ALNAP

ANNUAL REPORT

2015 – 2016

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

www.alnap.org

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The photos used throughout this report were all submitted as part of our State of the Humanitarian System photo competition. We invited humanitarians on the ground and people affected by crises to share what a humanitarian crisis looked like to them.

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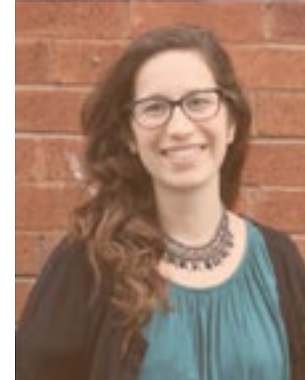
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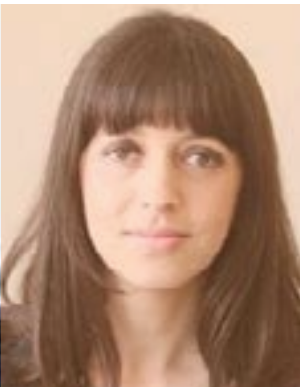**Charlotte Skinner**
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MESSAGE FROM THE CHAIR

In a year characterised by ongoing conflict and the displacement of millions of people, the challenge of assisting vulnerable people in crises has never been greater—and it has been good to see the World Humanitarian Summit process generating many activities and initiatives for reform. However, the humanitarian system today, and the broader international landscape in which it operates, has become more crowded, contested and complex. This makes learning and accountability even more challenging. As such, it was timely that, against this backdrop, ALNAP this year reviewed progress made up to the halfway point in its five-year strategy to ensure its activities and research continue to be relevant and effective.

Nan Buzzard
ALNAP Chair

The mid-term review was informed by data from Membership Survey alongside information from the impact log and website analytics, and provided an account of who is engaging with ALNAP activities and products and how. The review showed that the ALNAP portfolio of work is relevant and popular, and is having a significant effect on both humanitarian policy and practice.

In order to optimise flexibility, the strategy provides a set of 'simple rules' that help the Secretariat respond to critical events and redirect resources as and when required. A good case in point is the Global Forum for Improving Humanitarian Action, which was set up outside of the annual work plan in response to a request from the US Government and brought together 200 organisations from 54 countries to discuss how best to improve humanitarian response.

ALNAP's portfolio of work is designed to contribute evenly to three strategic focus areas: creating a high-quality evidence base; monitoring system performance; and making improvements. With regard to the former, I was delighted to see that the piloting of the Evaluation of Humanitarian Action Guide was completed, with 40 different organisations taking part. This will improve the art of humanitarian evaluation, which will enhance the ever-growing library of knowledge on the Humanitarian and Evaluation Learning Platform.

With regard to the second focus area, last year saw the publication of the second edition of the ALNAP State of the Humanitarian System report, which, as always, provided a comprehensive analysis of humanitarian performance. It was launched in nine countries around the world and has become the 'go to' report for many in the field.

And related to improvements, I would like to highlight the 30th ALNAP Annual Meeting on humanitarian coordination and cooperation hosted by the German Federal Foreign Office in Berlin. Attended by 59 organisations, the discussion focused on addressing the constraints that inhibit collective action. Feedback from the meeting showed a very high level of satisfaction.

The review also demonstrated that ALNAP is growing in terms of products, global reach and membership and provided helpful insights into challenges associated with this growth. This will assist the Steering Committee in maintaining the excellent oversight it continues to provide on behalf of the Members.

Finally, I would like to thank all of you for your commitment and contributions to ALNAP. It feels special to be part of such a vibrant network and I am really looking forward to working with you in the year ahead, particularly as it will be ALNAP's 20th birthday, which we intend to mark at the next Annual Meeting, to be hosted by the Swedish Agency for International Development Cooperation in Stockholm. I hope to see you there.

ACHIEVEMENTS IN 2015-2016

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

RESEARCHED AND PUBLISHED A VARIETY OF RESOURCES:

STUDIES:

» Exploring Coordination in Humanitarian Clusters (June 2015)
» Global Forum for Improving Humanitarian Action summary paper (July 2015)
» The State of the Humanitarian System Report 2015 (October 2015)
» 30th ALNAP Annual Meeting: Better together? The benefits and challenges of coordination in the field (November 2015)

LESSONS PAPER:

» Nepal Earthquake Response: Lessons for operational agencies (May 2015)

WORKING PAPERS:

» ALNAP Evaluation of Humanitarian Action Guide End of Pilot Process Feedback Validation Workshop Report (April 2015)
» Global Forum Briefing Paper 1: Good humanitarian action reaches everyone in need (May 2015)
» Global Forum Briefing Paper 2: Good humanitarian action meets the priorities and respects the dignity of crisis-affected people (May 2015)
» Global Forum Briefing Paper 3: Good humanitarian action is consistent with longer term political, economic and social processes (May 2015)
» Global Forum Briefing Paper 4: Goaod humanitarian action is led by the state and builds on local response capacities wherever possible (May 2015)
» Global Forum Briefing Paper 5: Good humanitarian action is apolitical and adheres to international law and the humanitarian principles (May 2015)
» Global Forum Briefing Paper 6: Good humanitarian action makes the best possible use of resources (May 2015)
» Global Forum Briefing Paper 7: Good humanitarian action uses the best knowledge, skills and tools to achieve an effective and timely response (May 2015)

CASE STUDIES:

» Words of Relief: Translators without Borders' local language translation for emergencies (November 2015)
» Supporting Disabled People in Emergencies: Motivation's appropriate and affordable wheelchairs (November 2015)
» A Community Financing Mechanism for Disaster Risk Reduction: The Bio-rights approach (December 2015)
» Improving Water Quality and Quantity in Emergencies: The Inclined Plate Settler water treatment system (December 2015)
» Understanding the Performance of Emergency Feeding Programmes: Save the Children's CMAM Report (January 2016)
» Using Mobile Voice Technology to Improve the Collection of Food Security Data: WFP's mobile Vulnerability Analysis and Mapping (January 2016)
» Improving Menstrual Hygiene Management in Emergencies: IFRC's MHM Kit (February 2016)
» Mapping a Response: Using satellite images to aid humanitarian action (February 2016)

» <u>Standardising Humanitarian Data for a Better Response: The Humanitarian eXchange Language</u> (March 2016)

OTHER

» <u>Who's in charge here? Humanitarian Leadership</u> (presentation) (April 2015)
» <u>The Voices of Crisis-Affected People</u> (video series) (June 2015)
» <u>Global Forum for Improving Humanitarian Action Method Note</u> (June 2015)
» <u>National NGOs research info sheet</u> (July 2015)
» <u>How can we target our aid more effectively?</u> (presentation) (July 2015)
» <u>Annual Report 2014–2015</u> (September 2015)
» <u>The State of the Humanitarian System Launch presentation</u> (October 2015)
» <u>Urban Systems and Stakeholders research info sheet</u> (November 2015)
» <u>Mid-Term Strategy Review</u> (March 2016)
» <u>Membership Survey</u> (March 2016)

SHARED KNOWLEDGE THROUGH NETWORKS, EVENTS AND MEETINGS:

» Hosted six events at ODI and 18 events overall
» Held eight webinars
» Facilitated two Communities of Practice (Humanitarian evaluation and Urban humanitarian response) with a combined total of 2,860 members
» Designed and hosted the Global Forum for Improving Humanitarian Action in collaboration with the US Government, the Organisation of Islamic Cooperation, the Arab League and the World Humanitarian Summit Secretariat (June 2015)
» Launched the study Exploring Coordination in Humanitarian Clusters (June 2015)
» Ran an Urban Simulation workshop with the American Red Cross and InterAction (November 2015)
» Hosted and co-hosted the launch of the State of the Humanitarian System 2015 report in nine countries (October 2015–April 2016)
» Ran a Syria Crisis Monitoring and Evaluation Peer-Learning Workshop in Jordan, hosted by OCHA (March 2016)

STRENGTHENED THE NETWORK'S KNOWLEDGE MANAGEMENT FUNCTION:

» Grew the Humanitarian and Evaluation Learning Platform (HELP) database – the world's largest and most complete resource for evaluation and learning related to humanitarian action, by 27%, to hold 10,918 resources
» Grew the Urban Resource Portal to 1878 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 1,088 resources)

COMMUNICATED MEMBER RESEARCH, EVENTS AND OPINIONS:

» Updated the website, which received 193,959 unique visitors between April 2015 and March 2016 (an increase of 42% over the previous year)
» Published 11 blog posts, including seven by guest bloggers
» Regularly tweeted Member events and publications to over 5,500 Twitter followers

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 2016 was 99[1].

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[1] At the start of 2016–2017 there were 96 ALNAP Members.

#1

**CREATING
EVIDENCE**

Improving the quality of evaluations of humanitarian assistance and related research and learning activities, and providing a key repository of knowledge for the humanitarian system.

STRATEGIC FOCUS AREA #1

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.

Evaluation of Humanitarian Action Guide

In 2010, ALNAP started developing the first comprehensive, utilisation-focused Guide on Evaluating Humanitarian Action (EHA). The active pilot process of the ALNAP EHA Guide came to a close in November 2014. Over 40 organisations from across the globe took part, representing all ALNAP constituency groups. Marking the completion of the pilot process, the users of the Guide came together for a Validation Workshop in Berlin in March 2015 to drive its finalisation.

In 2015–2016 the focus of the ALNAP Secretariat was the revision and finalisation of the EHA Guide, in terms of both content and design, and layout for publication. As part of this process, the ALNAP Secretariat supported the work of the co-authors of the pilot guide. The feedback received from piloters and as part of the validation workshop was largely incorporated in the final version of the Guide, making the resource more accessible and utilisation-focused. The Guide was also significantly restructured to better follow the stages of an evaluation process. A considerable number of new mini case studies and good practice examples were added, to better reflect current practice in the evaluation of humanitarian action.

Aside from finalising the content of the final EHA Guide, the ALNAP Secretariat has contracted and worked closely with a design agency to lead on the design and layout of the printed version of the Guide. The design of the guide has been developed to ensure accessibility to the subject and enhance practical usability of the Guide. The final version of the guide will be launched in autumn 2016.

Response to the EHA Guide

Between 2015 and 2016, the English version of the EHA Pilot Guide was downloaded 1,969 times. In total, the English, French, and Spanish versions combined have been downloaded almost 12,000 times. The Mid-Term Review of the 2013–2018 Strategy showed that the EHA Pilot Guide was the most popular ALNAP resource during the period, and the Membership Survey demonstrated that it was highly regarded as a go-to resource for evaluation among ALNAP Members.

Since its release, the EHA Pilot Guide has been used widely in a range of different evaluations; it has been used as the basis for a Masters course at the Centre for Refugees and Disaster Response and by WFP for developing a new evaluation matrix. It is widely used in training courses, including those by IECAH, Bioforce, Groupe URD and UNICEF.

The EHA Guide serves as a stick in the ground;
it's importance came from providing a common language.

- Independent Evaluation Consultant

Humanitarian evaluation capacities

During 2015–2016, ALNAP has continued its work on humanitarian evaluation capacities, 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.

ALNAP also featured an 'Evaluation of the Month' segment in its email bulletin. This regular feature provided the opportunity for Members to promote their work and gain wider readership for their evaluation reports.

ALNAP also continued to maintain the introductory-level e-learning course on EHA, which was developed with UNICEF, and in collaboration with EvalPartners and UNEG. Based on the ALNAP Pilot EHA Guide, the 10-module course is the first of its kind to offer an overview of evaluation practice in humanitarian contexts, addressing aspects such as evaluation design, engaging affected people, real-time evaluations and humanitarian impact evaluations, among others. The individual units of the course have been made downloadable, to allow users to follow the course when offline.

As part of the International Year of Evaluation, and in collaboration with ODI RAPID, ALNAP co-hosted a panel discussion titled: Beyond Methods: Unpacking evaluation challenges. This event had high attendance in person and online.

ALNAP also finalised a Guidance Paper on improving the evidential quality of evaluations. This was based largely on inputs from the CoP, and will be published in 2016–2017.

Response to Humanitarian Evaluation CoP and e-learning course

Over the past year, the Humanitarian Evaluation CoP has steadily grown to over 730 members.

The e-learning course has continued to be very popular over the past year, with over 2,400 participants from 155 different countries. This course is now used for staff inductions at UNICEF and the Canadian Red Cross.

Evaluation of protection

In 2015–2016 ALNAP continued its work on the evaluation of protection, focusing on the finalisation of a Pilot Guide on the Evaluation of Protection in Humanitarian Action.

Building on ALNAP's previous work on this topic and a 2014 Scoping Paper, the Pilot Guide will seek to address questions around special considerations when evaluating programmes with protection components. The Pilot Guide will also aim to support users through the decision-making process in evaluations, where the focus includes protection, and offer evaluators and evaluation commissioning offices guidance on selecting approaches and methods in gathering data, highlighting options and trade-offs.

The ALNAP Secretariat has worked to finalise the Pilot Guide, which will be published in early 2016/17 and will be followed by an active pilot of the Guide.

Response to evaluation of protection

The Scoping Paper, which explores the issues and challenges confronting staff working in evaluation commissioning roles and teams carrying out evaluations in the field, was downloaded 505 times by March 2016.

Prior to publication of the ALNAP Pilot Guide on Evaluation of Protection in Humanitarian Action, ALNAP has been approached by several agencies expressing interest in piloting the Guide, including Diakonie, Danish Refugee Council and Oxfam.

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).

ALNAP contributed to the revised version of the Syria Common Context Analysis, which was commissioned by the IASC Inter-Agency Humanitarian Evaluations (IAHE) Steering Group and led by OCHA. ALNAP has also fed into an IAHE mapping initiative and contributed to the Syria CALL Synthesis. ALNAP started planning for the launch to support the dissemination of the Syria CALL Synthesis findings, to take place in April 2016.

The ALNAP Secretariat has also organised a peer-learning event to discuss evolving approaches to M&E related to the ongoing regional response for the Syria crisis, focusing on four countries: Syria, Lebanon, Turkey and Jordan. The one-day event took place in March 2016, in OCHA's Regional Office in Amman, Jordan. Aimed at agency staff working on evaluation and M&E related to the regional response to Syria, this workshop followed on from two previous workshops held for ALNAP and DEC Member Agencies.

Response to the Syria Learning Coalition and Syria Portal

The Portal webpage received 6,493 visits between April 2015 and March 2016 and by the end of March 2016 over 1,080 resources were available in the Portal.

The Syria response peer-learning event was opened by the Head of the OCHA Regional Office, Helena Fraser. It was attended by 24 participants, from Jordan, Syria, Turkey, Lebanon, Egypt and the UK. Seventeen organisations were represented, from the UN, the Red Cross, non-governmental organisations (NGOs) and academia. The response to the workshop was highly positive and participants found it an excellent opportunity for shared learning.

Humanitarian Evaluation and Learning Portal

ALNAP has continued to improve its website and its online resources library of humanitarian and evaluative reports. The Humanitarian Evaluation and Learning Portal (or the 'HELP', formerly known as the Evaluative Resources Database) is one of the most popular destinations on ALNAP's website. Since 2013, it has consistently ranked as the third most visited page. It is also updated frequently; on average, we receive around 2,500 uploads a year from across the sector, and by March 2016 the library contained over 10,900 documents.

Ensuring the system has the technical capacity to handle consistent year- on- year increases in users and resources will be key in continuing to provide an effective resource. The Secretariat previously scoped a new design for the website specifically related to the development of a new search function. This has not been implemented for reasons of cost. The Secretariat is now in the preliminary stages of creating a new- and more economical- approach.

Response to the HELP

Users continued to add to the HELP in 2015–2016, growing the resource database by 27%. This reflects its importance in terms of holding relevant documents for the humanitarian sector. In the past year, the HELP landing page has received over 157,261 unique views. It also continues to be used by organisations for literature reviews.

Visitors also arrive at documents stored in the HELP via Google and other search engines. It is difficult to accurately track and record these visits using the current system; we are currently upgrading this function.

#2
ANALYSING PERFORMANCE

Monitoring and reporting on system-wide performance on the basis of evaluative material and other sources of evidence.

STRATEGIC FOCUS AREA #2

USING THE EVIDENCE BASE TO ANALYSE SYSTEM PERFORMANCE

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.

The State of the Humanitarian System

During 2015–2016 the second edition of the State of the Humanitarian System (SOHS) report was published. This unique report provides a system- level mapping and assessment of international humanitarian assistance. Building on previous editions, the report offers a comprehensive picture of the shape and size of the system. It also provides insights into the 'bigger picture' of trends and performance in the sector, incorporating perspectives from those who receive aid, as well as practitioners from across the globe and at all levels of seniority.

The report was first launched in London in October 2015. Subsequently, a series of high-profile launch events were held in partnership with ALNAP Members and others in Geneva (SDC), Stockholm (Sida), Manila (Center for Disaster Preparedness Foundation, Oxfam, DRR NetPhils), Nairobi (WVI), Paris (Solidarités), New York and Washington, DC (USAID/OFDA), Ottawa and Montréal (DFATD and the Humanitarian Response Network, Canada), and Madrid (Action Against Hunger and AECID). ALNAP also commissioned a State of the Humanitarian System micro-site, which presents the key findings of the report and features submissions to ALNAP's photography competition 'What does a humanitarian crisis look like to you?'.

In February 2016, ALNAP organised a closed round-table event, which examined previous methodologies of the SOHS report and considered possible changes and improvements for the next iteration. The meeting was with a small 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).

The next edition of the report is scheduled for 2018, and in further developing the methodology the Secretariat will take note of feedback and suggestions for improvement.

Response to the SOHS report 2015

By March 2016 the report and summary paper had been downloaded over 5,271 times, and around 900 hard copies have been distributed globally. The State of the Humanitarian System sub-site has been viewed by nearly 10,000 users in 13,000 sessions from 165 countries.

> *[The State of the Humanitarian System report is a] powerful tool to analyse the current humanitarian situation' and 'very useful (for) understanding the changing context' of the humanitarian sector*
>
> - ALNAP Membership Survey 2016

During the February round-table there was praise from the group for the report as an excellent contribution to the humanitarian system, with continuity over the years that has been invaluable. This has also been reflected in recent views from the ALNAP Membership. Additionally, the report has been quoted in the Guardian, IRIN, and Thomson Reuters multiple times.

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 HELP; evaluations sourced from elsewhere; and other reviews and learning documents. The papers distil learning from the resources into short and easy-to-read documents aimed at humanitarian field staff.

In 2015–2016 ALNAP updated and republished the Lessons Paper on 'Responding to Earthquakes: Learning from earthquake relief and recovery operations', originally published in 2008, to include more recent evaluations and research on earthquakes. The resulting Lessons Paper on 'Nepal Earthquake Response: Lessons for operational agencies' was published in May 2015, following the Nepal earthquake, and was translated into Spanish, French and Nepali.

Response to Lessons Papers

In the recent ALNAP Membership Survey, Lessons Papers have been rated one of the most popular outputs ALNAP produces. The English version of the updated Lessons Paper was downloaded over 1,500 times. In May 2015 ALNAP was referenced in *The Washington Post* for unique work on collecting data and establish best practice protocols. The ALNAP Lessons Papers on Floods, Urban Disasters and Droughts continue to be used for training, cited and requested widely.

> *ALNAP Lessons Papers are helpful and succinct reminders that we can put before our decision-makers and response colleagues*
>
> - DFAT Australia

#3

**MAKING
IMPROVEMENTS**

Working to bring about concrete change in policy and practice through research and communication.

STRATEGIC FOCUS AREA #3

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.

ALNAP 30th Annual Meeting

The 30th Annual Meeting focused on 'Working together in the field for effective humanitarian response', addressing the various ways in which humanitarian organisations work together at the country level, the constraints to coordination and collaboration, and ways to address these constraints. The meeting, hosted by the German Federal Foreign Office in Berlin during March 2015, was attended by 59 organisations and over 180 participants. It included a number of panels, specially commissioned films, and new 'story in five' and 'agora' events.

Following the 30th Annual Meeting, ALNAP produced a Meeting Paper 'Better together? The benefits and challenges of coordination in the field', which was published in November 2015. This builds on the panel discussions and plenary sessions and summarises key debates and conclusions of the meeting.

The Meeting Paper was launched through a webinar to achieve maximum global reach. Speakers included Paul Knox Clarke and Luz Saavedra from ALNAP, as well as Nuno Nunes, CCCM Global Cluster Coordinator, International Organization for Migration, and Nurhaida Rahim, Partnership Initiative Coordinator, Relief International.

Response to the 30th Annual Meeting

Response to the Annual Meeting, as recorded in participant feedback forms, was extremely positive: Members found the topic to be of great relevance (average feedback score of 5 out of 6) and were particularly pleased with the way the topic was framed through the background paper and presentation (5.6 out of 6) and with the innovative new approaches to presentation (5 out of 6).

The Meeting Paper webinar was attended by 158 listeners. It was also recorded, and has subsequently been viewed 143 times. The videos produced as part of the Annual Meeting have been extremely popular, with over 2,000 views in total. The Meeting Paper has been well received by ALNAP's Membership, and has been downloaded over 730 times to date. The paper has also been translated into French, Spanish and Arabic.

The central ideas of the meeting paper have been widely quoted and attributed to ALNAP, including in recent coordination structure reviews (notably the coordination structure review of Afghanistan); the submission by the Global Cluster Coordinators to the World Humanitarian Summit, ; and in the background document to the recent Geneva meeting of GCCs and Donors. Some of these discussions will be taken forward in June 2016, at a meeting currently being planned by ALNAP on the international humanitarian coordination architecture.

“

Thank you again for a great meeting in Berlin. ALNAP is such a vital part of the humanitarian architecture.

- Member, NGO constituency

”

Humanitarian leadership and coordination

ALNAP's study 'Exploring Coordination in Humanitarian Clusters' was published in June 2015. The report focuses on what 'effective coordination' means for the humanitarian Clusters, and how the Clusters can achieve this success, and is based on a mixed methods approach including interviews, literature review and statistical analysis of a questionnaire.

Following the launch of the report, ALNAP held two round-table sessions in Geneva and Nairobi with participants from the Global Shelter, CCCM, WASH and Nutrition Clusters. The outcomes of the round-tables were documented in the report from the coordination round-tables.

ALNAP then continued to follow up on several specific themes that emerged from the study and round-tables, and conducted interviews and literature reviews on decision-making, information management, the role of national government and national NGOs, inter-Cluster coordination and sub-national coordination. The Secretariat also organised two webinars during the 2015–2016 year focused on improving coordination in these areas. This work fed into outputs in the 2016–2017 year. To see the latest updates with this work, visit the leadership and coordination website page.

Response to work on humanitarian leadership

ALNAP's leadership research continues to influence leadership approaches at policy level in several humanitarian organisations. The study 'Exploring coordination in humanitarian Clusters' has been downloaded 3,664 times, and received praise from many organisations including UNHCR, ACF, the Global Shelter Cluster, the UNOIOS and WVI. It has also been used in training by UN Clusters and RedR.

The two webinars on national actors and coordinating across a response were attended by a total of 269 people, and the average score for quality in the post-webinar surveys was 4 out of 5. The webinars were seen to be useful tools for learning and added value to existing work of attendees.

“

I think your document on coordination is more useful than anything I have read in years.

- Academic

”

Humanitarian innovation

In 2015–2016, ALNAP published 10 new in-depth case studies on humanitarian innovation, working with ELRHA to look at the innovation processes funded by the Humanitarian Innovation Fund. Case studies covered a wide range of humanitarian sectors and a diverse set of innovations, including a network of translators for communicating in crisis, a data language for sharing information quickly between humanitarian agencies and a new water treatment design.

ALNAP began conducting cross-case comparison analysis in order to generate higher-level findings on the key factors contributing to successful humanitarian innovation. A draft of this synthesis was circulated for peer review in January and was being revised and finalised at the end of March 2016. ALNAP prepared for the synthesis report launch to take place in April 2016. The synthesis report is expected to improve the evidence base for understanding what contributes to high-quality, effective innovation processes in humanitarian contexts.

During this time, ALNAP also completed an article for a special edition of the HPN Exchange magazine on how to define success in innovation. ALNAP presented the innovation research at the World Conference of Humanitarian Studies in Addis Ababa, Ethiopia, in March. ALNAP was also invited by the UNHCR to serve on its Innovation in Education Accelerator Steering Committee. This initiative aims to improve the research and evidence generation of innovators by providing them with M&E support as they begin to diffuse their innovation.

Response to work on humanitarian innovation

There was significant attention and uptake on social media on the case studies and ALNAP fielded requests from other organisations that would like to see their projects covered by a case study. The case studies were downloaded a total of 1,834 times during the period.

Responding to urban crises

ALNAP's work on improving response to urban crises continued through 2015–2016. The Urban Response CoP and Urban Humanitarian Response Portal all continued to grow and provide opportunities to share learning and experiences about 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.

ALNAP continued its successful urban webinar series, with four webinars in 2015–2016, focused on labour and livelihoods, market analysis, area-based approaches and urban resilience.

During this year ALNAP worked with colleagues at InterAction and the American Red Cross to develop a pilot workshop around engaging with urban stakeholders and other challenges of urban response and recovery. The workshop was piloted in Washington, DC, during June and in London during November.

ALNAP also began two research activities as part of its urban work stream this year. The
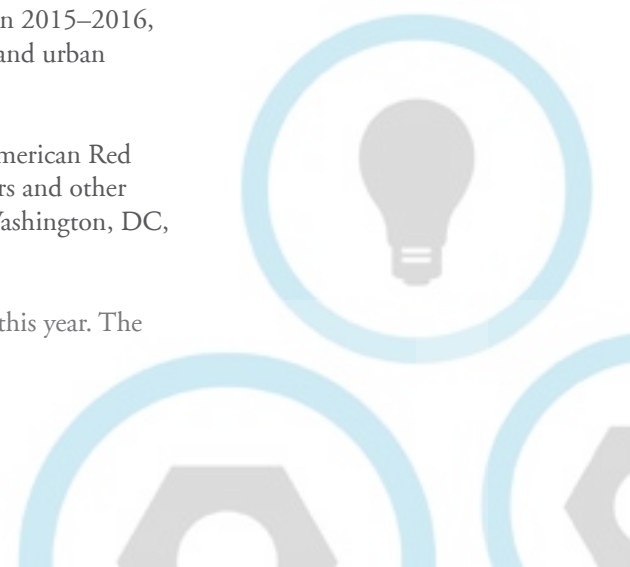
first is a series of short papers reflecting learning from the Ebola response in cities. ALNAP also initiated a new research project focused on how humanitarians understand urban systems and complexity. ALNAP produced an info sheet on this work in November 2015. Both will have outputs in the 2016–2017 year.

Response to work on urban crises

Over the past year, the Urban Response CoP continued to grow to almost double in size, with 2,100 members from 114 countries by the end of the year. The urban portal grew to hold 1,878 documents and was visited by 6,585 unique users.

The urban webinars had an average of 118 attendees each, with an average quality rating of 4 out of 5 from those who completed the post-webinar surveys.

The Urban Simulation workshops had over 50 participants and received high- level feedback. The British Red Cross adapted the design for a workshop it held in February 2016 and ALNAP plans to continue developing the design and incorporate elements from the systems research in the 2017–2018 year.

Map of CoP members
Summary

| Members | 2,100 |
| Countries and territories | 114 |

National NGO research

ALNAP's National NGO (NNGO) research aims to better understand and explain the work of NNGOs involved in disaster and emergency response in their own terms. While the importance of national and local NGOs is increasingly acknowledged in policy debates, much of the previous work considering these organisations has tended to see them from the perspective of the international system.

This project pioneered the use of Grounded Theory in humanitarian research: the Grounded Theory method was used because it allows interviewees to identify the key themes to discuss, rather than having them imposed by the interviewer. The ALNAP researcher, with the support of ALNAP members NRC, Save the Children UK and Oxfam GB, conducted three separate pieces of research, in Lebanon, Colombia and Nepal. Reports will be published in early 2016–2017.

ENGAGEMENT WITH THE
WORLD HUMANITARIAN SUMMIT

In June 2015, ALNAP convened a high-level consultation on humanitarian effectiveness with the US government, the Organisation of Islamic Cooperation, the League of Arab States and the World Humanitarian Summit Secretariat, aiming to address the question, 'How can the international humanitarian system become more adaptable and flexible in order to deliver more effective aid in different contexts?' The Global Forum for Improving Humanitarian Action brought together nearly 250 high-level participants from 54 countries, representing 200 organisations from the ALNAP Membership and beyond.

For the Global Forum ALNAP produced seven Briefing Papers based on criteria of success in humanitarian action, and distilled a synthesis of recommendations drawn from the whole WHS process to date. In addition to the Briefing Papers, ALNAP produced three videos, entitled 'The voices of crisis affected people'.

In July 2015 ALNAP held a webinar on 'What happened at the Global Forum' to share insights from the discussions with the wider humanitarian community and to discuss the top findings and outcomes. ALNAP has also published the Global Forum Results Paper, which provides an overview of the design of the Global Forum and how it dealt with the issues of context and flexibility.

ALNAP was also invited to structure and facilitate the elements of the Geneva consultation and the Berlin Thematic Teams consultation devoted to improving the use and quality of evidence in humanitarian action. ALNAP continued to raise the issue of humanitarian evidence at the Summit through partnership in the Evidence Lounge, a multi-stakeholder initiative seeking to promote the relevance and importance of evidence for improving humanitarian action. ALNAP co-authored a commitment on evidence with Evidence Aid, which was signed by over two dozen organisations in the lead up to the Summit. In addition, ALNAP prepared for the hosting of an exhibition booth and co-hosting of three panel discussions at the Summit itself.

Response to engagement with the World Humanitarian Summit

The Global Forum Briefing Papers, which were highly rated by meeting participants (with a score of 4.9 out of 6), have also proven popular following the event. In total, the Briefing Papers, together with the Results Paper, Method Note and Concept Note, were downloaded 3,466 times. Similarly, the videos produced have been watched over 950 times since they were published at the beginning of August 2015. The interest in the materials produced for the Global Forum is also reflected in visits to the Global Forum pages on the ALNAP website, with nearly 5,000 unique page views recorded.

The Global Forum report has been very well received to date, and has been downloaded nearly 900 times in the short period since its publication.

The results of the Global Forum were instrumental in shaping the agenda that emerged from the WHS consultations. Fourteen of the 18 recommendations for making the humanitarian system more adaptable at the Global Forum were included or referenced in the WHS Synthesis Report. Further to discussions between ALNAP and the WHS Secretariat on the cross-cutting themes and key recommendations from each context, the majority (9 of 11) of key Global Forum recommendations were included in the Synthesis Report.

"

I must complement and congratulate you for organising the Global Forum for Improving Humanitarian Action which was well structured and attended by the people all over the world. The recommendations presented will make path for better humanitarian action and will have to be carried forward by various stakeholders in a positive way.

- NDMA

"

COMMUNICATIONS

ALNAP continued to grow all communications channels, reaching more Members and people in the humanitarian community than ever before. The ALNAP website received over 193,959 unique visitors between April 2015 and March 2016 (an increase of 42% over the previous year). The ALNAP Twitter feed exceeded 5,500 followers (a 34% increase) and the Facebook community grew to over 2,900 likes by the end of 2015–2016.

Over the year, the ALNAP Secretariat published 11 blog posts, including seven guest blogs, the most popular of which discussed the critical role of humanitarian critique. ALNAP blogs have been very popular, receiving over 7,800 unique page views and being shared widely across social media.

ALNAP took the opportunity presented by two large projects—the Global Forum and the SOHS 2015—to innovate communications means and content, and by consequence presenting content to a much larger audience.

ALNAP continued to use video as a means of communicating research, to great success, with 13,706 views in the past year alone. For the Global Forum, we travelled to the Philippines and Kenya to capture the views of people affected by crisis on the humanitarian sector.

To launch the SOHS 2015 report, the findings were presented and key discussions were had across the world, with 11 launches in nine countries. Each launch was filmed to ensure the discussions around the performance of the humanitarian system and experts' opinions on the future of the sector were accessible for the ALNAP audience and Members to view. ALNAP held a photo exhibition at all the launches, containing photos submitted to the SOHS photo competition. These photos were also exhibited on ALNAP's first micro-site for the release of the report to make the information as engaging and accessible as possible.

Advisory and editorial inputs

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

• Advisory Group for the UN OCHA flagship research publication
• Feinstein Humanitarian Evidence Project
• Urban Refugee Task Team
• Urban Alliance
• Inter-Agency Humanitarian Evaluation Group
• Syria Coordinated Accountability and Lessons Learning (CALL) Initiative
• Advisory Board, Humanitarian Evidence Programme (Tufts University and Oxfam GB)
• Advisory Board, Humanitarian Effectiveness Project (Save the Children UK and University of Manchester HCRI)
• Advisory Group, Collective Resolution to Enhance Accountability and Transparency in Emergencies (CREATE) project (Transparency International)
• Advisory Board Humanitarian Innovation Fund (HIF)
• Steering Group, Value for Money of Increased Surge Collaboration study (Save the Children UK)
• Collaboration with the IASC Strategic Transformative Agenda Implementation Team (STAIT)
• Core Humanitarian Standard (CHS) Technical Advisory Group
• 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
• Active participation by the Secretariat in the WHS process through its contributions to the WHS Effectiveness Thematic Team, as well as through its design of the Global Forum for Improving Humanitarian Action, a unique consultation for the WHS on evidence, context and humanitarian effectiveness

Members of the ALNAP Secretariat also peer-reviewed or otherwise commented on a large number of Member publications, and ALNAP has had an MoU with ADRRN since August 2014.

GOVERNANCE AND MEMBERSHIP

Steering Committee

The Steering Committee had the following members as of 31 March 2016:

Nan Buzard	Executive Director, International Council of Voluntary Agencies, and ALNAP Chair
Mia Beers	Division Director, Humanitarian Policy and Global Engagement, USAID/OFDA
Anke Reiffenstuel	Deputy Head, Division of Humanitarian Assistance and Humanitarian Demining, FFO
Victoria Saiz Omenaca	Officer-in-Charge, Evaluation and Oversight Unit, UN OCHA
Helen Wedgwood	Director, Evaluation Office, WFP
Alexandre Giraud	Director of Operations, Solidarités International
Kevin Savage	Humanitarian Research Director, WVI
Robert Sweatman	Head of Performance and Accountability, International Division, British Red Cross (interim)
Bertrand Taithe	Executive Director, HCRI University of Manchester

The Steering Committee held the following meetings in 2015–2016:

- 30 July 2015, London/video conference
- 1 December 2015, London/video conference
- 9 March 2016, London

Membership

New Full and Associate Members

Between April 2015 and March 2016 four new Full and Associate Members joined ALNAP:

- Ground Truth Solutions (Full Member)
- Human Appeal International (Full Member)
- International Institute for Environment and Development (Full Member)
- Trocaire (Full Member)

As of 31 March 2016, ALNAP had 99 Full and Associate Members. In 2015–2016, over 2,800 subscribers joined the network, bringing the total number of subscribers to 12,244.

In March 2016, in consultation with the Steering Committee, ALNAP reviewed the Membership section of the Governance, Management and Membership Guidance. The new Guidance document has been instated for the 2016–2017 financial year.

Mid-Term Strategy Review and Membership Survey

The ALNAP Secretariat and Steering Committee and Secretariat undertook a light Mid-Term Review of the 2013–2018 Strategy in early 2016.

The review provides a sense of how ALNAP products are being used; by whom; and to what extent they are influencing policy and action. It draws on ongoing monitoring data, including information from the impact log, feedback forms, website analytics and download data. The review also includes a survey of the ALNAP Membership: 69 responses from 58 member organisations were received—a 62% response rate.

The review findings demonstrate that the ALNAP Strategy is still relevant and that ALNAP's portfolio of work is well balanced and of high quality. Outputs have been consistently popular and are shown to influence humanitarian policy and practice as ALNAP has grown over the years. The Membership Survey received positive responses and provided an indication of the Membership's priority areas of engagement with ALNAP activities and products. It also highlighted some challenges related to the management of membership growth, which the Steering Committee will monitor in the future.

Both the Mid-Term Strategy Review and the Membership Survey were shared with the ALNAP Membership and are available online.

Team and consultants

The following people made up the ALNAP Secretariat team in 2015–2016:

John Mitchell	Director	Alexandra Warner	Research Officer
Paul Knox Clarke	Head of Research	Maria Gili	Senior Communications Officer
Francesca Bonino	Research Fellow (left August 2015)	Alex Glynn	Communications Officer (maternity cover)
Alice Obrecht	Research Fellow	Yael Azgad	Communications Officer
Luz Saavedra	Research Fellow	Franziska Schwarz	Programme Manager
Leah Campbell	Research Officer	Charlotte Skinner	Programme Assistant

ALNAP worked with the following consultants in 2015-2016:

John Bryant	Leadership Briefing Papers	Lewis Sida	Syria Response M&E Workshop
Philip Dy	Leadership Briefing Papers	Red Zebra	Global Forum facilitation
John Cosgrave	UNICEF e-learning, EHA Guide	Rachel Goldwyn	Evaluation of Protection Scoping Paper
Margie Buchanan-Smith	UNICEF e-learning, EHA Guide	David Sanderson	Lessons Paper
Ian Christoplos	EHA Method Notes, Evaluation of Protection Guide	Ben Ramalingam	Lessons Paper
Chloe Sanguinetti	Communications Assistance	Isabella Jean/CDA	Evaluation of Protection Pilot Guide
Jigsaw	HIF case studies on innovation	Rosie Cheesman	HELP and Syria Portal administrative assistance
Sian Cook	EHA Guide	Ralf Otto	EHA Guide
Humanitarian Outcomes	2015 SOHS Report	Jock Baker	Evaluation of Protection Pilot Guide
Lina El Mounzer	NNGO case study support	Sony KC	NNGO case study support
Potbelly Media	The Voices of Crisis-Affected People video series		

#4
ANNEXES

ALNAP's end-of-year
financial report and
a list of our member
organisations and
their representatives

Annex 1

End of year financial report, 1 April 2015 - 31 March 2016

1.1 Year End Financial Report: Budget and Expenditure

ACTIVITY	CONSULTANCY FEES		OTHER EXPENDITURE		SALARY COST		TOTALS	
	BUDGET	SPENT	BUDGET	SPENT	BUDGET	SPENT	BUDGET	SPENT
Evaluating Humanitarian Action (EHA) Guide	£22,190	£20,470	£8,992	£5,892	£57,684	£53,848	**£88,867**	£80,210
Evaluation capacities / evidence	£10,988	£0	£21,800	£9,946	£15,016	£4,756	**£47,804**	£14,702
Evaluation of protection	£17,120	£13,380	£4,730	£266	£41,388	£31,100	**£63,238**	£44,746
Syria Learning and Evaluation	£11,975	£6,312	£850	£4,723	£12,475	£13,913	**£25,300**	£24,948
HELP	£5,000	£1,979	£0	£12	£1,970	£5,735	**£6,970**	£7,726
SUB-TOTALS	**£67,273**	**£42,141**	**£36,372**	**£20,839**	**£128,534**	**£109,352**	**£232,178**	**£172,332**
State of the Humanitarian System	£21,792	£22,392	£74,800	£82,420	£70,652	£89,320	**£167,244**	£194,132
Lessons Papers	£10,800	£6,500	£8,000	£3,309	£6,199	£653	**£24,999**	£10,462
Sub-totals	£32,592	£28,892	£82,800	£85,729	£76,851	£89,973	**£192,243**	£204,594
ALNAP Annual Meeting	£0	£0	£13,000	£14,854	£21,041	£24,060	**£34,041**	£38,913
Humanitarian leadership	£8,518	£10,584	£35,092	£25,412	£64,745	£73,160	**£108,355**	£109,156
Urban humanitarian response	£0	£1,761	£13,700	£11,423	£26,224	£26,770	**£39,924**	£39,954
Humanitarian Innovations Fund	£43,368	£29,608	£21,480	£7,436	£68,357	£62,957	**£133,205**	£100,001
NGO	£16,490	£3,887	£15,410	£11,511	£66,088	£40,414	**£97,988**	£55,812
SUB-TOTALS	**£68,376**	**£45,840**	**£98,682**	**£70,635**	**£246,456**	**£227,361**	**£413,514**	**£343,836**
ALNAP Communications and network development	£0	£0	£48,243	£30,513	£23,774	£19,951	**£72,017**	£50,465
Monitoring, learning and planning	£0	£0	£0	£0	£11,849	£25,789	**£11,849**	£25,789
Support to other initiatives in the humanitarian system	£0	£0	£14,000	£12,703	£53,391	£52,523	**£67,391**	£65,226
Governance and Secretariat	£3,990	£0	£10,700	£33,318	£170,725	£148,831	**£185,415**	£182,149
SUB-TOTALS	**£3,990**	**£0**	**£72,943**	**£76,534**	**£259,739**	**£247,095**	**£336,672**	**£323,628**
GRAND TOTALS	**£172,231**	**£116,873**	**£290,797**	**£253,737**	**£711,580**	**£673,781**	**£1,174,607**	**£1,044,391**

1.2 Contributions by Member

MEMBER	CONTRIBUTION 2015/2016
Action Against Hunger	£3,360
All India Disaster Mitigation Institute	£102
American Red Cross	£5,735
Avenir Analytics	£203
British Red Cross	£5,735
CAFOD/CARITAS	£9,827
CARE International	£3,415
Centre for Disaster Preparedness	£1,015
Christian Aid	£5,459
Catholic Relief Services	£4,300
Community World Service Asia	£191
Danish Refugee Council	£3,231
Department of Foreign Affairs and Trade, Australia	£141,893
Food and Agriculture Organization of the United Nations (FAO)	£2,576
Focus Humanitarian Assistance	£2,240
Global Hand	£1,104
Global Affairs Canada (DFATD)	£30,678
German Federal Foreign Office	£144,916
GOAL	£3,806
Humanitarian Innovation Fund (ELRHA)	£90,202
International Federation of Red Cross and Red Crescent Societies (IFRC)	£4,085
International Solutions Group	£152
Irish Aid	£73,432
MERCY Malaysia	£203
Ministerio de Asuntos Exteriores y de Cooperacion (AECID)	£39,307
Ministry of Foreign Affairs Belgium	£29,076
Ministry of Foreign Affairs Netherlands	£50,000
Ministry of Foreign Affairs Norway	£20,680
New Zealand Aid Programme	£2,538
Norwegian Refugee Council	£5,728
L'office Africain pour le développement et la coopération (OFADEC)	£100
OXFAM GB	£8,614
Samuel Hall	£203
Save the Children	£7,643
SEEDS	£102
Solidarites	£5,385
Swiss Agency for Development and Cooperation (SDC)	£25,000
Swedish International Development Cooperation Agency (Sida)	£194,624
Tearfund	£5,600
Transparency International	£203
Transtec	£1,523
UNICEF	£6,881
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	£7,292
United Nations World Food Programme (WFP)	£9,563
USAID Office of U.S. Foreign Disaster Assistance (OFDA)	£134,348
World Vision International	£6,012
Total	**£1,098,282**

1.3 Year End Financial Report: Income

Full-Member contributions	£1,098,282
Annual Meeting and other income	£838
Total income received	**£1,099,120**

1.4 Year End Financial Report: Income and expenditure

Total income	£1,099,120
Total expenditure	£1,044,391
Balance at year end	**£54,729**

2. Global Forum on Improving Humanitarian Effectiveness

Salary cost (including overheads)	£164,815.27
Other cost	£433,892.44
Total cost	£598,707.71
Income received	£609,209.00
Balance at year end	**£10,501.29**

Annex 2

Member organisations and their representatives as of 31 March 2016

Organisation	Primary representative
ACF	Macarena Magofke Gilbert
AECID	Rafael de Prado Pérez
Africa Humanitarian Action	Addis Tesfa Wolde Michael
All India Disaster Mitigation Institute	Mihir R. Bhatt
American Red Cross	Carrie Santos
Australia DFAT	Steve Darvill
Avenir Analytics	Hetty van Doorn
British Red Cross Society	Robert Sweatman
CAFOD UK	Matthew Carter
CARE International	Uwe Korus
CDA Collaborative Learning Projects	Peter Woodrow/ Isabella Jean
CDAC Network	Marian Casey-Maslen
CENDEP	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/ Reza Chowdhury
Community World Service Asia	Shama Mall
CRS	Jennifer Poidatz
DAHLIA	Silvia Hidalgo
Danida	Lars Christian Oxe
Danish Refugee Council	Anders Bastholm Hansen
DARA	Soledad Pasada
DEC	Annie Devonport
Development Initiatives	Sophia Swithern
DFID	

Organisation	Primary representative
EC	Joakim Nilsson
ELRHA	Jess Camburn
Emergency Nutrition Network	
European Interagency Security Forum	Lisa Reilly
Evidence Aid	Claire Allen
FAO	Marta Bruno
Federal Foreign Office, Germany	Anke Reiffenstuel
Focus Humanitarian Assistance	Salim Sumar
Foreign Affairs, Trade and Development Canada	Hong-Won Yu
Glemminge Development Research AB	Ian Christoplos
Global Communities	Pia Wanek
Global Hand	Katey Kenworthy
Global Public Policy Institute	Elias Sagmeister
GOAL	Fiona Gannon
Ground Truth Solutions	Nick Van Praag
Groupe URD	François Grünewald
Harvard Humanitarian Initiative	Vincenzo Bollettino
HCRI	Bertrand Taithe
Human Appeal International	Arif Syed Muhammad
ICAV	Nan Buzard
ICRC	Antoine Ouellet-Drouin
IECAH	Francisco Rey Marcos
IFRC	Josse Gillijns
IIED	Diane Archer
Institut Bioforce	Hala El Khoury
Institute of International Humanitarian Affairs	Brendan Cahill

Organisation	Primary representative
InterAction	Patricia McIreavy
International Solutions Group	Michael Klein
InterWorks Europe	John Cosgrave
IRC	Jeannie Annan
Irish Aid	Daniel Sissling
JICA	Akio Kagawa
John Borton Consulting	John Borton
MERCY Malaysia	Heng Aik Cheng
Ministry of Foreign Affairs, Belgium	Silvia Croes
Ministry of Foreign Affairs, Netherlands	Hans van den Hoogen
New Zealand Aid Programme	Rohan Murphy
Norad/Ministry of Foreign Affairs, Norway	Reidun Bugge Otterøy
Norwegian Refugee Council	Lian Bradley
OCCAH	Francois Audet
OCHA	Victoria Saiz-Omenaca
ODI	Sara Pantuliano
OFADEC	Mamadou Ndiaye
Osaka University	Yasuhide Nakamura
Oxfam	Nigel Timmins
Phil O'Keefe Consulting	Phil O'Keefe
Planning from the Future Project	Randolph Kent
RedR UK	
Samuel Hall	Saagarika Dadu-Brown
Save the Children	Maxime Vieille
SDC	Doris Fink
SEEDS	Manu Gupta
Sida	Jessica Eliasson

Organisation	Primary representative
Solidarités International	Alex Giraud
Sphere Project	Christine Knudsen
START Network	Sean Lowrie
Steering Committee for Humanitarian Response	Philip Tamminga
Tearfund	Catriona Dejean
The Cash Learning Partnership	Sara Almer
The Humanitarian Health Ethics Network	Lisa Schwartz
Transparency International	Nicolas Seris
Transtec	Marta Chudzikiewicz
Trocaire	Réiseal Ni Chéilleachair
Tufts University	Daniel G. Maxwell
UNDP	Alan Fox
UNHCR	Machiel Salomons
UNICEF	Koorosh Raffii
USAID/OFDA	Mia Beers
Valid International	Alistair Hallam
Voice	Kathrin Schick
WFP	Helen Wedgwood
WHO	Andre Griekspoor
WVI	Kevin Savage