

A close-up photograph of a hand holding a piece of multi-colored fabric (yellow, grey, pink, and orange) over a dark, textured surface. On the surface, there is a white chalk drawing of a stylized face or mask. The hand is positioned as if about to touch or interact with the drawing.

Annual Report

2013 – 14

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

www.alnap.org

ALNAP would like to thank Benjamin Veress for his work on the layout and production of this Annual Report.

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Cover image:
Primary School Classroom, Ethiopia
© UN Photo / Eskinder Debebe

Image to the right:
Child at Kapuri School, South Sudan, 2014
© UN Photo / JC McIlwaine



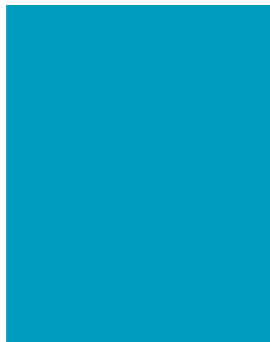
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ALNAP Secretariat Team



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Message from the Chair

2013/14 was ALNAP's most productive year ever. The Secretariat, with important contributions from ALNAP Members, produced an extraordinary array of high-quality research papers, reports, case studies, learning portals and best-practice guides. This impressive portfolio of outputs was complemented by significant progress in process activities such as our Communities of Practice on evaluation and urban response, which together have over 700 members and are extremely popular.

Perhaps the most memorable achievement last year was our Annual Meeting, on the engagement of crisis-affected people in humanitarian action. Hosted in Addis Ababa by Africa Humanitarian Action, the meeting was attended by 200 participants from over 100 humanitarian organisations. The diversity in the room demonstrated that ALNAP has a unique and far-reaching convening power, and our feedback shows it was the most popular Annual Meeting we have ever hosted.

Last year I was delighted to be part of the process that culminated in the publication of the ALNAP Strategy (2013–2018). This document, based on a set of simple rules, helps optimise resource use in order to produce the volume of high-quality products described above. In responding to the Syria crisis, for example, ALNAP was able to quickly set up the Syria Portal (www.syrialearning.org), an extensive library of resources to improve agency response. The Portal was established outside of our current work plan and was guided by our commitment to balancing ongoing work with work on newly emerging issues.

It is also important to maintain a healthy balance between primary research, such as ALNAP's study on humanitarian leadership, and the synthesis of available material, which informs our lessons paper series. Each is important for different reasons but the former has a high monetary and resource cost. Again we use simple rules to guide decision making and to ensure that funds are spent wisely.

It is on this basis I am confident that ALNAP works in a way that optimises its influence and its contribution to improving humanitarian performance. As ever, I want to thank the membership for their amazing contributions during the last year, and I look forward to working with all of you again in the coming year. There is much to do, and we have developed a creative, effective and cost-efficient way of doing it.

Nan Buzard
ALNAP Chair



ALNAP's achievements in 2013-2014

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

Researched and published a variety of resources

- **Guidance documents**
 - * *Evaluation of humanitarian action: pilot guide* (May 2013)
 - * *Closing the loop: effective feedback in humanitarian contexts* (March 2014)
- **Studies**
 - * *Using evaluation for a change: Insights from humanitarian practitioners* (October 2013)
 - * *A networked response? Exploring national humanitarian networks in Asia* (September 2013)
 - * *Insufficient evidence? The quality and use of evidence in humanitarian action* (February 2014)
 - * *Humanitarian feedback mechanisms: Research, evidence and guidance* (March 2014)
 - * *Learning from disaster: How governments gain insight and how regional and international bodies can help* (March 2014)
- **Lessons paper**
 - * *Humanitarian interventions in settings of urban violence* (January 2014)
- **Working papers**
 - * *Who's in charge here? A literature review of approaches to leadership in humanitarian operations* (July 2013)
 - * *29th ALNAP Annual Meeting: Engagement of crisis-affected people in humanitarian action, ALNAP Background Paper* (February 2014)
- **Case studies**
 - * *Afghanistan: Understanding humanitarian networks* (September 2013)
 - * *Bangladesh: Understanding humanitarian networks* (September 2013)
 - * *The Philippines: Understanding humanitarian networks* (September 2013)
 - * *'We are committed to listen to you' – World Vision's experience with humanitarian feedback mechanisms in Darfur* (October 2013, produced jointly with CDA Collaborative Learning Projects)
 - * *'Investing in listening' – International Organization for Migration's experience with humanitarian feedback mechanisms in Sindh Province, Pakistan* (March 2014)
- **Other**
 - * *Annual report 2012-2013* (October 2013)
 - * *Syria crisis: Evaluators' learning exchange on 13 September 2013* (December 2013)
 - * *The state of the humanitarian system 2015: Inception report* (December 2013)
 - * *Representative sampling in humanitarian evaluation, EHA Method Note* (February 2014)

Shared knowledge through networks, events and meetings

- * Facilitated two Communities of Practice (Humanitarian Evaluation and Urban Humanitarian Response) with a total of over 700 members
- * Hosted 13 events at the Overseas Development Institute, including launches of Members' research on topics such as partnerships in emergency response and impact assessment
- * Held the 29th Annual Meeting on engagement of crisis-affected people in humanitarian action in Addis Ababa, Ethiopia, hosted by African Humanitarian Action – ALNAP's largest, most diverse and most successful meeting to date
- * Held 5 webinars

Strengthened the Network's knowledge management function

- * Continued to add documents to the HELP database, the world's largest and most complete resource for evaluation and learning related to humanitarian action (now containing 7630 resources)
- * Improved the search function of the database
- * Established the Syria Portal, a single site for evaluations and lessons papers related to the Syria regional emergency

Communicated member research, events and opinions

- * Updated the website, which received 110,217 unique visits between April 2013 and March 2014 (an increase of 30% over the previous year)
- * Published 11 blog posts, including 7 by guest bloggers
- * Regularly tweeted member events and publications to over 3,000 Twitter followers

Collaborated with other initiatives

- * The Secretariat team participated actively in 18 inter-agency initiatives and 19 advisory groups

ALNAP was joined by six new Members, bringing the number of Full Member organisations to 83.

01

Creating Evidence



Strategic focus area #1

Creating a high-quality evidence base for evaluations

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

Evaluation of humanitarian action guide

After two years, the pilot version of the new *Evaluation of humanitarian action (EHA) guide* was launched in June 2013. The interactive online pilot aims to further strengthen the utilisation focus of the guide and make it even more relevant for field-based practitioners. By the end of the year, 24 organisations were actively providing feedback, 16 of whom were ALNAP Members. In March 2014, the Secretariat published the French and Spanish versions of the guide.

The pilot process will conclude with a workshop in 2014/15 at which selected agencies who participated in the pilot will have an opportunity to discuss and validate comments to inform the finalisation of the guide later in 2015.

Response to the *EHA* guide

The English version of the guide, launched in May 2013, was downloaded 4,924 times during 2013/14. It received positive feedback from a wide range of ALNAP Members, including the Swedish International Development Cooperation Agency (Sida), Tearfund and the Office of US Foreign Disaster Assistance (OFDA). Although still a pilot, it has already been used by several ALNAP Members in the design and management of evaluations. The guide is also already in use by several training providers who deliver sessions on EHA to different audiences in English, French and Spanish.

Other evaluation publications by ALNAP continue to be popular with ALNAP Members, such as the *Real-time evaluations of humanitarian action*, published in 2009, and *Evaluating humanitarian action using the OECD-DAC criteria*, published in 2006.

Humanitarian evaluation capacity

The Humanitarian Evaluation Community of Practice (CoP) continued to facilitate peer-to-peer discussions between evaluators. In October 2013, the virtual community was moved to a new platform offering improved functionality. By the end of March 2014, the online CoP had 230 members



The guide [...] did fill the gap of not knowing where to start each time we reviewed or evaluated or monitored [a] humanitarian or DRR project. Excellent guide.



Member, NGO constituency

discussing general evaluation topics as well as more focused themes such as the evidential quality of evaluation.

In addition to virtual conversation and more structured exchanges – for instance, on the topic of improving the quality of evidence in humanitarian evaluation – the CoP also provides opportunities for in-person learning events on different issues of interest to evaluators. For example, in September 2013, a peer-learning event for evaluators was jointly organised by ALNAP and the UK Disasters Emergency Committee (DEC) to explore the evaluation challenges confronting agencies active in the response to the Syria crisis.

A pre-conference event preceding the 29th ALNAP Annual Meeting offered another opportunity for CoP members to meet their peers and attend a skills-building event that focused on new or less well-known evaluation approaches (often borrowed from other evaluation disciplines) that can be customised to meet humanitarian evaluation needs.

The ALNAP initiative looking at strengthening humanitarian evaluation capacities also produced the ALNAP Study *Using evaluation for a change: Insights from humanitarian practitioners*, which was co-authored with Valid International and published in October 2013. A webinar discussing the main messages of the study and featuring the experience of the Danish Refugee Council and Canadian Red Cross in strengthening evaluation use is planned for 2014/15.

Response to *Using evaluation for a change*

The English version of the study, launched in October 2013, was downloaded 726 times during 2013/14. It has been discussed by and referenced in several scoping and consultation papers drafted by ALNAP Members who are restructuring or realigning their evaluation and learning functions. Between October 2013 and March 2014, two ALNAP Member agencies requested customised presentations from the ALNAP Secretariat on the findings of the report, with a view to integrating the findings into their organisational practices and evaluation policies.

Evidence in humanitarian evaluation

As a follow up to the 28th Annual Meeting, on ‘Evidence and knowledge in humanitarian action’ (Washington, DC, March 2013), a new discussion within the Humanitarian Evaluation CoP was started on evidential quality in evaluation.



In February 2014, ALNAP's first EHA Method Note, *Representative sampling in humanitarian evaluation*, was shared with CoP members and the wider ALNAP Membership. So far it has been downloaded 224 times.

The method note led to discussions in the CoP; they were also picked up by other (non-humanitarian) evaluation networks, such as the Design, Monitoring and Evaluation for Peacebuilding network. Further method notes will be shared in 2014/15.

Skills-building for humanitarian evaluators

A second skills-building event for humanitarian evaluators was organised as part of the 29th Annual Meeting in Addis Ababa in March 2014. Members of the Humanitarian Evaluation CoP helped shape the agenda for the day, which included two training sessions, 'Developing and using logic models and theory of change in evaluation' and 'Outcome harvesting – a tool to identify, understand and evaluate results of complex interventions'.

Response to the skills-building event

The event was attended by 33 participants from 28 organisations. Feedback from participants was encouraging: the skills-building sessions this year were rated 4.2 out of 6. Participants also suggested potential areas for improvement for future sessions.

Humanitarian Evaluation and Learning Portal

ALNAP has continued to improve its website and its online resources library, which contains over 7,600 documents. The Secretariat spent considerable effort on adding new resources to ALNAP's online collection of evaluative reports, now named the Humanitarian Evaluation and Learning Portal (HELP) and formerly known as the Evaluative Resources Database. This included a revision of the tagging system in order to further improve the search function. At the time of writing, a new Secretariat initiative is under way to find a more sophisticated way of organising, retrieving and monitoring the use of the vast amount of knowledge and learning held on the HELP and on the ALNAP website.

Response to the HELP

In the last year the HELP landing page received 8,783 direct visits (pageviews) from 6,463 unique visitors. Although we know visitors also arrive at documents

“
This is an eye-opener
in terms of finding
alternative approaches
to evaluation in
complex contexts.”

”
Evaluator attending
skills-building event



stored in the HELP via Google and other search engines, we cannot have an accurate number for these visitors with our existing system (we are currently upgrading it to allow this function).

Syria Learning Coalition and Syria Portal

In December 2013, ALNAP in cooperation with the Coordinated Accountability and Lessons Learning (CALL) Initiative launched the Syria Evaluation Portal (www.syrialearning.org). The aim of the Portal is to optimise collective learning around the Syria crisis in order to improve international emergency response. By the end of March 2014, over 280 resources were available on the Portal, including 27 learning/evaluative resources relating to the Syria crisis. The portal will be the main source of information for three other ALNAP/CALL deliverables planned for 2014-2016: (1) a common context analysis, (2) a common evaluation framework and (3) a synthesis evaluation.

Response to the Syria Portal

Over 2,200 unique visitors have used the site since its launch. The Portal has been praised by the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the World Food Programme (WFP).

Quality and use of evidence in humanitarian action

Also following the 28th Annual Meeting, which focused on evidence and knowledge in humanitarian action, the Secretariat published the ALNAP Study *Insufficient evidence? The quality and use of evidence in humanitarian action*. This study was launched at the Overseas Development Institute in February 2014. In addition to the live audience, over 300 people registered to attend the event online, underlining the interest that has grown up around this topic. French and Spanish versions of the study have been made available.

Response to the report

The English version of the study was downloaded over 1,100 times from its launch to date. It was positively received by a number of ALNAP Members, including colleagues from the Directorate-General for Humanitarian Aid and Civil Protection of the European Commission (DG ECHO), UNICEF, the Cash Learning Partnership (CaLP) and Oxford Brookes University. On the basis of the report, the ALNAP Secretariat has been asked to work with a variety of Members on issues related to information collection and research in humanitarian contexts.

02 Analysing Performance

* Waterfalls and rapids are common features on African rivers. They are found on the Nile and river Congo. African rivers very often enter the sea through a delta. As a result, African rivers usually don't provide good harbours. Rivers are useful in many ways: they provide water for domestic uses and irrigation. They also provide facilities for hydroelectric power stations, for example the Volta River in Ghana and Tana River in Kenya. Africa has eight major rivers and many smaller ones.

* River Nile: Flows over 6500 km northward from Lake Victoria to the Mediterranean Sea. Before flowing into the Mediterranean Sea it forms a wide delta. River Nile is Africa's longest river. It rises from the Ethiopia highlands. River Nile's main tributaries are Atbara and Blue Nile. The Nile is very important. Its water we use for irrigation, making agriculture possible in the desert countries. It is so navigable for many kilometers. Its length and it provides water transport.



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 that are available; thus, strategic areas 1 and 2 are inextricably linked.

The state of the humanitarian system

Over 2013/14, ALNAP continued to present the findings of the first (2012) edition of *The state of the humanitarian system (SOHS)* at meetings, seminars and consultations.

Humanitarian Outcomes were selected to produce the second edition of *SOHS*, which will be published in 2015. This edition will build on and improve the methodology developed in previous reports, including expanding the amount of feedback from crisis-affected populations.

The *SOHS inception report*, which sets out the goals, scope and methodology of the research, has been peer-reviewed by an advisory group and approved by the ALNAP Steering Committee. It was published on the ALNAP website and shared with the ALNAP Membership in December 2013. The research for the study has now started with the support of many ALNAP Member agencies. Solidarités, International Rescue Committee (IRC), Action Contre la Faim (ACF) Spain and the American Red Cross have all volunteered to host or support field visits, and there has been a positive response from ALNAP Members to the Secretariat's request to host four field visits.

Response to *The state of the humanitarian system 2012*

The English version of *SOHS* was downloaded 5,784 times during 2013/14 (14,391 downloads since its launch in July 2012). French and Spanish versions have been downloaded nearly 1,000 times altogether. Members of ALNAP continued to express their appreciation for the report, with more than one saying that it is the first reference document they go to. On the basis of ALNAP's work on humanitarian effectiveness as expressed in *SOHS*, the Secretariat were invited to represent the Network on the World Humanitarian Summit task team on effectiveness and to present at a variety of events including a Red Cross international directors retreat and a meeting of Oxfam GB's Humanitarian Team.



Whenever I have to work on policy, the first document I go to is the SOHS. I wish you would do it every year.



Member, donor constituency

Response to the *SOHS 2015 inception report*

The inception report, published in December 2013, was downloaded 165 times during 2013/14. It was introduced in January 2014 to staff members of Oxfam GB, who received it positively.

Humanitarian innovation

ALNAP is a member of the Humanitarian Innovation Fund (HIF) Strategy Board, and continued to contribute to this body. ALNAP's involvement in research related to humanitarian innovation through the HIF was suspended pending the recruitment of a research fellow at the Secretariat. It is anticipated that this senior researcher will begin work in 2014/15.

Lessons papers

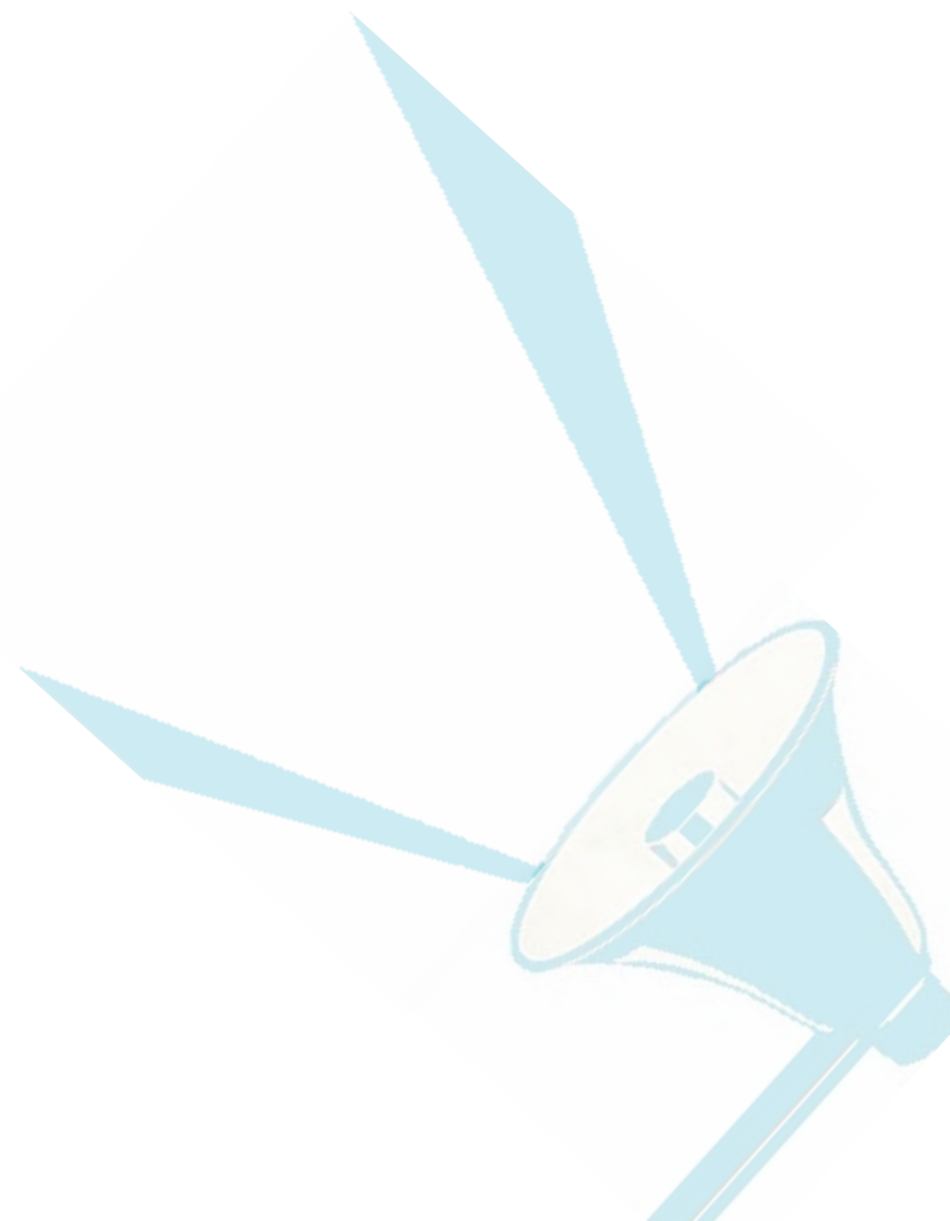
In 2013/14, ALNAP produced one new lessons paper, *Humanitarian interventions in settings of urban violence*. This piece of research complements the 2012 lessons paper *Responding to urban disasters: Learning from previous relief and recovery operations*, which looks at natural disasters in urban contexts. The paper was translated into French, Spanish and Arabic.

ALNAP continued to disseminate previous lessons papers, including those on earthquakes, floods, drought and urban disasters, targeting relevant networks and communities of practice, and ensuring that the papers were available to Members and others responding to specific events.

Response to lessons papers

The English version of the lessons paper on urban violence, launched in January 2014, was downloaded over 700 times during 2013/14. The paper was presented at a webinar in January 2014. (Please find further details in the section on responding to urban crises on page 20). Between January and March, ALNAP received five requests to present the paper to Members and at international forums. The paper was widely cited by Members in policies, training and guidance.

Over the year, lessons papers remained among the Network's most popular publications. The paper on flood disasters was downloaded 3,754 times, the earthquake paper 2,061 times, the drought paper 1,260 times and the urban disasters paper 1,998 times (the previous version of this paper was also downloaded 1,621 times). ALNAP Members appreciated the circulation of the flood disasters paper as they responded to Typhoon Haiyan.



03 Making Improvements



Strategic focus area #3

Making improvements based on informed analysis

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

ALNAP Annual Meeting

This year, the Network convened for its 29th and biggest Annual Meeting in Addis Ababa. Hosted by Africa Humanitarian Action, the meeting brought together 180 representatives from over 100 organisations to discuss engagement of crisis-affected people in humanitarian action. The meeting was addressed by a series of prestigious speakers – including Professor Robert Chambers, research associate at the Institute of Development Studies at the University of Sussex, and His Excellency Mitiku Kassa, from the Ministry of Agriculture, Ethiopia – and attendees participated in 16 expert panels. For the first time, a series of short films was shown at the meeting to allow the voices of disaster-affected people, including Syrian refugees and West African refugees in Senegal, to be heard. Presentations, session recordings and short films shown at the meeting were subsequently made available on the ALNAP website (www.alnap.org/meeting2014). In advance of the meeting, participants had also received copies of the Background Paper *Engagement of crisis-affected people in humanitarian action*.

Response to the meeting

Feedback from meeting participants was extremely positive: the meeting and background paper received the highest scores yet recorded at an ALNAP meeting for quality and relevance. The background paper was downloaded 541 times between February and the fiscal year end in March. Five blog posts were written by participants on the outcomes of the meeting, and the Secretariat were subsequently asked to present on the topic at a variety of meetings, including a UN Economic and Social Council's (ECOSOC) side event co-hosted by the Swiss Agency for Development and Cooperation and the Federal Foreign Office of Germany, and the Humanitarian Coordinator's Annual Retreat. Several Members have told us that they are using the background paper in policy development and in training.



The ALNAP meeting was super for us – we found it very stimulating and the networking opportunities were wonderful. We have connected with some great people.



Member, academic/research constituency



This [report] is really really excellent!



Member, United Nations constituency

Humanitarian leadership

In July 2013, ALNAP published *Who's in charge here?*, a literature review investigating models and lessons from collaborative and collective leadership. For the rest of the year, the Secretariat conducted further work, using qualitative (interview) and quantitative (survey) methods – a first for ALNAP – to test the hypotheses outlined in this paper. A final report will be published in 2014/15.

Response to the paper

Who's in charge here? was downloaded 230 times during 2013/14. Despite the modest number of downloads, interest in the paper was high. ALNAP received 11 requests to present the paper from NGO, United Nations, academic and Red Cross/Crescent Members, and several Members contacted the Secretariat to discuss how to incorporate the findings into their leadership development programmes.



Effectiveness of humanitarian feedback mechanisms

In 2013, ALNAP, in collaboration with CDA Collaborative Learning Projects (CDA), completed an action research project on humanitarian feedback mechanisms with the active support of World Vision in Sudan, the International Federation of Red Cross and Red Crescent Societies (IFRC) in Haiti and the International Organization for Migration (IOM) in Pakistan. The outputs of this project were the study *Humanitarian feedback mechanisms: Research, evidence and guidance*, three country case studies and the related practitioner guidance document *Closing the loop: Effective feedback in humanitarian contexts*, which was made available in English, French, Spanish and Arabic. The research was innovative in that it looked at the effectiveness of feedback mechanisms from the point of view of crisis-affected people themselves.

Response to the project

The case study *'We are committed to listen to you' – World Vision's experience with humanitarian feedback mechanisms in Darfur*, launched in October 2013, was downloaded 736 times during 2013/14. As the report and guidance documents were only released at the end of the reporting period, useful download data is not available. The Secretariat and CDA launched the guidance document at the ALNAP Annual Meeting and were asked to present results on a number of occasions, including to the following ALNAP Members: the Danish Refugee Council (DRC), HAP International, the Federal Foreign Office of Germany, Save the Children and World Vision International.

Responding to urban crises

In 2013/14 ALNAP continued to facilitate the Urban Response Community of Practice (CoP), to organise webinars on the topic of urban response, and to keep the Urban Humanitarian Response Portal (www.urban-response.org) updated with evaluations and resources.

Response to ALNAP work on urban crises

Over the year the CoP grew to include 472 members from 66 countries in all inhabited continents. The urban portal, which at the end of the reporting period contained over 1,200 documents, had 3,640 unique visitors. The five webinars on urban response were each attended by between 70 and 100 people, who provided positive feedback on the relevance and utility of the content.

“ I am very grateful for these webinars. They [allow] people living and working in faraway countries (in my case Afghanistan) to attend very interesting seminars on all sorts of topics. It is very enriching!

”
Webinar participant

“ ALNAP has done a really good job of collecting work from all over the place, and I hope this continues to grow as a center for urban response learning and collaboration – it's definitely needed!

”
Member, NGO constituency

Engagement with national disaster management authorities

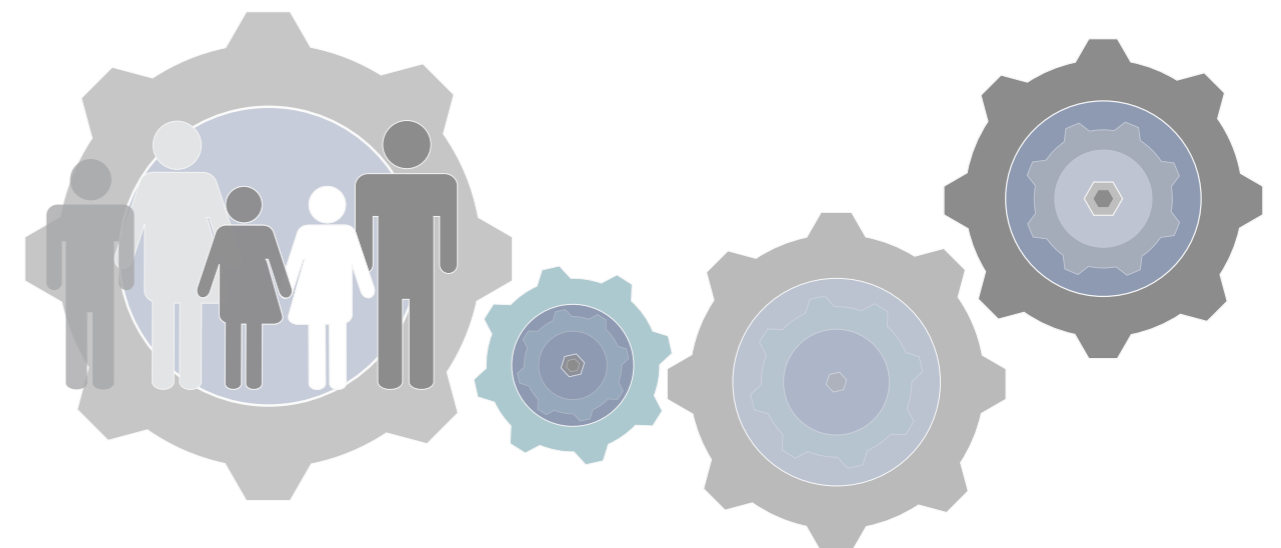
The ALNAP Study *Learning from disaster: How governments gain insight and how regional and international bodies can help* was published in March 2014 and has been translated into French and Spanish. It was launched in Geneva together with the Disaster Response Dialogue in March 2014. As the study was published at the end of the reporting period, no useful download or feedback data have yet been collected.

Humanitarian networks

The ALNAP Study *A networked response? Exploring national humanitarian networks in Asia*, conducted in partnership with the Asian Disaster Reduction and Response Network, was launched in September 2013 at a panel discussion at the Overseas Development Institute in London. The study explores a number of networks across Asia – from the very small and new to the more established with larger memberships. It extracts some of the learning from this region into factors that anyone involved with starting, managing or participating in a humanitarian network can use. It covers issues such as smart use of funding, pooling resources, avoiding negative power dynamics, and ensuring effective leadership.

Response to the study

The study was downloaded 188 times during the reporting period. The Secretariat were requested to present key findings to several humanitarian organisations, including the International Council of Voluntary Agencies (ICVA), Christian Aid and the Arab League.



Communications

The Secretariat continued to improve ALNAP's overall messaging to increase uptake by producing 'Discussion starter' briefs of ALNAP Studies and developing data visualisation for reports, presentations and social media to illustrate concepts and ideas. It is now standard practice to translate ALNAP Studies into French and Spanish, and the Secretariat worked with two ALNAP Members, Groupe Urgence Réhabilitation Développement (URD) and Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH), to disseminate translated ALNAP publications to non-English-speaking audiences.

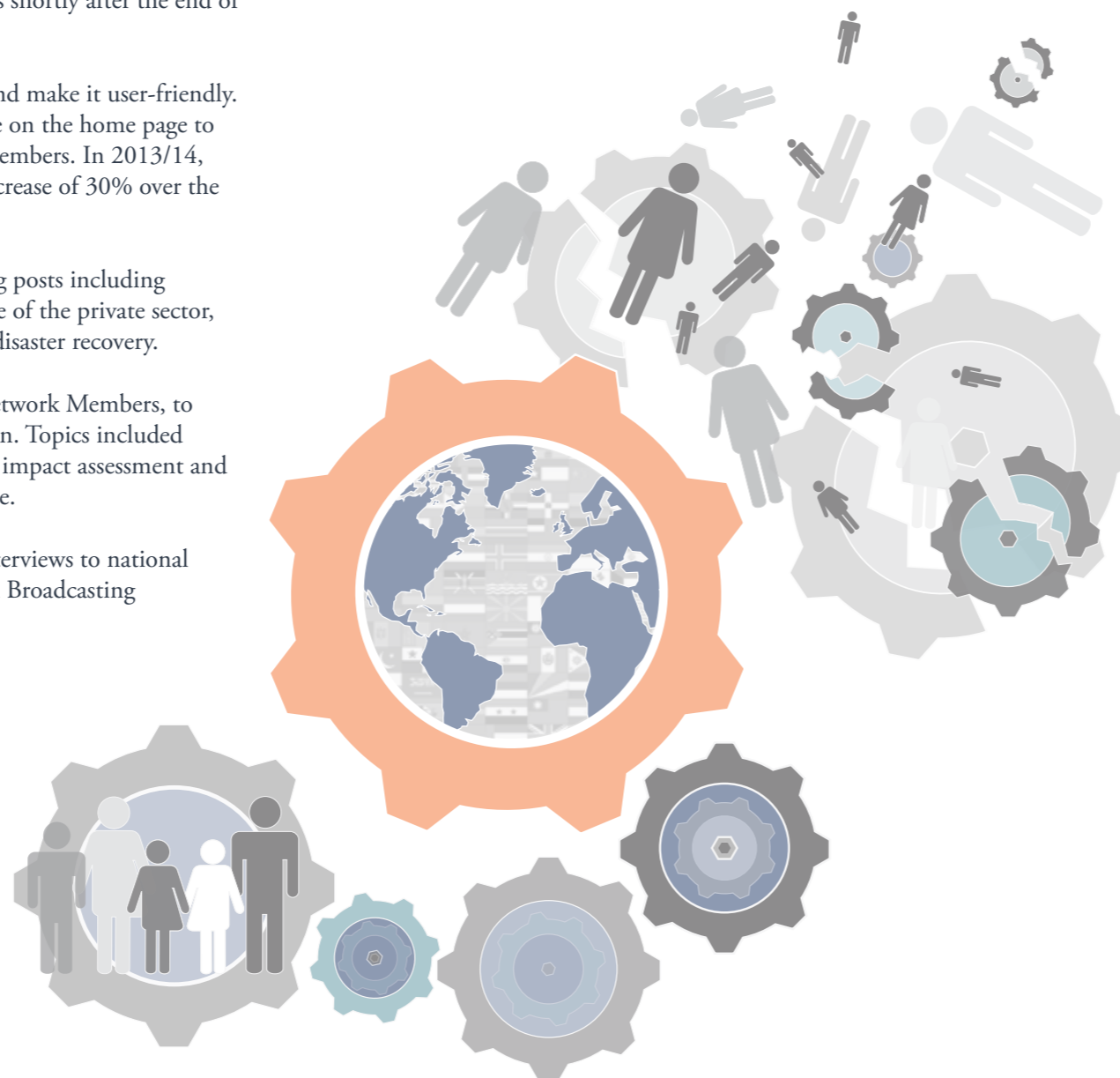
ALNAP communications continued to utilise social media channels to high effect. The ALNAP Twitter feed reached 3,000 followers shortly after the end of 2013/14.

ALNAP continued working to streamline the website and make it user-friendly. One particularly important change was to create a space on the home page to highlight research and events conducted by Network Members. In 2013/14, the ALNAP website had 110,217 unique visitors, an increase of 30% over the previous year (84,207 visitors in 2012/13).

Over the year, the ALNAP Secretariat published 11 blog posts including seven guest blogs, on topics including networks, the role of the private sector, humanitarian ethics, humanitarian financing and post-disaster recovery.

ALNAP also hosted 13 events, in collaboration with Network Members, to amplify research findings and to discuss issues of concern. Topics included partnership between national and international NGOs, impact assessment and monitoring and evaluation in the Syria regional response.

The ALNAP Secretariat team were also asked to give interviews to national and international media outlets including the Canadian Broadcasting Company, Financial Times, Guardian and Times.



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 their contributions in the following forums:

- * Advisory group for the UN Office for the Coordination of Humanitarian Affairs (OCHA) flagship research publication
- * Ethics in Humanitarian Action Roundtables, organised by the Oxford Institute for Ethics, Law and Armed Conflict
- * EvalPartners Advisory Group
- * Global Food Security Cluster, Urban Working Group
- * Humanitarian Accountability Partnership International Peer-Learning Group
- * Humanitarian Futures Programme Stakeholder Forum
- * Humanitarian Innovation Fund steering group
- * Inter-agency Humanitarian Evaluation Group (IAHE)
- * Inter-agency Standing Committee (IASC), Task Force on Accountability to Affected Populations/Prevention of Sexual Exploitation and Abuse
- * InterAction Results-Based Protection Initiative
- * Multilateral Organisation Performance Assessment Network
- * Overseas Development Institute/Humanitarian Policy Group advisory group
- * Quality and Accountability Initiatives Group
- * Steering Committee of the 3ie Humanitarian Window for Impact Evaluation
- * Syria Evaluation Portal for CALL
- * Technical Group for the Core Humanitarian Standard

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

ALNAP joined the International Council of Voluntary Agencies (ICVA) in December 2013.

ALNAP has agreed to host the Emergency Capacity Building Project (ECB) legacy website subsequent to the closure of that project.

Governance and membership

Steering Committee

The Steering Committee had the following Members as of 31 March 2014:

- * **Nan Buzard**, Executive Director, International Council of Voluntary Agencies, and ALNAP Chair
- * **Mia Beers**, Division Director, Humanitarian Policy and Global Engagement, USAID (United States Agency for International Development)/OFDA
- * **Belén Díaz**, Evaluation Manager, DARA
- * **Alison Girdwood**, UK Department for International Development (DFID)
- * **Scott Green**, Chief, Evaluation and Guidance, UN Office for the Coordination of Humanitarian Affairs (OCHA)
- * **Kevin Savage**, Research Co-ordinator, Humanitarian and Emergency Affairs, World Vision International
- * **Misikir Tilahun**, Head of Programmes, Africa Humanitarian Action
- * **Tendik Tynystanov**, British Red Cross
- * **Helen Wedgewood**, World Food Programme (WFP)

The Steering Committee held the following meetings in 2013/14:

- * 14 June 2013, videoconference
- * 1 October 2013, Geneva
- * 22 January 2014, London
- * 14 March 2014, Addis Ababa

Membership

New membership structure

ALNAP aims to reflect in its membership the main organisations and institutions that make up the formal humanitarian system. In March 2014, a new membership structure was ratified by the Steering Committee, which allows humanitarian networks and inter-agency initiatives as well as national disaster management authorities and consultancy groups (private companies) to join ALNAP as Associate Members. Full Members include agencies from the United Nations, the Red Cross/Crescent Movement, bilateral and multilateral donor organisations, non-governmental organisations, research institutes and academic institutions.

New Full and Associate Members

Between April 2013 and March 2014, six new Full and Associate Members joined ALNAP:

- * Institute of International Humanitarian Affairs, Fordham University
- * International Solutions Group
- * Evidence Aid
- * Avenir Analytics
- * Communicating with Disaster Affected Communities (CDAC) Network
- * Development and Humanitarian Learning in Action (DAHLIA)

As of 31 March 2014, ALNAP has 83 Full Members. In 2013/14, 1,240 new subscribers and 276 new Full Member employees joined the network, which now has a total of 6,716 subscribers and 1,006 employees of Full Member organisations.

Staff and consultants

The following people made up the ALNAP Secretariat team in 2013/14:

- * **Francesca Bonino**, Research Officer, Accountability, Evaluation and Learning
- * **Leah Campbell**, Research and Programme Assistant (joined in September 2013)
- * **Patricia Curmi**, Communications and Network Officer (left in October 2013)
- * **Maria Gili**, Communications Officer (joined in February 2014)
- * **Caroline Keay**, Programme Manager
- * **Paul Knox Clarke**, Head of Research and Communications
- * **John Mitchell**, Director
- * **Franziska Orphal**, Communications Officer
- * **Kim Scriven**, Research and Innovations Officer (left in June 2013)
- * **Alexandra Warner**, Research Assistant, Accountability, Evaluation and Learning (joined in September 2013)

ALNAP worked with the following consultants in 2013/14:

- * **Jessica Alexander** – Evidential quality of evaluations
- * **Nadia Berger** – ALNAP Annual Meeting
- * **Margie Buchanan-Smith** – *Evaluation of humanitarian action guide*
- * **Leah Campbell** – ALNAP Secretariat administration and Humanitarian leadership
- * **CDA Collaborative Learning Projects** – Action research into the effectiveness of humanitarian feedback mechanisms

- * **John Cosgrave** – *Evaluation of humanitarian action guide*
- * **Patricia Curmi** – Action research into the effectiveness of humanitarian feedback mechanisms
- * **James Darcy** – ALNAP Study *Insufficient evidence? The quality and use of evidence in humanitarian action*
- * **Andy Featherstone** – ALNAP Study *Learning from disaster: How governments gain insight and how regional and international bodies can help*
- * **Marta Giambino** – Resource database
- * **Groupe URD** – *Evaluation of humanitarian action guide* and *Using evaluations for a change*
- * **Alistair Hallam** – ALNAP Study *Using evaluation for a change: Insights from humanitarian practitioners*
- * **Laura Heykoop** – Urban Humanitarian Response Portal
- * **Humanitarian Outcomes** – *State of the humanitarian system 2015*
- * **Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)** – *Evaluation of humanitarian action guide*
- * **Elena Lucchi** – ALNAP Lessons Paper *Humanitarian interventions in settings of urban violence*
- * **Caitlin Procter** – Background research on evaluation of protection
- * **Jaleh Saboktakin** – Learning and Evaluation Coalition for Syria
- * **Lewis Sida** – Evaluators' learning exchange on Syria
- * **Michele Tarsilla** – Skills-building workshop
- * **Ricardo Wilson-Grau** – Skills-building workshop

04 Annex



Annex 1

End-of-year financial report 2013/14

1. Income

INCOME SOURCE	INCOME
Full Member contribution in 2013/2014	£996,399
Annual Meeting attendance fees	£12,276
Total	£1,008,675

2. Income / Expenditure

Income for 2013/2014	£1,008,675
Expenditure 2013/2014	£906,005
Total*	£102,670

* ALNAP has moved from a cash accounting system to accrual-based accounting. This figure includes contributions which will be allocated to previous financial years and is therefore bigger than the actual surplus.

3. ALNAP funding summary

FUNDER	CONTRIBUTION 2013/2014
AECID	£40,402
AusAid	£127,396
CIDA	£36,290
DFID	£30,240
Danida	£30,000
MFA Belgium	£30,000
MFA Germany	£65,460
MFA Netherlands	£50,000
OCHA	£6,798
OXFAM GB	£8,487
SDC	£31,200
SIDA	£126,444
USAID/OFDA	£295,213
HIF	£8,305
Action Against Hunger	£3,310
American Red Cross	£5,650
British Red Cross Society	£5,650
Christian Aid	£5,379
CAFOD/Caritas	£9,682
Catholic Relief Services	£4,236
Danish Refugee Council	£3,183
FAO	£2,538
Focus Humanitarian Assistance	£2,207
Global Hand	£1,088
ICRC	£3,840
IFRC	£4,025
International Rescue Committee	£5,497
Norwegian Refugee Council	£5,650
RedR	£2,758
Save the Children	£7,530
Tearfund	£5,517
UNHCR	£10,300
UNICEF	£6,779
WFP	£9,422
World Vision	£5,923
Total	£996,399

4. Budget and expenditure

ACTIVITY	CODES	CONSULTANCY FEES		SALARY COSTS		OTHER COSTS		TOTALS		
		Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Variation (£)
Guide to EHA	EHA	£12,000	£8,850	£17,043	£9,302	£15,500	£11,446	£44,543	£29,598	£14,945
Evaluation capacities	ECAP	£2,880	£10,998	£18,675	£21,778	£35,000	£15,812	£56,555	£48,588	£7,967
Evaluation of protection	PROT	£1,500	£1,000	£9,390	£8,973	£2,000	£1,382	£12,890	£11,355	£1,534
Urban humanitarian response	URB	£600	£600	£6,924	£8,460	£4,100	£3,184	£11,624	£12,244	£-620
Syria Learning and Evaluation	SYR	£6,400	£8,550	£11,677	£15,759	£9,770	£3,156	£27,847	£27,465	£382
Online resource database	PORT	£-	£-	£5,301	£7,316	£5,000	£5,812	£10,301	£13,128	£-2,827
The use of evidence in humanitarian action	MTG28	£3,840	£2,600	£14,175	£20,043	£-	£8,836	£18,015	£31,479	£-13,463
State of the humanitarian system	SOHS	£76,275	£76,275	£17,646	£15,021	£5,000	£1,939	£98,921	£93,235	£5,686
Lessons Papers	LESS	£23,200	£23,060	£12,246	£5,782	£11,000	£3,447	£46,446	£32,289	£14,156
Humanitarian feedback mechanisms (BFM)	BFM	£8,025	£7,345	£19,555	£30,779	£19,400	£14,614	£46,980	£52,737	£-5,757
Humanitarian leadership	LEAD	£12,000	£6,821	£38,082	£23,075	£20,500	£9,397	£70,582	£39,293	£31,289
Field-level learning	FLL	£-	£-	£4,905	£-	£-	£-	£4,905	£-	£4,905
Humanitarian Innovations Fund	HIF	£-	£-	£10,607	£6,207	£-	£-	£10,607	£6,207	£4,399
Engagement with NDMA	NDMA	£11,250	£11,204	£6,660	£9,112	£6,500	£4,273	£24,410	£24,589	£-179
Network engagement	NETW	£-	£-	£7,849	£10,620	£5,500	£3,669	£13,349	£14,289	£-940
ALNAP Annual Meeting	MTG29	£35,750	£19,902	£61,348	£51,423	£78,750	£67,175	£175,848	£138,500	£37,348
Support to other initiatives in the humanitarian system	ADGR	£-	£-	£20,855	£30,700	£7,200	£4,316	£28,055	£35,016	£-6,961
ALNAP Communications and network development	COMM	£-	£-	£6,390	£12,776	£49,154	£26,410	£55,544	£39,186	£16,358
Monitoring, learning and planning	MON	£-	£-	£8,649	£11,534	£-	£301	£8,649	£11,835	£-3,186
Governance and Secretariat	SEC	£3,000	£4,500	£71,816	£58,324	£12,800	£12,375	£87,616	£75,199	£12,417
Sub-totals		£196,720	£181,705	£369,793	£356,983	£287,174	£197,545	£853,687	£736,232	£117,455
ODI overhead		£-	£-	£169,773	£169,773	£-	£-	£169,773	£169,773	£-
Total		£196,720	£181,705	£539,566	£526,756	£287,174	£197,545	£1,023,460	£906,005	£117,455

Annex 2

Member organisations and their representatives as of 31 March 2014

Organisation	Primary representative
Action Against Hunger	Ben Allen
AECID	Carolina Mayeur Dawel
Africa Humanitarian Action	Misikir Tilahun
All India Disaster Mitigation Institute	Mihir R. Bhatt
American Red Cross	Carrie Santos
Australian Department of Foreign Affairs and Trade	Sarah Stuart
Avenir Analytics	Hetty van Doorn
British Red Cross	Tendik Tynystanov
CAFOD UK	Matthew Carter
CARE International	Uwe Korus
Catholic Relief Services	Jennifer Poidatz
CDA	Peter Woodrow
Centre for Development and Emergency Practice (CENDEP)	David Sanderson
Christian Aid	Juliet Parker
Coastal Association for Social Transformation Trust	Sanat K. Bhowmik
Communicating with Disaster Affected Communities (CDAC) Network	Rachel Houghton
Danish development cooperation (Danida)	Lars Christian Oxe
Danish Refugee Council (DRC)	Anders Bastholm Hansen
DARA	Ed Shenkenberg
Department for International Development, United Kingdom	Alison Girdwood
Department of Foreign Affairs, Trade and Development, Canada	Emily Murtha
Development and Humanitarian Learning in Action (DAHLIA)	Silvia Hidalgo

Organisation	Primary representative
Development Initiatives	Sophia Swithern
Disasters Emergency Committee (DEC)	Annie Devonport
Emergency Nutrition Network	Jeremy Shoham
Enhancing Learning and Research for Humanitarian Assistance (ELHRA)	Jess Camburn
European Commission	Joakim Nilsson
Evidence Aid	Claire Allen
Federal Foreign Office, Germany	Anke Reiffenstuel
Focus Humanitarian Assistance	Salim Sumar
Food and Agriculture Organization of the United Nations (UN FAO)	Marta Bruno
Glemminge Development Research	Ian Christoplos
Global Communities	Courtney Brown
Global Hand	Mike Tozer
Global Public Policy Institute	Elias Sagmeister
GOAL	Fiona Gannon
Groupe Urgence Réhabilitation Développement (URD)	François Grünewald
Humanitarian Accountability Partnership International	Marion Casey Maslen
Humanitarian Futures Programme	Randolph Kent
Institute of International Humanitarian Affairs	Brendan Cahill
Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)	Francisco Rey Marcos
International Centre for Integrated Mountain Development	Hari Krishna Nibanupud
International Committee of the Red Cross (ICRC)	Velina Mikova

Organisation	Primary representative
International Council of Voluntary Agencies (ICVA)	Nan Buzard
International Federation of Red Cross and Red Crescent Societies (IFRC)	Josse Gillijns
International Rescue Committee (IRC)	Ciaran Donnelly
International Solutions Group	Michael Klein
InterWorks Europe	John Cosgrave
Irish Aid	Lisa Doherty
Japan International Cooperation Agency (JICA)	Hiroataka Nakamura
John Borton Consulting	John Borton
MERCY Malaysia	Heng Aik Cheng
Ministry of Foreign Affairs, Foreign Trade and Development Cooperation, Belgium	Silvia Croes
Ministry of Foreign Affairs, Netherlands	Mariko Peters
New Zealand Aid Programme	Rohan Murphy
Norwegian Agency for Development Cooperation (NORAD)	Anette Haug
Norwegian Refugee Council (NRC)	Lian Bradley
Office Africain pour le développement et la coopération (OFADEC)	Mamadou Ndiaye
Osaka University	Yasuhide Nakamura
Overseas Development Institute (ODI)	Sara Pantuliano
Oxfam	Nigel Timmins
People In Aid	Jonathan Potter
Philip O'Keefe	Philip O'Keefe

Organisation	Primary representative
RedR UK	Charlie Dalrymple
Save the Children	Hana Haller Crowe
Solidarités International	Frédéric Penard
Sphere Project	Alistair Dutton
Steering Committee for Humanitarian Response	Philip Tamminga
Sustainable Environment Ecological Development Society	Manu Gupta
Swedish International Development Agency	Katarina Kotoglou
Swiss Agency for Development and Cooperation	Doris Fink
Tearfund	Catriona Dejean
Tufts University	Peter Walker
UNICEF	Erica Mattellone
United Nations Development Programme (UNDP)	Ena Lonescu
United Nations High Commissioner for Refugees (UNHCR)	Machiel Salomons
United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)	Scott Green
USAID/Office of US Foreign Disaster Assistance (OFDA)	Mia Beers
Valid International	Alistair Hallam
Voice	Kathrin Schick
World Food Programme (WFP)	Helen Wedgwood
World Health Organization (WHO)	Andre Griekspoor
World Vision International (WVI)	Kevin Savage



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