

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

www.alnap.org

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Cover image

MINUSMA Peacekeepers Conduct Long Range Patrol in Mali (UN Photo/Josef Bjornetun)

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Imvepi Refugee Camp, Northern Uganda (UN Photo/Amanda Voisard)

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ALNAP Secretariat



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Message from the Chair

Last year saw a troubling global humanitarian situation with record numbers of people forcibly displaced from conflict situations in the middle east and beyond. Asylum-seekers looking for protection have been turned away from EU and US borders, being depicted by some political leaders as a blanket threat to security, deprived of their humanity and in contravention with international law. These challenges and others like them, make it even more important to identify where systemic improvements need to be made and how best to make them.

Having been involved in the development of ALNAP's work plan last year, I am sure that our activities will make an important contribution. We remain committed to improving the depth and quality of the humanitarian evidence base and in providing outstanding analysis of key issues. Through a variety of communications means, we will share knowledge and learning throughout the membership to enhance shared understanding and capacity across the sector.

I am particularly excited by the progress we have made in expanding the scope of the State of the Humanitarian System report, which now includes additional primary data from recipient populations and an even more rigorous methodology. It is due to be published at the end of this calendar year and we expect many ALNAP Members will be involved in rolling out the report around the world.

As the process for developing the next five-year ALNAP Strategy begins, I am very much looking forward to hearing the views of ALNAP Members. We will make sure that the content of the Strategy reflects the needs, priorities and values of all constituencies. I am also mindful of the fast-changing and unstable situations in which much humanitarian work takes place and, to take account of this, we will build in flexibility, so that our strategic direction is defined but not confined.

In chairing the Steering Committee meetings and working closely with the Director, the Secretariat and many ALNAP Member organisations, I have been struck by the high level of trust and collaboration across the Network and beyond. ALNAP is truly seen as an honest broker guided by the principles of openness, shared learning and continuous improvement. It is a creative and enjoyable environment to work in and, as this Annual Report clearly demonstrates, it also produces outstanding results.

I would like to thank all Members for your contributions and commitment to ALNAP. It has felt special to be part of such an energetic network and I look forward enormously to the year ahead.



Johan Schaar
ALNAP Chair

Achievements

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:

- [Transforming change](#) (September 2017)
- [What's missing? Adding context to the Urban Response Toolbox](#) (March 2018)

Working Papers:

- [Working with people and communities in urban humanitarian crises](#) (June 2017)
- [Using evidence to allocate humanitarian resources: challenges and opportunities](#) (September 2017)

Scoping Papers:

- [What is monitoring in humanitarian action? Describing practice and identifying challenges](#) (September 2017)

Case studies:

- [Dynamic gridlock: adaptive humanitarian action in the DRC](#) (February 2018)

Tools, guidelines and methodologies:

- [Strengthening the quality of evidence in humanitarian evaluations](#) (May 2017)
- [Guide de l'évaluation de l'action humanitaire](#) French translation (July 2017)
- [Guía de evaluación de la acción humanitaria](#) Spanish translation (July 2017)

Lessons Papers:

- [Lessons Papers: a method note](#) (January 2018)

Other:

- [Evaluation in constrained access situations – skills-building workshop summary](#) (May 2017) (accessible to Members only)
- [31st Annual Meeting 'Changing Humanitarian Action' Panel, Stories in 5 and presentation recordings](#)
- [20 years of change in humanitarian action: a timeline by ALNAP](#) (May 2017)
- [Urban research initiative: responding to crises in complex, interconnected urban contexts \(Concept Note\)](#) (June 2017)
- [Learning from the Ebola response in cities: responding in the context of urban quarantine](#) (May 2017)
- [Learning from the Ebola response in cities: population movement](#) (May 2017)
- [Learning from the Ebola response in cities: communication and engagement](#) (May 2017)

- [Ebola response in cities: learning for future public health crises](#) (June 2017)
- [Annual report 2016–2017](#) (August 2017)
- [Evaluation of Humanitarian Action \(EHA\) Tip Clip 1: deciding to do an evaluation](#) (October 2017)
- [EHA Tip Clip 2: initiating an evaluation](#) (December 2017)
- [EHA Tip Clip 3: managing the evaluation](#) (March 2017)

Shared knowledge through networks, events and meetings:

- Hosted or co-hosted 15 events, 10 of which were in partnership with ALNAP Members
- Held eight webinars
- Facilitated two Communities of Practice (CoP) - the Humanitarian Evaluation CoP, which held 1,017 members and Urban Response CoP which held 2,156
- Attended and presented at 45 ALNAP Member and non-Member events
- Hosted a Learning Exchange on Urban Context and Profiling Tools
- Facilitated three Evaluation of Protection Guide pilot workshops
- Facilitated a training workshop on evaluation with AECID
- Facilitated two workshops on humanitarian innovation with NRC and UNHCR
- Participated in and presented at Global Cluster meetings
- Facilitated two EHA Guide in-house workshops
- Presented at the UNEG Annual Meeting

Strengthened the Network's knowledge management function:

- Grew the Humanitarian Evaluation, Learning and Performance Library – the world's largest and most complete resource library for evaluation and learning related to humanitarian action, by over 18%, to hold 14,891 resources
- Grew the Urban Resource Portal to over 2,500 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 over 1,700 resources)

Communicated Member research, events and opinions:

- Updated and improved the new website, which incorporates several important new functionalities to enable an improved user experience. The website received 171,316 unique visitors between April 2017 and March 2018
- Published 12 blog posts, including six by guest bloggers
- Regularly tweeted Member events and publications to over 9,753 Twitter followers

Collaborated with other initiatives:

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

ALNAP was joined by six new Members. The total number of members as of 31 March 2018 was 105.



📍 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.



UN Photo/ Logan Abbassi
A woman crosses a muddy street in downtown Port-au-Prince after Hurricane Matthew hit Haiti.

1.1 | Evaluation of Humanitarian Action Guide

After an extensive period of research and consultation, in 2016 ALNAP launched the first [Evaluation of Humanitarian Action \(EHA\) Guide](#) to help humanitarian actors increase the quality and usefulness of evaluating findings and results. The Guide has attracted a high level of interest among ALNAP Member and non-Member organisations.

This year, the ALNAP Secretariat focused on dissemination of the EHA Guide and engagement with Member organisations. French and Spanish versions of the Guide were published in July 2017.

The ALNAP Secretariat took part in a number of successful engagement activities in relation to the EHA Guide, including the design and conduct of an EHA session at AfREA through UNICEF and the Guide's co-author, John Cosgrave; two in-house workshops with Member organisations covering selected aspects of the EHA Guide; presentation of the Guide to the AEA Annual Conference in Washington, DC; and discussion of the Guide during the IDEAS conference in Mexico.

In addition, the Secretariat completed and released [‘tips’ videos from the Guide’s launch event](#) in October 2017, December 2017 and March 2018, respectively, which are available on the ALNAP website.

"[The EHA Guide is] the benchmark used when creating new resources and guidance"

**ALNAP Member
Network constituency**

Response and uptake

The EHA Guide has been downloaded over 9,200 times and continues to be one of ALNAP's most popular products and is the most visited page on the ALNAP website.

Feedback from the in-house workshops and presentations was very positive, with interest from participants in further ALNAP engagement and requests for EHA Guide copies. Since being made available, the EHA Tip Clips have been viewed over 600 times.

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



1.2 | Humanitarian evaluation capacities

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

In order to help evaluators, evaluation managers and users of evaluations to judge and improve the quality of evidence in humanitarian evaluations, the ALNAP Secretariat published a Method Note in May 2017 on '[Strengthening the quality of evidence in humanitarian evaluations](#)'. This builds on many of the concepts and ideas discussed in ALNAP's '[Insufficient evidence? The quality and use of evidence in humanitarian action](#)', specifically focusing on evidence generated through evaluations.

The Evaluation Capacities workstream progressed well during the reporting period, particularly in terms of engagement with working groups and Members. A training workshop for AECID was conducted in Madrid in July 2017. This covered aspects of evaluation methods linked to the EHA Guide and the forthcoming Guide to Evaluation of Protection in Humanitarian Action.

The ALNAP Secretariat also delivered a presentation on evaluation capacities at a workshop organised by Malteser International for German non-governmental organisations and, by association, with the German Federal Foreign Office and German NGOs taking part in the working group.

Ongoing support has been provided to the IASC Task Team on Accountability to Affected Populations (AAP) and the UNEG Humanitarian Evaluation Interest Group (HEIG) Working Group. In October 2017, representatives of the ALNAP Secretariat participated in the IASC Task Team on AAP meeting in Geneva.

The ALNAP Secretariat also began preparing for the Monitoring and Evaluation Skills-Building Days, which will take place at the start of the next financial year. For the first time, this event will include both monitoring and evaluation.

ALNAP continues to use the Humanitarian Evaluation CoP to successfully engage with evaluation specialists in the humanitarian sector. At the end of this year the CoP held over 1000 members from 119 different countries. The e-learning course also continued to be very popular over the year, with over 3,200 participants from 163 different countries.

Response and impact

ALNAP continues to receive requests to deliver presentations and engage in events and workshops related to increasing evaluation capacities. Participant feedback on the AECID training and German NGO workshops was excellent, with requests for further engagement in 2018.

The level of interest for the ALNAP Monitoring and Evaluation Skills-Building Days is higher than ever, with a high number of ALNAP Member organisations attending from all constituencies.

1.3 | Monitoring in humanitarian action

During 2017–2018, the ALNAP Secretariat continued a scoping phase of a new work stream – Monitoring in Humanitarian Action (MHA) – which began in 2016–2017.

In order to address the current state of the practice of monitoring in the humanitarian sector, ALNAP undertook a scoping exercise, which incorporated a review of policy and guidance documents and key informant interviews. The Network published an MHA Scoping Paper, titled '[What is monitoring in humanitarian action? Describing practice and identifying challenges](#)'. This offers an overview of current theory and practice, takes stock of some key challenges faced and identifies key questions on how to improve the quality and use of monitoring information.

Topics for the next phase of research or guidance have been selected based on the scoping phase and on consultations with ALNAP Members. These topics have been very positively received by Members and are:

- Monitoring at the outcomes level (within projects and programmes)
- Capturing and using qualitative data for monitoring purposes
- Identifying and sharing good monitoring practice

The ALNAP Secretariat has completed draft Concept Notes for three Issue Papers based on these topics. In addition to this, a Concept Note has been developed for Phase three of the research, the guidance on improving the use of monitoring and evaluation systems for iterative programming and organisational learning.

The ALNAP Secretariat continued to develop its series of pre-recorded presentations addressing the key findings and questions raised in the MHA Scoping Paper '[What is monitoring in humanitarian action? Describing practice and identifying challenges](#)'. These will provide a form of executive summary, promote the paper and feed into further research.

In addition, ALNAP facilitated a peer-learning workshop at MERL Tech London in March 2018. This served as an opportunity to gather qualitative approaches, tools and methods from non-humanitarian practitioners and reflect on the suitability of these in different humanitarian contexts. ALNAP also designed sessions related to the issues as part of the June 2018 Monitoring and Evaluation Skills-Building Days. The learning from these workshop sessions will feed into the relevant Issue Papers.

Response

The MHA Scoping Paper titled '[What is monitoring in humanitarian action? Describing practice and identifying challenges](#)' has been downloaded 373 times since publication. Praise from Members and other organisations has highlighted the importance of the ALNAP research. As an unprecedented resource, this paper unpacked the current state of the practice of monitoring in the humanitarian sector.

1.4 | Evaluation of protection

ALNAP has sought to provide insights and guidance to those evaluating protection in the context of humanitarian action by working on the production of a Guide to Evaluating Protection in Humanitarian Action. In 2017–2018 ALNAP focused on the finalisation of the Guide, to be published in early 2018–2019.

In order to finalise the Guide, ALNAP synthesised inputs from a review of the evaluating protection Pilot Guide, Evaluating protection in humanitarian action: decision-making processes, common issues and challenges, which was based on findings integrated from three workshops on the Pilot Guide; one pilot case (through the evaluation team for a DRC protection evaluation in Turkey); individual feedback sessions; and a review of evaluations published since the Pilot Guide. These findings were combined with updates from the revised ICRC Guide, the GPC Protection Mainstreaming Toolkit and ALNAP's EHA Guide. The Guide, which will be in peer review at the end of 2017–2018, will be launched with Irish Aid in 2018–2019.

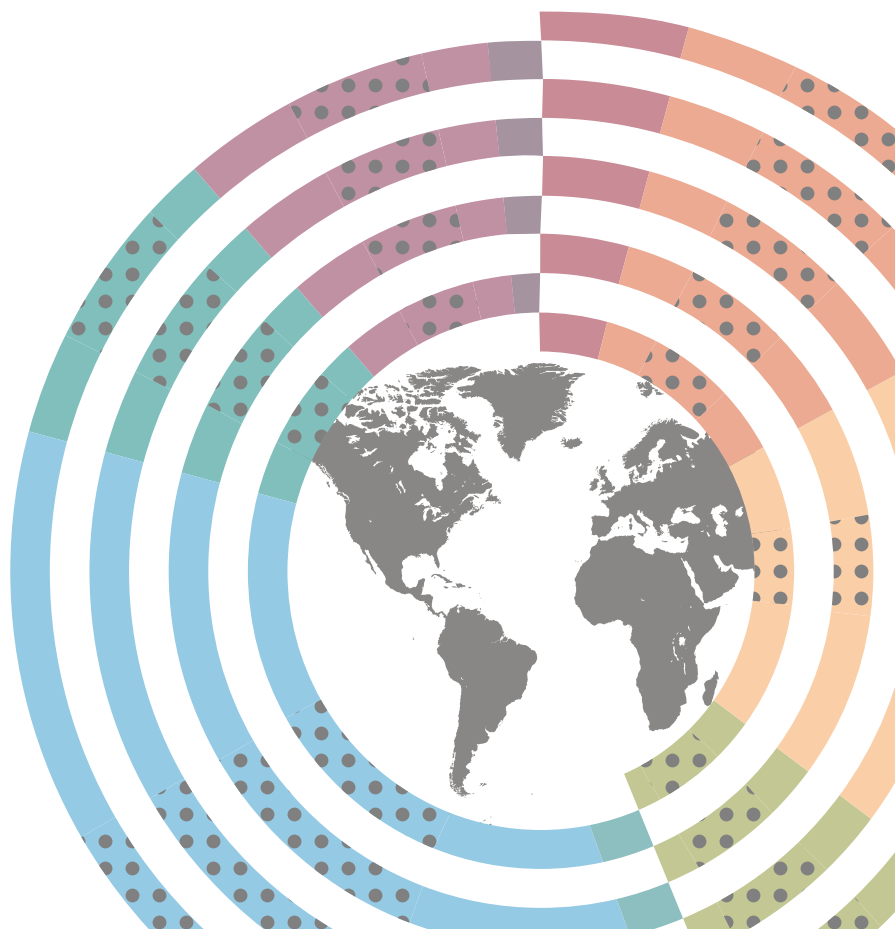
Response and uptake

The Pilot Guide has been downloaded 1,128 times since publication in 2016. Member feedback through individual interviews and member-hosted workshops has been very positive.

"We love ALNAP and their guides on evaluations, and at least evaluations can now have a wonderful methodology"

ALNAP Member

Network constituency



1.5 | Syria Learning Coalition and Syria Portal

In 2017–2018 the ALNAP Secretariat and Membership continued to update the [Syria Evaluation Portal for Coordinated Accountability and Lessons Learning \(CALL\)](#) with evaluative, research, advocacy and information reports. The [Syria Evaluation Portal](#) provides a unique and important single platform that brings together a broad range of relevant information, data, discussion and analysis on the Syria regional response. Sharing key information enhances the harmonisation of evaluative activities and, over time, will enable the provision of a repository of data that can be used for analysis and lesson-learning.

As part of the redesign of the ALNAP website in 2017–2018, the Portal system was also revamped. The Syria Portal now has a new, easier to navigate and clearer to use design, and features an enhanced search functionality matching that of the HELP Library.



Response

The Portal was visited by over 7,000 new users, in 9,000 sessions between April 2017 and March 2018 and by the end of March 2018 over 1,700 resources were available on the Portal. Visits to the Portal have recently come primarily from the US, UK, Phillipines, Turkey and Jordan.

William Proby |

An almost deserted, rubble filled street in Aleppo, Syria.

1.6 | Humanitarian Evaluation, Learning and Performance Library

With the launch of ALNAP's new website in autumn 2017, ALNAP's resource database was redesigned and rebranded as the Humanitarian Evaluation, Learning and Performance (HELP) Library. The HELP Library, a database of evaluative and learning resources, is central to facilitating ALNAP's learning and networking functions.

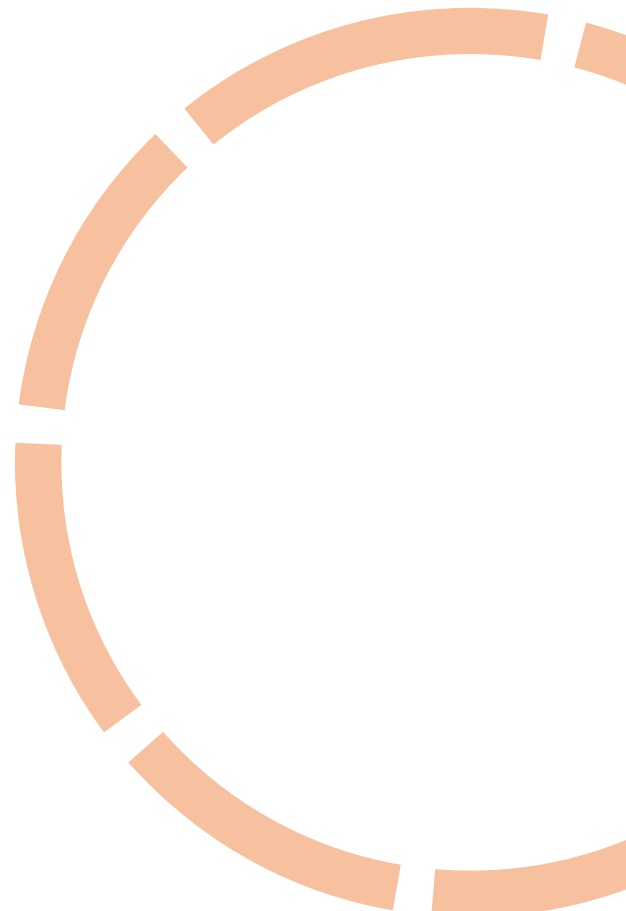
The HELP Library is a fundamental element of the ALNAP website and now holds nearly 14,500 evaluations and learning resources. More fully incorporated into the ALNAP site than before, the new HELP Library features a search box on the homepage of the website to aid accessibility. The search function for the Library has been enhanced, and refinements are underway to continually tweak and improve the Library's searchability. The development of the new HELP Library also simplified the backend process for creating new types of portals (thematic doors to the Library), which have been offered as a service to the sector.

In 2017–2018 the ALNAP Secretariat continued to actively look for and upload evaluations and other evidence related to humanitarian action, made continued efforts to increase the use of the HELP Library by the Membership and encouraged Members to upload their evaluations. ALNAP also continues to feature noteworthy evaluation examples as part of our newsletter, thus highlighting interesting learning and promoting the HELP Library further among the ALNAP Membership and beyond.

Response and impact

The HELP Library is the sector's largest library of resources on humanitarian evaluation learning and performance. Feedback on the revamped library has been very positive, with many users commenting on the usefulness of the enhanced search. Users continued to add to HELP in 2017–2018, growing the resource database by over 18%.

This reflects its importance in terms of holding relevant documents for the humanitarian sector. In the past year, the HELP landing page received over 63,159 unique views. It also continues to be used by organisations for literature reviews. ALNAP has also been approached by several organisations interested in creating a new portal in the revamped HELP Library, including UNHCR and CaLP.





UN Photo/Ilyas Ahmed

Young boys of Hawa-taako walk through a section of the flooded residential area in the Somali town of Belet Weyne

A person wearing a red shirt is wading through floodwaters in the foreground. In the background, there is a yellow building with a corrugated metal roof, partially obscured by a blue fence. The sky is blue with white clouds, and a utility pole with power lines is visible on the left.

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.

2.1 | The State of the Humanitarian System

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

ALNAP has made excellent progress on the 2018 edition of the SOHS report. After putting together a consortium of consultants and organisations to complete the research and analysis for individual components of the report, the main focus has been on finalisation of the research phase and consolidation of findings across components. By the end of 2017–2018 ALNAP had begun writing this edition. This process incorporates findings from the following components:

- Aid-recipient surveys (5,000 aid-recipient surveys conducted via mobile in Afghanistan, the Democratic Republic of the Congo (DRC), Ethiopia, Iraq and Kenya)
- Practitioner and government surveys (over 1,000 online surveys of field practitioners and 38 surveys of host governments)
- Evaluation synthesis and literature review (a synthesis of evaluations conducted and released in the study period and a literature review of policy, and research found in books, journal articles, working papers and opinion pieces)
- Key informant interviews at field and HQ level (150 key informant interviews at HQ level and 100 at field level in Afghanistan, Chad, Colombia, Côte d'Ivoire, DRC, Haiti, Nepal, Nigeria 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 Bangladesh, Kenya, Lebanon, Mali and Yemen)

ALNAP hosted three consortium meetings, in July 2017, October 2017 and February 2018. These meetings offered a space for the consortium to address emerging findings and gaps in the research and to refine the methodology on an ongoing basis. In February 2018, the pre-drafting meeting hosted by ECHO in Brussels specifically provided an opportunity for the SOHS consortium to address and come to agreement on key overall findings to be used as the basis of the hypotheses for the writing of the report and to identify any remaining gaps to be covered in research during the final writing phase.

Work on the following ongoing research components was underway at the end of 2017–2018 and will be completed in summer 2018–2019:

- Field case study write-ups (on Bangladesh, Kenya, Lebanon, Mali and Yemen)
- World Humanitarian Summit outcome harvesting and progress markers (two pieces addressing outcomes and progress against the WHS priority areas and commitments)
- Organisational mapping (mapping of organisations and their scope in the international system)
- Financial analysis (measurement of financial flows in the international system)

ALNAP has started developing a communications plan to develop products and outputs to promote and disseminate the SOHS, which will include web-based products, interactive graphics, infographics, video, media outlets and social media. ALNAP has also developed a preliminary dissemination plan for SOHS launch and dissemination events. ALNAP will reach out to the Membership and other organisations to host, co-host or participate in these events to increase the SOHS report's reach worldwide.

Response and uptake

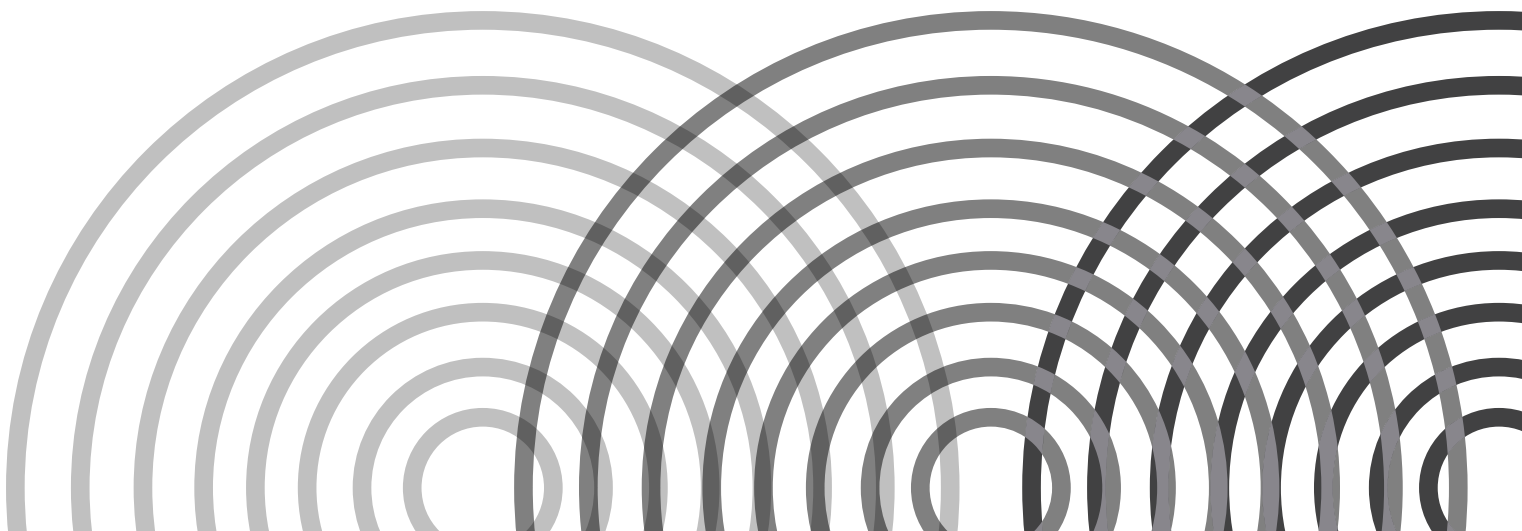
The SOHS Support and Advisory Group (SAG) has been highly positive regarding the progress of the 2018 edition of the report. Experts involved in consortium meetings have noted the high level of rigour in the 2018 edition's methodology and the unprecedented level of research and data collection feeding into the report.

ALNAP has also received interest from a number of Members in hosting launch and dissemination events.

Interest in the findings of the SOHS report as a longitudinal study continues. By March 2018, the 2015 report and summary paper had been downloaded over 11403 times, and over 1,000 hard copies had been distributed globally. The [2015 SOHS sub-site](#) has been viewed by over 6,593 users in 8,531 sessions. Organisations in the sector have also already approached ALNAP for insight into the findings of the 2018 SOHS report.

"[The SOHS 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



2.2 | Lessons Papers

ALNAP's [Lessons Papers](#) are concise descriptions of the key lessons related to humanitarian response in a specific context. They are based on evidence obtained through comprehensive reviews of evaluations in the HELP Library; evaluations sourced from elsewhere; and other reviews and learning documents, and distil learning from the resources into short and easy-to-read documents aimed at humanitarian field staff. This year, the Secretariat addressed the methods by means of which lessons papers are produced. ALNAP has completed a review of methods used by other organisations, which has been complemented by feedback gained through interviews with key stakeholders. [Lessons Papers: a methods note](#) was published online in January 2018. ALNAP will produce an earthquake Lessons Paper based on this new methodology in the next year.

Response and uptake

ALNAP's Lessons Papers continue to be an extremely popular resource, and the Secretariat often promotes them through social media and on the homepage of the website following relevant natural disasters. The Lessons Papers methods note had been downloaded 134 times up to March 2018 and has been received well by the ALNAP Membership. The Lessons Papers are always well received and shared widely. For example, [The Nepal earthquake response paper](#), published in 2015 and the [responding to flood disasters paper](#), published in 2014, also continue to be very popular.



UN Photo/Amanda Voisard
Refugees divide their monthly rations
at a food distribution site in the Imvepi
refugee camp in Northern Uganda.

DFID/Russell Watkins

Syrian refugee children playing football near the Azraq camp in northern Jordan.





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.

3.1 | 31st Annual Meeting: Changing humanitarian action

ALNAP Annual Meetings have continued to provide ALNAP Member representatives and other organisations with a forum to meet, network and discuss and address key issues. They also provide ALNAP Members with an opportunity to review ongoing ALNAP activities, exchange experiences on learning and accountability initiatives and identify opportunities for collaboration.

Following ALNAP's 31st ALNAP Annual Meeting, co-hosted by Sida in Stockholm in February 2017, focusing on change in the humanitarian system, the Secretariat completed a study on how change could be effectively achieved. The study, 'Transforming change', captures the ideas and insights around change processes from the panels, presentations and discussions at the meeting. Alongside the launch of the paper, the Secretariat presented an animation, which shows the different lenses through which humanitarianists might consider change and the impact these have.

In addition to the above materials, the Secretariat finalised the videos and recordings of panels, presentations and Stories in 5 that took place at the Annual Meeting. These are available on the ALNAP website.

Response and impact

The launch video for Transforming change has been watched nearly 600 times since being published online and the study itself has been downloaded 360 times. The issue has also formed the basis of continued discussion with ALNAP Members, who have expressed ongoing interest in the topic of change in humanitarian action.

In February 2018, one year on from the 31st Annual meeting, ALNAP was invited to present on the topic of change in the humanitarian system at Sida's Humanitarian Unit's annual meeting. The presentation was very well received and was followed by an engaging discussion.

"The Annual Meeting was fantastic and thought-provoking"

ALNAP Member
Network constituency

"It [Transforming Change] is one of the best reports I have read in a long time"

ALNAP Member
UN constituency



3.2 | Humanitarian leadership and coordination

Continuing ALNAP's work on research into how to provide effective leadership and coordination in humanitarian crises, ALNAP has worked on producing a number of research-based products and engaged heavily with Members and other organisations on the subject.

In April 2017, the Secretariat conducted a very successful webinar to launch the report '[Improving humanitarian coordination](#)', produced in the previous year. [The webinar](#) was very well attended, with almost 200 participants.

The ALNAP Secretariat has also completed a literature review of decision-making approaches, which was being finalised at the end of March 2018. The literature review incorporated 40 humanitarian evaluations from the past three years, which collectively referenced 368 distinct decisions. The ALNAP Secretariat also completed a literature review of over 45 documents relevant to the topic, and participated in a workshop, organised by the Humanitarian Learning Centre at IDS in November 2017, about decision-making in humanitarian response.

While completing the literature review, the ALNAP Secretariat also designed the methodology for the research study that will follow. The methodology will combine a diary study accompanied by interviews, to improve understanding on how humanitarians are making decisions in real time and support the generation of hypotheses. The Secretariat has actively sought operational organisations to partner with for this research, and is working on forming an advisory committee, which will comprise partner organisations and decision-making expertise from within and outside of the humanitarian sector.

The Secretariat has worked with RedR to develop a set of leadership training materials, which RedR has drafted based on ALNAP's previous work on this topic. The materials will be finalised in early 2018–2019 for use in test and pilot phases.

ALNAP has also continued to engage with colleagues around coordination issues, making a significant contribution to discussions and debates around humanitarian coordination in the post-WHS environment. Members of the Secretariat conducted a one-day training for HCT/UNCT members; participated in a webinar for ICVA; contributed a filmed presentation to an OCHA workshop on inter-cluster coordination; and discussed leadership issues with OFDA. Members of the Secretariat also made presentations and led discussions at the Global Food Security Cluster meeting in July 2017 and at Sida's annual internal workshop in August 2017. They also continue to be called upon to support system-wide initiatives around leadership, notably the UNSSC leadership training for UNCT/HCT members.

Finally, the ALNAP Secretariat has continued to engage with colleagues, particularly in OCHA and the Global Clusters, on humanitarian coordination. The ALNAP Secretariat attended a meeting for Global Cluster Coordinators in February 2018 to discuss the potential for using the guiding questions to support future coordination architecture reviews.

Response and uptake

ALNAP's work on leadership and coordination continues to be popular. The [executive summary](#) and [report](#) for Improving Humanitarian Coordination, published in 2016, has been downloaded over 2,500 times. Several key stakeholders have stated that they appreciate ALNAP's evidence-led, non-partisan approach to leadership, and see ALNAP as a 'fair broker' with regard to research and recommendations in this area. There has been a high level of interest from operational agencies in being involved in the next phase of ALNAP's decision-making research.



3.3 | Urban Humanitarian Response

ALNAP's work on improving the response to urban crises continued through 2017–2018. The Urban Response Community of Practice (CoP) and the Urban Humanitarian Response Portal continued to grow and provide opportunities to share learning and experiences on responding to urban crises. ALNAP continued to participate in a number of inter-organisational learning initiatives, including the Urban Working Group of the Global Food Security Cluster and the Global Alliance for Urban Crises.

The Secretariat held a Learning Exchange on Urban Context and Profiling Tools in April 2017, which was well attended, with over 20 participants, and produced a [Concept Note on the research initiative](#). In addition, 25 different tools were reviewed in depth, and an extensive literature review and interviews were undertaken, to generate understanding of these tools and their uses, methodologies and challenges, as well as the resources required. The paper '[What's missing? Adding context to the Urban Response Toolbox](#)' was completed in March 2018. This was launched in Beirut, Lebanon, where 25 participants from non-governmental organisations (NGOs), UN agencies, local government and academia gathered for a one-day learning exchange organised by ALNAP and hosted by UN-Habitat.

In addition to this research initiative, the ALNAP Secretariat published a series of papers on learning from the Ebola response in cities, including on [quarantine, population movement, and communication and engagement](#). A fourth paper, titled '[Ebola response in cities: learning for future public health crises](#)' was produced as a summary for the series and a [webinar](#) was hosted in July 2017 to discuss the findings of the papers.

ALNAP also hosted its 17th urban webinar, which explored the topic of [how humanitarians could choose, and identify boundaries for, specific neighbourhoods or areas within a city, for assessments or area-based programming](#). This took place in October 2017.

ALNAP completed a two-week field research trip to Guatemala City in October 2017 as part of the next step of urban research. For this, ALNAP completed over 40 interviews with a wide range of stakeholders, from local and national government, the private sector, communities, academia and a range of NGOs. The fieldwork will inform a case study focusing on one organisation's programming approach in Guatemala City, as well as exploring the context of urban vulnerability in the city. This will be part of a series of case studies to be produced in the next year.

ALNAP has also continued to engage with events and initiatives in the sector, including through;

- Participation in an InterAction Organised Settlements Workshop and organisation of a side event at the InterAction Forum to share some elements of ALNAP's emerging research
- Participation in the British Red Cross's Theory of Change Strategic Workshop as a critical friend on urban issues in September 2017
- Attending a workshop on urban response in Bangladesh hosted by Concern Worldwide in October 2017
- Facilitation of a workshop with WFP reflecting on learning from the Guatemala office's first-ever urban food security assessment
- Participation in the World Urban Forum in Kuala Lumpur in February 2018.
- ALNAP hosted a networking session that featured interactive discussions led by Solidarités International, Cordaid and local government representatives from the Philippines, the British Red Cross and ECHO, as well as panel remarks from Concern Worldwide and UN-Habitat.
- ALNAP also presented findings from the '[What's missing? Adding context to the Urban Response Toolbox](#)' paper at a session organised by JIPS.

Response and uptake

Over the year, the Urban Response CoP continued to grow, and included over 2,000 members from 119 countries by the end of the year. The Urban Humanitarian Response Portal was visited by almost 6,000 new users in around 8,000 sessions.

ALNAP's 17th urban webinar had over 100 participants and, among those who completed the post-webinar survey, received a rating of 3.95/5 for quality. Survey respondents particularly appreciated the diverse range of speakers represented. Among others, UN-Habitat, CRS, Impact Initiatives and OpenStreetMap joined the call from the Netherlands, Niger, Lebanon and the Dominican Republic.

ALNAP received positive feedback from participants on the various workshops and presentations it hosted or participated in. Continuing uptake of ALNAP's urban work is demonstrated through the high level of interest from Members and other organisations in ALNAP research.

"I am really glad to see [ALNAP's] continued efforts to uphold the critical aspects of urban context"

non-Member
NGO constituency



3.4 | Humanitarian innovation

Innovation in humanitarian action has become an important issue for the sector, with new technologies and dynamic ideas changing the way it provides critical assistance to disaster and conflict. ALNAP has produced a number of resources and seeks to engage with organisations to understand innovation in humanitarian action further.

ALNAP has built on existing ALNAP products, such as the [‘More than just luck’](#) report, to increasingly engage with organisations through designing learning workshops on humanitarian innovation. In partnership with Elrha and the UNHCR Innovation Unit, ALNAP delivered an interactive learning workshop on managing successful humanitarian innovation processes in March 2018 in Beirut, Lebanon. ALNAP is also in the final stages of planning for a similar learning workshop in partnership with Elrha and World Vision International’s Nepal Innovation Lab in Kathmandu, to take place in April 2018.

ALNAP is increasingly recognised and sought out for research-based advice on humanitarian innovation. Representatives of the ALNAP Secretariat have been invited to engage with multiple Members and other organisations on this topic, including:

- UNHCR Education Accelerator boot camp in Lebanon, May 2017 – providing advisory support and presentation on humanitarian innovation, with a special focus on monitoring and evaluating humanitarian innovation processes
- Solidarités internal learning event on innovation in Paris, April 2017 – facilitating an active learning exercise on what contributes to successful innovation processes and how to think about an innovation process from the beginning
- Attendance at the MSF Innovation day in London, May 2017
- Half-day workshop with the START Network to advise on their new DEPP Labs – four innovation labs set up by humanitarian organisations around the world to trial new approaches to innovation for better disaster preparedness
- Presentation at the inaugural roundtable lunch on humanitarian innovation hosted by Médecins du Monde and Handicap International in Brussels in March 2018

ALNAP also convened a closed-door roundtable on innovation in London in January 2018, bringing together different organisations working on humanitarian innovation with similar interests, in order to share their planned work and discuss how to achieve a broader impact across these efforts.

The ALNAP Secretariat also delivered a joint learning workshop on the monitoring and evaluation of innovation to a group of Norwegian monitoring and evaluation experts from within and outside the ALNAP Network, hosted by the Norwegian Red Cross in November 2018. In addition to this, the ALNAP Secretariat was invited to join a group of experts to help develop new tools and templates for monitoring and evaluating innovation in emergency response settings, and the Secretariat continues to provide advice to the above ongoing initiatives by START, UNHCR, the HIF and, more recently, the Global Alliance for Humanitarian Innovation.



In 2017–2018 ALNAP continued work on this new project, which follows on from previous work on [evidence in humanitarian action](#) from 2013. This topic seeks to clarify the issues concerning quality of evidence and humanitarian values for the purpose of making decisions on resource allocation.

Response and impact

There continues to be a high level of interest in and uptake of ALNAP's work on humanitarian innovation, as shown above. ALNAP provides advice to Members and non-Members on the topic on an ongoing basis.

The learning workshop based on ALNAP research materials at UNHCR in Lebanon was extremely well received, with an average rating of more than 4.5/6 and positive comments on the facilitation and pacing of the day.



“We have learned a lot from both your own work and ALNAP’s more broadly, and we will look for opportunities to cite it more explicitly as an example”

ALNAP Member
Academic constituency

3.5 | Evidence and humanitarian adaptiveness

ALNAP has a number of research pieces underway in relation to this work stream. Drawing on ideas from the public health sector and charity evaluation, ‘[Using evidence to allocate humanitarian resources: challenges and opportunities](#)’ was published in September 2017 and suggests ways forward that can be incorporated into ongoing reform efforts: clarifying priorities, investing in evidence, coordinating and consolidating current datasets and adapting. The paper has been picked up by several organisations. AidEx invited the ALNAP Secretariat to facilitate a panel on using evidence and data to improve aid performance. The paper was formally launched through a webinar in December 2017, ‘[Putting money where it matters: what can humanitarians learn from other sectors?](#)’

The ALNAP Secretariat has worked on two case studies, in the DRC and Kenya, highlighting specific models and approaches that support adaptive humanitarian action. The case studies profile relevant new practices that can help humanitarian actors develop responses that are sensitive to the context and needs of recipient communities, and that support operational flexibility in the face of changes in circumstances or an uncertain implementation environment. The DRC case study ‘[Dynamic gridlock: adaptive humanitarian action in the DRC](#)’ was published in February 2018. The Kenya case study will be published in 2018–2019. The ALNAP Secretariat has also begun work on the final report, with a literature review of approaches to adaptive programming and management from outside the humanitarian sector.

Drawing on original research and recent work by ALNAP Members and colleagues in the development sector, ALNAP is organising a workshop to explore what flexible humanitarian action looks like and how to support it. This workshop, ‘[Making humanitarian response more flexible: exploring new models and approaches](#)’ will take place for two days in London in September 2018.

To continue the webinar series on ‘[Bridging the evidence gap](#)’, ALNAP hosted a webinar ‘[Up to standard: the role of evidence in the Sphere Standards revision process](#)’ in July 2017. This webinar addressed questions regarding the evidence base for the Sphere Handbook and how this could be strengthened in the current revision.

In addition to the above activities, the ALNAP Secretariat was invited to facilitate a debate panel for ACF’s annual conference on research and evidence in nutrition in Paris. The ALNAP Secretariat was also involved in multiple events during Evidence Week, which took place in November 2017 and comprise a week-long series of events that explored and debated the role and use of evidence in humanitarian action. The ALNAP Secretariat participated in multiple events during this week, including, as a discussant, a panel session on evidence and cost-effectiveness, a closed roundtable on current initiatives to map research and evidence activity in the humanitarian system, the Humanitarian Evidence Programme’s webinar on the state of evidence in humanitarian action and PHAP’s webinar taking a critical look at evidence and its use.

“I have been participating in some of the webinars that ALNAP has been hosting and have found them incredibly useful”

non-Member

Consultant

Response and uptake

ALNAP's webinar '[Up to standard: the role of evidence in the Sphere Standards revision process](#)' was well attended, with almost 221 reg 100 participants. All four webinar videos have been watched over 200 times in total since publication.

The online launch of '[Using evidence to allocate humanitarian resources: challenges and opportunities](#)' through '[Putting money where it matters: what can humanitarians learn from other sectors?](#)' produced a number of successful outputs. A summary and videos of the webinar were made available on the ALNAP website, along with a several case studies where experts weighed in on real resource allocation challenges. The paper received very positive reviews from peer experts and has been downloaded 329 times.

The DRC case study '[Dynamic gridlock: adaptive humanitarian action in the DRC](#)' also received excellent reviews from participants of the research and peer experts. It has been downloaded almost 200 times since publication.



4 | Communications

ALNAP's communications channels saw a significant increase over the year. ALNAP launched a new website in October 2018. This has received excellent feedback from the Membership and beyond. The website incorporates several important new functionalities to enable an improved user experience. The ALNAP Secretariat will continue to roll out new functions in the coming months, such as enhanced portals and Members' areas. The ALNAP Communications Team has also seen an increase in requests for ALNAP to host more portals as a knowledge management solution for the sector. The team is currently holding discussions to set up portals with CaLP on cash and with UNHCR on targeting.

ALNAP's social media channels also saw a boost between April 2017 and March 2018. ALNAP's number of [Twitter](#) followers increased from 8,000 to over 9,800. Over the same period, ALNAP was mentioned over 2,142 times on Twitter, and received over 1,818 favourites. ALNAP's [Facebook](#) page has also seen similar levels of growth: the amount of likes on the page grew from 3,832 to over 4,500 between April 2017 and March 2018.

Members continue to look to ALNAP for advice on best practice for communications.

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:

- Reviewer/commenter for Sphere Handbook Revision
- Member of the 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
- Quality and Accountability Meetings
- Informal advice to UN OCHA on the WHS PACT reporting process and synthesis report
- Advisory Group, ICRC project: engaging with communities in armed conflict
- Advisory Board, Elrha's Global Prioritisation Exercise
- Steering Group, HPG Tip of the Iceberg research programme
- Scientific Advisory Group, Humanitarian Encyclopedia Project
- HPG Advisory Group
- Inter-Agency Humanitarian Evaluation Steering Group
- Global Alliance for Urban Crises
- Syria Coordinated Accountability and Lessons Learning (CALL) Initiative
- Advisory Board, Humanitarian Evidence Programme (Tufts University and Oxfam GB)
- Sphere Handbook revision, CHS chapter task team
- WHS Thematic Task Team on Effectiveness
- HPG Constructive Deconstruction project on global humanitarian architecture
- Humanitarian Leadership Academy MEAL Advisory Group
- UNEG
- Ongoing advice to ALNAP Members on various change initiatives
- Advisory/peer review on research projects by ICRC, Oxfam, Elrha, IOM and UNHCR
- Ongoing engagement with Global Clusters
- Advising NRC in setting up the Humanitarian Principles Community of Practice and portal
- IASC Meeting Humanitarian Challenges in Urban Areas
- Food Security and Livelihoods in Urban Settings Working Group of the Global Food Security Cluster
- Review Committee, ICRC research on internal displacement in urban settings

- HLA Pool of Experts for Scoping of Systems-Based MEAL Approach
- Response Innovation Lab Advisory Group for Innovation Monitoring and Evaluation Toolkit
- Ad hoc support to ALNAP Members' evaluation capacity and policy frameworks
- Technical Working Group for Impact Initiatives' Area-Based Toolbox

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



5 | Governance and Membership

Steering Committee

The Steering Committee had the following members as of 31 March 2018:

- Johan Schaar (Chair)
- Joakim Nilsson, ECHO (donor constituency)
- Anke Reiffenstuel, German Federal Foreign Office (donor constituency)
- Dan Maxwell, Feinstein International Center (academic constituency)
- Karen Cecilie Rogenaes-Panxha, International Committee of the Red Cross (RC/RC constituency)
- Scott Green (to January 2018), Edem Worsornu (interim January–March 2018) UN OCHA (UN constituency)
- Andrea Cook, WFP (UN constituency)
- Loreine dela Cruz, Centre for Disaster Preparedness (NGO constituency)
- Anne-Lise Lavaur, Solidarites (NGO constituency)

The Steering Committee held the following meetings in 2017–2018:

- June 2017, Geneva
- September 2017, London
- January 2018, London
- March 2018 (written update only. For approval of 2018–2019 ALNAP budget and work plan)

New Full and Associate Members

Between April 2017 and March 2018 six new Full and Associate Members joined ALNAP:

- Impact Initiatives (June 2017)
- IKEA Foundation (September 2017)
- International Humanitarian Studies Association (January 2018)
- Mercy Corps (January 2018)
- Swedish Red Cross (January 2018)
- UNFPA (January 2018)

As of 31 March 2018, ALNAP had 105 Full and Associate Members. ALNAP's Membership application process was placed on hold in January 2018 to be reviewed by the Steering Committee in June 2018.

Team and consultants

The following people made up the ALNAP Secretariat team in 2017–2018:

- John Mitchell, Director
- Paul Knox Clarke, Head of Research
- Alice Obrecht, Senior Research Fellow (as of November 2017, previously Research Fellow)
- Neil Dillon, Research Fellow
- Leah Campbell, Senior Research Officer
- Alexandra Warner, Senior Research Officer (as of November 2017, previously Research Officer)
- Maria Gili, Communications Manager
- Alex Glynn, Communications Officer (left February 2018)
- Tim Harcourt-Powell, Communications Officer

- Cara Casey-Boyce, Communications Officer (joined March 2018)
- Franziska Schwarz, Operations and Partnerships Manager (left August 2017)
- Catriona Foley, Operations and Partnerships Manager (joined August 2017)
- Charlotte Skinner, Programme Officer

ALNAP worked with the following consultants in 2017–2018:

Consultant	Role
Add Two Digital	SOHS story-telling communications support
Chloe Sanguinetti	HELP Library management, Syria portal management, urban portal management and communications support
Development Initiatives	SOHS: financial analysis
Geopoll	SOHS: aid-recipient surveys
Groupe URD	SOHS: key informant interviews field-level/field studies
Human After All	Protection Guide design
Humanitarian Outcomes	SOHS: organisational mapping
Ian Christoplos	SOHS: WHS outcome harvesting
James Darcy	SOHS: evaluation synthesis and literature review
Lewis Clough	Decision-making research assistance
Lewis Sida	SOHS: key informant interviews HQ level
Lucy Peers	MHA design
Luis Enrique Eguren Fernández	AECID workshop facilitation and outputs
Manta Ray Media	Website redevelopment
RedR	Leadership training material design
Sian Cook	Urban work stream research assistance
Soapbox	SOHS design
Sofya Bourne	SOHS evaluation synthesis, SOHS literature reviews and adaptiveness work stream research support

UN Photo/Josef Bjornetun

A Swedish peacekeeper serving with the MINUSMA plays a game with children in Mali.





 **Annexes**

Annex 1 | End-of-year financial reporting

Table 1: End of year financial report, 1 April 2017 – 31 March 2018

ALNAP work stream	Budget for 17/18: Expenses	Expenditure at year end	Budget for 17/18: Staff Cost	Expenditure at year end	Total budget 17/18: Expenses and staff cost	Total expenditure at year end
Evaluation of Humanitarian Action Guide	£32,500.00	£4,373.96	£30,348.42	£28,239.34	£62,848.42	£32,613.30
Humanitarian evaluation capacities	£10,750.00	£12,089.82	£24,399.90	£29,620.01	£35,149.90	£41,709.83
Monitoring in humanitarian action	£63,144.36	£5,774.16	£60,793.03	£53,688.24	£123,937.39	£59,462.40
Evaluation of protection	£19,228.40	£6,783.60	£47,368.82	£48,293.01	£66,597.22	£55,076.61
Syria Learning Coalition and Syria Portal	£3,496.00	£2,372.00	£204.01	£543.93	£3,700.01	£2,915.93
HELP	£3,744.00	£4,008.00	£1,564.06	£4,450.15	£5,308.06	£8,458.15
Sub-totals	£132,862.76	£35,401.54	£164,678.24	£164,834.68	£297,541.00	£200,236.22
State of the Humanitarian System	£366,611.65	£299,236.42	£156,057.11	£147,033.78	£522,668.76	£446,270.20
Lessons Papers	£27,767.82	£525.00	£44,947.49	£38,157.68	£72,715.31	£38,682.68
Sub-totals	£394,379.47	£299,761.42	£201,004.60	£185,191.46	£595,384.07	£484,952.88
Humanitarian leadership and coordination	£32,587.63	£15,405.28	£78,419.10	£67,523.84	£111,006.73	£82,929.12
Urban humanitarian response	£40,399.17	£34,502.45	£63,832.45	£63,451.24	£104,231.62	£97,953.69
Humanitarian innovations	£9,500.00	£6,568.04	£25,561.74	£27,931.62	£35,061.74	£34,499.66
Evidence and humanitarian adaptiveness	£71,800.95	£22,580.64	£75,553.24	£80,331.67	£147,354.19	£102,912.31
Sub-totals	£154,287.75	£79,056.41	£243,366.53	£239,238.37	£397,654.28	£318,294.78
ALNAP Annual Meeting	£16,500.00	£17,051.50	£44,589.40	£45,419.68	£61,089.40	£62,471.18
Sub-totals	£16,500.00	£17,051.50	£44,589.40	£45,419.68	£61,089.40	£62,471.18
Communications and knowledge management	£117,550.00	£112,673.33	£77,263.44	£84,614.83	£194,813.44	£197,288.16
Monitoring, learning and strategic planning	-	-	£27,424.73	£19,572.78	£27,424.73	£19,572.78
Engagement with and support to the humanitarian system	£15,000.00	£16,493.99	£96,755.31	£93,975.14	£111,755.31	£110,469.13
Governance and Secretariat	£21,712.53	£16,347.54	£182,766.49	£211,194.75	£204,479.02	£227,542.29
Sub-totals	£154,262.53	£145,514.86	£384,209.97	£409,357.50	£538,472.49	£554,872.36
Grand total	£852,292.51	£576,785.73	£1,037,848.74	£1,044,041.70	£1,890,141.25	£1,620,827.43

Table 2: Contributions per Member organisation

ALNAP Member	Funds requested	Funds received
Action Against Hunger	£3,495	£3,495
Africa Humanitarian Action	£528	
Agency for International Development, Spain	£42,720	
All India Disaster Mitigation Institute	£106	£106
American Red Cross	£4,028	£3,613
Avenir Analytics	£211	£211
British Red Cross Society	£5,966	£5,966
CARE International	£3,553	£3,553
Catholic Agency For Overseas Development/CARITAS	£10,223	£10,223
Catholic Relief Services	£4,429	£4,429
Centre of Disaster Preparedness	£515	£515
Christian Aid	£5,679	£5,679
Coastal Association for Social Transformation Trust	£106	£106
Community and Family Services International	£450	
Community World Service Asia	£211	£264
Danish International Development Agency	£30,000	£30,227
Danish Refugee Council	£3,361	£3,361
Department of Foreign Affairs and Trade, Australia	£136,297	£130,228
Department for International Development, UK	£85,000	
Federal Foreign Office, Germany	£170,878	£176,484
Food & Agriculture Organisation of the United Nations	£2,680	£2,680
Global Communities	£2,112	
Global Emergency Group	£150	£150
Global Hand	£1,149	£1,149
GOAL	£726	£726
Ground Truth Solutions	£106	£106
Human Appeal International	£2,112	
Impact Initiatives	£200	
International Committee of the Red Cross	£7,802	£7,802
International Federation of Red Cross and Red Crescent Societies	£4,250	£4,252
International Rescue Committee	£5,966	
International Solutions Group	£158	£158
Irish Aid	£85,439	£87,955
MERCY Malaysia	£211	£211
Médecins Sans Frontières International Evaluation Group	£6,500	
Ministry of Foreign Affairs, Netherlands	£50,000	£50,000
Ministry of Foreign Affairs, Norway	£21,931	
New Zealand Aid Programme	£2,640	£2,640
Norwegian Refugee Council	£5,966	£5,966
L'Office Africain pour le Développement et la Coopération	£106	
Oxfam GB	£8,961	£8,961
RedR	£206	£206
Samuel Hall	£211	
Save the Children	£7,951	

Table 2: Contributions per Member organisation (continued)

Solidarités International	£5,602	£5,602
Sustainable Environment Ecological Development Society	£106	
Swedish International Development Cooperation Agency	£223,328	£227,529
Swiss Agency for Development and Cooperation	£25,000	£25,000
Tearfund	£5,825	£5,825
Transparency International	£211	
Transtec	£1,584	£1,430
Trocaire	£3,960	£3,960
United Nations International Children's Fund	£7,087	£7,087
United Nations High Commissioner for Refugees	£10,917	£10,916
United Nations Office for the Coordination of Humanitarian Affairs	£8,056	£8,153
USAID Office of U.S. Foreign Disaster Assistance	£699,471.07	£699,471.07
War Child	£4,000	£4,000
World Food Programme	£9,949	£9,949
World Vision	£6,254	£6,254
Annual Meeting attendance and other income	£0	£3,575
Total requested/received	£1,736,637	£1,570,172.00

Table 3: Income and expenditure

Membership contributions received	£1,570,172.00
Carry-forward from previous period	£141,509.29
Total income and carry forward	£1,711,681.29
Spending for 2017–2018	£1,620,827.43
Balance at year end	£90,853.86

Annex 2 | Member organisations and representatives as of 31 March 2018

Please note: some Member organisations did not have a Member Representative as of 31 March 2018.

Member organisation	Member representative	
Action Against Hunger	Hannah	Wichterich
Africa Humanitarian Action	Misikir	Tilahun
Agency for International Development, Spain	Rafael	de Prado Pérez
All India Disaster Mitigation Institute	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	Francois	Audet
CARE International	Uwe	Korus
Catholic Agency For Overseas Development/CARITAS	Matthew	Carter
Catholic Relief Services	Jennifer	Poidatz
CDA Collaborative Learning Projects	Isabella	Jean
Communicating with Disaster-Affected Communities Network	Marian	Casey-Maslen
Center for Disaster Preparedness Foundation	Loreine	dela Cruz
Centre for Development and Emergency Practice	Cathrine	Brun
Christian Aid	Niall	O'Rourke
CHS Alliance	David	Loquercio
Coastal Association for Social Transformation Trust	Reza	Chowdhury
Community and Family Services International	Steven	Muncy
Community World Service Asia	Shama	Mall
Danish International Development Agency	Marianne	Vestergaard
Danish Refugee Council	John	Lakeman
DARA	Silvia	Hidalgo
Department for International Development, UK	Jo	Abbotts
Development and Humanitarian Learning in Action		
Development Initiatives	Sophia	Swithern
Disasters Emergency Committee	Monica	Blagescu
ECHO	Joakim	Nilsson
Elhra	Jess	Camburn
Emergency Nutrition Network	Joanne	Parsons
European Interagency Security Forum	Lisa	Reilly
Evidence Aid	Claire	Allen
Federal Foreign Office, Germany	Anke	Reiffenstuel

Member Organisation	Member Representative	
Food and Agriculture Organisation of the United Nations	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 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
IMPACT Initiatives	Gaia	Vanderesch
Institut Bioforce	Hala	El Khoury
Institute of International Humanitarian Affairs	Brendan	Cahill
Instituto de Estudios sobre Conflictos y Acción Humanitaria	Francisco	Rey Marcos
InterAction	Patricia	McIreavy
International Committee of the Red Cross	Antoine	Ouellet-Drouin
International Council of Voluntary Agencies		
International Federation of Red Cross and Red Crescent Societies	Josse	Gillijns
International Institute for Environment and Development	Diane	Archer
International Rescue Committee	Jeannie	Annan
International Solutions Group	Michael	Klein
Irish Aid	Sean	O'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	Silvia	Croes
Ministry of Foreign Affairs, Netherlands	Hans	van den Hoogen
Ministry of Foreign Affairs, Norway	Guro Katharina	Vikør
New Zealand Aid Programme	Louise	Searle

Member Organisation	Member Representative	
Norwegian Refugee Council	Lian	Bradley
L'Office Africain pour le Développement et la Coopération	Mamadou	Ndiaye
Overseas Development Institute	Christina	Bennett
Oxfam	Claudia	Geraets
RedR UK	Selma	Schewee
Samuel Hall	Nassim	Majidi
Save the Children	Maxime	Vieille
Solidarités International	Anne	Lise Lavaur
Sphere Project	Christine	Knudsen
START Network	Sean	Lowrie
Steering Committee for Humanitarian Response	Kate	Half
Sustainable Environment Ecological Development Society	Manu	Gupta
Swedish International Development Cooperation Agency	Susanne	Mikhail
Swedish Red Cross	Moa	Chenon
Swiss Agency for Development and Cooperation	Ursula	Benninger
Tearfund	Catriona	Dejean
The Cash Learning Partnership	Isabelle	Pelly
The Humanitarian Health Ethics Network	Lisa	Schwartz
The International Humanitarian Studies Association	Thea	Hilhorst
Transparency International	Nicolas	Seris
Transtec	Kader	Cherigui
Trocaire	Réiseal	Ni Chéilleachair
Tufts University	Daniel	Maxwell
United Nations Development Programme	Alan	Fox
United Nations Children's Fund	Koorosh	Raffii
United Nations High Commissioner for Refugees	Francesca	Bonino
United Nations Office for the Coordination of Humanitarian Affairs	Scott	Green
United Nations Population Fund	Marco	Segone
USAID Office of U.S. Foreign Disaster Assistance (including GLI)	Mia	Beers
Valid International	Alistair	Hallam
Voice	Kathrin	Schick
War Child UK	Aneeta	Williams
World Food Programme	Andrea	Cook
World Health Organization	Andre	Griekspoor
World Vision International	Alexandra	Levaditis



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