ALNAP
LEARNING • ACCOUNTABILITY • QUALITY •
IN HUMANITARIAN ACTION

Financial Years
2001-02, 2002-03, 2003-04

Annual Report of Expenditure (FY2001-02)

Funding Request (FYs2002-03 & 2003-04)

March 2002

I. Introduction

This paper has the dual role of providing an Annual Report on achievements and expenditure for FY2001-02 and an update on activities and funding requirements for FY 2002-03 & 2003-04 Workplan Activities, approved by ALNAP Full Members at the 10th ALNAP Biannual in October 2002.

The information is presented broadly in accordance with the budget lines submitted in the updated June 2001 funding request: *Financial Years 2000/01 & 2001/02 Annual Report of Expenditure and Funding Request.* To provide greater clarity as to the nature of the different ALNAP activities, these have since been re-organised under the three following headings: **Network Activities**, **Programme Activities** and **Interest Group Activities,** however, the individual activity reference codes remain the same. It should also be noted that ALNAP's workplan and budget only cover Secretariat support costs to the Interest Group Activities, whose implementation costs are funded and reported on separately.

In 2001, ALNAP entered its fifth year, and will celebrate its fifth anniversary at the 11th Biannual to be hosted by DFID in April 2002. The ALNAP Steering Committee saw this important marker as an appropriate time to review ALNAP's purpose and future role within the humanitarian sector. A paper, *The Vision for ALNAP,* was drafted and circulated to Full Members for feedback, and discussed at the 10th Biannual hosted by OFDA, in October 2001. A revised draft incorporating feedback to date was circulated to Full Members in March 2002 as a final opportunity to input. The general verdict is that ALNAP's role as a unique sectorwide forum remains vital to the sector and its active-learning, accountability and quality mandate entirely relevant. The Vision in its current draft will be formally adopted at the 11th ALNAP Biannual Meeting in April 2002.

ALNAP's recent work to make the evaluation process more effective was expanded in 2001 to incorporate a broader focus on learning mechanisms/approaches within the sector with the introduction of a programme activity entitled 'Improving Performance through Improved Learning' providing the central theme for the ALNAP Annual Review 2002. An additional theme, prioritised by Members at the 10th Biannual, has also been incorporated into the 2002-03-04 Workplan: 'Strengthening Programme Monitoring Systems'.

Highlights from the (2001-02) Workplan

- ALNAP Annual Review 2002 *Humanitarian Action: Improving Performance through Improved Learning* (to be published in April 2002);
- the successful piloting of the ALNAP developed 5-day course 'Managing Evaluations of Humanitarian Action' in May 2001 and January 2002, hosted by IrelandAId (Dublin) and WFP (Rome) respectively, and hand-over to RedR to ensure the continued provision of the course;
- the successful piloting of ALNAP's Training Module 2 'How to Evaluate Humanitarian Action' by InterWorks (Module 1 is due to be piloted by CARE US in early April 2002, following which the modules will be placed as a free-good on the ALNAP website);
- follow-up to evaluations of humanitarian action study presented in April 2001;
- the undertaking of the first of the five 'Global Study on Consultation and Participation of Beneficiaries and Affected Populations in Humanitarian Action' case studies in Sri Lanka;
- the publication (August 2001) of ALNAP's *Evaluating International Humanitarian Action: Reflections from Practitioners* since disseminated as a free good to 143 southern libraries, institutions and government departments (full list included as Annex 5) and key others within or who observe the humanitarian sector;
- drafting of *Aid Responses to Afghanistan: Lessons from Previous Evaluations* for the DAC Senior Level Meeting, 12-13 December 2001, in collaboration with several ALNAP Full Members, drawing on the ALANP Evaluative Reports Database as primary source;
- introduction and development of the Useful Resources Database to increase Full Member access to resources relevant to ALNAP's work.

II. Report on Workplan Activities and Funding Requirements for FY2002-03/FY2003-04

ALNAP Secretariat Staffing

- *ALNAP Coordinator* John Borton formally resigned in 2001 and leaves the ALNAP Secretariat on 28th March 2002. He will however continue to be actively engaged in ALNAP as a Full Member, and as a consultant continuing his current work under the 'Improving Performance through Improved Learning' activity.

The recruitment process to find John's replacement began in late 2001 with a first round of interviews in early 2002. A second round of interviews in March concluded with an offer being made. ODI and the ALNAP Steering Committee will formally confirm the new incumbent at the 11th Biannual in April 2002. The new ALNAP Coordinator will be in post by mid June.

- *ALNAP Deputy Coordinator* Following John's departure, Kate Robertson will be acting up as ALNAP Coordinator until the new incumbent is in post. Additional support will be brought in as necessary over this period.

- *Evaluative Reports Database Manager* Lucy Carver continues in the role.

- *Part-Time Administrative Support Officer* Colin Hadkiss took up this new ALNAP post in June 2001 to help deal with the increased workload. Following a successful probation period he was confirmed in post in early March 2002.

Network Activities

a. Membership Maintenance and Development

Following the October 2001 Biannual Meeting, Africa Humanitarian Action was invited to join ALNAP as a Full Member, with Dawit Zawde, AHA Director, as representative. His acceptance and the addition of John Borton, takes membership numbers to 51 Full Members and 287 Observer Members.

ALNAP continues its efforts to increase the number of 'southern' members and representatives from: the Disaster Forum, Bangladesh; the Asia Disaster Preparedness Centre, Thailand; and the Citizens' Disaster Response Centre, Philippines, attended either one or both of the 9th and 10th ALNAP Biannual Meetings. The proposed budgetary increase for the coming years acknowledges the need to dedicate more time and energy to the task and increase the southern voice at the ALNAP table.

----

b. Funding the Workplan Budget and Interest Group Activities

Workplan Funding

The FY2001-02 budget was £321,069. 24 Full Member contributions have been received or pledged, totalling £283,773.32. This, added to the £22,098.43 'income' on ALNAP publications and training and the FY2000-01 carry over of £19,581, means that ALNAP has successfully met funding target (see Annex 1 and Annex 2).

Although dependency on ODI to support ALNAP's cash-flow has been reduced this year by more prompt review of ALNAP's funding request and delivery on pledges by contributing ALNAP Members, ALNAP remains reliant on ODI, particularly in the period covering the end of one and the start of another financial year. Full Members are therefore urged to respond swiftly to this funding request. As agreed last year, to help bring forward the ALNAP funding cycle, the Steering Committee has taken responsibility for approving final revisions to the FY2002-03 and FY2003-04 budgets based on actual expenditure in FY2001-02. Although

there is some variation on line items, overall the FY2002-03 2003-04 budgets represent a 5% rise on their preceding year.

In-kind Support
In FY2001-02 several ALNAP events were hosted by Full Members, including the April 2001 (CAFOD) and October 2001 (OFDA/USAID) Biannuals.

As noted above Groupe URD's translation of the ALNAP book *Evaluating International Humanitarian Action: Perspectives from Practitioners* will be published in mid-2002 through a Zed Press affiliate in France.

JICA are currently considering the possibility of undertaking a translation of the Annual Review 2001 and/or 2002 into Japanese.

Interest Group Activity Funding
In addition to securing and reporting on funds for ALNAP's rolling Workplan, the Secretariat is responsible for securing start up funds for ALNAP's Interest Group Activities.

The Global Study on Consultation and Participation of Beneficiaries and Affected Populations (D07T2.1/D96). Pledges totalling £395,067 (80% of the overall budget) have been secured through CAFOD, CIDA, Concern, DFID, ECHO, MFA Netherlands, MFA Germany, SCFUK, SIDA, UNDP and USAID. Requests for the remaining 20% are under consideration by other member and non-member organisations.

The Learning Support Office The Secretariat will be responsible for pursuing start-up funds for this second ALNAP Interest Group Activity in FY2002-03.

----

c. Maintenance/Development of the Evaluative Reports Database and Website

Evaluative Reports Database
In FY2001-02, the Evaluative Reports Database (ERD) collection increased by over 30% to 360 reports, with 179 classified under the 'Evaluation of Humanitarian Action' category, the source data for the ALNAP Annual Review Series. 75% of the evaluative reports have key sections in fully searchable form on the ALNAP website. The search facility for the ERD has been improved this year, with themed searches added to the search pages. These are regularly updated. Each record within the ERD now contains a description of the report contents and links to the website containing the full report where available online. Where not available online, details of how to obtain the report from the commissioning agency are provided. Just under 50% of the reports on the ERD are held in the public domain rather than restricted to ALNAP Full Members only.

Using the ERD Collection
Using the ERD as a primary source, the ALNAP Coordinator, with the support of several ALNAP Full Members, was able to respond to a request from the Chair of the DAC Working Party on Aid Evaluation to compile lessons from previous evaluations to inform aid responses to Afghanistan. The resulting paper *Aid Responses to Afghanistan: Lessons from Previous Evaluations* was presented by the Chair of the DAC Working Party on Aid Evaluation to the DAC Senior Level Meeting, 12-13th December 2001.

Developing the ALNAP Website
The ALNAP website has undergone a complete redesign to increase its usability, ensure accessibility and incorporate the new ALNAP logo. The number of Meeting Records and ALNAP studies accessible as web pages, as well as pdfs, has increased and the ALNAP Annual Review 2001 added to the site as a series of linked web pages and downloadable as a pdf document.

Monitoring of use of the ALNAP website was also instituted in FY2001-02. The number of visitors to the site has more than doubled over this period moving from an average 750 to nearly 2,000 visitors a month between January and April 2002. From the available data it is clear that the majority of visitors accessed the site from North America and Europe, although other notable visitor groups include sub-Saharan Africa, Asia, the Middle East, and Central and South America.

Useful Resources
The Useful Resources collection was developed and added to the ALNAP website in September/October 2001. The collection brings together key information resources (books, guidance, newsletter, websites, training materials etc) on issues relevant to ALNAP's work (eg, accountability, quality, learning, evaluation, monitoring, impact assessment, indicators, humanitarian codes and standards). A fully searchable bibliography of all resources kept in the collection, along with tables of contents; summaries or the full document where available; 'how to obtain' information; and links to relevant websites, is now accessible through the ALNAP website.

----

d. Maintenance and Development of the Listserv
The ALNAP Listserv provides an important information exchange/discussion mechanism for Members between Biannual meetings. To encourage greater dialogue by Full Members, the listserv was in late 2001 limited to Full Members only.

In FY2001-02 activity-specific listservs were introduced for participants of the two 5-day ALNAP 'Managing Evaluations of Humanitarian Action' courses and for the Learning Support Office Interest Group.

----

e. Preparation and Running of the Biannual Meetings
The ALNAP Biannual meetings provide an opportunity for Full Member representatives to meet twice a year to review ongoing ALNAP research/initiatives; exchange information on their own organisation's learning/accountability and quality initiatives; identify opportunities for collaboration; and debate issues of sectorwide interest.

The 9th ALNAP Biannual was hosted by CAFOD, in London on 26-27th April 2001 and the 10th Biannual by USAID/OFDA in Washington on 25-26th October 2001. The hosting of Biannuals by Full Members affirms ALNAP's status as an international membership network, as well as helping to increase awareness of ALNAP and its activities within the respective Member organisations and their networks.

In an attempt to increase the benefit of the ALNAP Biannual Meetings to its Full Members, the meeting format was revised in 2001. Day 1 is now dedicated to ALNAP 'business', including a report-back on current activities and a Member information exchange session. Day 2 is dedicated to one or two key topics of sectorwide interest with Members invited to submitted proposals for Day 2 discussion topics in the lead up to the Biannual.

The two topics selected for the 10th Biannual were 'Coordination', seeking to build on the June 2001 UNOCHA commissioned study *Humanitarian Coordination: Lessons from Recent Field Experience*; and 'Monitoring', as a lead into ALNAP's forthcoming FY2002-03 activity 'Strengthening Programme Monitoring Systems'.

The new format has enabled selected non-ALNAP Full Members to participate in Day2 where it is felt that their expertise, knowledge and experience will enrich and inform the debate. ALNAP is also seeking to increase engagement in Biannuals of operational personnel to maintain a balance of representation across its four target groups - policy, operations, accountability and learning (see Annex 4 *The Vision for ALNAP*).

Representatives from two 'southern' organisations participated in the 9th Biannual: Africa Humanitarian Action (AHA) and The Disaster Forum, Bangladesh; and three in the 10th Biannual: Disaster Forum, Bangladesh; the Asia Disaster Preparedness Centre, Thailand; and the Citizens' Disaster Response Centre, Philippines, with Africa Humanitarian Action participating as ALNAP's latest Full Member.

ALNAP continues to support and encourage the participation of selected 'southern' organisations, by meeting flight and accommodation costs.

DFID will host the 11th Biannual in London on 25-26th April 2002, and the Secretariat is in discussion with the Disaster Mitigation Institute (DMI), India, who it is hoped will be the first 'southern' ALNAP Full Member to host a Biannual (12th Biannual, 24-25th October 2002).

Biannual meeting records are available on the ALNAP Website <www.alnap.org>.

----

f. Servicing the Steering Committee
The Steering Committee (SC), as ALNAP's quasi-executive and key decision-making body, maintains a balance of representation of the different types of organisation that make up the humanitarian sector and the ALNAP membership. SC Members are voted on to the Steering Committee by their peer groups for a two-year period. The SC meets on a quarterly basis and in FY2001-02 it met on 25th April, 18th June, 24th October 2001 and 18th January 2002. Approved SC meeting minutes are circulated to Full Members.

Current Steering Committee Members:
Wayne MacDonald, ICRC (Chair)
Norman Macdonnell, CIDA
Ted Kliest, Netherlands, MFA
François Grunewald, Groupe URD
Matthew Carter, CAFOD/Caritas
Rachel Bedouin, FAO
Andre Griekspoor, WHO
Ian Christoplos, Independent consultant/academic

The Groupe URD seat is due for rotation in April 2002 and the process to elect a replacement from within the NGO group is underway. The hand-over between representatives will be made at the April 2002 Steering Committee Meeting.

----

g. ALNAP Programme Development and Representation
In FY2001-02, ALNAP representation in various fora and at key events helped the Secretariat to raise awareness of ALNAP's purpose and initiatives, develop new contacts, build on existing relations and stay abreast of current thinking and emerging issues – eg, 'Quality in Humanitarian Aid' (German Ministry of Foreign Affairs); 'Enhancing the Quality of Humanitarian Assistance' (Netherlands Ministry of Foreign Affairs); 'Emergency Review' (Care International); 'Symposium on Best Practices in Humanitarian Information Exchange' (UNOCHA). Engagement in such activities by the Secretariat remains fundamental to the development of ALNAP's future role and activities.

In FY2002-03 and 2003-04, the work of developing a strategic plan for implementing the ALNAP Vision, and for evaluating its 'success', will be located under this line item. The heading has been amended accordingly to reflect an activity that includes the development of ALNAP as well as ALNAP activities: **g. ALNAP & ALNAP Programme Development.**

Representation will in future fall under the new line item: **i. Promotion and Dissemination (ALNAP and its 'Products').** This will enable a distinction to be drawn between when

members of the Secretariat participate in events and when they formally present on ALNAP and its activities.

----

h. Miscellaneous Costs
In FY2001-02 this item covered the costs of document searches, membership of relevant professional bodies and libraries, and specialist journal subscriptions.

In FY2002-03 and 2003-04 this line item has been renamed: **h.** '**Useful Resources, Search facilities, Memberships and Journals'** to incorporate the introduction of the Useful Resources collection and database and the promotion activities required for ALNAP products (ie. formal publications and training courses).

----

i. Marketing
In FY2001-02 ALNAP developed a marketing strategy to promote its first 'products': *Evaluating International Humanitarian Action: Perspectives from Practitioners*; the Annual Review 2001; and the training courses and modules developed in 2000 and 2001.

Through its association with Zed Press, ALNAP was able to provide free copies of its book *Evaluating International Humanitarian Action* to 143 'southern' institutions and libraries (see Annex 5). In addition it has compiled a database of key individuals within the sector, and those who influence from outside, to whom free copies of all ALNAP publications will be sent.

In the FY2002-03 and FY2003-04, this line item is renamed: **Promotion and Dissemination (ALNAP and its 'products')** in recognition that this is non-commercial venture and that ALNAP's primary goal is to disseminate its 'products' (ie. formal publications and training courses) and the key messages therein. This activity will in future cover the production of **'Keymessage'** sheets to highlight key messages emerging from ALNAP 'products', and the dissemination of free copies of ALNAP publications and keynote sheets to selected individuals within or observing the Humanitarian Sector including 'southern' institutions and libraries.

----

j. Managing the ALNAP Secretariat
This task and its associated costs have in the past been subsumed within ALNAP's overall workplan activities. However, for the sake of increased transparency, the Steering Committee has introduced a separate line item in the FY2002-03 and 2003-04 budgets in recognition that a percentage of the Coordinator's and Deputy Coordinator's time is spent managing the Secretariat.

T2.3 ALNAP Annual Review Series

Objectives of the Annual Review Series
The Annual Review Series continues to play a central role in ALNAP's broader efforts to support and improve learning and accountability within the humanitarian sector, aiming to advance understanding and thinking and thereby improve the quality of performance, by:

- providing the humanitarian sector with the means to reflect annually on its performance, identifying generic strengths and weaknesses through a synthesis of the principal findings, conclusions and recommendations of the evaluations of humanitarian action made available to ALNAP in the preceding year;

- addressing each year a central theme of common and current concern to those within the sector; and by
- monitoring the quality of evaluations of humanitarian action through a meta-evaluation of the annual evaluation set, highlighting good and poor practices as a means of maximising the benefits of evaluation - a key learning and accountability tool for the Humanitarian Sector.

Synthesis

This second in the Annual Review Series, *Annual Review 2002: Humanitarian Action, Improving Performance through Improved Learning* synthesises the findings of those evaluation of humanitarian action reports completed and made available to the ALNAP Evaluative Reports Database in the 2001. This year's set includes 46 evaluations and 9 evaluation syntheses, commissioned by 22 organisations to assess performance of operations in 44 countries.

This year's contributors were: Tony Beck, John Borton and John Kawalek, with John Borton and Kate Robertson as editors.

Taking 'learning' as its central theme, the Annual Review builds on the work of Activity D07T1.5, by reviewing the learning and knowledge management experiences of 'comparable' sectors and highlighting their relevance to the humanitarian sector; by mapping current learning and knowledge-management practices in current use in the humanitarian sector; and by undertaking an analysis of the strengths and weaknesses of each. Finally, it proposes an extensive agenda of individual agency and sectorwide activities to improve learning and knowledge management within the humanitarian sector.

This agenda will form the basis of Day 2 of the 11th ALNAP Biannual (April 2002) where Full Members will agree the activities ALNAP will take forward in FY2002-03, under activity D07T1.5 'Improving Performance through Improved Learning.

Meta-evaluation

The ALNAP Quality Proforma underwent a further process of refinement and strengthening following its application to the Annual Review 2001 evaluation reports set, and feedback from Full Members. This process has also sought to highlight the value of the Proforma further upstream in the project cycle. Discussion at the 10th Biannual (October 2001) revealed broad acceptance of the revised Proforma and its use by some ALNAP Members in support of their evaluation activities.

This year's meta-evaluation of 41 English-language evaluation reports was undertaken by two assessors in parallel (Peter Wiles and Tony Beck) to counter any risk of assessor bias or error. The aim of the assessment is not to rank evaluation reports but to reach general conclusions on trends in respect of what the reports reveal about the evaluation of humanitarian action practice itself. Individual assessments will this year be made available to the agency concerned.

The Annual Review was completed in FY2001-02 and will be published in April 2003.

In FY2002-03 the Annual Review 2002's key findings and implications for the sector will be presented and discussed at the April 2002 Biannual.

The process of drafting the third Annual Review will begin in late 2002 when most of the evaluations made available in that year have been gathered. It will be published in April 2003. The theme for the Annual Review 2003 will be monitoring *Humanitarian Action: Improving Performance through Improved Monitoring*.

PROGRAMME ACTIVITIES

T1.4 Develop/Provide Short-Courses for Evaluators and Evaluation Managers

A matrix of evaluation training needs was developed by the Secretariat through a consultative process with Full Members. Needs and gaps in training guidance were then prioritised at a 'State of the Art' Colloquium on Evaluation of Humanitarian Action in New York on 2-3 October 2000. These were approved at the 8th Biannual, also in October 2000.

- **Piloting the ALNAP Evaluation Managers 5-day Course**

Following the development of a 5-day 'How to Manage Evaluations of Humanitarian Action' course in FY2000-01, the first of two pilots took place on 14-18th May 2001 in Dublin, hosted by IrelandAid, with Jim Welch as Course Director and John Telford, John Borton and Sara Swords as facilitators.

Following this first pilot, the course underwent a further period of refinement in response to participant feedback and the course facilitators' own evaluation of the Dublin course.

In keeping with the ALNAP Members' decision that, following development and piloting of the course, ALNAP should ensure its continued availability by handing it over to a professional trainer, agreement was reached with RedR that they collaborate in the second piloting before taking over provision of the course.

The second pilot took place in Rome hosted by WFP, 28[th]January-1st February 2002, with John Telford as Course Director and Barbara Luckhurst (RedR) and John Borton as facilitators. It was extremely well received and course reports for both pilots are available on the ALNAP Website <www.alnap.org>.

RedR aims to provide the course twice in the coming year, once in a regional centre – possibly Nairobi, and once in the 'North'.

- **Evaluation of Humanitarian Action Training Modules**

The development of the 3 evaluation training modules (Module 1 'Introduction to Evaluation of Humanitarian Action'; Module 2 'How to Evaluate Humanitarian Action'; and Module 3 'Managing the Evaluation of Humanitarian Action Process') was completed in FY2001-02. Piloting partnerships were agreed with Care US and InterWorks on Modules 1 and 2 respectively (AGEG was due to run a second pilot of Module 2, but had to pull out at the last minute due to organisational difficulties).

The InterWorks 2-day course took place in London on 20-21st March 2002, with Sheila Reed as Course Director and Sara Swords as facilitator. The course drew participants from 15 organisations, with the level of demand such that InterWorks was unable to accommodate all applicants. Participant feedback has been extremely positive and will inform final refinement of Training Module 2, prior to its posting on the ALNAP website.

The Care US pilot of Module 1 is scheduled for early April 2002. Module 3 will not be piloted given that it is based on the 5-day 'Managing Evaluations of Humanitarian Action' course. All three modules will be finalised and posted on the ALNAP website as a free good in late April 2002.

As of FY2002-03, the development of further training modules will, as a generic dissemination mechanism for ALNAP Programme Activity outputs, become a **Network Activity** rather than a **Programme Activity**.

In FY2002-03, the development and piloting of two ALNAP training modules are planned building on the outputs of ALNAP's 'Protection' and 'Monitoring' activities. In FY2003-04 the development and piloting of training module drawing on the findings of ALNAP's interest group activity 'Consultation and participation of beneficiaries and affected populations in humanitarian action', is planned.

Some thought may need to be given by members as to whether ALNAP's purpose is best served by posting current and future training modules on the ALNAP Website as a free good. It may be that ALNAP should consider more proactive provision of 2-day courses based on its training modules, to ensure future availability to the humanitarian sector and quality of provision. Current experience has shown demand for such courses to be high.

T1.5 Improving Follow-Up to Evaluation

Following presentation of ALNAP's FY2000-01 commissioned study *Follow-up of evaluations of Humanitarian Programmes* at the 9th Biannual Meeting in April 2001, Full Members requested a broadening of the next phase of the activity to incorporate a mapping and review of learning mechanisms currently used by the humanitarian sector.

This programme of work was taken forward in FY2001-02 under the new heading **'Improving Performance through Improved Learning'** by Performance Assessment Resource Centre (PARC) consultants, John Kawalek and Roger Hammond.

The second phase undertook a mapping of current learning and knowledge management practices within the humanitarian sector; a review of the experiences of 'comparable' sectors (sectors that share some of the characteristics of the humanitarian sector).

A workshop was convened in London on 7th December 2001 to focus on initial findings as outlined in a discussion paper presenting the beginnings of an assessment framework for learning systems customised to the particular characteristics of the humanitarian sector. The workshop brought together a wide group that included 'southern' and 'northern' representatives from ALNAP Full Member organisations, and learning and knowledge management specialists. These initial findings have been built on to provide the central theme for the ALNAP Annual Review 2002.

The Annual Review 2002 highlights an 'Agenda for Improving Learning and Knowledge Management within the Humanitarian Sector', split between activities that might be undertaken by individual organisations and the sector as a whole, to address weaknesses identified.

Members will debate and prioritise those activities that might be supported and/or undertaken by ALNAP as part of this activity in FY2002-03 and FY2003-04.

Among the possible next steps:
- improve resource provision for learning within the Sector;
- support the establishment of communities of interest and communities of practice;
- test the COLA mechanism developed by the UK construction industry to establish its applicability to the humanitarian sector and effectiveness in facilitating cross-organisational learning;
- establish an inter-agency group to work on coordination and integration of field level training in ongoing operations;
- establish an electronic library for the sector that could be accessed by anyone and serve as a 'knowledge bank';
- develop common information and communication technology architecture for learning; and,
- ensure greater use of research and knowledge resources in universities and other existing centres of learning.

T1.6 Programme and Evaluation Guidance 'Gap' Filling

This activity was introduced in FY2001-02 to begin to address the programme/evaluation guidance gaps identified at the October 2000 ALNAP 'State of the Art' Colloquium and prioritised by Full Members at their 8th Biannual.

The focus in FY2001-02 has been on the provision of detailed practical guidance on the process of how to evaluate humanitarian action against the OECD/DAC evaluation criteria, with a secondary objective of increasing accessibility of evaluative criteria to those involved in setting policy, programme design and monitoring design. Intended users are evaluators of humanitarian action; those involved in the design and management of evaluations of humanitarian action; participants in training courses on evaluation of humanitarian action; and those involved in setting policy, planning and designing humanitarian action interventions and the design of programme monitoring systems.

ETC UK, was appointed following an open recruitment period and a peer review group of six experienced evaluators of humanitarian action established to support the process. Following a preliminary meeting with the peer review group, ETC UK began by developing a questionnaire to help identify current understanding and practice within ALNAP Full Members. Drawing on the 26 completed questionnaires, selected interviews, and an analysis of use of the criteria in the evaluations held on the ALNAP Evaluative Reports Database, an interim paper was drafted in early 2002 as the basis for the Guidance Booklet.

Work on the Guidance Booklet itself is now being taken forward by Tony Beck, Independent Consultant, with a first draft due for delivery in mid May 2002. It is anticipated that the final publication will be available to ALNAP Full Members and others in late July 2002.

In FY2002-03 ALNAP's gap-filling theme will focus on 'Protection' and the development of a performance framework for the protection activities of mandated and non-mandated organisations, to facilitate the assessment of the performance of such activities.

The work, guided by an advisory group of five individuals representing (ICRC, UNHCR, Reach Out Project, IRC, the representative of a southern institution and an experienced researcher on protection), will build on existing initiatives, particularly those of the three legally mandated organisations - ICRC, UNHCR and UNICEF.

A particular objective will be to increase awareness among NGOs of the need to consider and assess protection elements in their programming. The framework and the improved understanding it will generate of 'what works well and what works less well' will benefit programme designers; monitoring system designers and operators; evaluation managers and evaluators; and policymakers alike.

Following the recruitment of a consultant, the work will begin with a review of key source material on Protection [including IASC 2001; ICRC 2001; UNHCR (nd); Frohardt 1999; and Paul 1999 and the tool developed by UNHCR for use in relation to internally displaced populations in Sri Lanka). Followed by interviews with key informants and preparation of draft performance framework for presentation and discussion at a Workshop. It is anticipated that the final guidance booklet will be published in early 2003.

In FY2003-04 the gap-filling theme will focus on 'Capacity Building' and 'Context Analysis' and will pursue a similar process as that described above. Full terms of reference will be drafted and made available in FY2002-03.

─────────────────────────────────────

T2.2 Study on Improving Accountability Frameworks (book proposal)

Following Full Member discussion at the April 2001 Biannual and a growing awareness of other accountability initiatives scheduled for 2001-02 - eg, HAP and the Wolfsberg

Conference - concerns over duplication led to a deferment of this activity until greater clarity can be established over remaining areas of need within the system.

Funds originally allocated to this activity were reallocated to other activities within the approved workplan where these had expanded or budgeting provision had been tight.

T4.1 Strengthening Programme Monitoring Systems in the Humanitarian Sector
This new theme was discussed at the 9th Biannual Meeting in April 2001 and approved for inclusion in ALNAP's FY2002-03 Workplan. A primary objective in strengthening Monitoring Systems is to ensure that they facilitate lessons being learned, and engender appropriate modifications, during the course of an intervention. Equally important is to ensure that the systems enable these lessons to be captured to inform future performance in humanitarian action.

Phase 1 will require:
- a mapping existing systems and initiatives;
- the identification of the principal issues facing organisations and the sector in strengthening monitoring systems; and
- the identification of those choices open to individual organisations.

Following a recruitment process in May/June 2002 and the setting up of an advisory group (donor, UN, implementing agency, and a monitoring systems specialist), the appointee will undertake a review of the general literature on monitoring systems; a review of agency and other sources of monitoring systems; interviews with key informants involved in the design and implementation of monitoring systems; and produce a draft report.

A workshop bringing together agency and external specialists on monitoring systems will be held in early October 2002 to discuss the draft report. The findings from this study will provide the central theme of the ALNAP Annual Review 2003 *'Humanitarian Action: Improving Performance through Improved Monitoring'*.

INTEREST GROUP ACTIVITIES

T2.1 Support to the Global Study on Consultation and Participation
This two-year study is the first of ALNAP's Interest Group Activities. The object of the study is to identify good practice on consultation with and participation by beneficiaries and the affected population, in the planning, management, monitoring and evaluation of humanitarian programmes.

ALNAP's Workplan budget only includes a contribution towards the Secretariat's input in setting up the process including securing start-up funds and participating as a member of the Global Study Steering Group. The funding for the study proper is additional to that included in the Workplan budget for Secretariat input.

By mid-2001 the Secretariat had secured just over half of the £500,000 budget. INTRAC with Peter Oakley, as the Global Study Project Director, was appointed to undertake the Global Study in August 2001. However, within a month of the appointment, Peter Oakley died very suddenly leading to a further recruitment process and inevitable delays. Work began in earnest in mid-October, when in addition to seeking the balance of funds (funding now stands at 80% of the budget), INTRAC undertook a literature review; a review of Full Member presence, partners and activities in the 3 known case study countries (Sri Lanka, eastern DRC and Angola); a review of HQ policy on consultation and participation; the drafting of a concept paper and development of research protocols; the drafting of TOR and

profiles for the 5 Research team leaders and Full Member agency secondees; and the recruitment/selection process for the three complex emergency research team members.

A reconnaissance trip to Sri Lanka to establish field-level links and set up logistics took place in late January 2002, and the actual Sri Lanka case study began in mid-March 2002, with Joy Boyden as Team Leader and Simon Springett seconded by Oxfam. Both SCF and Oxfam are assisting with in-country logistics. The Sri Lanka case study is due to complete in early May 2002 following an in-country debriefing of initial findings. Dr. David Marsden, Peter Oakley's replacement as both INTRAC's research Director and the Global Study Project Director, will report back to Full Members on initial findings at the 11th Biannual (April 2002). The next two case studies (DRC and Angola) are set to start on 20th May and 20th June respectively with Simon Harragin and Oliver Bakewell appointed as team leaders. Following completion of the Sri Lanka study, INTRAC will begin to monitor for the two possible sudden onset/natural disaster case studies, which are likely to take place in South Asia and Central/South America.

It is anticipated that the case studies will complete end November 2002 followed by a Workshop bringing together the 5 research teams and the Steering and Interest Groups, and the drafting on the 7 study outputs - 5 country monographs (one for each case study), a Practitioner Handbook and an overview book - to be completed by end of March 2003. ALNAP will in addition be developing a training module to be made available as a free good through the ALNAP website, to increase dissemination of findings and good practice.

T3.1 Development of the Learning and Support Office Concept
The objective of the Learning Support Office (LSO) concept remains that of making a positive impact on the quality of emergency response in the field through the promotion and facilitation of three-way learning activities: i. 'learning-in'; ii. 'learning-out'; and, iii. 'lateral learning'.

In FY 2000-01, the consultants (Moira Reddick and John Telford) undertook consultation visits to Sierra Leone and East Timor/Australia during August/September to consider how an LSO might have functioned in those contexts, and to develop a test proposal for presentation at the 8th Biannual. Discussion at the Biannual resulted in the drafting of a revised 'slimline' test LSO proposal in the context of Sierra Leone.

This activity has remained on hold given the limited time and personnel resources within the Secretariat and the additional Secretariat input required by the Global Study following Peter Oakley's death. Given the time lapse, the Interest Group will meet shortly to review the selection of Sierra Leone as the location for the test, and look at alternative, possibly now more appropriate, locations. Following agreement on the final test location, a short consultation will be undertaken in-country to confirm precise needs, and identify local capacities, logistical issues and in-country Interest/Steering Group Members.

The current Learning Support Office Interest Group includes: CAFOD/CARITAS, CARE, DFID, DMI India, FAO, Groupe URD, ICRC, IFRC, MFA Norway, MSF-H, OXFAM, OCHA, SCF, SDC, SIDA, SPHERE, USAID/OFDA, WHO, WFP, World Vision International, John Borton, Ian Christoplos, Paul Currion, Moira Reddick,

As with the Global Study, the Workplan Budget only allows for Secretariat input. The budget for the project itself is separate and additional to the Workplan Budget.

HPG Linkage Costs
This item covers support from the HPG Coordinator (e.g. in FY2001-02, the HPG Coordinator co-chaired various ALNAP meetings including the Kosovo Symposium [T1.3]) and access to HPG's shared administrative resource.

In FY 2001-02, the contribution has been halved to allow ALNAP to create a new part-time Secretariat post dedicated to ALNAP activities.

In future, HPG linkage costs will be included within the ODI overhead.

D77 Edited Volume on Doing Evaluations of Humanitarian Action
This first ALNAP book *How to Evaluate International Humanitarian Action: Perspectives from Practitioners* was published through Zed Press in August 2002 and has been widely disseminated to southern institutions, universities and government departments as a free good (see marketing and Annex 5).

The book provides a valuable addition to the limited literature on the evaluation of humanitarian action, providing pointers for how to improve the managing, 'doing' and overall effectiveness of evaluation in the humanitarian field. In tandem with the Annual Review 2001, *How to Evaluate International Humanitarian Action* has become a key resource for participants of the ALNAP 5-day training course and 2-day training modules.

Groupe URD is currently undertaken a French translation to be published in early/mid 2002, as a means of increasing dissemination.

Income and Expenditure Summary for FY2001-02

Income against Budget for FY2001-02 *(see Annex 2 - Income Breakdown)*

BUDGET	
Total FY 2001-02 Budget	**£ 321,069**

INCOME		
Full Member contributions	£ 283,773	
Income from other sources	£ 22,098	
FY2000-2001 carry over	£ 19,581	
Total FY 2001-02 Income		**£ 325,453**
Variation Income against Budget		**+ £ 4,384**

Expenditure against Budget for FY2001-02 *(see Annex 3 - Expenditure by activity)*

Total FY 2001-02 Budget	£ 321,069
Training Income	+ £ 19,290
Total FY 2001-02 Expenditure	- £ 320,266
Variation Budget against Expenditure	**+ £ 20,093**

Income against Expenditure for FY2001-02

Total FY 2001-02 Income	£ 325,453
Total FY 2001-02 Expenditure	£ 320,266
Variation Income against Expenditure	**+ £ 5,187**

Total Funding Requirement for Year FYs2002-03 & 2003-04

The funding requirement for:

> **FY2002-03 £337,197**
> **FY2003-04 £354,069**

Each year's budget reflect an inflationary rise of 5% on the previous year

ALNAP INCOME FY2001-02

BUDGET FY2001-02	£321,069	
Full Member	**Pledged £**	**In kind &/or Interest Group Activities Contributions**
AusAID	0	*£18,000 core contribution under consideration*
Belgium ADC	0	
BRCS	3,200	
CARE International.	6,000	
CIDA	10,750	*£19,900 to the Global Study*
CAFOD/CARITAS	6,532	*£5,000 to the Global Study/Hosted April 2001 Biannual*
DANIDA	14,049	
DFID UK	40,000	*£50,000 to the Global Study (further £50,000 to be considered for FY2002-03)*
DFA Ireland	33,173	*Hosted Evaluation Manager's Training Course (May 01)*
ECHO	0	*£60,000 pledge to the Global Study*
Groupe URD	0	*Undertaking translation of ALNAP Book EIHA*
ICRC	3,200	
IFRC	3,188	
JICA	0	
MSF Holland	0	
MFA Netherlands	32,358	*£50,000 pledge to the Global Study*
MFA France	0	
MFA Germany	407	*£30,000 to the Global Study*
MFA Norway	13,099	
MFA Swiss DC	24,994	
OXFAM GB	6,000	*Secondee/logistical support to Global Study research team Sri Lanka*
SCF	5,000	*£5,000 to the Global Study (further £5,000 in principle for FY2002-03)/Logistical support to Global Study Sri Lanka*
SIDA	12,766	*£50,000 to the Global Study*
UNDP	0	*considering $10,000 to the GS in FY2001-02 & 02-03*
FAO	2,000	
UNHCR	7,245	
UNICEF	6,985	
UNOCHA	0	
WFP	7,920	*Hosted Evaluation Manager's Training Course (Jan 02)*
WHO	5,000	
USAID/OFDA	35,123	*£26,000 to the Global Study/Hosted October 2001 Biannual*
World Bank	0	
World Vision	4,784	
Contribution TOTAL		**£ 283,773**
Carry Over 2000-01	19,581	
Training/Modules	19,290	
AdHoc	704	
Publications	2,104	
Additional Income TOTAL		**£41,679**
TOTAL		**£325,452**

Breakdown of FY2001-02 Expenditure against FY2001-02 Budget lines   Annex 3

Summary re Budget/Expenditure FY 2001-02	Year End Figures			31/03/2002
ACTIVITY	BUDGET £	INCOME £	EXPENDITURE £	VARIATION £
NETWORK ACTIVITIES				
COR	Biannuals etc (includes D77)	126,626	n/a	-125,364	1,262
T2.3	Annual Review 2002	50,117	n/a	-58,812	-8,695
HPG	Linkage costs	5,000	n/a	-5,000	0
PROGRAMME ACTIVITIES				
T1.4	Training/Modules	44,387	19,290	-58,812	4,865
T1.5	Improving Performance through improved learning	36,977	n/a	-35,424	1,553
T1.6	Guidance Gap Filling 'Process'	33,490	n/a	-21,900	11,590
SUPPORT INTEREST GROUP ACTIVITIES				
T2.1	Global Study	11,477	n/a	-14,368	-2,891
T3.1	Learning Office	12,995	n/a	-586	12,409
Variation against Budget *exc. training income*	321,069		-320,266	£803
VARIATION AGAINST BUDGET *inc. training income*	321,069	19,290	-320,266	£20,093

21

The Vision for ALNAP

February 2002

Introduction

The 'Active Learning Network for Accountability and Performance in Humanitarian Action' was conceived in 1996 as a result of discussions at international fora and concept design work commissioned by DFID from an ODI Research Fellow. It was formally established in 1997 as an ODI project with DFID funding. ALNAP was created to provide a sectorwide forum, owned by all and dominated by none, through which to address learning, accountability and quality issues of sectorwide concern. It encompasses a full representation of the types of organisation that form the humanitarian sector, seeking to meet their needs and the needs of those therein responsible for policy, operations, learning and accountability.

ALNAP's Statement of Purpose[1]:

> ALNAP, as a unique sectorwide active-learning membership network, is dedicated to improving the accountability and quality of humanitarian action, by sharing lessons; identifying common problems; and, where appropriate, building consensus on approaches.

ALNAP now has 50 Full Members, 287 Observers, and an elected Steering Committee of 8 Full Member representatives. The ALNAP Secretariat is hosted by the Overseas Development Institute (ODI) as an ALNAP Full Member-funded ODI project. It is the Full Members who, through a process of debate and prioritisation, determine ALNAP's activities.

Five years on from its inception *The Vision for ALNAP* seeks to articulate a shared concept, provide clarity of ownership and purpose, and provide a reference point against which to gauge progress. This document sets out the general parameters to guide the development of ALNAP over the next three years.

Context and ALNAP's Rationale

ALNAP's existence reflects a sectorwide desire to improve performance in humanitarian action, and recognition that:

- this requires sectorwide change as well as change within individual organisations;
- existing mechanisms are not sufficiently inclusive to facilitate sectorwide change;
- individual organisations will benefit from a sharing of perspectives and experiences in their efforts to improve active learning, accountability and quality within the sector.

As more organisations recognise the need to improve performance at all levels, the environment becomes more conducive to new thinking and approaches, as demonstrated by the development of related initiatives (eg. The Sphere Project, Humanitarian Accountability Project and the Quality Platform). This evolving context requires a sharper definition of ALNAP's niche and role therein.

While ALNAP's member groupings (UN, bilateral donors, Red Cross Movement and NGOs) have their own mechanisms for cooperation, ALNAP provides the only inclusive, standing forum fostering active learning and exchange on good practice. The need for such a forum will persist for as long as there is room for dialogue and improvement. It is anticipated that the ALNAP Secretariat will remain within the Overseas Development Institute for the period covered by this Vision paper.

---

[1] Revisited for the first time since ALNAP's inception in 1997, no substantive changes have been made to the original Statement of Purpose.

Framing the Vision

As a Membership Network, ALNAP's vision for the humanitarian sector is rooted in that of its Full Members. The following attempts to formulate that shared vision, based on Full Members input:

The humanitarian sector is a network of international, national and local organisations that respond collectively to humanitarian needs by providing assistance and protection to save life, reduce suffering and preserve or re-establish the livelihoods of the affected populations. Our vision for the humanitarian sector is that it:

- Forms part of coherent wider strategies aimed at reducing the need for international humanitarian action, eg. through conflict prevention, vulnerability reduction, and disaster prevention and preparedness, etc.
- Enjoys high levels of collaboration between organisations
- Seeks to build the capacity of national and local organisations during the response
- Ensures that the beneficiaries and/or the affected populations are involved in the design, implementation and evaluation of the interventions
- Operates in a transparent and accountable manner
- Works to achieve continuous improvement in performance through investment in actively learning from our own experience and sharing the experiences of others
- Views staff as a key resource and invests appropriately in their development/support
- Mobilises sufficient resources to enable it to respond appropriately, effectively and proportionately to all humanitarian needs without regard to race, religion or politics

In the context of these shared goals *The Vision for ALNAP* as a forum where diversity of approach can be expressed and innovative approaches shared is that:

> *ALNAP foster a culture of active learning, accountability and quality*
> *throughout the sector to facilitate improved performance.*

Requirements for Achieving the Vision

Achieving ALNAP's Vision will require:

1. ALNAP members as pro-active, engaged, co-owners
2. Activities with added value and sectorwide and key-group relevance
3. Demonstrable impact on accountability and quality within the humanitarian sector
4. Sectorwide inclusivity and a balance of representation
5. Appropriate resourcing to meet approved activities
6. A strong and clear communication and marketing strategy

1. ALNAP Members as pro-active, engaged, co-owners To maximise the impact of ALNAP's activities, Full Members and their representatives need to pro-actively engage as supporters, disseminators, promoters and ambassadors, within their own organisations, networks and the sector as a whole.

2. Activities with added value and sectorwide and key-group relevance Support for ALNAP relies on it undertaking activities[2] that are additional or add value to those of its

---

[2] ALNAP currently has three areas of activity 'Network' 'Programme' and 'Interest Group' activities, with 'Network Activities' at its core. 'Network' activities include all information exchange activities, central to which are the ALNAP Full Member Biannual meetings and the 'Annual Review Series'. 'Programme' activities include ALNAP commissioned research on key issues for the sector. 'Interest Group' activities allow proposals developed within

Members and others. The broad nature of the ALNAP collective combined with its procedures for identifying and prioritising ALNAP activities avoids much of the risks of duplication and overlap. However, increased activity within the humanitarian sector on issues of quality and accountability requires an increased awareness and sharing of intelligence, whether Members' in-house activities or those of others.

Sectorwide impact will be facilitated by identifying and addressing the needs of the key groups within the sector. ALNAP must cater not only for the needs of the different types of organisation (Red Cross Movement, UN, Multilateral and Bilateral Donors, NGOs, Research Institutions and Consultants), but also for their constituent parts - ie. those responsible for:

i)   developing and interpreting policy
ii)   designing and managing operational interventions/programmes
iii)   organisational learning (including evaluation)
iv)   accountability (including evaluation, governance and external scrutiny).

Their needs will be addressed by ensuring their representation within ALNAP; relevant ALNAP activities; and, targeted dissemination of key ALNAP messages.

3. Demonstrable impact on quality and accountability in the humanitarian sector
ALNAP needs to develop monitoring and evaluative mechanisms to allow members to demonstrate their impact on sectorwide quality and accountability and hence ALNAP's added value.

4. Sectorwide inclusivity, and balanced representation ALNAP's self-imposed ceiling of 50 Full Members limits inclusivity and potential for impact. It must explore how the desire for intimacy and familiarity can be squared with the need for greater inclusivity.

ALNAP's effectiveness will depend on an adequate level of seniority, as well as a balance of representation. It must increase its ability to 'reach up' within Full Member organisations.

ALNAP needs to:
* raise Full Member numbers, while ensuring intimacy and familiarity are not unduly effected;
* increase representation of 'southern' organisations in the membership;
* review the composition of Member representatives to ensure key groups are engaged;
* increase engagement of senior personnel at Biannual meetings and in activities;
* increase engagement of ALNAP Observer Members[3] as a key ALNAP asset;
* strengthen links with other influential organisations.

5. Resourcing appropriate to implement approved activities
To ensure ALNAP is able to implement Full Member approved workplans:
* ALNAP workplans and activities need to be realistically budgeted;
* Full Members need to provide sufficient resources ahead of the activity being undertaken;
* the Secretariat capacity should be regularly reviewed and adjusted to ensure it remains appropriate to the demands of approved activities.

6. A strong and clear communication and marketing strategy To ensure ALNAP's key messages are heard and products disseminated throughout the humanitarian sector, ALNAP needs to develop a communication strategy which takes account of the needs of its constituent parts, key groups therein and wider audiences.

ALNAP to go forward under the funding and leadership of a small group of its members with minimal support from the ALNAP Secretariat.
[3] The role of Observer Members as a key ALNAP Networking resource highly representative of the key target groups has been sorely neglected to date and should be explored and developed not just in relation to inclusivity, but also in relation to ALNAP's Communication strategy.

ALNAP Vision Annex 1. ALNAP's Key Target Groups

The four groups identified are those with responsibility for and engaged in:

1. Development and interpretation of policy
2. Design and management of operational interventions and programmes
3. Organisational learning (including evaluation)
4. Accountability (including evaluation, governance and external scrutiny)

The needs of these four groups differ in terms of their subject interest with inevitable areas of overlap, inviting diversity of approach. Strategies adopted to meet the needs of each group will be guided by ALNAP's Statement of Purpose. ALNAP should ensure that the implications of activity findings for each group are explicitly drawn out and broadly disseminated.

1. Policy Makers

Primarily HQ-based, their needs include the synthesised results of evaluations and learning exercises, and the sharing of experience on initiatives on improving quality and accountability at an organisational level. Both can be met within ALNAP's mandate.

2. Operational Personnel

Primarily based at the regional and country level, although the group also includes geographical desk and humanitarian section personnel at the HQ level. While most are personnel of NGO, Red Cross and UN agencies, some are personnel of bilateral donor organisations as a result of the increased involvement of donor organisations in direct operations. Their needs include the sharing of good practice, practical guidance and training on approaches to improving quality and performance at the operational level, particularly in relation to programme design, monitoring and reporting.

3. Organisational Learning Group

A growing group that includes those engaged in supporting organisational learning and its potential value to their organisation. The group covers all types of organisations, cuts across organisational structures, and includes those responsible for and engaged in the evaluation of humanitarian action from a learning perspective. The needs of the organisational learning group are primarily that of sharing experience, and identifying effective learning models and approaches.

4. Accountability Group

This group includes the Boards, Executive Committees and Trustees of UN agencies, NGOs and the Red Cross Movement, as well as Parliamentary/Congressional scrutiny bodies and national audit offices. It is potentially influential in terms of the attention given to quality and accountability issues within humanitarian organisations. This group, although not explicitly excluded, is not currently represented at the ALNAP table. It is envisaged that it will be targeted with key ALNAP messages and products as part of ALNAP's developing Communication Strategy. As with the Organisational Learning Group, the Accountability Group includes those responsible for and engaged in the evaluation of humanitarian action.

Many humanitarian organisations rely on consultants and academics to undertake studies and advise them on approaches to issues of quality and accountability. It is they that often bring beneficiary perspectives to the fore, promoting downward accountability. Consequently they represent an influential group in relation to the humanitarian sector. This group's needs include access to key documents and useful texts, the sharing of experiences and approaches and training on those areas, which are beyond their normal expertise.

Free ALNAP Publications: Southern Distribution List

- JUBA UNIVERSITY, SUDAN
- GEZIRA UNIVERSITY, SUDAN
- UNIVERSITE NATIONAL DU BENIN, BENIN
- UNIVERSITY COLLEGE OF BOTSWANA, BOTSWANA
- UNIVERSITY OF SCIENCE & TECHNOLOGY, KUMASI, GHANA
- INST OF AFRICAN STUDIES LIBRARY, GHANA
- CUTTINGDON UNIV COLLEGE & DIVINITY SCHL, LIBERIA
- UNIVERSIDADE EDUARDO MONDLANE BIBLIOTECA, MOZAMBIQUE
- INSTITUTE OF AFRICAN STUDIES LIBRARY, NIGERIA
- NIGERIAN INST OF SOCIAL/ECON RESEARCH, NIGERIA
- UNIVERSITE DE DAKAR BIBLIOTHEQUE, SENEGAL
- UNIVERSITY OF FORT HARE LIBRARY, SOUTH AFRICA
- UNIVERSITY OF THE WESTERN CAPE, SOUTH AFRICA
- UNIVERSITY OF THE ORANGE FREE STATE, SOUTH AFRICA
- UNIVERSITY OF DURBAN-WESTVILLE, SOUTH AFRICA
- UNIVERSITY OF NATAL MAIN LIBRARY, SOUTH AFRICA
- PIETERMARITZBURG CAMPUS LIBRARY, SOUTH AFRICA
- RHODES UNIVERSITY LIBRARY, SOUTH AFRICA
- UNIVERSITY OF PORT ELIZABETH LIBRARY, SOUTH AFRICA
- FERDINAND POSTMA LIBRARY, SOUTH AFRICA
- UNIVERSITY OF PRETORIA LIBRARIES, SOUTH AFRICA
- UNIVERSITY OF SOUTH AFRICA, SOUTH AFRICA
- SUBJECT REFERENCE LIBRARIAN, SOUTH AFRICA
- UNIVERSITY OF STELLENBOSCH LIBRARY, SOUTH AFRICA
- SOUTH AFRICAN INST OF INTERNTNL AFFAIRS, SOUTH AFRICA
- HOFMEYER LIBRARY, SOUTH AFRICA
- UNIVERSITY OF KHARTOUM MAIN LIBRARY, SUDAN
- MAKERERE UNIVERSITY MAIN LIBRARY, UGANDA
- MAKERERE INST OF SOCIAL RESEARCH LIBRARY, UGANDA
- INST FOR AFRICAN STUDIES, ZAMBIA
- NIGERIAN INSTITUTE OF INTERNTNL AFFAIRS, NIGERIA
- LIBRARIAN, INSTITUTE OF AFRICAN STUDIES, KENYA
- INSTITUTE OF BLACK RESEARCH, SOUTH AFRICA
- LIBRARIAN, CENTRE OF DEVELOPMENT STUDIES, GHANA
- POLYTECHNIC LIBRARY, BLANTYRE, MALAWI

- INSTITUTE OF INTERNATIONAL AFFAIRS
- YABA COLLEGE OF TECHNOLOGY LIBRARY
- UNIVERSITY OF KHARTOUM
- ADDIS ABABA UNIVERSITY LIBRARY
- UNIVERSITY OF ZAMBIA LIBRARY
- UNIVERSITY OF GHANA LIBRARY
- NATIONAL LIBRARY SERVICE, MINISTRY OF EDUCATION
- MALAWI PARLIAMENT
- LUTHERAN WORLD FEDERATION LIBRARY
- BOTSWANA NATIONAL LIBRARY SERVICE
- INST OF ADULT EDUCATN, NORTHERN OFFICE
- UNIVERSITY OF BOTSWANA
- UNIVERSITY OF BOTSWANA
- DOCUMENTATION CENTRE, INADES, IVORY COAST
- INST FOR DEVELOPMENT STUDIES, NAIROBI
- INSTITUTE OF AFRICAN STUDIES LIBRARY
- UNIVERSITY OF IBADAN, NIGERIA
- UNIVERSITY OF LAGOS, Nigeria
- AFRICAN INST FOR ECON DEVELOPT/PLANNING, SENEGAL
- ENDA, SENEGAL
- ECONOMIC & SOCIAL RESEARCH COUNCIL, SUDAN
- UNIVERSITY OF CAPE TOWN, SOUTH AFRICA
- STHN AFRICA INST OF INTERNATNL AFFAIRS, SOUTH AFRICA
- INSTITUTE OF ADULT EDUCATION, TANZANIA
- UNIVERSITY OF DAR ES SALAAM, TANZANIA
- UNIVERSITE NATIONALE DU ZAIRE
- UNIVERSITY OF ZIMBABWE
- NIGERIAN INST OF INTERNATIONAL AFFAIR
- THE LIBRARY, YABA COLLEGE OF TECHNOLOGY, NIGERIAMINISTRY OF MANPOWER, PLANNING & DEVELPT, ZIMBABWE
- ZIMBABWE INST OF DEVELOPMENT STUDIES, ZIMBABWE
- GOVT ARMY SEC SCHOOL, NIGERIA
- THE FORD FOUNDATION, SENEGAL
- KAGUMO TEACHERS' COLLEGE, KENYA
- AFRICAN TRAINING & RESEARCH CENTRE FOR WOMEN, ETHIOPIA

- ROYAL NORWEGIAN EMBASSY, ZIMBABWE
- FACULTY OF AGRIC.UNIV. OF SOKOTO, NIGERIA
- FACULTY OF AGRIC. UNIV. OF SOKOTO, NIGERIA
- NEPA, NIGERIA
- UNIVERSITIES OF PORT HARCOURT, NIGERIA
- UN ECONOMIC COMMISSION FOR AFRICA, ETHIOPIA
- ILCA, ETHIOPIA
- BRIKAMA BRANCH OF NATIONAL LIBRARY, GAMBIA
- DUKWE LIBRARY, BOTSWANA
- SPIRITANM MISSIONARY SEMINARY, TANZANIA
- UNIP LIBRARY, KENYA
- SOUTHERN AFRICA LITERATURE SOCIETY, BOTSWANA
- SAPES, ZIMBABWE
- SOUTH AFRICAN COUNCIL OF CHURCHES, SOUTH AFRICA
- GHANA LIBRARY BOARD, GHANA
- UNITED NATIONS ECONOMIC COMM. FOR AFRICA, ETHIOPIA
- UNIVERSITY OF CAPE TOWN, SOUTH AFRICA
- WOMEN STUDIES PROGRAM, UNIVERSITY OF KHARTOUM, SUDAN
- UNIVERSITY OF LIBERIA LIBRARIES, LIBERIA
- UNEP, KENYA
- JESUIT PRESBYTERY, GUYANA
- NIGERIAN HIGH COMMISSION, ZIMBABWE
- EDICESA, ZIMBABWE
- MUTARI TECHNICAL COLLEGE, ZIMBABWE
- ZIDS LIBRARY, ZIMBABWE
- UNIVERSITY OF ZIMBABWE MAIN LIBRARY, ZIMBABWE
- LAW DEPT. LIBRARY, UNIVERSITY OF ZIMBABWE
- LIBRARY OF PARLIAMENT, ZIMBABWE
- NATIONAL FREE LIBRARY, ZIMBABWE
- DOMBOSHAWA TRAINING CENTRE, ZIMBABWE
- SENGA TRAINING CENTRE, ZIMBABWE
- MUREHWA DISTRICT TRAINING CENTRE, ZIMBABWE
- HIGHLANDS NATIONAL TRAINING CENTRE, ZIMBABWE
- PRINCIPAL ROWA TRAINING CENTRE, ZIMBABWE
- MUTARE TRAINING CENTRE, ZIMBABWE
- MINISTRY OF EDUCATION, ZIMBABWE
- NAT. CENTRE ZINTEC, MINISTRY OF EDUCATION, ZIMBABWE
- MINISTRY OF FINANCE, ZIMBABWE

- MINISTRY OF FOREIGN AFFAIRS ADMIN., ZIMBABWE
- MINISTRY OF HEALTH, ZIMBABWE
- MINISTRY FOR INFORMATION, ZIMBABWE
- RESEARCH PLAN. DEPT. MINISTRY OF LABOUR AND MANPOWER, ZIMBABWE
- MINISTRY OF LANDS AND RURUAL DEVELOPMENT, ZIMBABWE
- MINISTRY OF NATURAL RESOURCES, ZIMBABWE
- OFFICE OF THE PRESIDENT AND THE CABINET, ZIMBABWE
- THE LIBRARIAN, STAFF COLLEGE LIBRARY, ZIMBABWE NAT. ARMY
- MUTARE TEACHER'S COLLEGE, ZIMBABWE
- NYADIRE TEACHER'S COLLEGE, ZIMBABWE
- HILLSIDE TEACHER'S COLLEGE, ZIMBABWE
- MKOBA TEACHER'S COLLEGE, ZIMBABWE
- MORGAN ZINTEC COLLEGE, ZIMBABWE
- MARYMOUNT ZINTEC COLLEGE, ZIMBABWE
- MORGENSTER TEACHER'S COLLEGE, ZIMBABWE
- THE UNITED COLLEGE OF EDUCATION, ZIMBABWE
- NORWEGIAN EMBASSY, ZIMBABWE
- THEOLOGICAL COLLEGE OF ZIMBABWE
- LIBRARY ZERO, ZIMBABWE
- NATIONAL MUSEUMS OF KENYA
- HARARE POLYTECHNIC, ZIMBABWE
- SEKE TEACHERS COLLEGE, ZIMBABWE
- ARDA/GTZ, ZIMBABWE
- GDC LTD, SOUTH AFRICA
- LIBRARY COORDINATOR, KENYA
- AFRICA INSTITUTE OF SOUTH AFRICA
- NORTH WEST LIBRARY SERVICES, SOUTH AFRICA
- BOTSWANA INSTITUTE FOR DEVT POLICY ANALYSIS
- DEPT. OF PUBLIC & LOCAL ADMINISTRATION & FINANCE, SOUTH AFRICA
- CENTRE FOR BASIC RESEARCH, UNIVERSITY OF KAMPALA, UGANDA
- CIDIE, KENYA
- EDUARDO MONDLANE UNIVERSITY, MOZAMBIQUE