

ALNAP

An inter-agency forum working to improve learning and accountability in the international humanitarian system

ALNAP Secretariat Report to Funding Organisations for FY 1999-2000

Period covered: 1st April 1999 to 31st March 2000

**ALNAP Secretariat
Humanitarian Policy Group
Overseas Development Institute
www.odi.org.uk/alnap**

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*Wayne Macdonald, ALNAP Chair, has authorised the release of ALNAP's
'1999-2000 Annual Report' on behalf of the ALNAP Steering Committee*

Summary

This year has seen a consolidation of ALNAP's unique position as a fully representative cross-sector forum for debate and action on issues of learning, accountability and performance within the humanitarian system. This consolidation has strengthened ALNAP's status within the humanitarian sector, enabling it to expand its future activities to better serve and engage members.

ALNAP's ability to facilitate the conception and development of potentially powerful new initiatives was demonstrated by the experience with the Learning Office. The concept of the Learning Office emerged during discussions on the ALNAP Listserv in June 1999, was developed during discussions at the October ALNAP meeting and then through a retrospective study undertaken in early 2000 on how the LO might have operated during the response to the Orissa Cyclone. Development of the concept will continue during 2000 with the intention of subsequently running a 'real-time' test in an ongoing operation.

ALNAP's membership and funding base have expanded significantly and the Steering Committee considerably increased its own involvement. Highlights include the addition of new Full Members from France and Japan; an increase in contributing member organisations from 10 to 18 member; and, the move from half-yearly to quarterly Steering Committee meetings. The increased clarity as to ALNAP's support and status within humanitarian sector has this year allowed the development of an ALNAP Handbook clarifying the rules, procedures, roles and responsibilities of the membership, the Secretariat and the Steering Committee.

As part of the shift towards more tangible and practical products for members, an edited volume 'Doing Evaluations of Humanitarian Assistance' is underway, to be published by ALNAP in conjunction Zed Press in early 2001. This will be the first of a series of ALNAP publications. The 'global study', a proposal developed and approved by ALNAP Full Members this year and to be implemented over the next two years, will result in the publication of good practice and guidance materials for agencies on consultation and participation in humanitarian relief operations. Other such activities have been included in ALNAP's forthcoming workplan.

Over the year, the ALNAP Steering Committee approved changes to the original activity programme. Although partly due to delays in receipt of pledges and funding (hopefully resolved by the decision to encourage a two-year funding commitments in future), and a temporary reduction in Secretariat capacity due to illness and bereavement, it was also to allow new initiatives to be prioritised.

This has been an important year for ALNAP.

The final account for FY 1999-2000 was as follows:

Amount requested	£190,410
Grants received	£193,231
Total expenditures	£182,265
Amount carried over to FY 2000-01	£ 10,966

1. Funding

The FY 1999-2000 Funding Proposal was finalised in May 1999 following approval by the Steering Committee and Full Members at the April bi-annual meeting. The budget was £190,410.

The FY 1998-99 programme was supported by ten member organisations of which four bilateral donor organisations (DfID, Sida, SDC and the Irish Department of Foreign Affairs), three UN agencies (UNICEF, WHO and FAO) one NGO (MSF-Holland) and one member of the Red Cross Movement (British Red Cross). 90% of funds were provided by the four donor organisations and one (DfID) contributed 43% of the total. The Steering Committee and Full Members agreed that ALNAP should seek to broaden its funding base in FY 1999-2000. The strategy adopted by the Secretariat was to divide the £190,410 between the four organisational 'groups' in the Full Membership setting financing targets for each 'group'¹. £150,000 was set as the target for the bilateral and multilateral donor organisations; £24,000 for the UN agencies and Departments; £9,000 for the Red Cross Movement and £7,500 for NGOs. The strategy was successful in that by the end of the year the number of member organisations providing funding increased from ten to eighteen. The number of bilateral and multilateral donor organisations contributing was increased from four to nine, the number of UN agencies from three to four, the number of NGO's from one to three and the number of members of the Red Cross Movement contributing from one to two. The amounts contributed are shown below with contributions in previous years for comparison.

Funding Organisation	1997-98 (£)	1998-99 (£)	1999-2000 (£)
Bilateral and Multilateral Donor Organisations			
AusAid	0	0	6,673 ²
DFA, Ireland	26,805	26,412	20,008
DfID	46,745	55,735	25,000
MFA-Denmark	0	0	6,460
MFA-Netherlands	0	0	17,503
MFA-Norway	0	0	24,994
OFDA/USAID	0	0	25,000
SDC	19,994	20,000	24,994
SIDA	19,461	18,757	14,515
UN Agencies			
FAO	0	1,178	1,238
UNHCR	0	0	6,242
UNICEF	0	6,118	0
WFP	0	0	4,880
WHO	0	1,861	1,200
NGOs			
CAFOD	0	0	2,500
MSF-Holland	3,065	2,977	2,914
World Vision	0	0	2,500
Red Cross Movement			
ICRC	0	0	2,890
British Red Cross	0	3,000	3,000
IFRC	2063	0	0

¹ In line with a suggestion by a member of the Steering Committee the Funding Proposal document was also submitted to the McArthur Foundation whose objectives in relation to accountability and international organisations seemed to conform very closely to ALNAP's own objectives. Unfortunately a negative response was received.

² The AusAID contribution is specifically tied to the 'Doing Evaluations' Book – an activity which now straddles FY 1999-2000 and FY 2000-01. £6,673 was spent in FY 1999-2000 and the balance of the grant of A\$35,000 will be spent in FY 2000-01.

Whilst the expansion of the funding base was successful, the process absorbed a significant proportion of the Secretariat's time in 'tailoring' the approaches to different potential contributors and undertaking follow-up correspondence. Moreover, the process of approval and transfer of grants into ODI's bank account took some months. By the end of September 1999 of the £190,410 required only £129,000 had been approved and by the end of the financial year (31st March 2000) £34,000 of the approved amounts had not arrived in ODI's account. For periods during the year therefore ALNAP's cash flow had to be sustained by ODI. Uncertainty over the level of funding available had the effect of delaying and in some cases preventing the initiation of certain activities in the workplan. In an attempt to increase the certainty of funding and to reduce the time spent by the Secretariat in securing funds, ALNAP moved to a two year funding cycle with effect from April 2000. Whilst the full programme of activities envisaged for FY 2000-01 is being initiated, early indications are that delays are again occurring in the approval and transfer of funds and that additional steps may be necessary to ensure that ALNAP does not experience a repeat of the cash flow problems experienced.

2. Staffing

The three person Secretariat experienced temporary reductions in its overall capacity due to illness and personnel turnover. These have now been overcome. Theniath Siddiqui-Freudweiler (ALNAP Administrator) left in January 2000 and her replacement (Kate Robertson) was unable to join the Secretariat until April. During this period Felicity Heyworth (Reports Database Manager) covered the duties of the Administrator.

In recruiting a replacement for Theniath, the 'job description' was expanded and the post upgraded accordingly. The upgrade includes duties previously undertaken solely by the Secretariat Coordinator (principally fundraising) and looks to improve ALNAP's system for tracking multi-sourced funding against expenditure on a growing number of activities. Kate Robertson previously worked as the Deputy Executive Secretary and Evaluation Coordinator for the UK Disasters Emergency Committee. The Steering Committee is fully aware that with a significantly expanded programme for FY2000-02 it is critical that the Secretariat's capacity keeps pace with the additional programme servicing required of it.

3. Servicing the Steering Committee

Membership of the Steering Committee

The Steering Committee experienced high turnover levels. In April 1999 it selected Wayne MacDonald as Chair to replace Andre Griekspoor at the end of his term. Eva Asplund (Sida) stood down to facilitate rotation of the bilateral and multilateral donor representatives on the Steering Committee and Sara Davidson (People in Aid) resigned following an increase in her other work commitments. Meetings of the Full Member 'donor' and 'NGO' groups were held during the Sixth Bi-annual meeting to agree replacements; Pippi Soegaard (Norwegian Ministry of Foreign Affairs), François Grunewald (Groupe URD) and Matthew Carter (CAFOD) were appointed. In October Peter Walker (IFRC) and Wayne MacDonald (ICRC) agreed that it was appropriate for the Red Cross Movement to reduce to one seat on the Steering Committee, which fell to Wayne Macdonald. At the Bi-annual meeting in April 2000 it was agreed to allocate the eighth seat to an academic. Ian Christoplos (Director of the Council for Development and Assistance Studies at Uppsala University) was nominated by two Full Members and approved by the Steering Committee. In March 2000 William Carlos (Ireland Aid) resigned from the Steering Committee due to other commitments preventing his attendance at the meetings. At the Seventh Bi-annual meeting in April 2000, the 'donor' group of Full Members met and Norman Macdonnell (CIDA) selected to replace William Carlos.

Following the Seventh Bi-annual meeting, the composition of the Steering Committee was:

Bilateral and Multilateral Donor Organisations:

Norman Macdonnell, CIDA, Ottawa
Pippi Soegaard Norwegian MFA, Oslo

UN Agencies and Departments:

Bruce Jones OCHA, New York
Kate Alley UNICEF, New York

NGOs and NGO Umbrella Organisations:

François Grunewald, Groupe URD, Paris
Matthew Carter, CAFOD/CARITAS Internationalis

Red Cross and Red Crescent Movement:

Wayne MacDonald, ICRC, Geneva

Academic:

Ian Christoplos, Council for Development and Assistance Studies, Uppsala University

The turnover of three other members of the Steering Committee is anticipated in 2000 due to organisational moves and maternity leave. The Steering Committee is aware of the difficulties created for the Secretariat and the network as a whole by such high levels of turnover. In seeking new members it has therefore emphasised the need for those Full Members volunteering for the role to commit to fulfilling their responsibilities as outlined in the Handbook.

Working with the Steering Committee

Despite the high turnover, the Steering Committee assumed a more active role in guiding the work programme and responding to the issues that arose during the year. The Steering Committee decided in October to increase its meetings from biannual to quarterly events. Due to the reductions in the Secretariat's capacity and uncertainty over the funding, the Steering Committee sought to prioritise the workload (see Section 4). The first of the quarterly meetings was held at ODI in January 2000. The Steering Committee's recognition of the need for greater realism in the Secretariat's workload was reflected in the preparation of the workplan for the period FY 2000-02. The decision to move to a two-year planning and funding cycle was influenced by this desire to reduce the proportion of Secretariat time spent securing and processing funding, as well as to provide a more predictable basis for the planning and implementation of ALNAP's activities.

Quarterly meetings created a closer working relationship between the Secretariat and the Steering Committee. The iterative process by which the Workplan for FY 2000-02 was developed and revised between January and the Seventh Bi-annual meeting in April, provides a good example of this closer and more productive relationship.

In developing the workplan for FY 2000-02, the Steering Committee expressed its desire for ALNAP to 'move up a gear' by focussing on those aspects of the system which members felt were strategically significant and amenable to intervention and by delivering 'products' which would be directly useful to the membership. The following areas were selected as the themes for ALNAP's activities over the next two years:

1. Making the evaluation process more effective
2. Strengthening the accountability frameworks within the international humanitarian system
3. Improving field-level learning mechanisms

A draft workplan and budget proposing a range of activities within these three themes was developed by the Secretariat with input from the Steering Committee and presented to ALNAP Full Members at the Seventh Bi-annual meeting. Full Members participating in the meeting were given the opportunity to score their degree of support for particular activities and with those that received low scores being eliminated or downscaled. The Secretariat revised the draft Funding Proposal which, following some further modification, was approved the Steering Committee and sent to Full Members at the end of May 2000.

In the interest of transparency the Steering Committee also requested that minutes of Steering Committee's meetings be shared with Full Members.

4. Membership Development

Full Members

During the year the number of Full Members was increased with the addition of Philippe Barbry, Deputy Head of Service de l'Action Humanitaire of the French Ministry of Foreign Affairs and Tomoko Sato from JICA-UK office. After some difficulty in engaging the participation of a representative of CARE-US, a meeting of CARE International formally agreed that CARE-UK should represent the CARE International network on ALNAP and Howard Standen was selected as the Full Member representative. Contact was maintained with Rene Mally, Africa Desk Officer in the Humanitarian Aid Department in the German Ministry of Foreign Affairs and he participated in a personal capacity in the Seventh Bi-annual meeting. It is hoped this will lead to the formal participation of the German Ministry of Foreign Affairs in due course. Norman Macdonnell was appointed as the CIDA representative – a development encouraged by a visit to Canada and the USA by the Secretariat Coordinator at the beginning of December 1999. CIDA also announced its intention to commence financial contributions to ALNAP during FY 2000-01.

During the visit to InterAction in Washington it was agreed with Jim Bishop (the InterAction Full Member that the two Co-Chairs of InterAction's Disaster Response Committee (Nancy Lindborg and Gerald Martone) would serve as potential substitutes when he was unable to attend an ALNAP meeting. The Secretariat Coordinator visited UNHCHR in March 2000 to encourage their participation in ALNAP. Despite being invited to become a Full Member in 1998 UNHCHR has failed to send a representative to an ALNAP meeting due to the competing demands on the appropriate staff. The Steering Committee requested the Secretariat to approach other human rights organisations to explore their interest in participating in ALNAP.

The identification and involvement of suitable 'southern' members continues to be a weakness in the current membership composition despite the availability of funding to meet any travel and accommodation costs. Efforts were made to encourage the participation of African Humanitarian Action (an indigenous African NGO working in nine African countries) but did not result in their participation in the biannual meetings during the year. However, it is hoped that more recent personal contacts with the Executive Director will lead to their regular participation in ALNAP. In June, the Secretariat Coordinator participated in a workshop in Accra organised by the Association of African Universities. This proved to be a very useful means of linking with 7 African universities running or planning to run post-graduate courses on humanitarian and refugee studies (Ibadan and Lagos in Nigeria, Makerere in Uganda, the University of Ghana, Witwatersrand and UNISA in South Africa and Egerton in Kenya).

In South America, contacts with La Red were unsuccessful. Contact was established with two Colombian NGOs (DIAL - InterAgency Dialogue and GAD - Group for Displaced People's Organisations) but these have not developed to the point of their sending participants to ALNAP meetings.

During the year, discussions between the Secretariat and the Steering Committee over the 'ceiling' on the number of Full Members led to agreement that there should be some flexibility. There are currently 47 Full Members. Where a strong case can be made for additions to the Full Membership these will be considered. An area to be addressed in the coming year is the means for ensuring the effective representation of smaller NGOs not currently represented by the existing NGO umbrella groups in ALNAP.

Observer Members

The number of Observer Members continued to grow steadily. From 160 at the beginning of the reporting period the number increased to 224 by the end of the year. The range of ALNAP products and services available to Observer Members was also increased during the period - those who wished to participate in the Listserv were invited to do so. (see Activity 2)

5. Report on Activities

This section discusses the activities undertaken in relation to the Specific Activities list as set out in the document 'Funding Proposal for FY 1999-2000'. The Steering Committee agreed in October 1999 that the work programme should be prioritised in the context of the staffing and funding constraints and the new activities that had emerged since the completion of the Funding Proposal. The principal 'new' activity was the Learning Office concept but also the support provided to the Humanitarian Ombudsman study in Kosovo. Projects not yet initiated were postponed until current projects were completed. Projects already underway were assessed in accordance with the funding available to complete them, and prioritised accordingly. The outcome of this process is described below in relation to each activity.

Activity 1: Continued Expansion of the Reports Database and Website

Reports Database: The number of reports catalogued increased from 260 to 290 and the number with key sections scanned and available in searchable format on the Website increased from 140 to 230. Delays in obtaining copyright clearance has delayed the scanning of the remaining 30 reports.

Website: Felicity Heyworth undertook a two day HTML training course at the beginning of the year and has expanded the ALNAP section of the ODI website. The ALNAP site now has links to all Full Member organisations' and evaluation-related websites. It also contains the full text of all the 'Records' of the Bi-annual Meetings and ALNAP-sponsored studies. Felicity's covering of the duties of the Administrator post in the period January to April 2000 resulted in a reduced the rate of progress in relation to the Reports Database and Website in the final quarter of the reporting period.

Activity 2: Extension of the Listserv to Include Interested Observer Members

Following the decision at the Fifth Bi-annual meeting in April 1999, all Observer Members were offered the option to join the ALNAP Listserv. 43 Observer Members were added to the list in October. Since then a further 32 Observer Members have been added and the total number of Full and Observer Members on the Listserv currently stands at 125.

The value of the Listserv in facilitating the development of new ideas and initiatives was clearly demonstrated in the summer of 1999. Discussions on the subject of ALNAP's role in relation to the conflict and humanitarian crisis in Kosovo produced the original idea for the establishment of a Learning Office. This idea was then developed by the Secretariat in conjunction with key members, placed on the agenda for the Sixth Bi-annual meeting, and then the concept 'fleshed out' by the Orissa Retrospective Study (see Activity 16).

Activity 3: Holding the Bi-Annual Meetings

The 5th and 6th ALNAP Bi-annual meetings were held at the ODI offices in London in April and October 1999 and their contents are shown below:

Fifth Meeting – 22-23rd April 1999

Day 1

- Tour de Table - information sharing on ongoing and planned studies and evaluations, and forthcoming events
- Report back from the Steering Committee Meeting by the Chair, Andre Griekspoor.
- Summary of discussions and decisions reached in relation to: the draft workplan for FY1999-2000, staffing, the funding situation, and Steering Committee membership
- Progress Reports: The Sphere Project (Nan Buzard, Sphere Project Manager, Geneva), The Ombudsman Project (Richard Blewitt, British Red Cross Society), People-in-Aid (Sara Davidson, Inter-Agency Coordinator, London)
- “The Santo Domingo Meeting of 16-19 February ‘Evaluation of Preparedness and Response to Hurricanes George and Mitch’”. Presentation by Dr. Claude de Ville de Goyat, Chief of Emergency Preparedness Programme, PAHO, Washington D.C. Followed by discussion.
- “Evaluation of WHO Peace-building activities in Eastern Slavonia”. Presentation by Dr Judith Large, Independent Consultant and Fellow at the University of Kent, UK. Followed by discussion.
- “Preliminary Findings of the ODI Study on Humanitarian Principles and their Implications for Accountability and Effectiveness”. Presentation by Nick Leader, Research Fellow, Humanitarian Policy Group, ODI.
- “Update on the Reports Database and the Results of the Listserv Questionnaire” Presentation by Felicity Heyworth, Database Manager, ALNAP Secretariat. Followed by discussion.

Day 2: Themes for the Day: “Learning and Voice”

- “Sentinel Community Surveillance and its Utility in Relation to Humanitarian Programmes”. Presentation by Dr. Anne Cockcroft, CIET-Europe. Followed by discussion.
- “The Approach of UK NGOs to Involving the Affected Population: Findings from the ALNAP Add-On to the DEC Sudan Evaluation” - Pierson Ntata, Lecturer in Sociology, Chancellor College, Malawi.
- “The ALNAP Synthesis Study “Towards Shared Social Learning For Humanitarian Programmes: Approaches to Consultation with, and Participation by Beneficiaries and the Affected Population in the Planning, Management, Monitoring and Evaluation of Humanitarian Programme”. Presentation by Philippa Atkinson, consultant and PhD student at the London School of Economics and Political Science. Followed by discussion.
- “On Institutionalising Victim’s Voices”. Short presentation by Mihir Bhatt, Honorary Director, Disaster Mitigation Institute, Ahmedabad, India
- “Learning in the Food and Nutrition Sector: A Preliminary Mapping of Learning Processes”. Presentation by Annalies Borrel, Food and Nutrition Adviser, Concern Worldwide, Dublin.
- “A Vision for ALNAP and Its Future Work Programme” Presentation by John Borton, Coordinator, ALNAP Secretariat. Followed by discussion.

Sixth Meeting – 14-15th October 1999

Day 1

- Tour de Table - information sharing on ongoing and planned studies and evaluations and forthcoming events
- Report back from the Steering Committee Meeting by the Chairperson, Wayne MacDonald, Director of Planning Monitoring and Evaluation, ICRC, Geneva and Chair, ALNAP Steering Committee.
- Report by the Secretariat on Progress and New Initiatives:
 - Global Study on 'Shared Social Learning'
 - ALNAP Workshop to Synthesise the Results of Recent Evaluations of South Sudan.
 - Association of African Universities - African Universities providing postgraduate courses in Humanitarian and Refugee Studies.
- Sphere Project Video
- 'OCHA's Work Programme and Relationship with ALNAP' Presented by Bruce Jones, Humanitarian Affairs Officer, OCHA, New York.
- 'The Learning Office: a useful model and role for ALNAP?' presented by John Borton. Coordinator ALNAP Secretariat.

Day 2

- 'The Humanitarian Ombudsman Project: Report on Stage 2 and Plans for Stage 3' by Deborah Doane, Ombudsman Project Manager, British Red Cross. Presentation followed by discussion.
- 'A Possible Model for a Humanitarian Ombudsman: Report on Action and Research in Kosovo' by Barney Mayhew, Independent Consultant. Presentation followed by discussion.
- The Main Findings from 'Qualitative Evaluation' (book) followed by discussion on the relevance/Implications of the Findings for the Humanitarian Sector', by Dr Ian Shaw, Director of Graduate Studies, School of Social and Administrative Studies, University of Wales.

Afternoon Theme: 'Mechanisms for Providing Voice to the Affected Population in Emergencies'

- 'The Operation and Assessment of the *Vavazodou* Newspaper by Cyclone Victims in Gujarat, India' by Mihir Bhatt, Honorary Director, Disaster Mitigation Institute, Ahmedabad, India. Presentation followed by discussion.
- DfID's Information Strategy in Kosovo: Information Dissemination through Print and Broadcast Media; Distribution of Radios to Refugees; and Support for the Re-establishment of Kosovo Media' by Robert Walker, Conflict Prevention Specialist, DFID – Conflict and Humanitarian Affairs Department (CHAD). Presentation followed by discussion.

Evaluation forms were distributed and completed by over half of the participants. A third of respondents felt there were too many presentations at the Fifth Meeting and account was taken of this in designing the Sixth Meeting where all respondents felt that the number of presentations was "about right". Very high scores for the "usefulness and relevance" of the presentations were recorded by several of the sessions and presentations, whilst the majority scored "useful and relevant". Of those that responded to the question 'Are you satisfied with the way ALNAP is developing?' the proportion responding "satisfied or very satisfied" was 81% at the Fifth Meeting and 75% at the Sixth Meeting.

- **Activity 4: Strengthening Links with 'Southern' and Other Relevant Organisations**

The principal activity undertaken in relation to this component was the links developed with the Association of African Universities and several of its member universities. Efforts to add southern members from Asia and South America are noted in Section 4.

Following Professor Ekhuagere's participation in the April ALNAP meeting John Borton was invited to participate in a 2-day workshop in Accra, organised by the Association of African Universities (AAU). The purpose of the meeting was to consider proposals submitted to the AAU by 7 African universities running or planning to run post-graduate courses on humanitarian and refugee studies. These were Ibadan and Lagos in Nigeria, Makerere in Uganda, the University of Ghana, Witwatersrand and UNISA in South Africa and Egerton in Kenya. The AAU subsequently invited John, together with Professor Apthorpe (an ALNAP Full Member), to evaluate the 7 proposals and recommend ways that the AAU might proceed. The paper they prepared recommended *inter alia* that the AAU encourage the universities to develop closer links with humanitarian agencies and mechanisms that would provide for student exchanges between the universities. Two potential models were suggested: the African Economic Research Consortium's (AERC) Training Programme (whereby high-quality post graduate teaching is provided at a centre in Nairobi) and the EU's Network on Humanitarian Assistance (NOHA) model that has established a combination of common core courses and particular specialisations offered at the different universities.

This work has provided ALNAP with useful links with African academics working on humanitarian and refugee issues. John gave a presentation on the AAU process at the October ALNAP Meeting. The ECHO representative at the meeting indicated a willingness to support collaboration between the African Universities and the NOHA programme. Subsequently DfID also expressed an interest in providing support to the AAU process. This information was relayed to the AAU.

- **Activity 5: Preparation of Annotated Bibliographies**

In early 2000, John Borton procured membership of the Learning Resources Centre at Ashridge Management College with its powerful text search and retrieval systems. Key and useful texts on 'networks', 'learning' and 'accountability' were identified and used to advance ideas on ALNAP's development and more specifically the development of the Global Study (Activity 7) and the Learning Office (Activity 15). It had been intended to prepare annotated bibliographies on 'learning' and 'accountability' but the Steering Committee agreed that priority should be given to other activities.

- **Activity 6: Completion of the Small Study on Reporting Requirements**

Following the preliminary work undertaken by John Borton that covered eight organisations (ie. OFDA, ECHO, DfID, Sida, CIDA, MFA Norway, SDC and UNHCR) and was presented at the Fourth Bi-annual meeting in October 1998, it was agreed that five more organisations (UNICEF, IFRC, MFA Germany, MFA France and WFP) would be included in the final version. Difficulties were experienced in obtaining the appropriate documentation from some of these organisations with some not finally until late 1999 when the Secretariat was preoccupied with other activities. It did not prove possible to produce a final version of the work by the end of the Financial Year. The issue of reporting systems and potentially unnecessary duplication of such systems within the international humanitarian system was not included in the FY 2000-02 Workplan.

- **Activity 7: Development of a Proposal for Global Study on Participation and Shared Social Learning**

At the Fifth Bi-annual meeting John Borton presented a possible route for developing and undertaking a 'Global Study on Shared Social Learning' covering consultation with and participation by beneficiaries and affected populations in the design, implementation and evaluation of humanitarian programmes. Useful feedback was received from Full Members

and it was agreed that the Secretariat should produce a proposal that could be carried forward by an 'Interest Group' of Full Members. In developing the proposal it was suggested that the Secretariat should seek to link the proposed Global Study with the Sphere Project so that the development of standards on consultation and participation might be an output of the Global Study. John gave a presentation to a meeting of the Sphere Management Committee in September 1999. The Management Committee welcomed the initiative but felt unable to formally endorse it because:

- (a) the Sphere Project had been unwilling to endorse previous proposals to extend beyond the five technical sectors, and
- (b) there was no plan (at that stage) to expand the scope of the Sphere Project beyond its focus on five technical sectors.

It was agreed at the Sixth Bi-annual meeting that the Secretariat should nonetheless proceed with development of the Global Study proposal. With assistance from Professor Apthorpe, a proposal was produced and presented to members at the Seventh Bi-annual Meeting. It was well received and 12 Full Members indicated their interest in participating in the Interest Group. Secretariat support to the Interest Group has been included in the FY 2000-02 Workplan.

Activity 8: Learning in the Food and Nutrition Sector Phase II

This activity had been planned as a more in-depth follow-up to the initial paper prepared by Annalies Borrel and presented at the Fifth Bi-Annual meeting. Uncertainty over the availability funding and the original researcher to undertake the follow-up study delayed commencement. At its meeting in October the Steering Committee felt that priority should be given to other activities and the study was cancelled.

Activity 9: Study on Lines of Accountability

The design of this study was broadened from that originally envisaged to a 'mapping' study of accountability mechanisms within the international humanitarian system. Peter Raynard, a specialist in Social Audit and Social Accountability issues, was commissioned to undertake the study. His report 'Mapping Accountability in Humanitarian Assistance' was circulated to Full Members in March 2000 and presented for discussion at the Seventh Bi-annual meeting. It was well received and will be published as an ALNAP Report in late 2000. It was partly on the basis of this work that 'Strengthening Accountability Frameworks' was chosen as one of the three themes for the FY 2000-02 Workplan with at least one follow-up study a year included in forthcoming activities.

Activity 10: Support for the Preparation and Publication of an Edited Volume 'Doing Evaluations of Humanitarian Assistance'

AusAID tied its contribution to ALNAP to this activity, and approved the necessary funds in July 1999. A list of potential case study evaluation experiences was drawn up with input from the ALNAP Steering Committee and a Listserv request for suggestions from ALNAP Members. Adrian Wood (the volume editor and Reader in Geography at the University of Huddersfield) issued detailed guidance to contributors on issues to cover in their papers. Over the following months some of the potential contributors withdrew but others were added to ensure a spread of geographical and organisational contexts. A workshop of contributors was held in London on the weekend of 4-5th March 2000. Members of the Steering Committee will review the final version before the manuscript is submitted to the publisher, Zed Press, in October 2000.

The structure of the volume will be as follows:

Introductory Chapter - John Borton and Adrian Wood

Case Study Chapters

- 1994 Dutch Somalia Evaluation - Ted Kliest and Phil O'Keefe
- 1994 Sida Horn of Africa Evaluation - Adrian Wood

- 1995 Sida Cambodia Evaluation - Claes Lindahl
 - 1996 Joint Evaluation of Emergency Assistance to Rwanda - John Borton
 - 1996 WFP Liberia Evaluation – Raymond Apthorpe
 - 1996 IFRC Review of its Tajikistan Programme - Peter Wiles
 - 1998 AusAID Papua New Guinea Evaluation - David Lea
 - 1999 URD Hurricane Mitch Evaluation - François Grunewald
 - 1999 DFID/UNICEF Kosovo Evaluation - John Telford
- Concluding Chapter - Adrian Wood and Raymond Apthorpe

The volume promises to be a valuable addition to the limited literature on humanitarian programme evaluation, an important resource for the training programmes on humanitarian programme evaluation to be carried out as part of the FY 2000-02 Workplan, and will help raise awareness of ALNAP within the professional evaluation community.

Activity 11: Practical Tools for Results-Based Performance Measurement

This study was not initiated due to delays in receipt of funding and at its meeting in October, the Steering Committee felt that priority should be given to other activities.

Activity 12: Undertaking an Active Learning Exercise in an Ongoing Operation

Some form of active learning exercise was considered in relation to humanitarian operations in and around Kosovo in the summer of 1999. A visit to the area was planned by John Borton in June to explore this and the idea of a Learning Office with key humanitarian actors. The visit was cancelled due to a family bereavement and by the meeting of the Steering Committee in October it was felt that priority should be given to other activities. The funds earmarked for this activity went to make up the under-funding on Activity 15.

Activity 13: Study on the Utility of the Log-Frame

It had been planned to extend a 1998 analysis of the log-frame method in relation to humanitarian programmes by Des Gaspar (Institute of Social Studies, The Hague) by undertaking studies of the experience of selected donor organisations and implementing humanitarian organisations in using the log-frame method. The study was initially delayed due to uncertain levels of funding. With the consultant no longer available to meet the Steering Committee's deadline for completion of the study it did not proceed and was not included in the workplan for FY 2000-02.

Additional Activities Undertaken

During the course of the year new opportunities presented themselves and two additional activities were undertaken which were not included in the original workplan for FY 1999-2000.

Activity 14: Support to the Humanitarian Ombudsman Study in Kosovo

John Borton served as a member of the Steering Committee for the Humanitarian Ombudsman Project from 1998 until May 2000. Shortly after the April ALNAP meeting CARE-UK offered to facilitate and fund action-research of an Ombudsman mechanism in Stankovic 2 refugee camp in Macedonia. Because of the potential overlap with Activity 7 and Activity 12, John worked with CARE-UK's International Director and the Humanitarian Ombudsman Project Manager to design the study. Raymond Apthorpe, who had played a lead role in the preparation of the ALNAP Synthesis Study, was selected to lead the action-research exercise and Barney Mayhew to work with him. Their report provided a 'fleshed out' design of a potential model for the Humanitarian Ombudsman that significantly advanced the debate about the concept. The report is available on the Ombudsman Project website (www.oneworld.org/ombudsman). Barney Mayhew presented the results of the study at the Sixth Bi-Annual Meeting.

Activity 15. Development of the Learning Office Concept

The concept developed out of discussions on the Listserv about initiatives that ALNAP might take in relation to the major and high profile operations in and around Kosovo. Despite significant enthusiasm for the idea and the offer of start-up funding from DfID there was not a consensus on the remit of the office and how to proceed. The concept was discussed at the Fifth Bi-Annual Meeting. At the start of November Mihir Bhatt (an ALNAP Full Member and Honorary Director of the Indian Disaster Mitigation Institute) proposed testing the concept in the context of the relief and rehabilitation response to the Orissa Cyclone disaster. John Borton worked with him to develop a proposed test and obtain the support of the Steering Committee and potentially interested Full Members. This took longer than expected and the opportunity to run a test was missed. However it was felt that the opportunity presented by the Orissa Cyclone in developing the Learning Office concept should be exploited and a proposal to undertake a retrospective study of how a learning office might have worked was prepared for consideration at the January meeting of the Steering Committee. Following approval Mihir Bhatt and Moira Reddick (who had led the Oxfam Emergency Team during the initial response to the Cyclone) were commissioned to undertake the retrospective study. Fieldwork took place during February and March. John Borton worked closely with the two consultants in preparing the report for circulation to Full Members ahead of the Seventh Bi-Annual meeting. The positive results of the study and the presentation at the Seventh meeting proved persuasive and Full Members agreed to the selection of 'Improving Field-Level Learning Mechanisms' as one of the three themes for the FY 2000-02 Workplan. A proposal to undertake a real-time test of the Learning Office concept is being developed using the context of East Timor and Sierra Leone to think through the detailed requirements of such a test and will be presented for consideration at the Eighth Bi-annual meeting.

Activity 16: Proposal to Hold A Workshop to Synthesise the Results of Recent Evaluation of Humanitarian Operations in South Sudan and Identify Ways to Maximise Learning through the Evaluation Process

The idea for a workshop that brought together and built on the various evaluations undertaken of the international community's response to the 1998 famine in South Sudan emerged from discussions within the Secretariat and some of those involved in undertaking the evaluations. A draft proposal was prepared and DfID agreed to provide a third of the funding. Due to an internal review of OLS within the UN System, UN agencies were sceptical of the value and timing of the proposed activity and it was eventually decided not to pursue the idea. However, ALNAP Full Members were supportive of the concept of workshops to synthesise the results of evaluations of the same overall operation and the concept was written into the FY 2000-02 Workplan. A meta-analysis of the evaluations of humanitarian operations in response to the 1999 Kosovo Crisis is currently being prepared and a workshop will be held in October 2000.

6. Financial Report

Please find below the financial report for the above project for the period to 31 March 2000.

Secretariat Personnel Costs	£	Sub-Total
J Borton 201 days	79,998.00	
T Freudweiler 9 months	14,140.00	
F Heyworth 12 months	28,800.00	
M Buchanan-Smith 10 days	4,190.00	
Support to Secretariat in preparation of proposals (R Apthorpe)	3,000.00	
Secretariat Admin Costs (travel, subsistence, printing etc)		
ALNAP Representation	3,358.76	
Strengthening Links with Southern organisations	664.50	
Meeting facilities	74.05	
Reproduction	458.25	
Literature search facility	881.25	
Purchase of publications	254.01	
Costs of membership of 'linked' organisations	-	
The Reports Database		
Scanning and OCR costs	280.83	
Bi-annual Meetings		
Room Hire/facilities	511.13	
Catering	1,328.36	
ALNAP Dinner	1,493.60	
Travel to meetings	4,962.35	
Subsistence for meetings	4,398.12	
Reproduction costs	1,270.61	
Commisioned Studies		
Doing Evaluations Book	6,672.63	
Orissa Learning Office Study	16,907.78	
Mapping Accountability Study	6,059.13	
Active Learning Exercise in On-going Operation	2,561.32	(2)
Total Expenditure	182,264.68	
Grants in 1999/00		
AusAID	6,672.63	(1)
CARE	2,561.32	(2)
Department for International Development	25,000.00	
Department of Foreign Affairs, Dublin	20,007.50	
Swedish International Development and Co-operation Agency	14,515.69	
Médecins Sans Frontières, The Netherlands	2,914.79	
Ministry of Foreign Affairs, The Netherlands	14,703.34	(3)
Swiss Agency for Development and Cooperation	24,994.00	
International Committee of the Red Cross	2,890.85	
Royal Danish Ministry of Foreign Affairs	6,460.55	
World Food Programme	4,880.00	
The British Red Cross	3,955.00	(4)
World Health Organization	1,200.00	
Ministry of Foreign Affairs, Norway	24,994.00	
CAFOD	2,500.00	
World Vision	2,500.00	
Food and Agricultural Organization	1,238.60	
United Nations High Commissioner for Refugees	6,242.50	
OFDA	25,000.00	
Total Grants in FY 1999-2000	193,230.77	
Balance on FY 1999-2000 (carried over into FY 2000/01)		10,966.09

Notes:

(1) AusAid is specifically funding the Doing Evaluations Book. Their grant is A\$35,000 of which £6,672.63 was spent in FY1999/00. The balance to be spent in 2000/01, when the project completes.

(2) CARE UK reimbursement for ALNAP's support for Active Research in Kosovo for the Humanitarian Ombudsman Project.

(3) The Ministry of Foreign Affairs, The Netherlands have still to pay NLG 20,000 towards ALNAP for financial year 1999/2000. At an exchange rate of 7.14 to £1 this comes to £2,800.

(4) Of this amount £955 was carried over from financial year 1998/99. The British Red Cross' contribution for 1999/00 was £3,000.

(5) A OFDA grant of US\$40,000 was approved but has yet to be paid. We have presumed an exchange rate of £1: 1.6US\$