising on terms of reference and processes for an evaluation of their services;



- OFDA – advising on the evaluation of a forthcoming programme on humanitarian leadership, in a role to be extended;

ALNAP's continuing role with the UN Evaluation Group included a one-day seminar during UNEG Evaluation Week in Nairobi and with the UNEG Humanitarian Evaluation Interest Group on evaluation mapping.

The launch of a [new thematic page on humanitarian evaluation](#) at the BetterEvaluation site enhanced the EHA online profile, supported by a blog on EHA's importance.

ALNAP presented on incorporating key principles of accountability into M&E at the M&E Group Meeting hosted by the German Federal Foreign Office, attended by key humanitarian NGO stakeholders there. ALNAP attended the Future of Financial Assistance workshop hosted by CaLP in Amman. Other invitations were to co-facilitate M&E trainings with WFP in Cairo and East Africa, and with IRC in Dhaka.

ALNAP published [Learning from What We Know](#) with guidance on when and how best to do an evaluation synthesis. Scoping was completed on the evaluation mapping tool pilot, with an initial paper shared with UNEG. Work began on a paper on evaluation of cash-based assistance, due in the next financial year.



## SYRIA EVALUATION PORTAL



**62**

NEW RESOURCES



**4,211**

PORTAL VISITS

The ALNAP Secretariat and Membership has continued to update the [Syria Evaluation Portal for Coordinated Accountability and Lessons Learning \(CALL\)](#) this year.

The portal provides a ‘one-stop-shop’ for relevant information, data, discussion and analysis on the response to the crisis in Syria. It fulfils an important role in making learning accessible to

humanitarians who are involved in the region. It also contributes to ALNAP’s strategic aim on improving the quality and accessibility of evaluative evidence.

The Syria CALL portal holds more than 2,000 relevant resources and received more than 4,200 page views between April 2019 and March 2020.



## HELP LIBRARY



**1,349**

NEW RESOURCES



**251,237**

LIBRARY VISITS

ALNAP hosts the [Humanitarian Evaluation, Learning and Performance \(HELP\) Library](#) – the sector’s largest open-source library of resources of humanitarian evaluation, learning and performance.

During this past year, ALNAP expanded the HELP Library by almost 10 per cent to hold 18,268 resources. The library is central to facilitating ALNAP’s learning and networking functions, as well as being a key plank of ALNAP’s strategic focus area of improving evaluative evidence.

In line with that strategic focus area, ALNAP has continued to improve the user experience of the HELP Library throughout 2019–2020. Filters are now more intuitive for searches and graphic labels have been added to resources so that the resource type can be spotted at a glance.

ALNAP also started work with the IASC Results Group on Accountability and Inclusion to establish a portal for practitioners looking for

resources on accountability and inclusion. Like other portals, the project will take advantage of HELP Library functionality to enable users to find and submit their resources. The platform will also host the IASC HelpDesk.

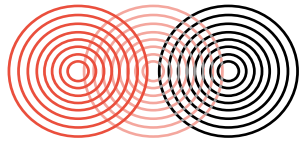
Towards the end of the year, ALNAP also scoped the development of an evaluation gap mapping tool for the HELP Library to allow users to filter and visualise the evaluations available there by region, sectors, cross-cutting themes and evaluation type.

Within weeks of the COVID-19 crisis emerging, ALNAP launched a [COVID-19 response portal](#) to support humanitarian actors in their responses to the pandemic. The portal holds a vast collection of resources, which are relevant to responding to epidemics and pandemics including the planning, adaptation and delivery of humanitarian activities in response to COVID-19. The portal went live on 18 March and had more than 2,500 users by the end of March



STRATEGIC  
FOCUS AREA 2

# Monitoring system performance



# THE STATE OF THE HUMANITARIAN SYSTEM



22

IN-COUNTRY EVENTS



18,936

MICROSITE VISITS

*The State of the Humanitarian System* (SOHS) report is ALNAP's flagship publication. This unique, independent report compiles the latest statistics on the size and scope of the humanitarian system, and assesses the overall performance and progress of global humanitarian response.

The SOHS report plays a critical part in meeting ALNAP's strategic aims on monitoring and reporting on system-wide performance. It is intended as a readable, useful resource for all those working in, or with, the international humanitarian community.

This year straddled both the last wave of launch activities for the well-received 2018 fourth edition of the SOHS, and the newly oriented phases of planning for the fifth edition, to be published in mid-2022.

## Key achievements

Activities to launch and disseminate the SOHS 2018 edition reached a rewarding conclusion this year, while impressive download numbers confirmed ALNAP's global online presence.

The SOHS 2018 edition has been downloaded 8,109 times and the [website](#) has been actively engaged with more than 16,840 times since its launch, with 29,225 unique page views.

ALNAP hosted SOHS events in partnership with Members and other organisations in more than 20 locations, spanning Asia, Africa, North America and Europe, with high levels of Member interest (see box).

Once the launches wound down, ALNAP continued to use the SOHS 2018 findings with Members and non-Members – such as developing a peer learning workshop to strengthen the use of data for gender-sensitive humanitarian programming and accountability on commitments to gender equality in crisis responses. A pilot workshop with CARE and other in-country partners to be held in Cox's Bazar in March 2020 was delayed due to COVID-19 restrictions.

Reviews of the 2018 edition fed into planning for the fifth SOHS, as part of an improved research process. For the first time, ALNAP will produce thematic studies on areas identified as evidential research gaps in previous editions and during the research period.

There will be more participatory engagement with affected populations in the research process; highly adaptive approaches to capture dynamic issues such as COVID-19; new components to address longstanding questions on certain performance criteria; and closer scrutiny of the structural and institutional issues affecting the humanitarian system.



Panel at the SOHS 2018 launch in Rome. Photo credit: WFP/Silvio Galeano and Federica Bottamedi

## SOHS 2018 partnership events in 2019–2020

SOHS 2018 Symposium at the German Federal Foreign Office in Berlin, in partnership with the Centre for Humanitarian Action;

Panel discussion in Rome on 'The Humanitarian-Development Nexus, Resilience and Gender' hosted in partnership with the World Food Programme and the Food and Agriculture Organization;

Panel discussion in partnership with Global Affairs Canada and the Humanitarian Response Network of Canada, Ottawa;

Closed meeting in Ottawa with Global Affairs Canada;

Panel hosted in partnership with Groupe URD in Paris;

Panel and workshop in partnership with World Vision International in Nairobi;

Launch events in New Delhi and Trivandrum (Kerala) with the All India Disaster Mitigation Institute;

Launch event in Beijing in partnership with Beijing Normal University.

**[The Berlin SOHS launch was] a great success, with interesting discussions, challenging questions and new thematic inputs.**

**Daina Hues, Humanitarian Advisor, German Federal Foreign Office**



SOHS launch at Tufts University in Boston, US. Photo credit: Alonso Nichols/Tufts University

**'The State of the Humanitarian System report is *the* means to know how we, humanitarians, are doing. It is a big deal'.**

**Daniel Maxwell, Henry J. Leir Professor in Food Security, Feinstein Centre, Tufts University**



Participants listening to SOHS presentation in Melbourne. Photo credit: Australia Department of Foreign Affairs and Trade



## LESSONS FOR RESPONSE



1

PUBLICATION



230

DOWNLOADS



2,249

PAGE VIEWS

ALNAP has been publishing Lessons Papers since 2001. Targeted at field staff who design and implement humanitarian responses, Lessons Papers aim to improve the performance of humanitarian action by presenting the lessons of previous responses in a concise and readable format, and in a timely manner.

They are based on evidence obtained through comprehensive reviews of evaluations in the Humanitarian Evaluation Learning and Performance (HELP) Library and other reviews and learning documents.

Lessons Papers were rated one of the most popular outputs that ALNAP produces in the recent ALNAP Membership Survey.

### Key achievements

ALNAP published its latest Lessons Paper – on Ebola and Cholera Epidemics – just as the COVID-19 crisis was emerging in China. The situation brought into sharp focus the many problems faced by humanitarian agencies when handling epidemics in areas affected by conflict or disaster.

This Lessons Paper shared 12 lessons to inform future humanitarian responses to epidemics – or in contexts of an epidemic, by drawing lessons for practitioners from the responses to Ebola and cholera since 2010.

ALNAP co-organised a launch discussion in Paris in early 2020, alongside Key Aid Consulting (the paper's authors) and Médecins Sans Frontières (MSF).

ALNAP will publish an updated version of the paper early in the next financial year. This is in part to answer calls from Members for more practical advice to support decision-makers in planning for, or managing, epidemics, and also to incorporate newer evaluative evidence from the Ebola response in the Democratic Republic of the Congo.

With the London School of Hygiene and Tropical Medicine and the Geneva Centre for Education and Research in Humanitarian Action, ALNAP started work on a Rapid Learning Review providing guidance for humanitarian staff working on international and national responses to the COVID-19 Pandemic. This will be a 'living document' and will incorporate real-time learning as it becomes available.

STRATEGIC  
FOCUS AREA 3

# Addressing key evidential gaps



## LEADERSHIP



4

PUBLICATIONS



1,715

DOWNLOADS



5,036

PAGE VIEWS

Leadership and decision-making are regularly criticised in humanitarian evaluations – and yet attract surprisingly little academic attention. ALNAP has been addressing these gaps with two new projects: comprehensive research exploring the decisions and decision-making processes required in humanitarian contexts; and a set of practical training materials based on previous operational leadership work.

Central to the research this year is a major study on operational humanitarian decision-making that builds on ALNAP’s track record in this area and draws on dedicated new data. Several outputs cascaded from the study – including webinars, presentations and ‘bitesize’ materials – some widely pitched, others more targeted. Event attendees praised the research findings for being ‘thought-provoking’, ‘informative’ and ‘refreshing’.

**[The webinar] made me reconsider my way of making decisions especially when having more information doesn’t necessarily lead to better outcomes.**

**Caritas staff at launch event**

### Key achievements

Humanitarian evaluations routinely criticise decision-making for being too slow, disconnected and unaccountable. However, the ability to make good decisions – particularly in difficult circumstances – is fundamental to effective humanitarian responses.

ALNAP’s study ‘[Beyond Assumptions](#)’ set out to understand how decisions are made in-country

during a crisis and how different decision-making approaches perform. It drew on more than two years’ research into operational decision-making and analysed 55 decision-makers’ diary entries

### KEY PUBLICATION PERFORMANCE



1,013

DOWNLOADS



163

WEBINAR PARTICIPANTS

to scrutinise how they made a total of 1,035 decisions. Nearly all operational ALNAP Member organisations engaged in the research.

Findings from the study fed into ALNAP’s other prominent output this year – the ‘[Introduction to Effective Humanitarian Leadership](#)’ training materials. This output builds on ALNAP’s earlier work on humanitarian leadership and offers a method of applying shared leadership that departs from highly individualised, traditional models.

The materials underwent extensive, invaluable piloting by Member organisations earlier in the year and include ‘train the trainer’ videos and facilitation kits for capacity-building within Member organisations.

Much of the year’s outputs stemmed from the Beyond Assumptions study, which produced stimulating (and surprising) findings. Some 160 participants joined the webinar launch, while in-country presentations to humanitarian leaders in Abuja, Dhaka, Cox’s Bazar, Jakarta and Suva were all well-attended. Feedback from events was resoundingly positive.



Complementary materials included a '101' bitesize publication, '3 steps to improve your decision-making', with a flowchart for humanitarian leaders to identify the most suitable decision-making approach for different situations.

A highly popular interactive quiz, policy brief and method note drew out key messages from the study for different audiences. Both the quiz and the 101 bitesize were translated into six languages reflecting the Beyond Assumptions participants, with high download figures particularly for Bangla versions.

[A blog exploring the findings on evidence](#) and [a webinar on the diary method](#) rounded off the year.



Hamsatu James (EYN Projects), Leah Campbell (ALNAP Senior Research Officer and co-author of Beyond Assumptions Study), Saliyu Gorko (Al-Muhibbah Foundation) and Grace Mbaiorga (Africa Youth Advisory Board on Disaster Risk Reduction) at launch event in Abuja, Nigeria.

## Global Executive Leadership Initiative

Two members of the ALNAP Secretariat are now part of the new Global Executive Leadership Initiative (GELI), an inter-agency consortium established by USAID/OFDA and guided by a technical advisory committee of experienced humanitarians from across the sector.

Its aim is to strengthen humanitarian leadership by creating a new cadre of leaders who can operate effectively in the most demanding humanitarian crises. The plan is to achieve this through the design and implementation of an innovative programme of activities.

### Key achievements

Plans for the GELI programme got well under way early in the year. ALNAP staff attended a high-level meeting in Geneva along with senior representatives from the UN, donors, the International Red Cross/Red Crescent Movement and NGOs.

ALNAP made substantial contributions to developing the programme design, particularly six modules for the residential courses. These will cover leadership in complex environments;

effective decision-making in high pressure environments; collaborative decision-making; political acumen; influence and negotiation; change and transformation.

The programme will unfold over 12 months with three residential courses, short-duration field-based programmes and a leadership innovation lab.

ALNAP attended a further meeting later in the year in Washington DC to elaborate the six modules and the programme design. ALNAP also submitted to the GELI membership a 'developmental evaluation' framework to monitor and assess the programme's overall performance.

Discussions to revise the evaluation framework continued during the year, through conference calls and other contacts with the GELI. The revised framework provides detailed questions and suggested tools for the GELI team to use when evaluating the initiative.

Further meetings and work were suspended due to the COVID-19 crisis. ALNAP was on standby to re-engage once work resumes.



## URBAN RESPONSE



2

PUBLICATIONS



177

WEBINAR  
ATTENDEES



4,435

PAGE VIEWS

With more than half the world's population living in urban settings, humanitarian agencies are recognising the need to adapt approaches to urban contexts. ALNAP is playing a pivotal role in gathering evidence to determine what works in terms of approaches and practices to foster context-appropriate urban humanitarian responses.

Through an ongoing, wide-ranging research project and numerous Network activities, ALNAP has engaged with many Members over the past year, as well as participating in sector-wide urban events and initiatives.

Outputs this year have included the Good Practice Review on urban humanitarian response, a case study, various webinars and an in-country workshop. Positive feedback from participants suggests ALNAP's research is both accessible and striking a chord in this area.

### Key achievements

Not only are urban populations growing – particularly in Asia and Africa – they are also enduring more frequent and more acute crises. Whether climate change-related or driven by conflict and violence, these varied crises badly affect the poorest urban residents. Rising numbers of forcibly displaced people are meanwhile sheltering in cities rather than camps.

Yet camps and rural areas remain the template for much humanitarian response. Through its urban research project, ALNAP is sharing learning among agencies on adapting programming to urban contexts.

As part of this, ALNAP produced a series of case studies on navigating complex urban spaces. The first, '[Barrio Mio and Katye: PCI's neighbourhood approach in cities](#)' on Guatemala City's informal settlements, was published this year in English and Spanish, and was warmly received by practitioners. The second on programming by CARE and partner Akkarouna in Lebanon was published just after year-end.

**Presentation and the discussion on the five new ways of humanitarian responses. The group discussion also helped to identify some of the gaps and challenges we face in responding to emergencies.**

**Workshop participant from Plan International**



Participants discussing at ALNAP urban workshop in Freetown, Sierra Leone. Photo credit: Leah Campbell.

ALNAP took emerging findings direct to urban response practitioners in the first of several in-country workshops. Held in Freetown, Sierra Leone, the workshop was well attended by ALNAP Members and local organisations, who praised its usefulness in identifying gaps and improving responses. Further workshops are planned once COVID-19 travel restrictions allow.

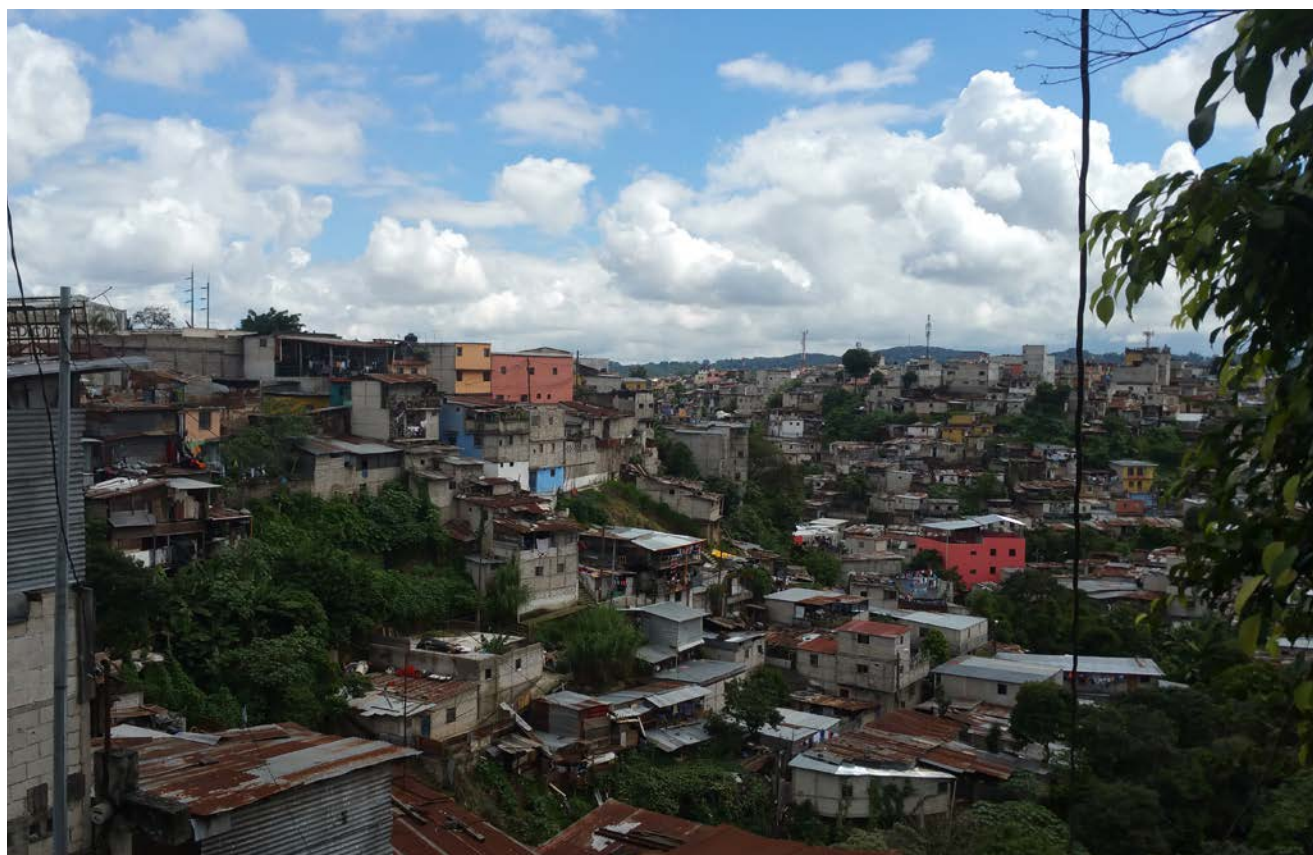
Network activities complemented this research work. Jointly with HPN, ALNAP launched the [Good Practice Review on urban humanitarian response](#), accompanied by [a short animation](#), at events in London and Canberra.

ALNAP hosted the [20th urban webinar on protection responses in urban contexts, as part of an ongoing series](#). Speakers from ICRC and Medair presented to one of the largest live online audiences for an ALNAP webinar in this workstream.

Continuing its support for sector-wide urban initiatives, ALNAP co-hosted three webinars with the Global Alliance for Urban Crises, and presented to Members on urban crises, drawing on previous ALNAP work on the West African Ebola response.

**Thank you for this wonderful report. I really like your conclusions and do hope that this type of project becomes more of the norm.**

**Displacement advisor, OCHA, on Barrio Mio case study**



The informal settlement of La Limonada in Guatemala City. Photo credit: Leah Campbell.



## FLEXIBILITY



4

PUBLICATIONS



612

DOWNLOADS



4,356

PAGE VIEWS

A lack of flexibility within humanitarian agencies is producing inadequate responses to conflicts and crises that are increasingly complex, dynamic and protracted. ALNAP's two-year research programme 'Creating a More Flexible Humanitarian Response' considered approaches to help agencies respond more effectively and adaptively to crisis settings.

As part of ALNAP's strategic focus on addressing key evidential gaps, the aim of this project was to undertake exploratory research on enablers and barriers to flexibility and adaptation in contemporary humanitarian action.

Outputs from the programme – which ended this year – ranged from a flagship report and case studies to audio features. Events and workshops to showcase the research have gathered Members over the past 12 months at locations in Europe and Africa. Feedback suggests some agencies are already making changes to approaches in light of our findings.

**When World Vision first began designing our approach to programming in fragile contexts, we turned to ALNAP to ensure we had the best analysis on what has worked for other agencies and what learning we needed to consider. [...] Over the course of two years, ALNAP became our invaluable partner in designing, implementing and learning about our programming approach in the field.**

**Staff member, World Vision International**

### Key achievements

Many crises now unfolding – prolonged conflicts, climate change, population movements – are creating humanitarian demands that outpace the approaches of organisations. Central to ALNAP's research was recognition that a more nimble response is needed – beyond reaction to the shorter, rapid-onset situations that first shaped the humanitarian system.

Reflecting the theme of the project, ALNAP created a user-friendly, flexible set of learning papers and products – the culmination of two years spent with Members to understand the operational challenges they face.

Chief among these is '[Shifting Mindsets: Creating a more flexible humanitarian response](#)', the flagship report and companion for humanitarian leaders seeking to make their organisations more fit-for-purpose. Accompanying short audio features and expert interviews offered alternative channels to access this research.

Other papers probed different aspects of flexibility. [A country study examined its role and effectiveness in the response to Kenya's 2016–2017 drought](#) while two 'spotlight' case studies investigated user-centred design, and the humanitarian-development-peace nexus.

Various events explored the findings as part of ALNAP's wider engagement with Members to strengthen organisational capacities for flexibility. These included a roundtable with senior leadership at MSF OCB in Amsterdam; a week-long workshop in Istanbul for logistics and procurement professionals from the UN, the International Red Cross/Red Crescent Movement and INGOs; a learning workshop with World Vision country teams in Kigali, Rwanda; and a presentation to the Irish humanitarian community in Dublin, hosted by Christian Aid Ireland.

ALNAP also prepared a dissemination slide-deck and survey to present tailored findings for staff in large humanitarian agencies, including the Humanitarian Financing and Resource Mobilization Division of UN OCHA, IRC, and Oxfam's global MEAL team. World Vision International has used the framework and key concepts to inform adaptive management approaches in fragile settings.

All sessions were very well received, with organisations appreciating the opportunity to pause and reflect.

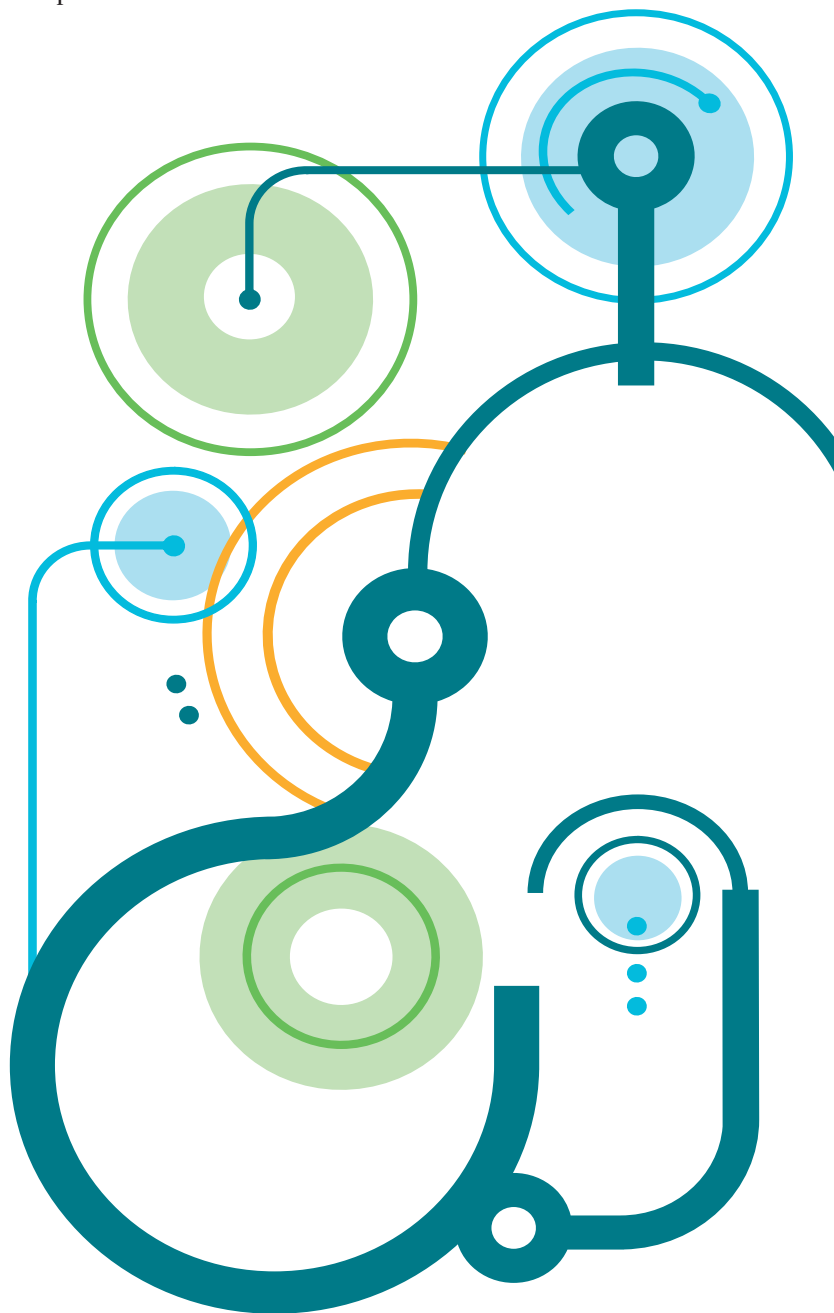
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**ALNAP's flexibility research served as a key input into the development of World Vision's Fragile Contexts Programming Approach.**

**From the initial case study in the DRC to the final organisational case studies completed this year, we incorporated ongoing learning from the research into our programming in practical ways.**

**This included elements of anticipatory and adaptive flexibility, identifying and highlighting specific areas where we needed to 'plan to be flexible' and ensuring that we also addressed the enabling elements which would allow programme flexibility.**

**Staff member, World Vision International**





## FIELD-LEVEL LEARNING

Learning is integral to good humanitarian action and a great deal of knowledge exists at field level. Yet this knowledge is rarely fully shared, accessed or applied. As a result, crisis-affected people may often not get the most relevant or effective assistance that they need.

Evidence shows that effectiveness and relevance of humanitarian action can increase if learning is used to adapt programmes during implementation.

To improve the quality of field-level learning, ALNAP is designing a set of tools and approaches for country and field staff who have minimal resources. The aim is to strengthen and support critical thinking among staff and to enable the transfer of tacit knowledge. Participants in workshops to pilot action learning practices have already noted their usefulness and potential impact.

### Key achievements

Many efforts to strengthen learning in the humanitarian sector fail to support the specific learning needs of frontline staff. Mindful of this shortcoming, ALNAP's project explores a set of approaches to action learning that can be used by humanitarian practitioners in a response.

Throughout this project, ALNAP is drawing on the field experiences and input of the Membership to inform its outputs. To oversee the development of the approaches, ALNAP set up a Steering Group with several NGO Members – MSF, Oxfam, Solidarities and IRC – as well as a national NGO non-Member, CRUDAN.

Scoping calls to help adapt the approaches for the humanitarian context were held with field staff from Steering Group members, and from

organisations that took part in previous ALNAP work on monitoring. Steering Group members also trialled approaches in their organisations during the initial stages of the project, which began in April 2019.

In tandem to this, ALNAP commissioned a mapping of action learning and tacit learning approaches to support practitioners to engage in 'on-the-job' reflection and learning. Findings on approaches from both the mapping and the Steering Group were turned into guidance for humanitarian staff, which was then trialled at a pilot workshop at Solidarités International HQ in Paris.

**'For me specifically, it is a useful tool because I can ask questions and gauge tacit knowledge. Makes it less confrontational asking questions rather than going to people who are more senior and saying we need to change how we are doing things.'**

### Field-level learning workshop participant

A tangible output that has already emerged from these activities is an ALNAP Resource Pack for supporting Action Research methods and approaches across humanitarian field teams. It includes an overview to action research with short instructive videos, guidance materials, exercises and templates. The pack has been translated into French with videos subtitled in multiple languages.

Looking ahead, ALNAP has begun scoping for the field-level roll-out of the Resource Pack and the creation of further materials to support field-level learning.



STRATEGIC  
FOCUS AREA 4

# Supporting system-wide learning



## ANNUAL MEETING



200

PARTICIPANTS



59

ORGANISATIONS



15

SESSIONS

The best way to share good ideas and good practice is to talk about them – and [ALNAP Annual Meetings typify this approach](#). With the commitment to hold at least one in three Annual Meetings in a regional location, these events embody ALNAP's values on inclusion and transparency, while contributing to the strategic aim of supporting system-wide learning.

For two to three days each year, Full and Associate Members gather with other sector representatives to explore a keynote theme and related issues affecting humanitarian aid. Background papers, blogs and follow-up webinars help to disseminate learning and debate to audiences beyond the Meeting.

**[ALNAP is excellent at] bringing diversified stakeholders from across the world.**

### Annual Meeting participant

Participants met in Berlin for the 2019 Annual Meeting to engage on the theme '[Relevant for whom? Responding to diverse perspectives and priorities in humanitarian action](#)'. Enriched by a 'marketplace of ideas' and a dedicated new app, the Meeting received the highest ever praise in feedback.

### Key achievements

Some 200 participants from 140 humanitarian organisations attended the 32nd Annual Meeting, hosted with the German Federal Foreign Office in Berlin in October 2019. This lively and active event was highly praised by attendees, who rated it an average of 5/6 across all aspects.

Bärbel Kofler, Germany's Commissioner for Human Rights Policy and Humanitarian Assistance, [gave the welcome address](#) on the theme of relevance in humanitarian action. A keynote presentation expanded points from the well-received Background Paper '[More Relevant? 10 ways to approach what people really need](#)', published beforehand.



ALNAP Members networking during the Annual Meeting.  
Photo credit: ALNAP

Participants described the meeting as 'well chaired and framed overall' and the theme choice as 'daring' and well facilitated. The programme included a high-level panel discussion, a plenary debate and 12 breakout sessions, with 76 presenters and panellists from diverse geographical and constituency origins.

**[the Meeting was] overall daring on the topic [and] backed up by excellent facilitation.**

### Annual Meeting participant

Innovative formats included the 'Agora' where organisations used stalls to showcase their work on relevance. 'Stories in 5' were compelling five-minute talks from varied speakers on what can go ignored when providing aid – such as language, disability, or involving local aid workers.



The use of an app enriched networking between participants. Users could customise their Meeting experience by creating their own agenda and engaging actively with speakers and panellists through live Q&As. Fully 90 per cent of participants used the app during the Meeting.



Meeting participants touring the Agora stalls. Photo credit: ALNAP

The Secretariat also hosted a Members' Day, enabling participants to engage with ALNAP's Strategy 2019–2024 and to share and collaborate on issues with ALNAP Steering Committee representatives and other Member organisations.



ALNAP Members discussing at a Members Day session. Photo credit: ALNAP

To follow up the Meeting, digital outputs widened access, with more than 6,000 page views to date for Stories in 5 videos and Meeting materials. ALNAP published [\*\*\*Making aid work for people in crisis\*\*\*](#), based on Meeting discussions and other research, and launched this at a [\*\*\*webinar followed by 171 people online\*\*\*](#).



ALNAP Chair Johan Schaar addressing ALNAP Members at the Meeting. Photo credit: ALNAP

**[There was a] good mix of session formats, an excellent background paper. [The Meeting was] Well chaired and framed overall.**

**Annual Meeting participant**

# COMMUNICATIONS



**502,757**

**WEBSITE  
PAGE VIEWS**



**20**

**ALNAP  
PUBLICATIONS**



**16**

**BITE-SIZED  
PRODUCTS**

Communications play a pivotal role in supporting and amplifying ALNAP's research and activities. Good communications ensure that Members feel fully connected, both to the Secretariat and the Network. ALNAP places great importance on tailoring products and workplans to package learning and research in a way that is usable and relevant to specific Members' needs and priorities.

The Communications team at ALNAP is central to broadening accessibility of all research outputs and events, as well as managing essential daily digital demands. It is also forward-looking with plans for greater strategic alignment, the creation of a new post and experimentation with new formats.

## Key achievements

A major focus this year involved a dedicated strategic review to enhance the efficacy of ALNAP communications. This external review of Communications' processes and outputs identified areas for improvements and looked to align ALNAP's communication activities with the 2019–2024 Strategy.

The ALNAP Strategy devotes a special section to enhancing communications to cater to the ever more diverse pool of Members. It foresees use of an expanded range of publishing and online tools and formats, and specific communications plans for each piece of research or activity. To broaden accessibility, Associate Member networks will be drawn on to augment field-level feedback. Given these imperatives, the external review recommended that strategic communications exercises – stakeholder mapping, a

communications audit and a peer analysis – be commissioned. Those will likely take place in the next financial year, as will action on the review's wider recommendations.

In tandem to this, Communications has continued its immediate priorities of managing the ALNAP website, the HELP library and website portals. ALNAP identified improvements to the website's functionality and is working with developers on these.

**[ALNAP creates] crystal-clear, sharp and accessible messages'**

**Steering Committee Member interviewed for ALNAP Communications Review**

Growing and managing ALNAP's social media presence is a major part of Communications work – as the healthy numbers of followers on Twitter, Facebook and LinkedIn testify.

Members continue to look to ALNAP for advice on best practice for communications – such as the IASC, which approached ALNAP on the possibility of creating a portal for their Working Group on Accountability and Inclusion. The portal will go live in the next financial year.

In other developments, a Digital Communications Officer was recruited (a new role for ALNAP following the review recommendations), and the in-house team worked hard to develop new formats and platforms for different workstreams. These included: audio companions (Flexibility workstream); an app (Annual Meeting); animations and more interactive webinar formats (M&E).

# Advisory and editorial inputs

On behalf of the Network, the ALNAP Secretariat members actively contributed to the continued development of learning, accountability and performance in the humanitarian sector through participation in the following forums, events and roles:

- HPC Monitoring Group for the IASC Revision Process
- CaLP Future of Financial Assistance project
- M&E Group Meeting hosted by the German Federal Foreign Office
- HIF Innovation Ethics toolkit design
- acted as a peer reviewer for the UNHCR-UNICEF HEA accelerator evaluation
- UNICEF's state accountability and humanitarian AAP
- HPG Relief Watch Advisory Group
- HIX-Elrha donor roundtable on innovation strategy
- IASC Accountability and Inclusion Results Group platform
- presented and facilitated a session on innovation at the Save the Children Centenary
- presented on SOHS findings to UNICEF's internal team call on AAP
- participated in interviews with RAND corporation on the topic of innovation
- START DEPP Labs innovation day
- Disability data conference organised by HI
- acted as a peer reviewer of Business models paper by START network
- joined advisory group for settlements approach guidance project, led by CRS, Impact and Interaction
- Global Alliance for Urban Crises
- HPC monitoring working group
- supported the development of the new Sphere M&E guidance
- provided contributions to the CaLP future of financial assistance report
- provided contributions to the InterAction guidance on evaluating prevention of gender-based violence
- provided contributions to the UN Inter-Agency Humanitarian Evaluation pipeline and approach
- UN Evaluation Groups' humanitarian evaluation interest group
- OCHA Global Policy Forum
- BOND Resilience Group meeting on working in the nexus
- Center for Global Development roundtable on the future of humanitarian financing
- chaired a panel on disability at Aidex Brussels
- met with Members in-country in Abuja, Dhaka and Cox's Bazar, which included sharing the ALNAP workplan presentation, talking through what it means to be a Member, how to access resources, etc.
- advisory group for the State of Humanitarian Professions research, led by Bioforce
- HPG Advisory Meeting
- Steering Committee meeting of the InterAction project on developing an evaluation framework for the prevention of sexual and gender-based violence (SGBV), on which several ALNAP Members are engaged. ALNAP provided support to the organisation

- of the workshop, supporting planning and conceptualisation around the involvement of a realist evaluation specialist. During the workshop, ALNAP hosted a session on evaluability assessment and facilitated a Q&A session on the applicability of realist evaluation methods to SGBV prevention work
- hosted a Members' session at the Humanitarian Networks and Partnerships Week in Geneva
- hosted a Members' session with Members in-country in Sierra Leone alongside the urban workshop
- participated in the advisory group for State of Humanitarian Professions research (led by Bioforce) and hosted an in-country workshop.
- Members of the ALNAP Secretariat also peer-reviewed or otherwise commented on a large number of Member publications.

## Monitoring, learning and strategic planning

ALNAP released its [2019–2024 Strategy](#), following a consultation process with the ALNAP Membership and a review of the previous strategy. The new strategy outlines ALNAP's vision; areas of strategic focus; simple rules that guide its work; values; and the approach to communications and impact. The strategy was launched in Berlin at the Members' Day held during ALNAP's 32nd Annual Meeting, in October 2019.

Building on revisions to its existing Impact Model, ALNAP also improved data-gathering using an online 'Impact Log'. This will allow the Secretariat to review and analyse data in a more coherent and targeted manner. The operational functionality of the new log will commence in 2020–2021. The aim is to assess the reach and impact of ALNAP's outputs, including how Members and non-Members absorb and use ALNAP products to help them improve their work.

These latest revisions will allow ALNAP to focus specifically on when, where and how ALNAP research is used as a basis for learning and policy-making in the humanitarian sector, and

when, where and how ALNAP Network activities provide a contribution to cross-system learning and improvement.

ALNAP also continued to monitor the uptake, engagement, usage, impact and outcome of its activities by canvassing the experiences of Members. This is achieved through the use of: periodic surveys with the Membership and beyond; in-person feedback and/or interviews; feedback through online channels such as email, social media and website comments; immediate feedback to events, research outputs and other activities; After Action Reviews in relation to all major events and research projects; and dedicated Member engagement sessions at ALNAP events. These are combined with quantitative data from Google analytics, website data and report download data to assess uptake of published outputs, including research reports, videos, graphics, animations and audio pieces, which feed into bi-annual communications reviews.

## ALNAP at a glance | 2019–2020

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

### Prepared and published a wide portfolio of research products:

#### ALNAP Studies

[\*Shifting Mindsets: Creating a more flexible humanitarian response\*](#) (September 2019)

[\*Beyond Assumptions: How humanitarians make operational decisions\*](#) (November 2019)

[\*More Relevant? 10 ways to approach what people really need\*](#) – ALNAP 32nd Annual Meeting Study (March 2020)

#### ALNAP Papers

[\*Action Learning and Tacit Knowledge: A mapping of approaches for humanitarian action\*](#) (Jan 2020)

[\*Beyond the Numbers: How qualitative approaches can improve monitoring of humanitarian action\*](#) (June 2019)

[\*Breaking the Mould: Alternative approaches to monitoring and evaluation\*](#) (June 2019)

[\*Back to the Drawing Board: How to improve the monitoring of outcomes\*](#) (June 2019)

[\*Learning from What We Know: How to improve evaluation synthesis for humanitarian organisations\*](#) (January 2019)

[\*More Relevant? 10 ways to approach what people really need\*](#) – ALNAP 32nd Annual Meeting Background Paper (September 2019)

#### ALNAP Case Studies

[\*Adapting According to Plan: Early action and adaptive drought response in Kenya\*](#) (April 2019)

[\*User-centred design and Humanitarian Adaptiveness\*](#) (April 2019)

[\*Barrio Mio and Katye: PCI's neighbourhood approach in cities\*](#) (May 2019)

#### ALNAP SOHS 2018

##### Case Studies

[\*Kenya case study\*](#) (April 2019)

[\*Mali case study\*](#) (April 2019)

[\*Bangladesh case study\*](#) (April 2019)

[\*Lebanon case study\*](#) (April 2019)

[\*Yemen case study\*](#) (April 2019)

##### Other

[\*人道主义系统状况 概要 – The State of the Humanitarian System 2018 Chinese summary\*](#) (April 2019)

[\*Beyond the Numbers: How qualitative approaches can improve monitoring of humanitarian action\*](#) – Discussion starter (June 2019)

[\*Breaking the Mould: Alternative approaches to monitoring and evaluation\*](#) – Discussion starter (June 2019)

[\*Back to the Drawing Board: How to improve monitoring of outcomes\*](#) – Discussion starter (June 2019)



Participants touring the Agora stalls at the ALNAP 32nd Annual Meeting. Photo credit: ALNAP

[Alternative approaches to monitoring and evaluation](#) – Animation (June 2019)

[Qualitative approaches to monitoring](#) – Animation (June 2019)

[Improving monitoring in humanitarian action](#) – Animation (June 2019)

[How to improve outcomes monitoring](#) – Animation (June 2019)

[Shifting Mindsets: Creating a more flexible humanitarian response](#) – Executive Summary (September 2019)

[Shifting Mindsets Audio Companion](#) – Full playlist (September 2019)

[More Relevant? 5 calls for action](#) (March 2020)

### Shared knowledge through networks, events and meetings

- Hosted or co-hosted 22 events, 13 of which were in partnership with ALNAP Members
- Held six webinars, including the ALNAP Annual Meeting Study launch ‘Making aid work for people in crisis’

- Facilitated a Community of Practice (Humanitarian Monitoring and Evaluation) with a combined total of 1,148 members
- Hosted eight SOHS 2018 panel discussions across four continents
- Established a strategically focused ‘M&E Network’ of practitioners and hosted workshops on outcome monitoring in Geneva, on new approaches to monitoring in London and on outcome monitoring, qualitative approaches and evaluation in Nairobi with the Danish Refugee Council
- Held a series of in-country presentations to launch the ALNAP study *Beyond Assumptions: How humanitarians make operational decisions*
- Facilitated a resource pack pilot workshop on strengthening learning in frontline humanitarian response in Paris with Solidarités International

## Strengthened the Network's knowledge management function

- Expanded the [Humanitarian Evaluation, Learning and Performance \(HELP\) Library](#) by almost 10 per cent, to hold 18,268 resources. HELP is the world's largest and most complete resource library for evaluation and learning related to humanitarian action
- Expanded the Urban Resource Portal to hold 2,951 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 2,056 resources)
- Launched a [COVID-19 response portal](#) to support humanitarian actors in their response to the pandemic. The portal holds a vast collection of resources, which are relevant to responding to epidemics and pandemics including the planning, adaptation and delivery of humanitarian activities in response to COVID-19. The portal went live on 18 March and had more than 2,500 users by the end of March

## Disseminated Member research, events and opinions

- Updated and improved the new website, which incorporates several important new functionalities to enhance user experience. The website had 502,757 page views and 257,690 sessions between April 2019 and March 2020.
- Published 17 blog posts, most of them authored by guest bloggers
- Regularly tweeted Member events and publications to more than 12,200 Twitter followers

## Collaborated with other initiatives

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

ALNAP was joined by two new Members, taking the total number of Members as of 31 March 2020 to 102.



Participants discussing in groups at ALNAP monitoring outcomes workshop in Geneva, Switzerland. Photo credit: ALNAP

# Governance and Membership

## Steering Committee

The Steering Committee had the following members as of 31 March 2020:

- Johan Schaar, Chair of the ALNAP Steering Committee
- Joakim Nilsson, ECHO (donor constituency)
- Daina Hues/ Xenia Stoll, German Federal Foreign Office (donor constituency)
- Dan Maxwell, Feinstein International Center (academic constituency)
- Bernard Vicary, American Red Cross (Red Cross/Red Crescent Movement constituency)
- Masahiro Igarashi, Food and Agriculture Organization (UN constituency)
- Andrea Cook, World Food Programme (UN constituency)
- Loreine dela Cruz, Center for Disaster Preparedness Foundation (NGO constituency)
- Anne-Lise Lavaur, Solidarités (NGO constituency)

The Steering Committee held the following meetings in 2019–2020:

- June 2019, remote
- October 2019, Berlin
- February 2020, remote

## New Full and Associate Members

Between April 2019 and March 2020 two new Full and Associate Members joined ALNAP:

- Key Aid Consulting (October 2019)
- International Organization for Migration (October 2019)

As of 31 March 2020, ALNAP had 102 Full and Associate Members.

## Team and consultants

The following people made up the ALNAP Secretariat team in 2019–2020:

- John Mitchell, Director
- Paul Knox Clarke, Head of Research (left August 2019)
- Alice Obrecht, Head of Research and Impact (previously Senior Research Fellow until January 2020)
- Neil Dillon, Research Fellow (left March 2020)
- Leah Campbell, Senior Research Officer
- Amelie Sundberg, Senior Research Officer (left March 2020)
- Maria Gili, Communications Manager
- Cara Casey-Boyce, Communications Officer (left March 2020)
- Danny Liu, Communications Officer (Digital) (joined February 2020)
- Catriona Foley, Operations and Partnerships Manager
- Charlotte Skinner, Programme Manager
- Justine Kavanagh, Programme Assistant (joined October 2019)



ALNAP worked with the following consultants in 2019–2020:

Consultants	Project
<b>Aaron Griffiths</b>	State of the Humanitarian System outcome harvesting copyedit; Monitoring humanitarian action outcome issue paper copyedit; ALNAP strategy and governance documents copyedit
<b>Alex Glynn</b>	User-centred design and Kenya case study layout and typesetting; Adaptive-ness study layout; Epidemics Lessons Paper layout; Tripoli urban case study layout
<b>Anil Shamdasani</b>	Decision-making study layout; Nexus and action learning mapping papers layout
<b>Anna Brown</b>	Guatemala urban case study copyedit; Flexibility spotlight paper copyedit
<b>Caelin Robinson</b>	State of the Humanitarian System outcome harvesting typeset
<b>C-Alf Learning LTD</b>	Action learning research approaches and practices mapping
<b>Charlie Dalrymple</b>	Leadership training materials additional research; Leadership 'train the trainer' design and delivery
<b>Creative Coaching Ltd.</b>	Decision-making coaching
<b>Dishebh Raj Shrestha</b>	Earthquake Lessons Paper Nepali translation and typesetting
<b>Dominique Campbell</b>	32nd Annual Meeting transcriptions; Freetown urban workshop transcriptions
<b>Elinor Mair Jones</b>	Decision-making statistician research support
<b>Francis Seeck</b>	32nd Annual Meeting Jigsaw exercise facilitation
<b>Gabrielle Smith</b>	Evaluating financial assistance research consultant
<b>Grace Evans</b>	Urban, leadership and action learning workstreams research assistance
<b>Ground Truth Solutions</b>	32nd Annual Meeting background paper and meeting paper research
<b>Hannah Bass</b>	Decision-making training material layout support; Evaluation synthesis paper typeset; M&E papers translation proofing; Epidemics Lessons Paper publication production; Action learning resource pack translation proofing
<b>Hannah Caddick</b>	Adaptiveness study copyedit; Evaluation synthesis paper copyedit; Epidemics Lessons Paper copyedit; Action learning copyedit and production support; 32nd Annual Meeting study copyedit; Cash scoping paper copyedit; Decision-making methods note copyedit and typeset; Tripoli urban case study copyedit; ALNAP workplan copyedit
<b>Ian Christoplos</b>	State of the Humanitarian System outcome harvesting
<b>Influent SA</b>	Annual subscription to Community Cloud (formerly Partner Platform)
<b>Intrac</b>	Action learning advisory support
<b>Jo Green</b>	Decision-making transcriptions; 32nd Annual Meeting transcriptions; Freetown urban workshop transcriptions
<b>Joanna Fottrell</b>	Monitoring humanitarian action issue papers copyedit; Annual Report copyedit
<b>Juan Francisco Riumalló</b>	32nd Annual Meeting filming; Action learning workshop filming
<b>Key Aid Consulting</b>	Epidemics Lessons Paper research and dissemination including translation and podcast
<b>Lucy Peers</b>	Leadership decision-making 101 design and layout

<b>Manta Ray Media Ltd</b>	Website maintenance and development; Evaluation map development; COVID-19 portal development
<b>Margaret Buchanan-Smith</b>	Monitoring humanitarian action skills building day facilitation; Monitoring humanitarian action M&E workshop facilitation
<b>Merryn Lagaida</b>	HELP Library management; Syria portal management; Urban portal management
<b>Milene Fernandez</b>	Urban case study translation to Spanish
<b>Nayem Wahra</b>	Leadership decision-making 101 pilot facilitation
<b>Nikki Lee</b>	32nd Annual Meeting background paper copyedit; Decision-making study copyedit
<b>Paul Harvey</b>	Evaluating financial assistance research consultant
<b>Paul Knox Clarke</b>	State of the Humanitarian System UNHCR event delivery; Terrorism and sanctions event delivery; Decision-making study research consultant for finalisation and associated products; State of the Humanitarian System presentation at International Disaster Response Expo; State of the Humanitarian System event delivery in Delhi
<b>Penny Walker</b>	Away-day external facilitation
<b>RedR UK</b>	Leadership training materials preparation and testing
<b>Renee Goulet</b>	Multiple workstream support with bibliographies, video editing and transcriptions; 32nd Annual Meeting transcription and data entry
<b>Soapbox</b>	32nd Annual Meeting design; ALNAP design re-branding; Action learning materials design; Epidemics Lessons Paper cover design
<b>Sophia Swithern</b>	32nd Annual Meeting background paper and meeting paper authorship
<b>Sophie Martin-Simpson</b>	Monitoring humanitarian action outcomes paper research consultant
<b>Tilly Alcayna</b>	Organisational flexibility and programming across the nexus case study research consultant
<b>Tim Harcourt-Powell</b>	Adaptiveness study graphic design and production of audio companions; 32nd Annual Meeting video production and event support; Leadership training video production; Monitoring humanitarian action M&E video editing
<b>Virginie Le Masson</b>	State of the Humanitarian System improving field level data collection and use for advancing gender equality in humanitarian action workshop development

# Annex 1: Financial statements

Table 1: ALNAP expenditure 2019/2020

Activity	Original budget – Expenses	Actual expenditure – Expenses	Original budget – Staff costs	Actual expenditure – Staff costs	Original budget – Total	Actual expenditure – Total
Evaluation Capacities and Evaluating Humanitarian Action (EHA) Guide	£46,200.00	£40,192.78	£92,555.77	£79,749.00	£138,755.77	£119,941.78
Monitoring Humanitarian Action	£94,468.17	£69,936.15	£72,641.01	£83,694.47	£167,109.18	£153,630.62
Syria Evaluation Portal and CALL	£3,000.00	£2,618.00	£563.93	£666.72	£3,563.93	£3,284.72
HELP	£4,950.00	£4,828.00	£5,972.80	£5,114.79	£10,922.80	£9,942.79
<b>Sub-totals</b>	<b>£148,618.17</b>	<b>£117,574.93</b>	<b>£171,733.51</b>	<b>£169,224.98</b>	<b>£320,351.67</b>	<b>£286,799.91</b>
State of the Humanitarian System	£137,400.22	£22,673.90	£73,171.50	£69,688.02	£210,571.72	£92,361.92
Lessons Papers	£57,117.68	£50,325.93	£25,159.77	£23,415.22	£82,277.46	£73,741.15
<b>Sub-totals</b>	<b>£194,517.90</b>	<b>£72,999.83</b>	<b>£98,331.27</b>	<b>£93,103.24</b>	<b>£292,849.17</b>	<b>£166,103.07</b>
Humanitarian Leadership and Coordination	£98,768.25	£86,739.07	£78,895.78	£79,007.91	£177,664.03	£165,746.98
Global Executive Leadership Initiative	£17,476.00	£5,010.77	£26,788.38	£8,753.36	£44,264.38	£23,764.13
Responding to Urban Crises	£47,075.00	£17,836.71	£50,620.36	£30,715.36	£97,695.36	£48,552.07
Humanitarian Innovations	£3,500.00	-	£13,103.14	£1,286.32	£16,603.14	£1,286.32
Evidence and humanitarian adaptiveness	£112,747.76	£86,032.59	£76,383.01	£87,155.88	£189,130.77	£173,188.47
<b>Sub-totals</b>	<b>£279,567.01</b>	<b>£195,619.14</b>	<b>£245,790.67</b>	<b>£216,918.83</b>	<b>£525,357.68</b>	<b>£412,537.97</b>
ALNAP Annual Meeting	£193,640.00	£164,992.81	£133,476.77	£135,377.21	£327,116.77	£300,370.02
<b>Sub-totals</b>	<b>£193,640.00</b>	<b>£164,992.81</b>	<b>£133,476.77</b>	<b>£135,377.21</b>	<b>£327,116.77</b>	<b>£300,370.02</b>
Communications and knowledge management	£25,600.00	£25,936.15	£74,912.21	£69,214.51	£100,512.21	£95,150.66
Monitoring, learning and strategic planning	-	-	£25,980.50	£5,362.21	£25,980.50	£5,362.21
Engagement with and support to the humanitarian system	£15,000.00	£8,849.46	£75,053.24	£56,723.27	£90,053.24	£65,572.73
Governance and Secretariat	£30,400.00	£23,775.32	£229,282.36	£268,861.85	£259,682.36	£292,637.17
<b>Sub-totals</b>	<b>£71,000.00</b>	<b>£58,560.93</b>	<b>£405,228.31</b>	<b>£400,161.84</b>	<b>£476,228.31</b>	<b>£458,722.77</b>
<b>Grand total</b>	<b>£887,343.08</b>	<b>£609,747.64</b>	<b>£1,054,560.53</b>	<b>£1,014,786.10</b>	<b>£1,941,903.61</b>	<b>£1,624,533.74</b>

**Table 2: Contributions per Member organisation**

Funder	Funds Requested	Funds Received
Action Against Hunger	£3,600.00	£3,600.00
AECID: Ministerio de Asuntos Exteriores y de Cooperacion	£43,500.00	
Africa Humanitarian Action	£544.00	
All India Disaster Mitigation Institute	£109.00	
American Red Cross	£3,628.00	£3,628.00
Department of Foreign Affairs and Trade, Australia	£170,100.00	£277,015.98
Avenir Analytics	£218.00	£218.00
British Red Cross Society	£6,145.00	£6,145.00
CAFOD/CARITAS	£10,530.00	
CARE International	£3,660.00	£3,660.00
Catholic Relief Services	£4,561.00	
Centre of Disaster Preparedness	£530.00	£530.00
Christian Aid	£5,850.00	£5,850.00
Coastal Association for Social Transformation Trust (COAST)	£109.00	£109.00
Community and Family Services International	£450.00	
Community World Service Asia	£218.00	£208.00
Danida	£30,000.00	£28,539.24
Danish Refugee Council	£3,462.00	£3,462.00
Federal Foreign Office Germany	£174,000.00	£155,247.36
Food and Agriculture Organization of the United Nations	£2,760.00	
Foreign Affairs, Trade and Development Canada	£119,459.00	£57,169.65
Global Communities	£2,175.00	
Global Emergency Group	£150.00	£150.00
Global Hand	£1,183.00	£1,168.00
GOAL	£740.00	
GroundTruth Solutions	£109.00	£109.00
Human Appeal International	£2,175.00	
International Committee of the Red Cross (ICRC)	£8,036.00	£8,036.00
International Federation of Red Cross and Red Crescent Societies (IFRC)	£4,378.00	£4,378.00
International Council of Voluntary Agencies (ICVA)	£0.00	£783.90
IKEA Foundation	£1,350.00	
International Rescue Committee (IRC)	£6,145.00	
International Solutions Group	£163.00	
Irish Aid	£0.00	
Mercy Corps	£20,000.00	
MERCY Malaysia	£218.00	
Médecins Sans Frontières International Evaluation Group	£6,500.00	£2,000.00
Ministry of Foreign Affairs Belgium	£43,500.00	£44,808.09
Ministry of Foreign Affairs Netherlands	£50,000.00	£50,000.00
Ministry of Foreign Affairs Norway	£23,028.00	
New Zealand Aid Programme	£2,719.00	£2,640.00

Norwegian Refugee Council	£6,145.00	£6,145.00
OFADEC	£109.00	£109.00
OXFAM GB	£9,230.00	£9,230.00
RedR	£212.00	£212.00
Samuel Hall	£218.00	
Save the Children	£8,189.00	
Solidarités International	£5,770.00	£5,769.62
Sustainable Environment Ecological Development Society (SEEDS)	£109.00	
Swedish International Development Agency (SIDA)	£217,500.00	£213,971.48
Swedish Red Cross	£0.00	£3,000.00
Swiss Agency for Development and Cooperation (SDC)	£25,000.00	£25,000.00
Tearfund	£6,000.00	£6,000.00
Transparency International	£218.00	
Transtec	£1,631.00	
Trocaire	£4,078.00	
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	£9,570.00	
United Nations Children's Fund (UNICEF)	£7,300.00	£7,087.30
United Nations High Commissioner For Refugees (UNHCR)	£11,244.00	£11,244.00
United Nations Population Fund (UNFPA)	£9,000.00	£3,762.85
USAID/OFDA	£853,972.00	£608,068.76
War Child	£4,000.00	£4,000.00
WFP	£10,247.00	£10,247.19
World Vision	£6,442.00	£6,442.00
Annual Meeting Attendance and other income	£0.00	£11,672
<b>Total requested/received</b>	<b>£1,952,183.00</b>	<b>£1,591,416.42</b>

**Table 3: Income and expenditure**

Membership contributions and funding received	£1,591,416.42
Carry-forward from previous period	£161,915.53
<b>Total income and carry-forward</b>	<b>£1,753,331.95</b>
Spending for 2019/2020	£1,624,533.74
Additional staff costs	£68,583.00
<b>Total spending for 2019/2020</b>	<b>£1,693,116.74</b>
<b>Balance at year-end</b>	<b>£60,215.21</b>

# Annex 2: Member organisations and their representatives as of 31 March 2020

Organisation	Member representative
Action Against Hunger	Hannah Wichterich
AECID	Jaime Iglesias Sanchez
Africa Humanitarian Action	Misikir Tilahun
All India Disaster Mitigation Institute	Mihir Bhatt
American Red Cross	Bernard Vicary
Australia Department of Foreign Affairs and Trade	Amanda Aspden
Avenir Analytics	Hetty van Doorn
British Red Cross Society	Vivien Walden
CAFOD UK	Matthew Carter
Canadian Research Institute on Humanitarian Crisis and Aid (OCCAHA)	Francois Audet
CARE International	Uwe Korus
Catholic Relief Services	Jennifer Poidatz
CDA Collaborative Learning Projects	Ruth Allen
CDAC Network	Marian Casey-Maslen
Center for Disaster Preparedness Foundation	Loreine dela Cruz
Centre for Development and Emergency Practice (CEN-DEP), Oxford Brookes University	Cathrine Brun
Christian Aid	Niall O'Rourke
CHS Alliance	Bonaventure Sokpoh
Coastal Association for Social Transformation Trust	M Rezaul Karim Chowdhury
Community World Service Asia	Shama Mall

Danida	Marianne Vestergaard
Danish Refugee Council (DRC)	Volker Hüls
DARA	Silvia Hidalgo
Development and Humanitarian Learning in Action (DAHLIA)	Julia Durand
Development Initiatives (DI)	Angus Urquhart
Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)	Joakim Nilsson
Disasters Emergency Committee (DEC)	Madara Hettiarachchi
Elrha	Jess Camburn
Evidence Aid	Claire Allen
Food and Agriculture Organization of the United Nations (FAO)	Masahiro Igarashi
Geneva Centre for Education and Research in Humanitarian Action (CERAH)	Doris Schopper
German Federal Foreign Office	Xenia Stoll
Global Affairs Canada	Christopher Demerse
Global Emergency Group	Aliisa Paivalainen
Global Hand	Katey Kenworthy
Global Public Policy Institute (GPPi)	Claudia Meier
GOAL	Philip Farrell
Ground Truth Solutions	Nick van Praag
Groupe URD	François Grünewald
Harvard Humanitarian Initiative	Vincenzo Bollettino
HERE-Geneva	Ed Schenkenberg
Human Appeal	Arif Syed Muhammad
Humanitarian and Conflict Response Institute	Bertrand Taithe
IKEA Foundation	Ly Nguyen
IMC USA	Michael Klein
IMPACT Initiatives	Luca Pupulin
Institut Bioforce	Rory Downham
Institute of International Humanitarian Affairs	Brendan Cahill
Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)	Francisco Rey Marcos

<b>InterAction</b>	Patricia McIlreavy
<b>International Committee of the Red Cross (ICRC)</b>	Antoine Ouellet-Drouin
<b>International Council of Voluntary Agencies (ICVA)</b>	Ignacio Packer
<b>International Federation of Red Cross and Red Crescent Societies (IFRC)</b>	Josse Gillijns
<b>International Humanitarian Studies Association</b>	Thea Hilhorst
<b>International Institute for Environment and Development (IIED)</b>	Lucy Earle
<b>International Organization for Migration (IOM)</b>	Jeffrey Labovitz
<b>International Rescue Committee (IRC)</b>	Alyoscia D'Onofrio and Jonathan Beloe
<b>Irish Aid</b>	John O'Grady
<b>Key Aid Consulting</b>	Helene Juillard
<b>Médecins Sans Frontières (MSF)</b>	Linda Öhman
<b>Mercy Corps</b>	Selena Victor
<b>MERCY Malaysia</b>	Heng Aik Cheng
<b>Ministry of Foreign Affairs, Belgium</b>	Annick Peeters
<b>Ministry of Foreign Affairs, Netherlands</b>	Hans van den Hoogen
<b>New Zealand Aid Programme</b>	Louise Searle
<b>Norad/Ministry of Foreign Affairs, Norway</b>	Hilde Salvesen
<b>Norwegian Refugee Council (NRC)</b>	Ana Stiglic
<b>OFADEC</b>	Abdoulaye Dione
<b>Overseas Development Institute (ODI)</b>	Wendy Fenton
<b>Oxfam</b>	Louise Mooney
<b>RedR UK</b>	Jo de Serrano
<b>Samuel Hall</b>	Nassim Roxane Majidi
<b>Save the Children</b>	Jennifer Clancy
<b>Solidarités International</b>	Anne-Lise Lavaur
<b>Sphere</b>	Christine Knudsen
<b>Start Network</b>	Christina Bennett



<b>Steering Committee for Humanitarian Response</b>	Gareth Price-Jones
<b>Sustainable Environment Ecological Development Society (SEEDS)</b>	Manu Gupta
<b>Swedish International Development Agency (SIDA)</b>	Elisabet Hedin
<b>Swedish Red Cross Society</b>	Moa Chenon
<b>Swiss Agency for Development and Cooperation (SDC)</b>	Ursula Benninger
<b>Tearfund</b>	Jael Dharamsingh
<b>The Cash Learning Partnership (CaLP)</b>	Karen Peachey
<b>The Humanitarian Health Ethics Network</b>	Lisa Schwartz
<b>Transparency International</b>	
<b>Transtec</b>	Kader Cherigui
<b>Trocaire</b>	Cathal Reidy
<b>Tufts University</b>	Daniel Maxwell
<b>UK Department for International Development (DFID)</b>	Nicholas Leader
<b>United Nations Children's Fund (UNICEF)</b>	Jane Mwangi
<b>United Nations Development Programme (UNDP)</b>	Alan Fox
<b>United Nations High Commissioner For Refugees (UNHCR)</b>	Joel Kinahan
<b>United Nations Office for the Coordination of Humanitarian Affairs (OCHA)</b>	Kelly Lyn David
<b>United Nations Population Fund (UNFPA)</b>	Marco Segone
<b>USAID/OFDA</b>	Mia Beers
<b>Valid International</b>	Alistair Hallam
<b>VOICE</b>	Kathrin Schick
<b>War Child</b>	Nina Goricar and Henry Gathercole
<b>World Food Programme</b>	Gabrielle Duffy
<b>World Health Organization</b>	Andre Griekspoor
<b>World Vision International</b>	Alexandra Levaditis





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