2018—2019

ANNUAL REPORT

ALNAP

ALNAP is a global network of NGOs,
UN agencies, members of the Red Cross/
Crescent Movement, donors, academics,
networks and consultants dedicated
to learning how to improve response
to humanitarian crises.

www.alnap.org

Contents

Message from the Chair

As you will see from the content of this Annual Report, 2018–2019 has been an exceptionally eventful, challenging and rewarding year for ALNAP. Alongside ongoing activities and exchanges with individual Members, this year saw extensive engagement with the Membership on two major areas of work: launching The State of the Humanitarian System report for 2018 (SOHS); and developing our five-year strategy for 2019–2024.

The main findings from the SOHS provided an in-depth reflection of some of the major challenges faced by the humanitarian community. The overarching picture was of a growing gap between the rapid rate of change in the external world and the much slower rate at which the humanitarian system is adapting to meet these changes. We are seeing a slowdown in funding and as humanitarian needs grow the shortfall between requirements and financial contributions is likely to widen.

In 2018–2019 we engaged closely with the Membership to discuss these issues and thanks go to our Members who have organised launches around the world, drawing from the report to design events according to local priorities and challenges to ensure contextually relevant discussions. It is a testament to the energy and commitment of the Network that these events have amounted to the most extensive launch programme in the lifespan of The State of the Humanitarian System series. It is particularly satisfying to note how the report has influenced reflection and policy development among several of our high-level Members, including governments. The report is now universally seen as the go-to resource for understanding global humanitarian performance.

In developing our new strategy, the Secretariat reviewed and built upon past ALNAP strategies to ensure the network continues to positively influence developments in the humanitarian sector. It has been heartening to receive so much appreciation from our Members, who have expressed a shared view that ALNAP has become an integral part of the humanitarian architecture and one that has set a 'gold standard' for high-quality research.

Of course, every organisation should be keen to improve and ALNAP is no exception. The feedback we have received through consultation with the Membership has been extremely constructive in this respect – we know that greater value can come from growing and revitalising our network function and from finding ways to improve engagement across the Membership.

These aims will be at the forefront of our thinking when we finalise and present the 2019–2024 Strategy to Members at our upcoming Annual Meeting in Berlin in October 2019. Thanks to a thorough consultation process, we are confident that Members appreciate our simple rules approach to strategy, which defines the content, scope and resourcing for our activities.

Finally, I would like to express my sincere appreciation for all the work of our Members and the Secretariat in their efforts to promote and implement learning to improve the performance of the humanitarian system. ALNAP's achievements throughout 2018–2019 are a great credit to all – from the two highlights described above, to our hugely successful skills-building days, our Making it Count study on progress in the Agenda for Humanity launched as part of the annual Global Humanitarian Policy Forum, and our ALNAP Guide on Evaluation of Protection in Humanitarian Action. I look forward to another productive year ahead.

Johan Schaar
ALNAP Chair

ALNAP Secretariat

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Cara Casey-Boyce
Communications Officer

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Senior Research Officer

Achievements in 2018–2019

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

Flagship study suite:
- *The State of the Humanitarian System 2018*
  - Full report (December 2018)
  - Summary [English, French, Chinese (forthcoming 2019)] (December 2018)
  - Website including videos, insights and event summaries as featured content (December 2018)
- The State of the Humanitarian System case studies:
  - Bangladesh [Write-up in English and French] (April 2019)
  - Lebanon [Write-up in English and French] (April 2019)
  - Yemen [Write-up in English and French] (April 2019)
  - Kenya [Write-up in English and French] (April 2019)
  - Mali [Write-up in English and French] (April 2019)

- *Making it Count: a feasibility study on collective indicators to monitor progress in the Agenda for Humanity*
  - Full report (December 2018)
  - Summary (December 2018)
- Outcome mapping techniques to assess progress on the Grand Bargain and World Humanitarian Summit (forthcoming 2019)

ALNAP Case Studies:
- *User-Centred Design and Humanitarian Adaptiveness* (April 2019)
- *Adapting According to Plan: early action and adaptive drought response in Kenya* (April 2019)

ALNAP Guides:
- *ALNAP Guide – Evaluation of protection in humanitarian action* (October 2018)

ALNAP Lessons Papers:
- *ALNAP Lessons Paper: responding to earthquakes* [English, Nepali, Indonesian] (February and March 2019)

Other:
- *Making Operational Decisions in Humanitarian Response: a literature review* (April 2018)
- 'Evaluation of Humanitarian Action (EHA) Tip Clip 4: interview techniques' (April 2018)
- 'EHA Tip Clip 5: engaging with affected people' (April 2018)
- 'Policy Brief: the case for understanding context' (June 2018)
- 'Quick Wins – ALNAP M&E Skills-Building Videos' (June 2018)
- '10 tips to make the most of context tools' (July 2018)
- '8 Steps to Get you Started: using context tools in urban response' (August 2018)

- *Making humanitarian response more flexible: challenges and questions* – ALNAP workshop background paper (August 2018)
- 'Evaluation synthesis – ALNAP M&E Skills-Building Day session summary and tip sheet' (August 2018)
- 'How to avoid reinventing the wheel – ALNAP M&E Skills-Building Day session summary and tip sheet' (August 2018)
- 'Getting to better qualitative monitoring – ALNAP M&E Skills-Building Day session summary' (August 2018)
- 'Making humanitarian response more flexible and adaptable: exploring new models and approaches' – special ALNAP southasiadisasters.net issue (March 2019)

Shared knowledge through networks, events and meetings:
- Attended and presented at 27 ALNAP Member and non-member events
- Hosted or partnered with Members to host 12 launch events for *The State of the Humanitarian System 2018*
- Held two webinars
- Facilitated two Communities of Practice (CoP) across a total of 4,061 members
- Hosted Monitoring and Evaluation (M&E) Skills-Building Days

- Hosted a workshop on making humanitarian response more flexible
- Hosted an urban learning exchange
- Piloted leadership training materials
- Co-hosted a learning workshop on innovation

Strengthened the Network's knowledge management function:
- The Humanitarian Evaluation, Learning and Performance (HELP) Library grew by almost 12% in 2018–2019, to hold 16,685 resources
- The Urban Humanitarian Response Portal grew to 2,906 documents
- The Syria Portal, grew to 2,029 resources
- Established the Targeting for Improved Humanitarian Response portal in partnership with the United Nations High Commissioner for Refugees (UNHCR)

Shared Member research, events and opinions:
- ALNAP's website was updated and improved, incorporating several important new functionalities to ensure a better user experience. The website received 143,538 new users between April 2018 and March 2019

- 17 blog posts were published, including 11 by guest bloggers
- Member events and publications were promoted to over 11,000 Twitter followers

Collaboration with other initiatives:
- The Secretariat team participated actively in inter-agency initiatives and advisory groups
- ALNAP was joined by one new Member, taking the total number of Members to 106 as of 31 March 2019.

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 knowledge repository for the humanitarian system.

Evaluation of humanitarian action and evaluation capacities

ALNAP hosted 60 participants from across the ALNAP Membership for the largest ever M&E Skills-Building Day, held in London at the start of 2018–2019. The event was the first of its kind for ALNAP, focusing on bringing together both monitoring and evaluation officers to look at areas for joint improvement across the humanitarian evidence-base.

In addition, ALNAP began work on a discussion paper on the challenges and future directions for humanitarian evaluation, informed by the evaluation synthesis for *The State of the Humanitarian System 2018* report. The paper invites evaluation units across the sector to consider again the fundamentals of evaluation as they are applied in humanitarian contexts, in order to improve quality, consistency and usability of evaluations in the future. ALNAP presented the findings to global evaluation experts gathered at the 2018 European Evaluation Society meeting in Thessaloniki, and the study recommendations were used to frame a one-day seminar for UN evaluation officers at the 2019 UNEG Annual Meeting.

ALNAP also continued its wider engagement with strategic monitoring and evaluation partners in 2018-2019. In this light, ALNAP's monitoring and evaluation experts presented at a meeting of the UNEG evaluation professionalisation working group, and the IASC Humanitarian Programme Cycle monitoring group, as they work to improve the conduct of monitoring in humanitarian action. The ALNAP Secretariat also continued to participate on the IASC Inter-Agency Humanitarian Steering Group, presented to the African Evaluation Association in Abidjan, and hosted informal evaluation roundtables in Uganda and Lebanon.

ALNAP continued to engage with evaluation specialists across the humanitarian sector through the Humanitarian Evaluation CoP. A new approach was developed to improve accessibility and engagement with the CoP, which was informed by a Member survey of needs and priorities. A range of topical posts were shared, including issues around the evaluation of Typhoon Haiyan; the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) evaluation consultation and M&E capacity development.

In addition, ALNAP engaged with Better Evaluation and EvalForward, to explore opportunities for knowledge-sharing and dissemination, cross-posting, co-hosting webinars and roundtables, and sharing challenges and opportunities in CoP management.

Response and uptake

The ALNAP M&E Skills-Building Days were positively received, particularly with regards to the activity formats and facilitation. Participants rated their overall satisfaction with the event as 4.85/6 (80%).

A growing number of organisations connected with ALNAP for follow-up work on their evaluation policy and practice, including on real-time evaluations and the evaluation of protection. The CoP held 1,116 members in 2018-2019.

In order to gauge further interest, ALNAP surveyed the Membership through the Humanitarian Evaluation Community of Practice (CoP) on the use of dissemination products.

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'Considering the accountability and learning function of evaluation this deeply has helped me understand how I can communicate evaluation objectives and set expectations more clearly within my organisation.'

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'This has helped me think more clearly about the work that we do in evaluation, and where the similarities and differences lie between evaluation of humanitarian action compared to development aid.'

UNEG annual meeting participants, in reference to ALNAP's presentation at UNEG's annual meeting.

Participants explore the gaps and linkages in how humanitarians think about Real Time Evaluation - ALNAP Skills-Building Day 2018.

Monitoring in humanitarian action

Following the success of the M&E Skills-Building Day in 2018, the ALNAP Secretariat began research for a package of resources looking at areas for improvement in the monitoring of humanitarian action. The research covered three areas of weakness in the humanitarian monitoring system, identified through a scoping paper conducted and published in 2017.

The first area of work looked at the monitoring of humanitarian outcomes. An area for improvement identified in successive editions of *The State of the Humanitarian System*, good outcomes monitoring has the potential to significantly improve the quality and relevance of humanitarian action. The weaknesses identified in current attempts to monitor at this level related partly to definitional questions, partly to technical challenges, and partly to resource allocation and spread. ALNAP's research unpicked each of these issues and suggested ways for the sector as a whole to move forward in the future.

The second focal area was qualitative monitoring. The research looked at how qualitative data was collected, analysed and perceived across the humanitarian sector. It led to a set of suggested tools and approaches for qualitative data collection and synthesis, targeted towards country-level staff conducting monitoring evaluation and learning at project and programme level.

The third area of research looked at improving the use of M&E systems within iterative and ongoing learning cycles. The study explored the potential for M&E tools that feed better into real-time decision-making processes and support continuous learning loops.

The work included significant literature review and stakeholder interview, as well as case studies with the Catholic Agency for Overseas Development (CAFOD), the Danish Refugee Council (DRC) and War Child Holland. All three papers will be finalised and published by June 2019.

In addition, immediately after the skills-building day 2018, the ALNAP Secretariat drafted and shared a lessons-learned document on approaches to improve the sharing of good practice monitoring, as well as a set of tip sheets on evaluation synthesis and qualitative monitoring.

Response and uptake

Participants of the M&E Skills-Building Days welcomed the integration of monitoring to the event and expressed a strong appetite for including monitoring in future workshops and activities.

ALNAP received very encouraging feedback from organisations keen to engage with this workstream through interviews, resource-sharing, the hosting of case studies, profiling and peer-learning workshops. Stakeholders felt that the issues chosen were highly topical and relevant for discussion within organisations.

1.3—

Evaluation of protection

In 2018–2019 ALNAP published the _ALNAP Guide – Evaluation of protection in humanitarian action_, which provides guidance for evaluation and protection specialists looking to conduct evaluations on protection in humanitarian action.

The Guide was reviewed by the ICRC and DRC, as well as by an independent protection specialist. The Guide was officially launched at an event in Dublin as part of a meeting of the Dochas grouping of Irish non-governmental organisations (NGOs) and IrishAid representatives. ALNAP presented an in-depth review of the key challenges of evaluating protection activities and the directions proposed by the Guide, including how to tackle mainstreaming activities, complex causal relationships and data management.

The Guide was also discussed at an event hosted by the Network on Humanitarian Action in Spain in November 2018, in coordination with the advocacy group United Against Inhumanity. The workshop was attended by a mixed audience of researchers and protection experts identified by the Network on Humanitarian Action (NOHA), the Global Protection Cluster

(GPC) and the European Civil Protection and Humanitarian Aid Operations (ECHO) working group. Printed copies of the Guide have been shared with ALNAP Members and other organisations, alongside online dissemination to key stakeholders.

Additionally, ALNAP provided advisory services to a partner organisation looking to conduct related research around the evaluation challenges of protection.

Response and uptake

The Dochas organisers, IrishAid and NGO participants gave excellent feedback on the Guide and launch event. The Guide has been downloaded nearly 500 times since publication in October 2018 and has been disseminated widely to the ALNAP Membership and beyond. ALNAP Members have already expressed an interest in using the Guide to launch protection evaluations.

'This issue is a recurring one for me across our evaluation portfolio, and I've struggled to find guidance on this topic before...this Guide is a really useful resource for tackling the methodological challenges we face'.

ALNAP Member
Donor constituency

The Syria Evaluation Portal for Coordinated Accountability and Lessons Learning

In 2018–2019 the ALNAP Secretariat and Membership continued to update the Syria Evaluation Portal for Coordinated Accountability and Lessons Learning (CALL) with evaluative, research and advocacy resources on the humanitarian response in the region. The portal provides a 'one-stop-shop' for relevant information, data, discussion and analysis on the response to the crisis in Syria and fulfils a key function in making learning accessible to humanitarians involved there. Following feedback from users of the HELP Library and its portals as part of the ALNAP Strategic Review 2013–2018, the Secretariat identified areas that need strengthening and has commenced a plan for digital improvements.

Response and uptake

The Portal received over 2,500 page views between April 2018 and March 2019, with visits primarily coming from the United States, the United Kingdom, Turkey, South Korea and Jordan. Over 2,000 resources were available in the Portal by the end of March 2019.

EU Humanitarian Aid and WFP pays a visit to the Hamza family, a beneficiary of the ESSN programme in Izmir, Turkey - European Union 2018.

PORTAL

The Humanitarian Evaluation, Learning and Performance Library

ALNAP's Humanitarian Evaluation, Learning and Performance (HELP) Library – a database of evaluative and learning resources – is central to facilitating ALNAP's learning and networking functions and is a core element of the ALNAP website. The library now holds 16,685 evaluations and learning resources and continues to be the sector's largest library of resources of humanitarian evaluation learning and performance.

The ALNAP Secretariat continued to actively look for and upload evaluations and other evidence related to humanitarian action throughout 2018–2019 and continued its efforts to increase use of the HELP Library by Members, including uploading their own evaluations. Note-worthy examples of evaluations were included in the ALNAP bulletin throughout the year, thus highlighting learning and promoting the library further among the ALNAP Membership and beyond.

Following feedback from users of the HELP Library and its portals as part of the ALNAP Strategic Review 2013–2018, the Secretariat scoped areas for improved functionality and has started rolling out digital developments.
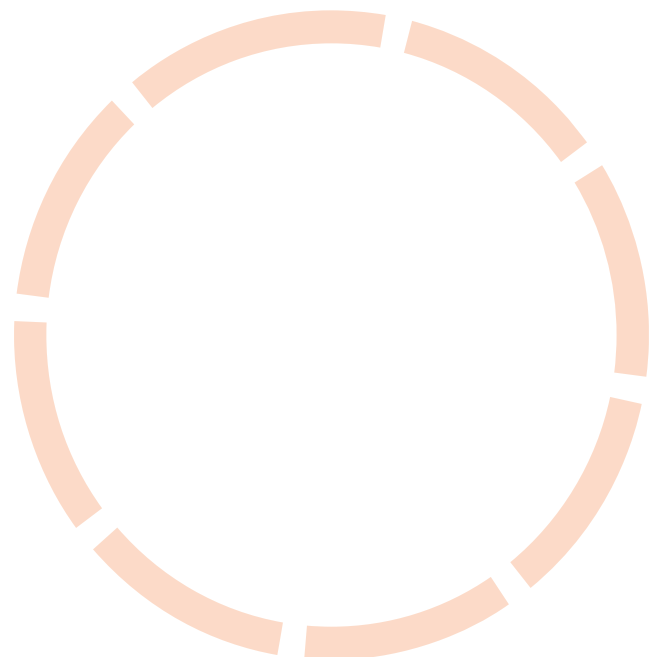
Response and uptake

Users continued to add to the HELP Library in 2018–2019, growing the resource database by 12% in 2018–2019 to 16,685 resources.

'ALNAP does a good job sharing learning, the HELP library is a key tool for the sector in doing this.'

ALNAP Member
NGO constituency

'The HELP is an incredible repository.'

ALNAP Member
Academic constituency

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

In 2018–2019 ALNAP published and disseminated the 2018 edition of _The State of the Humanitarian System_ report. The report was finalised and launched in London on 5 December 2018. To produce the final report, research from 2015–2017 was compiled from the following components:

- Aid-recipient surveys (5,000 surveys conducted via mobile phones in the Democratic Republic of the Congo, Iraq, Afghanistan, Kenya and Ethiopia)
- Practitioner and government surveys (over 1,000 online surveys of field practitioners and 38 surveys of host governments)
- A synthesis of evaluations conducted and released in the study period and a literature review of policy and research published in books, journal articles, working papers and opinion pieces in 2015–2017)
- Key informant interviews at field and HQ level (150 key informant interviews at HQ level and 100 at field level in in DRC, Chad, Nigeria, Ivory Coast, Haiti, Colombia, Nepal, Afghanistan and Somalia)
- Field case studies to provide an in-depth understanding of the performance analysis and key trends and themes as these emerge in humanitarian operations at field level in Mali, Kenya, Lebanon and Yemen
- Organisational mapping
- Financial analysis

The ALNAP communications team produced a suite of supporting materials for The State of the Humanitarian System 2018 report, including videos, interactive charts and animations. Short illustrative stories were also produced to provide supporting narratives for the research. A new website was developed to present the report findings in novel, tailored formats for specific audiences and also to act as a platform for discussion and the exchange of ideas and perspectives from different stakeholder groups.

Following the London launch, the Secretariat supported the Membership in an extensive programme of global events, including:

- in Bangkok with the Asian Disaster Reduction and Response Network (ADRRN), ACT Alliance, Core Humanitarian Standard (CHS) Alliance, the Sphere Project and Community World Service Asia;
- in Washington with InterAction;
- in Boston with Tufts University, CDA Collaborative Learning Projects, Harvard Humanitarian Initiative and Massachusetts Institute of Technology Humanitarian Supply Chain Lab;
- in the Hague with Ministry of Foreign Affairs Netherlands and the International Humanitarian Studies Association;
- in Geneva with the ICRC and the International Federation of Red Cross and Red Crescent Societies (IFRC), and also as a separate event as the keynote event for Humanitarian Networks and Partnerships Week;
- in Stockholm with the Swedish International Development Cooperation Agency (Sida) and the Expert Group for Aid Studies;
- in Brussels with the Working Party on Humanitarian Aid and Food Aid (COHAFA)
- in Copenhagen with Danida and the DRC;
- in Manchester with the Humanitarian and Conflict Response Insitute (HCRI);
- in Oxford with Centre for Development and Emergency Pratice (CENDEP);
- in Manila with the Center for Disaster Preparedness Foundation and Disaster Risk Reduction Network Philippines (DRR NetPhils);

Rohingya refugee children walking in Unchiprang camp in Cox's Bazar Bangladesh - European Union 2018.

- and in Rome with the Food and Agriculture Organization (FAO) and the World Food Programme (WFP).

Further launch events are planned for early 2019-2020:

- in Berlin with the German Federal Foreign Office; in Rome;
- in Canberra and Melbourne with Department for Foreign Affairs and Trade (DFAT), Save the Children, the Center for Humanitarian Leadership and RedR Australia;
- in Ottawa with Foreign Affairs, Trade and Development Canada and the Humanitarian Response Network of Canada;
- in Paris with Groupe Urgence Réhabilitation Développement (Groupe URD);
- in Nairobi with World Vision East Africa and the Inter-Agency Working Group on Reproductive Health in Crisis;
- in New Delhi with the All India Disaster Mitigation Institute (AIDMI) and;
- and in Beijing with Beijing Normal University.

As well as publishing the 2018 edition of *The State of the Humanitarian System* report, the ALNAP Secretariat also launched two supplementary studies looking at system-wide reform initiatives. The first of these, entitled *Making it Count*, is a feasibility study on the use of shared indicators to track progress against the Agenda for Humanity. This report develops and assesses a set of indicators for use in monitoring collective progress against 10 of the areas, or 'transformations' within the Agenda, including gender-responsive programming, localisation and compliance with international humanitarian law. Nearly 30 topic experts participated in peer reviewing the study's indicators and the report was launched with the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) at the UN Headquarters in New York as part of the annual Global Humanitarian Policy Forum.

The second supplementary study was commissioned to assess the feasibility of using outcome mapping techniques for assessing progress on commitments related to the Grand Bargain and the World Humanitarian Summit. Field work conducted in Ethiopia and Lebanon focused on internal domestic, cultural, political and governance factors and how global commitments actually played out in these spheres. The report is currently being completed and will be available in the summer of 2019.

'As ever, [the SOHS is] very thought provoking and helpful to shape our thinking.'

ALNAP Member
NGO constituency

'Your report is very important, as it helps us to move ideas forward.'

Non-member
UN constituency

Response and uptake

The State of the Humanitarian System 2018 full report and summary have been downloaded over 3,800 times since being launched in December 2018 and 16,040 users have visited the dedicated website from 151 countries – an indication of the extensive online-reach of the report.

Fifteen launch events have been held, ranging from high-level panel discussions to workshop-style events, all of which have been very well attended. They have enabled constituencies from around the globe to contextualise and debate the findings according to their own needs and priorities.

The 2018 report represents an invaluable step forward for the global humanitarian community, enabling engagement with an evidenced-based account of performance and creating a common, system-wide understanding of what is working well and where improvements can be made.
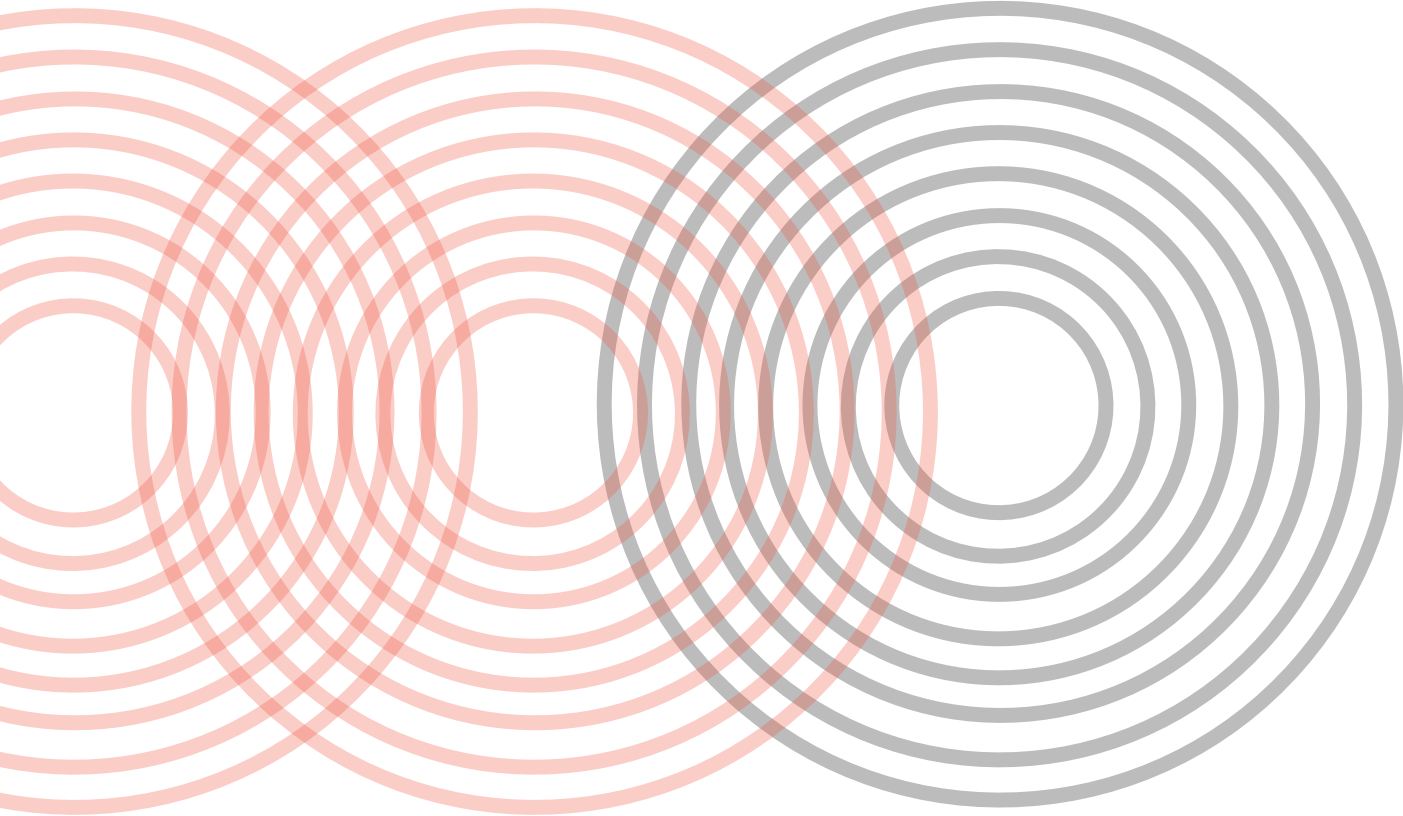
ALNAP Lessons Papers

ALNAP's Lessons Papers are concise descriptions of key lessons on how to respond best to different types of emergencies. They are based on evidence obtained through comprehensive reviews of evaluations in the HELP library, as well as evaluations, reviews and learning documents sourced from elsewhere. The aim is to distil learning into short, accessible documents, primarily for use by humanitarian field staff.

Using a new methodology outlined in ALNAP's '*Lessons Papers: A Methods Note*' published in 2017–2018, '*ALNAP Lessons Paper: responding to earthquakes*' was produced in 2018–2019. The paper contains 16 lessons from across the humanitarian programme cycle, including on how to access isolated communities and issues regarding land tenure and transitional shelters.

'Your new methodology has reminded me to stay rigorous and helped narrow down my questions and approach.'

Non-member
NGO constituency

Response and uptake

A launch event for the Earthquakes Lessons Paper in Kathmandu co-organised with Nepal's Housing Reconstruction and Recovery Platform (HRRP) was attended by over 50 representatives from the municipal and national governments, civil society and humanitarian organisations. The Paper was translated into Nepali with the support of HRRP, and printed copies were disseminated at the launch. Feedback was particularly positive on the Nepali translation.

Catholic Relief Services (CRS) and CAFOD also expressed interest in launching the paper in Indonesia through the Caritas Network. Although the event itself could not take place due to the Lombok Earthquake, ALNAP worked with the national NGO network to translate the paper into Bahasa Indonesian so the lessons were accessible to the largely locally led response to this and other earthquakes. The paper will also be published in Spanish and French.

'It is very useful to have it translated into Bahasa Indonesian as it can be used for many organisations in Indonesia.'

Non-member
NGO constituency

Making improvements based on informed analysis

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

3.1—
Humanitarian leadership and coordination

Building on previous work on humanitarian leadership and coordination, ALNAP designed a methodology to help understand how key humanitarian decisions are made in the field and how they can be improved. The approach is based on a diary method where 55 humanitarian decision-makers regularly submitted diary entries when making decisions about operational response. Briefing sessions were conducted in person for participants in six countries (Turkey, Lebanon, Ukraine, Nigeria, Kenya and Bangladesh). Other participants completed briefing sessions remotely online.

In total, 1,054 diary entries were submitted by 55 different decision-makers in 2018–2019. ALNAP researchers also began the next phase of the study which includes additional interviews with participants and data analysis with the help of an external statistician.

In collaboration with RedR, ALNAP tested, amended and further piloted new 'leadership 101' training materials with six Member organisations. In March 2019, Christian Aid piloted the materials with leaders from six countries. Further pilots will take place in 2019–2020.

'[Participating in the study] allowed me to reflect more systematically on my own decision-making, both during and after, including specific questions like whether I had enough information, had consulted the right people, and how long I was taking to make decisions.'

Diary study participant
NGO constituency

Response and uptake

ALNAP's expertise in leadership and coordination is well known and relied upon. Throughout 2018–2019 ALNAP attended the Global Conference on the International Network of Disaster Studies in Japan; the 2018 Global Shelter Cluster meeting in Geneva; and an OCHA workshop on information management and coordination. Additional engagement continued with OCHA, the global clusters and IASC. ALNAP also advised Peer2Peer Support (formerly STAIT), Elrha and the Humanitarian Learning Centre, among others, in 2018–2019.

The extensive level and range of participation across diverse areas in ALNAP's diary method demonstrates a strong appetite for involvement in this research area.

The Global Humanitarian Executive Leadership Initiative

ALNAP continued to work with the Global Humanitarian Executive Leadership Initiative (GHELI) (formerly Global Leadership Initiative (GLI)) in 2018–2019. Its contribution to the GHELI consisted of face-to-face meetings and tele-consultations with key stakeholders to discuss particular elements of the initiative's design. Specifically, this included GHELI's organisational structure, development of a vision and modus operandi and identifying critical issues and challenges for senior humanitarian leaders. ALNAP presented research on leadership and facilitated discussions throughout 2018–2019.

Urban humanitarian response

ALNAP's work on improving the response to urban crises continued through 2018–2019. The Urban Response CoP and Urban Humanitarian Response Portal continued to grow and provide opportunities to share learning and key experiences.

At the start of the year, ALNAP published '*What's missing? Adding context to the urban toolbox*', the latest in a research series on humanitarian response in complex urban areas. ALNAP produced a range of additional materials to accompany the written study, including three videos ('What is context? Why does it matter for urban humanitarians?', 'Which tools help us understand urban context?' and 'How to make the most of an analysis of context'). Several bitesize materials were also produced for different audiences (including an 'Eight-step introduction for new context tool users', '10 tips' to make the most of them and a policy brief on understanding context in response). A blog signposting these materials together was also published in December 2018.

The resources were launched and disseminated in multiple ways, including at a workshop in Lebanon with representatives from various humanitarian organisations, through a webinar in April 2018 with over 80 participants, and through a presentation for humanitarian actors working in Gaziantep, Turkey in June 2018.

ALNAP also started the next phase of research on urban humanitarian response, to explore practical examples of how humanitarian organisations can work differently in the complexity of urban environments. Work began on the first case study on urban resilience in Guatemala City with PCI, and a second case study on urban humanitarian response in Tripoli, Lebanon is also underway, working with CARE. These two case studies will be published in 2019–2020, while additional case studies are being identified.

In March 2019, ALNAP held a learning exchange workshop focusing on multi-sectoral/ holistic approaches to humanitarian response. Over two days, 25 participants were given an

Home to 60,000–100,000 people, La Limonada in Guatemala City is Central America's largest urban slum - Leah Campbell, ALNAP 2018.

opportunity to share past and emerging practice and to reflect on examples where multi-sectoral programming has worked, failed and raised unexpected questions. The learning exchange will contribute to ALNAP's research on working more effectively in complex urban areas, alongside case studies, interviews and a literature review.

ALNAP also hosted a webinar in March 2019 on engaging with local faith-based actors in urban response, organised in partnership with the Joint Learning Initiative on Faith and Local Communities (JLI). The webinar featured speakers from the JLI, University College London (UCL), World Vision Mexico and Soka Gakkai International.

Throughout 2018–2019 ALNAP contributed to the Humanitarian Practice Network's Good Practice Review (GPR) on humanitarian response in urban contexts, which will be launched in summer 2019. Other opportunities for global engagement arose with ALNAP's participation in the annual meeting of the Global Alliance for Urban Crises (GAUC) in Strasbourg in May 2018, through regular participation in the Settlements Approach Working Group of the Global Shelter Cluster, and in three different GAUC working groups. ALNAP was also involved in the Global Food Security Cluster's (GFSC) Urban Food Security and Livelihoods Working Group.

Response and uptake

The Urban Response CoP continues to attract members through 2018–2019, holding 2,032 from 116 countries by the end of the year. The Urban Humanitarian Response portal also grew, to over 2,900 documents and 6,113 page views in 2018–2019.

To identify priorities for improving urban response, ALNAP surveyed CoP members and received 446 responses. The overall feedback was very positive and provided a clear direction for the future. The results of the survey were disseminated in October 2018.

Consistent with the attendance figures and feedback from other ALNAP webinars, the webinar on engaging local faith-based actors in March 2019 had a live audience of 82 participants and received an overall quality score of 4.14/5.

'I think this is the best articulation I've come across!'

ALNAP Member, in reference to '*What's missing? Adding context to the urban toolbox*'.

'ALNAP's urban response resources have been incredibly useful'

ALNAP Member
Academic constituency

Humanitarian innovation

ALNAP continued its leading work on humanitarian innovation throughout 2018–2019, building on existing products, resources and relationships. In partnership with Elrha and the World Vision International Nepal Innovation Lab, ALNAP delivered an interactive learning workshop on managing successful humanitarian innovation processes in Kathmandu in April 2018. Over 30 participants working on innovation issues from a wide range of Nepalese organisations took part in the event.

ALNAP also continued to engage with the Response Innovation Labs (RIL) initiative in developing M&E tools for field-level innovators, to strengthen the quality of evidence produced through early stage innovation. This RIL toolkit has been informed heavily by previous ALNAP research and was successfully piloted in three countries in September 2018. Additionally, ALNAP supported and advised RIL on its development of new M&E tools for innovation in the field, which will be piloted in August 2019.

ALNAP conducted interviews with representatives from leading innovation and scaling programmes in the humanitarian sector to carry out a light-touch review of current practices, lessons learned and areas for future research.

In 2018 – 2019 ALNAP continued to provide ad hoc advice and inputs to several of its Members on their innovation work, including Save the Children, Elrha and MSF. ALNAP also presented a report on new models for scaling humanitarian innovation at a Global Alliance for Humanitarian Innovation facilitated session at the OCHA Humanitarian Partnerships Week in Geneva in February 2019.

In addition, ALNAP was selected to deliver a session on evaluating innovation at the InterAction Forum in June 2018 in Washington, DC. Over 50 people attended the interactive session, using case-based discussion of what successful innovation means and how to measure it. ALNAP also chaired and co-facilitated two sessions at the launch of Elrha's Innovation management guide in Brussels in June 2018, while in February 2019 ALNAP presented a report on new models for scaling humanitarian innovation at a GAHI-facilitated session during the OCHA Humanitarian Partnerships Week in Geneva.

Response and uptake

There continues to be a high level of interest and uptake of ALNAP's work on humanitarian innovation. ALNAP provided advice and ad hoc support to Members and non-Members on an ongoing basis throughout the year, including to Save the Children, Elrha and Médecins Sans Frontières (MSF).

'Your support and guidance to our strategic thinking on innovation has been extremely helpful.'

ALNAP Member

NGO constituency

Evidence and humanitarian adaptiveness

In September 2018 ALNAP hosted a workshop in London on developing new models for adaptive, flexible humanitarian action. A diverse group gathered to look at the different functions within humanitarian agencies that can impact agility and adaptiveness, including funding, programming, monitoring, human resources and logistics/supply chain management. A background paper – '*Making humanitarian response more flexible*' – was published prior to the workshop, which has been downloaded more than 200 times to date, while a post-workshop study has been written and planned for publication in 2019–2020. The report proposes several models for adaptiveness in humanitarian action, based on current practice and literature from outside the humanitarian sector, and identifies recommendations for organisations to become more adaptive and flexible.

Following the success of this workshop, ALNAP presented its work on adaptiveness at the opening panel of the Groupe URD conference in France in October 2018. ALNAP also authored an article for Groupe URD's biannual publication, *Humanitarian aid on the move*, and acted as a guest editor with ALNAP Member AIDMI on the publication of a special edition of the Southeast Asia Disaster Networks newsletter on adaptive programming and management.

ALNAP also produced the first case study in its 'Spotlights on adaptiveness in action' series in 2018–2019, which focuses on user-centred design (UCD). The study looks at UCD projects in the water, sanitation and hygiene (WASH) sector, and was funded by Elrha and managed by the Qatar Red Crescent Society, Welthungerhilfe and Save the Children UK. In addition, ALNAP's Kenya country study was written and reviewed in 2018–2019, which looks at the flexibility of humanitarian actors and the Kenyan government in responding to early warning indicators in the 2016-2017 drought crisis. The study will be published in the upcoming year.

Response and uptake

Feedback on ALNAP's workshop on new models for adaptive, flexible humanitarian action was positive, with an average satisfaction score of 4.7/6. In total, 60 participants attended from across the ALNAP Membership and beyond.

'This was an excellent workshop – well prepared, well facilitated and format designed to elicit high quality discussions. Thank you for including us!'

ALNAP Member
Donor constituency

ALNAP Annual Meetings

4—

ALNAP Annual Meetings

ALNAP Annual Meetings have continued to provide Members and other organisations with a standing forum to meet, to network and to address key issues, to review ongoing ALNAP activities, to exchange experiences on learning and accountability, and to identify opportunities for collaboration.

The Annual Meetings are among the largest and most popular ALNAP events, bringing together actors from different constituencies: donors, NGOs, academics, consultancies, Red Cross/Red Crescent agencies and other networks to exchange ideas on new topics every year. Emerging challenges are addressed and important topics and themes are raised, and thus the sector is able to continue to engage constructively in ever-changing humanitarian contexts.

Due to the resources required for writing, publishing and disseminating *The State of the Humanitarian System 2018* report, ALNAP did not host an Annual Meeting in 2018 – 2019. However, planning has commenced for the 32nd Annual Meeting which is to be hosted by the German Federal Foreign Office in October 2019.

The Meeting theme will be: 'Relevant for whom? Responding to diverse perspectives and priorities in humanitarian action'. The concept note for the Meeting was drafted in 2018–2019 and consultants were contracted to author background and meeting papers. The event will feature a range of new interactive sessions for Members to engage in the topic, alongside with the background paper.

Response and uptake

There has been a high level of interest from the Membership in the upcoming Annual Meeting in 2019–2020. The importance of ALNAP's Annual Meetings to the Membership has consistently been underlined by the extremely positive feedback received, and by Member representatives in the recent ALNAP strategic review.
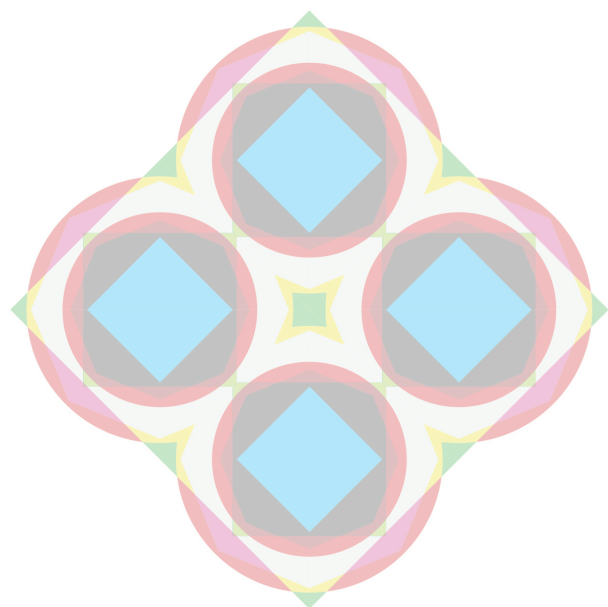
'ALNAP Annual Meetings are a really great way to engage with the Network. We're looking forward to the next one.'

ALNAP Member

Consultant constituency

Communications

Communications

ALNAP's 2013–2018 strategic review process has provided a great deal of useful feedback from Members on the effective dissemination of information, connectivity between Members and learning styles. In response, ALNAP commissioned an internal review of its communication function and has since started to develop new approaches and tailored outputs to meet the needs and priorities of different ALNAP constituencies. The Secretariat is also undergoing a rebranding of its publications, which will help to further streamline the production of resources. Such changes will be embedded in the ALNAP Strategy 2019–2024, which is beginning to be rolled out.

Alongside this, ALNAP has continued to carry out communications-related activities. Since it's redevelopment, the ALNAP website has seen a large increase in user time on the site, as well as higher levels of traffic to content pages. A new portal on targeting has been launched with UNHCR, and discussions continue around portals to improve knowledge management in specific subjects relevant to the wider humanitarian system. Following feedback from users of the HELP Library and its portals as part of the strategic review, the Secretariat has scoped areas for improvement in the functionality of the Library and has started to roll out particular digital developments.

ALNAP's social media presence grew in 2018–2019 – particularly Twitter, with ALNAP reaching 11,000 followers and receiving 26% more mentions during the year compared to 2017–2018. ALNAP's Facebook page continued to draw in users as well, receiving almost 5,000 'likes' by the end of March 2019.

Members continue to look to ALNAP for advice on best practice for communications, which has led to scoping for the creation of a Communications CoP for the Network.
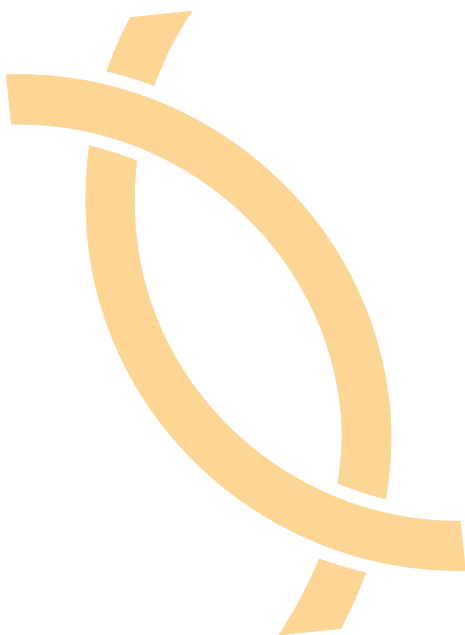
ALNAP is one of the best at communications for humanitarian networks. You are an authoritative tone of voice and strong brand'.

ALNAP Member

Network constituency

Governance
and Membership

ALNAP's 2013–2018 Strategic Review

The ALNAP Secretariat conducted a review of the 2013–2018 Strategy in order to inform the development of the upcoming five-year Strategy 2019–2024. An extensive data collection process was undertaken, based on member surveys, data analytics and semi-structured interviews with Full Member representatives. The key findings were extremely positive, and feedback indicated high levels of trust and appreciation. Key points included the value of ALNAP's convening power within the humanitarian sector; that ALNAP has become an integral part of the humanitarian architecture and has set a "gold standard" for high quality research within the sector; and continues as the reference organisation for evaluation and learning.

Suggestions for further improvements included that ALNAP continue to build upon and revitalise the network function and find ways to improve engagement with Members. In 2019–2020, the new Strategy will be drafted and implemented based on this feedback.

'It's a pleasure and a privilege to work with ALNAP'

ALNAP Steering Committee Member
Donor constituency

System-wide initiatives, 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 across the following forums:

- Q&A meetings
- Scientific Committee meeting of the Humanitarian Encyclopedia
- Steering Group for the Humanitarian Policy Group's (HPG) 'Tip of the iceberg' project
- Advisor for Elrha's humanitarian innovation fund on its 'Guide to innovation management'
- Advisory group for the Global Reference Group on Education in Emergencies
- HPG Advisory Group
- Member of the Center for Strategic and International Studies (CSIS) Task Force on Humanitarian Action
- IASC IAHE Steering Group
- Syria CALL Initiative
- UNEG
- Global Alliance for Urban Crises and Settlements Approach Working Group
- Steering Committee for the Global Conference on the International Network of Disaster Studies in Japan
- Member of the monitoring working group for the IASC HPC revision process
- Advisory Group for RIL's Innovation Monitoring and Evaluation Toolkit

Members of the ALNAP Secretariat also peer-reviewed and provided inputs on a number of Member publications.

Governance and Membership

Steering Committee

The ALNAP Steering Committee had the following members as of 31 March 2019:

- Johan Schaar, Chair of ALNAP Steering Committee
- Joakim Nilsson, ECHO (Donor constituency)
- Anke Reiffenstuel and Daina Hues, German Federal Foreign Office (Donor constituency)
- Dan Maxwell, Feinstein International Center (Academic constituency)
- Antoine Ouellet, ICRC (RC/RC constituency)
- Andrea Cook, WFP (United Nations constituency)
- Loreine dela Cruz, Centre for Disaster Preparedness (NGO constituency)
- Anne-Lise Lavaur and Miguel d'Arcangues, Solidarités International (NGO constituency)

The Steering Committee held the following meetings in 2018–2019:

- June 2018, Brussels
- October 2018, remotely
- February 2019, Geneva

New Full and Associate Members

Between April 2018 and March 2019 one new Member joined ALNAP:

- Centre for Education and Research in Humanitarian Action (CERAH) (February 2019)

As of 31 March 2019, ALNAP had 106 Full and Associate Members.

Team

The following staff made up the ALNAP Secretariat team in 2018–2019:

- John Mitchell, Director
- Paul Knox Clarke, Head of Research
- Alice Obrecht, Senior Research Fellow
- Neil Dillon, Research Fellow
- Leah Campbell, Senior Research Officer
- Alexandra Warner, Senior Research Officer (left July 2018)
- Amelie Sundberg, Senior Research Officer (joined August 2018)
- Catriona Foley, Operations and Partnerships Manager
- Charlotte Skinner, Programme Manager
- Maria Gili, Communications Manager
- Tim Harcourt-Powell, Communications Officer
- Cara Casey-Boyce, Communications Officer

ALNAP worked with the following consultants in 2018–2019:

Consultants	Project
Add Two Digital	The State of the Humanitarian System (SOHS) story-telling communications support
Alex Glynn	Communications
Ana Urgoiti	Skills-Building Day facilitation
Charlie Dalrymple	Leadership training support
Chloé Sanguinetti	HELP Library, Syria portal and urban portal management. Communications
CrowdLab	Diary app for leadership research
Development Initiatives	SOHS: financial analysis
Elinor Mair Jones	Statistician research
Geopoll	SOHS: aid-recipient surveys
Groupe URD	SOHS: key informant interviews, field level. Field case studies
Humanitarian Outcomes	SOHS: organisational mapping
Ian Christoplos	SOHS: outcome harvesting
James Darcy	SOHS: evaluation synthesis and literature review
Key Aid Consulting	Earthquakes Lessons Paper
Lewis Clough	Research assistance, decision-making
Lewis Sida	SOHS: key informant interviews HQ level
Manta Ray Media Ltd.	Website support and maintenance
Soapbox	Design
Sofya Bourne	SOHS: evaluation synthesis and literature review Research support to adaptiveness
Sophia Swithern	Annual Meeting background paper and final study

Annexes

Financial statements

Table 1: ALNAP expenditure 2018–2019

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	£23,400.00	£14,664.02	£40,167.05	£35,657.05	£63,567.05	£50,321.07
Monitoring humanitarian action	£64,199.49	£26,535.70	£91,924.89	£90,227.92	£156,124.38	£116,763.62
Evaluation of protection	£6,400.00	£5,718.85	£7,901.83	£7,265.32	£14,301.83	£12,984.17
Syria Evaluation Portal and CALL	£4,000.00	£2,895.00	£1,964.30	£1,323.36	£5,964.30	£4,218.36
HELP	£4,650.00	£4,260.00	£4,996.63	£4,756.28	£9,646.63	£9,016.28
Sub-totals	£102,649.49	£54,073.57	£146,954.71	£139,229.94	£249,604.20	£193,303.51
The State of the Humanitarian System (SOHS)	£223,232.54	£180,753.35	£266,984.81	£259,567.98	£490,217.35	£440,321.33
Lessons Papers	£55,000.00	£36,951.97	£27,615.46	£20,077.98	£82,615.46	£57,029.95
Sub-totals	£278,232.54	£217,705.32	£294,600.27	£279,645.96	£572,832.82	£497,351.28
Humanitarian leadership and coordination	£74,535.87	£26,055.17	£44,078.53	£64,968.64	£118,614.40	£91,023.81
Global Leadership Initiative	£20,000.00	£6,103.09	£24,752.20	£13,191.44	£44,752.20	£19,294.53
Responding to urban crises	£52,050.00	£31,520.18	£49,719.00	£47,485.01	£101,769.00	£79,005.19
Humanitarian innovations	£5,550.00	£5,673.44	£9,271.14	£7,653.26	£14,821.14	£13,326.70
Evidence and humanitarian adaptiveness	£79,790.00	£29,899.88	£92,326.77	£65,462.41	£172,116.77	£95,362.29
Sub-totals	£231,925.87	£99,251.76	£220,147.64	£198,760.77	£452,073.51	£298,012.53
ALNAP Annual Meeting	£1,300.00	£4,129.78	£9,235.20	£18,079.14	£10,535.20	£22,208.92
Sub-totals	£1,300.00	£4,129.78	£9,235.20	£18,079.14	£10,535.20	£22,208.92
Communications and knowledge management	£34,700.00	£30,440.39	£41,942.89	£42,498.86	£76,642.89	£72,939.25
Monitoring, learning and strategic planning	£ -	£ -	£26,989.91	£23,665.13	£26,989.91	£23,665.13
Engagement with and support to the humanitarian system	£15,000.00	£11,449.61	£79,689.59	£72,916.53	£94,689.59	£84,366.14
Governance and Secretariat	£37,600.00	£21,496.26	£245,198.62	£291,513.85	£282,798.62	£313,010.11
Sub-totals	£87,300.00	£63,386.26	£393,821.01	£430,594.37	£481,121.01	£493,980.63
Grand total	£701,407.90	£438,546.69	£1,064,758.83	£1,066,310.18	£1,766,166.73	£1,504,856.87

Table 2: Contributions per Member organisation in 2018–2019

Funder	Funds requested	Funds received
Action Against Hunger	£3,599.89	£3,599.89
AECID: Ministerio de Asuntos Exteriores y de Cooperacion	£43,500.00	£-
Africa Humanitarian Action	£543.79	£-
All India Disaster Mitigation Institute (AIDMI)	£108.76	£108.76
American Red Cross	£3,627.81	£-
Australia Department of Foreign Affairs and Trade	£170,100.00	£164,597.30
Avenir Analytics	£217.52	£217.52
British Red Cross Society	£6,144.84	£6,144.84
CARE International	£3,659.71	£3,659.71
Catholic Agency for Overseas Development (CAFOD) UK/CARITAS	£10,529.97	£10,529.57
Catholic Relief Services	£4,561.39	£-
Centre of Disaster Preparedness Foundation	£530.45	£530.45
Christian Aid	£5,849.84	£5,849.84
Coastal Association for Social Transformation Trust (COAST)	£108.76	£108.76
Community and Family Services International	£450.00	£450.00
Community World Service Asia	£217.52	£207.52
Danida	£30,000.00	£30,477.93
Danish Refugee Council (DRC)	£3,461.77	£3,461.77
Federal Foreign Office Germany	£174,000.00	£178,195.94
Food and Agriculture Organisation of the United Nations (FAO)	£2,760.29	£2,760.29
Foreign Affairs, Trade and Development Canada	£59,101.31	£59,101.31
Global Communities	£2,175.16	£-
Global Emergency Group	£150.00	£150.00
Global Hand	£1,183.28	£1,168.25
GOAL	£739.50	£739.50
Ground Truth Solutions	£108.77	£-
Human Appeal International	£2,175.16	£-
Ikea Foundation	£1,350.00	£1,350.00
International Committee of the Red Cross (ICRC)	£8,036.32	£8,036.32

Funder	Funds requested	Funds received
International Federation of Red Cross and Red Crescent Societies (IFRC)	£4,377.52	£4,377.52
International Rescue Committee (IRC)	£6,144.84	£-
International Solutions Group	£163.14	£152.42
Irish Aid	£0.00	-£2,797.85
Macfadden and Associates	£37,044.72	£37,044.72
Médecins Sans Frontières International Evaluation Group	£6,500.00	£2,000.00
Mercy Corps	£20,000.00	£-
MERCY Malaysia	£217.52	£217.52
Ministry of Foreign Affairs Belgium	£44,252.45	£44,254.45
Ministry of Foreign Affairs Netherlands	£50,000.00	£50,000.00
New Zealand Aid Programme	£2,718.95	£2,640.00
Norad/Ministry of Foreign Affairs Norway	£23,027.70	£-
Norwegian Refugee Council (NRC)	£6,144.84	£6,144.84
L'office Africain pour le développement et la coopération (OFADEC)	£108.76	£-
Office for the Coordination of Humanitarian Affairs (UN OCHA)	£9,570.00	£-
Oxfam GB	£9,230.30	£9,230.30
RedR	£212.18	£212.18
Samuel Hall	£217.52	£-
Save the Children	£8,189.49	£-
Solidarites International	£5,769.62	£-
Sustainable Environment Ecological Development Society (SEEDS)	£108.76	£-
Swedish International Development Cooperation Agency (Sida)	£217,500.00	£214,404.56
Swiss Agency for Development and Cooperation (SDC)	£25,000.00	£25,000.00
Tearfund	£6,000.19	£-
Transparency International	£217.52	£-
Transtec	£1,631.38	£-
Trocaire	£4,078.43	£-
United Nations Children's Fund (UNICEF)	£7,300.05	£7,522.83
United Nations High Commissioner for Refugees (UNHCR)	£11,244.48	£11,244.48
United Nations Population Fund (UNFPA)	£9,000.00	£3,807.84

Funder	Funds requested	Funds received
United States Agency for International Development (USAID)/Office of Foreign Disaster Assistance (OFDA)	£656,926.83	£656,926.83
War Child	£4,000.00	£4,000.00
World Food Programme (WFP)	£10,247.19	£10,247.19
World Vision International	£6,441.74	£6,441.74
Annual Meeting Attendance and other income	£-	£1,425
Total requested/received	£1,732,579.89	£1,575,942.04

Table 3: Income and expenditure

Budget and income	Income	Budget/Expenditure
Total funding requested	£1,732,579.89	£-
Original budget	£-	£1,766,166.73
Additional budget	£-	£-
Total original budget	£-	£1,766,166.73
Total funding received	£1,575,942.04	£-
Total expenditure for FY18/19 (expenses and staff costs)	£-	£1,504,856.87
Remaining at year end	£-	£71,085.17
Total % spend against income		95%

Member organisations and their representatives as of 31 March 2019[1]

Organisation	First Name	Surname
Action Against Hunger	Hannah	Wichterich
AECID: Ministerio de Asuntos Exteriores y de Cooperacion	Jaime	Iglesias Sánchez-Cervera
Africa Humanitarian Action	Misikir	Tilahun
All India Disaster Mitigation Institute (AIDMI)	Mihir	Bhatt
American Red Cross	Marian	Spivey-Estrada
Australia Department of Foreign Affairs and Trade	Steve	Darvill
Avenir Analytics	Hetty	van Doorn
British Red Cross Society	Clodagh	Miskelly
Canadian Research Institute on Humanitarian Crisis and Aid (OCCAH)	Francois	Audet
CARE International	Uwe	Korus
Catholic Agency for Overseas Development (CAFOD) UK/CARITAS	Matthew	Carter
Catholic Relief Services	Jennifer	Poidatz
CDA Collaborative Learning Projects	Isabella	Jean
Communicating with Disaster Affected Communities (CDAC) Network	Marian	Casey-Maslen
Centre for Development and Emergency Practice (CENDEP)	Cathrine	Brun
Coastal Association for Social Transformation Trust (COAST)	Loreine	dela Cruz
Centre for Education and Research in Humanitarian Action (CERAH)	Doris	Schopper
Christian Aid	Niall	O'Rourke
Core Humanitarian Standard (CHS) Alliance	Bonaventure	Sokpoh
Coastal Association for Social Transformation Trust	Rezaul	Chowdhury
Community and Family Services International	Steven	Muncy
Community World Service Asia	Shama	Mall

1. Some Member organisations did not have a Member Representative as of 31 March 2019. Some organisations' Member Representative changed throughout the year.

Organisation	First Name	Surname
Development and Humanitarian Learning in Action (DAHLIA)	Julia	Durand
Danida	Marianne	Vestergaard
Danish Refugee Council (DRC)	Kordian	Kochanowicz
DARA	Silvia	Hidalgo
Department for International Development, UK (DFID)	Jo	Abbotts
Development Initiatives	Chris	Degnan
Disasters Emergency Committee (DEC)	Monica	Blagescu
Elrha	Jess	Camburn
Emergency Nutrition Network	Joanne	Parsons
European Commission	Joakim	Nilsson
European Interagency Security Forum	Lisa	Reilly
Evidence Aid	Claire	Allen
Federal Foreign Office Germany	Anke	Reiffenstuel
	Daina	Hues
Food and Agriculture Organisation of the United Nations (FAO)	Marta	Bruno
Foreign Affairs, Trade and Development Canada	Christopher	Demerse
Glemminge Development Research AB	Ian	Christoplos
Global Communities	Pia	Wanek
Global Emergency Group	Aliisa	Paivalainen
Global Hand	Katey	Kenworthy
Global Public Policy Institute	Claudia	Meier
GOAL	Fiona	Gannon
Ground Truth Solutions	Nick	Van Praag
Groupe Urgence Réhabilitation Développement (Groupe URD)	François	Grünewald
Harvard Humanitarian Initiative	Vincenzo	Bollettino
HERE-Geneva	Ed	Schenkenberg
Human Appeal International	Arif	Syed Muhammad
Humanitarian and Conflict Response Institute	Bertrand	Taithe
Ikea Foundation	Ly	Nguyen

Organisation	First Name	Surname
IMPACT Initiatives	Luca	Pupulin
Institut Bioforce	Rory	Downham
International Committee of the Red Cross (ICRC)	Antoine	Oullet-Drouin
Institute of International Humanitarian Affairs	Brendan	Cahill
Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)	Francisco	Rey Marcos
InterAction	Patricia	McIreavy
International Council of Voluntary Agencies (ICVA)	Ignacio	Packer
International Federation of Red Cross and Red Crescent Societies (IFRC)	Josse	Gillijns
International Institute for Environment and Development (IIED)	Diane	Archer
International Rescue Committee (IRC)	Jeannie	Annan
International Solutions Group	Michael	Klein
Irish Aid	Seán	Ó hAodha
John Borton Consulting	John	Borton
John Cosgrave	John	Cosgrave
Médecins Sans Frontières International Evaluation Group	Boris	Stringer
Mercy Corps	Selena	Victor
MERCY Malaysia	Heng	Aik Cheng
Ministry of Foreign Affairs Belgium	Nora	Loozen
Ministry of Foreign Affairs Netherlands	Hans	van den Hoogen
New Zealand Aid Programme	Louise	Searle
Norad/Ministry of Foreign Affairs, Norway	Vikor	Guro Katharina
Norwegian Refugee Council (NRC)	Lian	Bradley
L'office Africain pour le développement et la coopération (OFADEC)	Abdoulaye	Dione
Office for the Coordination of Humanitarian Affairs (UN OCHA)	Victoria	Saiz-Omenaca
Overseas Development Institute (ODI)	Christina	Bennett
Oxfam	Claudia	Geraets
RedR UK	Selma	Schewee
Samuel Hall	Nassim	Majidi
Save the Children	Milli	Cooper

Organisation	First Name	Surname
Solidarites International	Miguel	d'Arcangues
	Anne-Lise	Lavaur
Sphere Project	Christine	Knudsen
START Network	Sean	Lowrie
Steering Committee for Humanitarian Response	TBC	TBC
Sustainable Environment Ecological Development Society (SEEDS)	Manu	Gupta
Swedish International Development and Cooperation Agency (Sida)	Elisabet	Hedin
Swedish Red Cross	Moa	Chenon
Swiss Agency for Development and Cooperation (SDC)	Ursula	Benninger
Tearfund	Oenone	Chadburn
The Cash Learning Partnership (CaLP)	Isabelle	Pelly
The Humanitarian Health Ethics Network	Lisa	Schwartz
The International Humanitarian Studies Association	Thea	Hilhorst
Transparency International	TBC	TBC
Transtec	Kader	Cherigui
Trocaire	Réiseal Ni	Chéilleachair
Tufts University	Daniel	Maxwell
United Nations Children's Fund (UNICEF)	Koorosh	Raffii
United Nations Development Programme (UNDP)	Alan	Fox
United Nations High Commissioner for Refugees (UNHCR)	Francesca	Bonino
United Nations Population Fund (UNFPA)	Marco	Segone
United States Agency for International Development (USAID)/Office of Foreign Disaster Assistance (OFDA)	Mia	Beers
Valid International	Alistair	Hallam
Voice	Kathrin	Schick
War Child Holland	Nina	Goricar
War Child UK[2]	Henry	Gathercole
World Food Programme (WFP)	Andrea	Cook
World Health Organization	Andre	Griekspoor
World Vision International	Alexandra	Levaditis

2. War Child Holland and War Child UK share Membership.

ALNAP