



ANNUAL REPORT 2002-03

Report on Activities 1-4-02 to 31-5-03
Report on Expenditure (FY2002-03)
Proposed Activities & Budget (FY2003-04)

May 2003

INDEX

Section 1: Narrative Report

- I. **INTRODUCTION**
 - Summary

- II. **REPORT ON WORKPLAN ACTIVITIES FY2002-03-04 AND FUNDING REQUIREMENTS FOR FY 2003-04**
 - A Membership Maintenance and Development (M&D)
 - Operationalising the Vision for ALNAP
 - B Funding M&D
 - Workplan funding
 - Interest Group Activity funding
 - In kind support
 - C Evaluative Reports Database & Website M&D
 - Evaluative Reports Database
 - Activities and Development of the ALNAP Website (www.alnap.org)

 - D Maintenance and Development of Listserv
 - E Preparation and Running of the Biannual Meetings
 - F Servicing the Steering Committee
 - G ALNAP Programme Development
 - H Useful Resources, search facilities, Membership and Journals
 - I Dissemination and Promotion (ALNAP Products)
 - ALNAP Representation
 - ALNAP Leaflet
 - Key Message Sheets
 - Annual Review
 - J Managing the ALNAP Secretariat

 - Training Modules **(T1.4)**

 - ALNAP Annual Review Series **(T2.3)**

- III **PROGRAMME ACTIVITIES**
 - Improving Performance through Improved Learning: AARs, a Comparative Study **(T1.5)**

 - Guidance Gap Filling – Process/ Protection **(T1.6)**

 - Strengthening Programme Monitoring Systems **(T4.1)**

- IV **INTEREST GROUP ACTIVITIES**
 - Secretariat Support to Interest Group Activities

 - Support to the Global Study on Consultation and Participation of Affected Populations in Humanitarian Action **(T2.1)**

 - The Learning Support Office **(T3.1)**

Section 2: Financial Report

- Annex 1** Income and Expenditure Summary for FY2002-03
- Annex 2** ALNAP Income (Received or Pledged) FY2002-03
- Annex 3** Breakdown by Budget lines of FY 2002-03 Expenditure
- Annex 4** Revised Budget for ALNAP FY2002-03 Workplan Activities (20/10/02)
- Annex 5** Revised Budget for ALNAP FY2003-04 Workplan Activities
- Annex 6** ALNAP Income (Received or Pledged) FY2003-04

ALNAP ANNUAL REPORT 2002-2003

Section 1: Narrative Report

I. Summary

This document reports on ALNAP activities from April 2002 to the end of May 2003. This slight expansion in terms of reporting timeframe is due to work undertaken on operationalising the ALNAP Vision, which ran into May 2003. The conclusions from the process have been used as a basis for prioritising future ALNAP activities. This is reflected in the budget and workplan for FY2003-04.

The findings from the study on operationalising the Vision, and subsequent discussions at the 13th ALNAP Biannual Meeting, show that ALNAP's basic design of a quality driven network continues to work well and requires only minor modifications. The main conclusions were to focus more on network activities and to replace the concept of Interest Groups with 'Working Groups' (see sections II A and IV). A new communications strategy will also be developed and increased emphasis will be given to encouraging and facilitating a more active membership.

In terms of tangible output, 2002-03 has been ALNAP's busiest year ever. ALNAP's Annual Review Series has continued to develop and is now producing the most detailed assessment of Evaluation of Humanitarian Action to date. ALNAP has also adopted a more pro-active approach to dissemination of the findings from the meta-evaluation with the support of ALNAP consultant Tony Beck, who has been enlisted to present face-to-face analysis with a number of agencies.

In addition, both of ALNAP's Interest Group Activities are nearing completion of their current phase. The Learning Support Office (LSO) has now completed its 6 month test in Malawi and the Global Study on Beneficiary Consultation and Participation is beginning to publish its findings, including five case study monographs (Sri Lanka, Angola, Colombia, Afghanistan and Eastern DRC) a Practitioner's Handbook and an Overview Book.

ALNAP will also be producing Guidance Booklets for both 'Protection in Humanitarian Action' and the 'Evaluation of Humanitarian Action'. All in all, a total of 11 ALNAP publications are scheduled to be printed in 2003 (not including key message sheets). As intimated above, more attention in future will be given to optimising the use and effect of new ALNAP products, through the development of a new communications strategy.

Alongside the ALNAP Biannual Meetings, the ALNAP Website and Evaluative Reports Database (ERD) continues to play a key role in information sharing and lesson learning in the Humanitarian Sector. The ERD is growing steadily (by 25% last year) and now contains 449 evaluative reports. Traffic to the ALNAP Website has grown by 100% compared to last year. The Annual Review series, Key Message Sheets and training modules have consistently been the most popular on the site.

There have also been a number of changes in the composition of the ALNAP Secretariat team. The departure of Lucy Carver and Kate Robertson has been compensated by the arrival of John Mitchell (Coordinator), John Lakeman (Database and Website Manager) and Sera Orzel (Network Officer). Colin Hadkiss remains in his usual position of Administrative Support Officer. We also have a new Chair of the ALNAP Steering Committee, Anita Menghetti, who recently took over from Wayne MacDonald.

The continuing good guidance given by the ALNAP Steering Committee, and the many advantages afforded to ALNAP due to its location in the Overseas Development Institute (ODI), should help to facilitate a highly motivated team and provide good continuity and consolidation for the future. This should also be enhanced by the adoption of the new modified ALNAP model (including prioritisation of ALNAP activities), that will provide a clearer sense of perspective and direction for the future.

II. Report on Workplan Activities FY2002-2003 and Funding Requirements for FY 2003-04

The next section of the report provides a concise account of ALNAP's activities over the last 14 months. It is presented in accordance with the budget lines submitted in the March 2002 Annual Report (Updated Funding request FYs 2002-03-04) and the October Six-Month Report (2002-03). The information in this report has the dual role of providing an Annual Report on achievements and expenditure for FY2002-03 and an update on future activities and funding requirements for 2003-04, as approved in May 2003 at the 13th ALNAP Biannual Meeting.

A Membership Maintenance and Development (M&D)

Membership maintenance and development continued in 2002-03 with sustained focus on enhancing Membership relations and responding to the 2001 request to develop efforts to increase numbers of the 'Southern' members and representatives. In line with this request ALNAP continues to support southern membership by meeting flight and accommodation costs for Biannual Meetings. The commitment and engagement of new southern members (as detailed in last year's Annual Report) has been demonstrated with the attendance and active participation of five Southern agencies at the 12th Biannual Meeting in New Delhi.

Operationalising the Vision for ALNAP

The ALNAP Vision was formally adopted at the 11th ALNAP Biannual Meeting, hosted by DfID in April 2002. The last 14 months began with a study to assess how ALNAP was working and to provide an exploration of various options/modalities for how ALNAP could take forward the Vision in the future. Howard Standen, the author, consulted a cross-section of the ALNAP membership, key players within the sector and humanitarian agencies outside of ALNAP. He also consulted other organisations facing comparable structural challenges. Preliminary findings were presented at the ALNAP Steering Committee meeting in New Delhi, 30th October 2002 and a full report was circulated to the Membership in April 2003 for comments.

The findings from the study were used to develop 6 potential operational models that were presented by John Mitchell at the 13th Biannual Meeting in London. A subsequent discussion, facilitated by Dr. Peter Walker, concluded that ALNAP's basic design of a quality-driven network was working well and high quality products were being produced. Only minor modifications to the present structure were deemed necessary for the future. Given that the ALNAP Secretariat does not have the capacity to produce such a high volume of products it was agreed that the Secretariat would focus on 'Secretariat-like' activities. Specifically,

- the Annual Review series,
- ALNAP Biannual Meetings,
- the ALNAP database,
- the ALNAP website,
- the ALNAP Listserv.

The concept of Interest Groups is to be replaced by that of Working Groups, which is similar to the former but with stricter adherence to clearly defined procedures, roles and responsibilities. There is also to be a focus on improving communications and dissemination of ALNAP products and facilitating a more active membership. The process for acting upon these recommendations has now begun and will be implemented with full consultation with the membership.

This work cuts across three of the FY2002-03 budget line items – **A) Membership Development; G) ALNAP Programme Development;** and, **I) Dissemination and Promotion of ALNAP and its Products.**

Revised Budget line FY2003-2004: In future budget lines 'a' Membership maintenance & development (M & D) and 'd' Listserv M & D will be merged. Therefore the FY2003-2004 funding requirement for this activity incorporates both budget lines from the previous year.

FY 2003-2004 funding requirement for this activity **£ 16,925**

B Funding the Workplan Programme Budget and Interest Group Activities

Workplan Funding

The **FY2002–03 budget of £337,197** was revised in September 2002 to reflect the introduction of the new Secretariat post of Network Officer. This increased the budget for that year to **£355,197** (see Financial Section Annex 4). The purpose of the increase was to offset additional costs associated with this new post. However, this was not realised because the post was not filled until the end of the financial year. Nevertheless, expenditure for FY2002-03 was **£ 379,208** which is £ 24,011 over the revised budget. When compared to income there is an overspend of **£9,250** which will be carried over to FY2003-04 (see Financial Section Annex 1).

There were a number of reasons for the unexpected increase in expenditure (as explained at the 13th Biannual). However these can be broken down into four main areas:

- a) £ 17,092: use of temporary staff in the first 3 quarters of FY2002-2003 to help with additional work due to personnel shortage in secretariat staff (Coordinator) and heavy demands of implementing Interest Group activities;
- b) £ 5,376: unforeseen expenses due to holding the Biannual in India (FY Budget £32,936: costs in Washington April 2002 £12,578; costs in India October 2002 £ 25,734. Total overspend of £ 5,376);
- c) £ 8,001: under-budgeting in Annual Review costs;
- d) £ 8,196: overspend on Interest Group Activities taken out of Core costs.

The FY 2002-03 budget was funded with contributions or pledges from 24 Full Members totalling **£363,294**. Out of this £ 26,860 constitute pledges not yet received (see Section 2 Financial Report, Annex 2 for a breakdown).

The revised FY2003-04 budget sum now stands at £402,569 as agreed and confirmed by the membership at the 13th Biannual (Section 2 Financial Report Annex 5). Presently £295,755 has already been pledged equalling 73.51% of the budget, a breakdown of this can be seen in Section 2 Financial Report Annex 6). This leaves a total of £106,602, plus the FY 2002-03 overspend of £9,250, as yet unfunded.

A budget for **FY 2004-05** will be reassessed and modified in light of the conclusions from the process of operationalising the ALNAP Vision, and will be presented at the October Biannual Meeting in Boston.

Interest Group Activity Funding

In addition to securing and reporting on funds for ALNAP's rolling Workplan, the Secretariat has secured funds for both of ALNAP's Interest Group Activities.

The Global Study on Consultation and Participation of Beneficiaries and Affected Populations (D07T2.1/D96) is fully funded, thanks to CAFOD, CIDA, Concern Worldwide, DfID, ECHO, MFA Netherlands, MFA Germany, SCFUK, Sida and USAID. A summary update on the activity is included below under T2.1. Additional information can be obtained from the dedicated website <<http://globalstudyparticipation.urd.org>>.

The Learning Support Office Test (D07T31/D97) is also fully funded, thanks to CAFOD, DfID, USAID, World Vision and Sida. A summary update on the activity is included below under T3.1.

In kind support

ALNAP continued to receive in kind support from Full Members. In the first half of FY2002-03 DfID hosted the 11th Biannual Meeting and dinner in London (25th-26th April 2002). DMI hosted the 12th Biannual Meeting in Delhi (31st October -1st November 2002). Two Steering Committee meetings and one Global Study workshop were held at CAFOD. One LSO Steering Group meeting was held at SCF UK.

In September 2002 Groupe URD's French translation of the ALNAP book *Evaluating International Humanitarian Action: Reflections from Practitioners* was published by Karthala.

The ALNAP Secretariat will no longer be responsible for securing and managing the funds for new Working Group Activities.

Revised Budget line FY2003-2004: operation budget lines 'b' Funding M & D, 'g' ALNAP/Programme Development and 'i' Dissemination and Promotion (ALNAP products) will now be merged to fall under 'b' Communication Strategy. Therefore the FY2003-2004 funding requirement for this activity incorporates all three budget lines from the previous year. Additional activities associated with this budget line such as financial management and End of Year Reporting have been allocated to 'j' Secretariat management.

Please see section 'G' ALNAP Programme Development' for further information on the Communications objectives, programme and budget for FY2003-2004

C Maintenance & Development of the Evaluative Reports Database (ERD) and ALNAP Website

The Evaluative Reports Database (ERD) makes a vital contribution to ALNAP's information-sharing and lesson-learning role for the humanitarian community, and in this role, the ERD is becoming increasingly proactive in making information more accessible: not only does it provide the source data for ALNAP's Annual Review, but bibliographies of relevant reports are regularly circulated among full members in response to recent crises, such as those in Southern Africa and Iraq. Where possible, ALNAP also aims to produce a synthesis of lessons learnt in response to these crises, based primarily on reports contained within the ERD.

As online collections of humanitarian documents become increasingly common, the ERD holds a unique niche as a collection, which focuses solely on evaluative reports, sourced from a broad range of agencies across the humanitarian sector, and is relatively unusual in that it is regularly updated with the most recent reports, usually written within the last twelve months.

The Evaluative Reports Database grew steadily in FY2002-2003, and now contains 449 reports – an increase of approximately 25% since the last financial year – and is available to users on the internet. Although it is not possible to monitor internet usage precisely, it is evident from email requests that the database is being used by staff at many humanitarian agencies, including RedR, World Bank, DANIDA, ICRC, ECHO, Christian Aid, UNOCHA, FAO, World Vision and Oxfam. In addition website statistics indicate that the database has received, on average, approximately 200 visits per month over the past year.

Activities and development of the ALNAP Website (www.alnap.org)

On average, traffic to the ALNAP website received a 100% increase in FY2002-2003 in comparison to FY2001-2002. Key additions to the site in 2002 were the full text of the Annual Review 2001, Key Messages for the Annual Review 2002 and the training modules. These documents have consistently been among the most popular on the site throughout the year.

The internet and the ALNAP website in particular have proved to be a particularly cost-effective means of distributing research and publications and various ALNAP papers are now held on at least 4 humanitarian-oriented websites, of which the most notable is Reliefweb. In particular, the Annual Review, as ALNAP's key publication, has been able to reap the benefits of e-distribution to obtain a much wider circulation than would have otherwise been possible: website statistics indicate that the Annual Review 2001 has been downloaded in its entirety at least 300 times in the past year, and the Annual Review 2002 Key Message Sheet has been downloaded at least 500 times. These figures should be considered conservative estimates, and in reality the figures are likely to be much higher.

In line with the ODI website, users are able to purchase ALNAP publications online.

FY 2003-2004 funding requirement for this activity	£ 30,492
---	-----------------

D Maintenance and Development of Listserv

The ALNAP Listserv continues to provide an important Full Member information exchange and discussion tool between Biannual Meetings.

<i>Revised Budget line FY2003-2004: ALNAP's' future operation budget lines 'a' Membership maintenance & development (M & D) and 'd' Listserv M & D will now merge into 'a'.</i>

E Preparation and Running of the Biannual Meetings

The ALNAP Biannual meetings continue to provide an opportunity for Full Member representatives to meet twice a year to network and review ongoing ALNAP research/initiatives; exchange information on their organisation's learning/accountability and quality initiatives; identify opportunities for collaboration; and debate issues of sector-wide interest.

The 11th ALNAP Biannual Meeting was hosted by DfID in London on 25th/26th April 2002. Participants included 2 representatives from the Asian Disaster Preparedness Centre (ADPC), Thailand.

The 12th ALNAP Biannual Meeting, hosted by Disaster Mitigation Institute (DMI) in New Delhi, 31st October/1st November was the first time that an ALNAP Biannual Meeting had been held in a 'southern' location. This represented an explicit acknowledgement about the need to reach out beyond Europe and the United States to bring topical issues and debate to another cultural forum. The meeting benefited from active participation of DMI local staff, regional representatives from ALNAP Full Members and the appearance of senior officials from the Indian Government. The attendance of Southern groups included the Asian Disaster Preparedness Centre (Thailand), Intermediate Technology Development Group (Sri Lanka), Corporate Network for Disaster Response (Philippines), Disaster Forum (Bangladesh) and Citizens' Disaster Response Centre (Philippines).

The 13th ALNAP Biannual Meeting was held in London at Mary Sumner House on 1st/2nd May 2003. A main focus of the meeting was on Operationalising the ALNAP Vision - see section A. There were also updates from SCHR, SPHERE and HAP International and a discussion on field level learning with various presentations, including the LSO Malawi and Groupe URD Quality Platform. Field level learning will be the themed chapter of the ALNAP Annual Review 2004.

The 14th ALNAP Biannual Meeting is to be hosted by Tufts University in Boston, USA on 16th/17th October 2003.

In the FY 2004-2005 the ALNAP Biannual may be moved to different months to avoid overburdening the Secretariat at the end of the financial year.

<i>FY 2003-2004 funding requirement for this activity</i>	<i>£ 49,205</i>
--	------------------------

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. 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 FY2002-03 met on 24th April 2002, 19th June 2002, 30th October 2002 and 24th January 2003. SC minutes are circulated to Full Members once approved. This may be reduced to three times per year in future.

During FY2002-2003 the following changes occurred in the composition of the Steering Committee:

- Wayne MacDonald, ICRC, was replaced as Chair by Anita Menghetti, OFDA/USAID. (The timing of Wayne's departure and the question of his replacement was discussed at the 30th September 2002 Steering Committee meeting).
- Matthew Varghese, IFRC, took Wayne's place as the Red Cross representative.
- Jean-Marc Mangin, CIDA, replaced Norman MacDonnell, CIDA, in April 2002. Jean-Marc's tenure expired in October 2002 and Anita Menghetti replaced him on the Steering Committee.
- Andrew Bonwick, Oxfam GB, replaced Francois Grunewald, URD, in April 2002.
- Ian Christophlos retained the independent consultant/academic seat having been voted back on for a second term in September 2002.

In the FY 2003-2004 the tenures of Matthew Carter (CAFOD/Caritas), Andre Griekspoor (WHO) and Ted Kliet (Netherlands MFA) come to an end.

At the end of the FY2002-2003 the Steering Committee consisted of:

- **Anita Menghetti, USAID - Chair**
- **Andrew Bonwick, OXFAM**
- **Matthew Carter, CAFOD/Caritas**
- **Ian Christoplos, Independent consultant/academic**
- **Jeff Crisp, UNHCR**
- **Andre Griekspoor, WHO**
- **Ted Kliet, MFA Netherlands**
- **Mathew Varghese, IFRC**

FY 2003-2004 funding requirement for this activity	£ 22,641
---	-----------------

G ALNAP Programme Development

Following the study on operationalising the ALNAP Vision and subsequent discussions at the 13th Biannual meeting, this year will see a focus on the development of a communications strategy aimed at optimising the impact of ALNAP publications and key messages to different target groups. The strategy will include a mix of methods including building upon e-distribution networks, developing CD ROMs and personal follow-up to agencies by Full Members and/or ALNAP Consultants: for example, the 'mini tour' currently being carried out by Tony Beck to facilitate agency follow-up to the evaluation synthesis and meta-evaluation from the Annual Review series.

Funding and work for **Operationalising the ALNAP Vision (see section A)** cut across three of the FY2002-03 budget line items, including this one. There will no further funding for this item in the FY 2003-04.

<i>Revised Budget line FY2003-2004: Please note that in future budget lines 'b' Funding M & D, 'g' ALNAP/Programme Development and 'i' Dissemination and Promotion (ALNAP plus products) will be merged into one budget line called 'b' Communication Strategy. Thus, the FY2003-2004 funding requirement for this activity incorporates all three of the budget lines from the previous year.</i>
FY 2003-2004 funding requirement for Communications Strategy £ 76,743

H Useful Resources, search facilities, Membership and journals

The **Useful Resources Database** was introduced in late 2001 bringing together a collection of materials (e.g., books, guidance, newsletter, training manuals), on issues related to ALNAP's work (e.g., accountability, quality, learning, evaluation, monitoring, impact assessment, indicators, humanitarian codes, standards). It offers a fully searchable bibliography; tables of contents; summaries or the full document (where available); 'how to obtain' information; and links to relevant websites.

The collection has increased by 15%, since the end of March 2002. As with the ERD, full information on internet usage of the Useful Resources Database is not available, but again statistics indicate that its popularity has grown over the course of the year: viewings per month for much of the period were between 150 and 200, compared to viewings of approximately 100 at the beginning of the period.

<i>This budget line does not change in FY2003-2004</i>
FY 2003-2004 funding requirement for this activity £ 7,631

I Dissemination and Promotion (ALNAP Products)

ALNAP Representation

Due to Secretariat staffing constraints in the first half of FY2002-03, direct representation by Secretariat personnel was limited. However, ALNAP was represented at the following:

- John Borton represented ALNAP, as Strand Coordinator for Crises and Unstable Situations, at the African Evaluation Association Conference in Nairobi on 10th/14th June 2002. The full report is available on the web and was included in the 12th Biannual meeting pack.
- Ian Christoplos made a presentation on 'Improving Performance through Improved Learning' at a informal meeting of the Humanitarian Aid Committee hosted by Denmark in Copenhagen, as part of its European Union Presidency (24th/25th October 2002);
- Hugh Goyder provided a monitoring perspective from the ALNAP study for one of OFDA's 2002 NGO Conference Working Sessions held in Washington (21st/22nd November 2002).
- John Mitchell represented ALNAP and chaired one session at the launch of HAP International in Copenhagen 19th/20th February 2003.
- John Mitchell presented on findings from the ALNAP Meta-Evaluation 2003 at a DAC/OECD workshop 'Partners in Development Evaluation - Learning and Accountability' in Paris 25th/26th March, 2003.
- John Mitchell represented ALNAP at a first meeting of the SCHR in Geneva to plan and prepare a Peer Review Pilot 2nd April 2003.

ALNAP Leaflet

An ALNAP leaflet was produced in early FY2002-03 as a key promotion/introduction tool. It has been widely disseminated. It is planned that this will be updated in FY2003-2004 to reflect changing workplan activities.

Key Message Sheets

The ALNAP Key Messages sheets were introduced in early FY2002-03 starting with key messages from the Annual Review 2002. These were made available to Full Member representatives for dissemination to their own constituents, in addition to dissemination through mailings and via the Website. In the FY2003-2004 the following two Key Messages sheets have been produced:

- Humanitarian Action: Improving Monitoring to Enhance Accountability and Learning (published April 2003);
- Humanitarian Action: A comparative Study of After Action Reviews in the context of the Southern African Crisis (published April 2003).

Annual Review (AR)

The **2002 AR** was disseminated according to ALNAP's database. Full Members were invited to nominate suitable recipients of free copies of ALNAP publications as a means of expanding ALNAP's database. Free copies were sent to:

- ALNAP Full Member representatives (5 copies each);
- 143 southern libraries and institutions;
- 146 'influential' observers – e.g., politicians, journalists, academics;
- 40+ Heads of HR within ALNAP Member organisations (given the HR issues raised);
- 27 copies to relevant publications or broadcasters inviting review.

In the **FY 2003-04** dissemination will be investigated with the objective of enhancing ALNAP's database. The secretariat will also investigate product turnover with the view to enhancing interest and turnover.

Evaluating International Humanitarian Action: Reflections from Practitioners The Secretariat continues to market this ALNAP publication, which received an excellent review in the Canadian Journal of Development Studies Volume XXIII No.1, 2002.

"The formation of ALNAP is a most promising step forward as efforts are made to improve the quality and performance of international humanitarian aid. This book warrants careful scrutiny by all interested in aid effectiveness, as does ALNAP's pragmatic first annual review, *Humanitarian Action: Learning from Evaluation 2001*."

The New Humanitarianism: Challenges for the Emergency Health Sector to Improve Learning and Competency by John Mitchell.

In FY2003-04 John Mitchell's article will be published by WHO in their Health and Emergency newsletter in spring 2003. For copies of this article please contact the ALNAP Secretariat.

Revised Budget line FY2003-2004 ALNAP's' future operation budget lines 'b' Funding M & D, 'g' ALNAP/Programme Development and 'i' Dissemination and Promotion (ALNAP plus products) will now be merged into 'b' Communication Strategy. Therefore the FY2003-2004 funding requirement for this activity incorporates all three budget lines from the previous year. Please see section 'G ALNAP Programme Development' for further information on the Communications objectives, programme and budget for FY2003-2004

J Managing the ALNAP Secretariat

This line item was introduced 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. During FY2002-2003, this role increased substantially as a result of considerable reliance on temporary staff during the transitional period between respective Coordinators and in response to an increasing workload.

The FY2003-2004 budget will show an increase in this budget line to reflect personnel changes within the Secretariat. It will also incorporate additional time to be spent harmonising ALNAP financial systems with ODI financial systems in order to ensure efficient tracking of funds and improved transparency.

Additional activities associated with budget line Funding the Workplan and Interest Group Activities have been allocated to 'j' Secretariat management.

FY 2003-2004 funding requirement for this activity **£ 16,513**

Developing and Trialling Training Modules (T1.4)

Since March/April 2002, ALNAP training modules were made available as a free good on the ALNAP website and have proved to be very popular. Provision of ALNAP-developed courses has continued in 2002 through RedR and InterWorks, and more directly through Sara Swords (ALNAP's Training Module Developer in FY2001-02), who has made her services available to enable ALNAP to respond to requests received for support in facilitating delivery of the ALNAP training modules. Evaluation of Humanitarian Action (EHA) courses delivered in 2002-03 were:

- 'Evaluation of Humanitarian Action' CARE US, Atlanta (10th-11th Apr. 02): Swords/ALNAP.
- 'Managing Evaluations of Humanitarian Action' Hassocks (23rd-27th Sept. 02): RedR.
- 'How to Evaluate Humanitarian Action' Geneva (10th-11th Sept. 02): InterWorks/ WHO.
- 'Securing Quality through EHA', Stuttgart (12th-14th May 02): AGEG.
- 'Introduction to Evaluation of Humanitarian Action' Foundation for Advanced Studies on International Development, Tokyo (20th-22nd Sept. 02): Swords/ALNAP.
- 'Managing Humanitarian Action' VENRO, Bonn (11th-12th Dec. 02): Swords/ALNAP.
- 'How to Evaluate Humanitarian Action' SAIS International Development Program (15th-17th Jan 03): InterWorks/Cuny Centre in partnership with Johns Hopkins University.

This work has continued into the new financial year with Sarah Swords running a World Vision/CIDA course, 'Evaluating Humanitarian Action', Ottawa (12th-15th May 03).

In FY 2003-2004, in accordance with discussions held at the 13th Biannual Meeting, ALNAP does not propose to extend training. Available resources will be used to strengthen and update training modules to ensure continued relevance and reflection of current thinking on good practice. The update will draw on feedback from FY2002-03 courses and ALNAP's forthcoming EHA Guidance Booklet whose key section on evaluation using the DAC criteria is currently being piloted by DEC and WFP (see below).

With this in mind the Secretariat will:

- update and tighten up existing modules or replace with new ideas;
- update case examples from the Evaluation Reports Database;
- investigate current usage of the modules and frequency of usage;
- meet with and incorporate feedback from Interworks, RedR and Sarah Swords on courses;
- consider future developments for training FY2004-2005.

For FY 2003-2004 this budget line item will be renamed Training Modules.

FY 2003-2004 funding requirement for this activity

£ 18,600

ALNAP Annual Review Series (T2.3)

The Annual Review 2002

There was increasing evidence that the **Annual Review** is having an impact on the evaluation of humanitarian action as demonstrated by the fact that, last year 15% of the reports submitted for the Annual Review 2003 made reference to the Annual Review Series.

In 2002 ALNAP successfully published the 2002 Annual Review 'Improving Performance through Improved Learning'. At the time of writing, some 140 copies have been sold; purchasers include ALNAP Observer Members and others who have heard of the Annual Review from the Website or other places where we have advertised it. At least 500 ALNAP Key Message sheets for the Annual Review 2002 have been downloaded from the ALNAP website. Feedback has indicated that the Review has been well received and has been adopted as a course-text in various organisations. These include the London School of Hygiene and Tropical Medicine 'Evaluation of Health Programmes in Complex Emergencies'; RedR 'Managing Evaluations of Humanitarian Action'; InterWorks 'How to Evaluate Humanitarian Action'; ICRC in-house training; and AGEG 'Securing Quality through Evaluations in Humanitarian Action'.

The Annual Review 2003.

The Annual Review 2003 includes a set of reports completed and made available to ALNAP in 2002, comprising of 49 individual evaluation reports and 6 synthesis reports. The reports had been commissioned by 18 organisations to evaluate humanitarian action in 21 countries. This represents probably the most detailed assessment of evaluation of humanitarian action to date and allows for robust conclusions to be drawn on the operation and achievements of the Sector in 2002. The Review also includes the usual Meta-Evaluation of evaluation quality using an updated version of the ALNAP Quality Proforma. This year's themed chapter in the Annual Review has been taken from the ALNAP workplan activity of strengthening monitoring systems in the humanitarian sector.

A draft version of the 2003 Annual Review 'Humanitarian Action: Improving Performance through Improved Monitoring' was completed in April and distributed to the Full Members at the 13th ALNAP Biannual Meeting in London. A key message sheet was also produced and distributed. The Review is currently undergoing additional enhancement and editing which has delayed publication by a few weeks. A final printed copy is due in June 2003.

The Meta-Evaluation 2003

The ALNAP Quality Proforma, against which the Annual Review evaluation report sets are assessed, underwent a further process of refinement in FY2002-03 and will be submitted to Michigan University's Evaluation Centre for external review prior to its application for the Annual Review 2004.

Continuity and comparability across the annual Meta-Evaluations was assured by the re-engagement this year of Tony Beck, with Peter Wiles as shadow assessor; the French evaluation reports were assessed by Sylvie Robert. Evaluation reports submitted after 15th December 2002 will be included in the Annual Review 2004 set.

Dissemination of the Meta-Evaluation 'results'.

The accumulation of three years' worth of Meta-Evaluations has this year allowed an analysis of quality trends to be undertaken, which is included in the colour section of the Annual Review 2003. It has also provided the opportunity for an analysis of the changing quality of individual agencies' evaluation reports, where five or more evaluation reports from the same commissioning agency are included in the three year accumulated set.

To ensure that individual agencies benefit from these findings and have the chance to discuss them in full, a more proactive approach to dissemination has been adopted and the support of Tony Beck enlisted to present face-to-face his analysis for discussion with interested agency personnel.

The first of these meetings was undertaken in late FY2002-03 with WFP's Evaluation Department, with further visits arranged with UNICEF, IFRC, DEC, DANIDA, ECHO, MSF and Oxfam in FY2003-04. Other qualifying agencies (those with 5 or more reports in the three-year dataset) will also be offered the opportunity to discuss the quality assessment of their reports with Tony Beck.

Those who don't have sufficient reports in the overall set to enable an analysis over time will have the results of this year's quality assessment sent to them, as in preceding years.

The Annual Review 2004

Due to the intensive nature of producing the Annual Review 2003 (a total of 8 consultants and all Secretariat staff have been involved in producing this year's publication) an overspend on budget was experienced (see section B). Thus, the Annual Review 2004 will require additional resources. The budget-line will be increased and the process and timeframe for researching, writing and publishing the report will be revised. It is proposed

that the themed chapter for 2004 will be broadly concerned with field-level learning. The exact focus for the chapter will be discussed within the ALNAP Steering Committee before final ToR are drawn up.

FY 2003-2004 funding requirement for this activity	£66,006
---	----------------

III. Programme Activities *Full terms of reference for Programme Activities are available on the ALNAP website.*

Improving Performance through Improved Learning (T1.5)

On the basis of analysis of Full Member discussion and prioritisation at the 11th ALNAP Biannual (April 2002), and a selection of possible activities to build on ALNAP's previous work under this theme, the ALNAP Steering Committee agreed to the following activity at their June 2002 meeting.

A Comparative Study of After-Action Reviews (AAR) in the Context of the Southern Africa Crisis was taken forward in the second half of FY2002-03 following the drafting of terms of reference and the recruitment of Isobel McConnan and Richard Sexton.

Study Objective:

To increase the effectiveness of AARs in the identification and transfer of lessons across personnel and operations, by increasing understanding of current AAR practices and what constitutes good practice.

In line with ALNAP's active-learning mandate, the study was undertaken in the context of the 2002-03 Southern Africa crisis.

Three AAR type activities were reviewed in partnership with World Vision (WV), the British Red Cross Society (BRCS) and the Joint Emergency Food Aid Programme (JEFAP), a consortium of primarily NGOs implementing WFP's programme in Malawi. Although each had learning as the heart of its objective, these three very different case studies helped underline the versatility and flexibility of the AAR process:

- in the case of WV it provides an ongoing field-learning system to integrate learning across a global partnership;
- in the case of BRCS, it provides an informal approach to lesson sharing and the promotion of inter-departmental team building; and,
- in the case of JEFAP, a series of three AAR events facilitated by the ALNAP Learning Support Office (LSO) allowed a consortium of agencies to revise inadequate food distribution guidelines on the basis of field-level experience, and promote inter-agency, multiple stakeholder engagement around a common issue.

Study Outputs:

- An ALNAP **Key Messages** sheet providing an introduction to the AAR mechanism, summarising the three case studies and a checklist for good practice, to be widely disseminated through ALNAP's database of Northern and Southern organisations and institutions.
- A report outlining in full the three case studies, to be made available in June 03 through the ALNAP website following review and approval by participating agencies.

On behalf of the wider ALNAP membership, we would like to thank World Vision, the British Red Cross and the JEFAP agencies, and their personnel for their openness and support.

This budget line for this activity will cease to exist in FY2003-2004.

Programme and Evaluation Guidance 'Gap' Filling (T1.6)

This activity was introduced in FY2001-02 to address the programme/evaluation guidance gaps identified at the October 2000 ALNAP 'State of the Art' Colloquium and prioritised by Full Members at the 8th Biannual Meeting. It introduces a new ALNAP publication series of **Guidance Booklets**.

➤ **How to Evaluate Humanitarian Action using the DAC/OECD Evaluation Criteria**

Work on the first guidance booklet began in FY2001-02 to be taken forward by Tony Beck in FY2002-03. Two drafts were submitted for feedback to the Peer Review Group (Ann Bay Paludan, John Borton, Margie Buchanan-Smith, Andre Griekspoor, Alistair Hallam, Astri Suhrke, Samuel Taddesse, John Telford and Peter Wiles) in the first half of 2002.

A further refinement of the key section was undertaken in late 2002 for piloting. WFP and the Disasters Emergency Committee (DEC) facilitated the piloting as part of two independent evaluations of their individual operations in DRC. Their respective consultants are due to feedback in mid-May 03 to enable a final draft to be completed for publication in June/July 03.

On behalf of the wider ALNAP membership, we would like to thank WFP and the DEC agencies for their support in this pilot.

➤ **Performance Framework for the Protection Activities of non-Mandated and Mandated Agencies**

The first half of FY2002-03 saw the drafting of TOR, the setting up of a Peer Review Group, the recruitment of consultants and the start of the activity proper in September 2002.

The original objective of this activity was to develop a performance framework for the protection activities of mandated and non-mandated organisations that will facilitate the assessment of the performance of such activities through monitoring and evaluation systems. The work 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 that 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.

The work is being carried out by Hugo Slim and Luis Enrique Eguren, guided by an ALNAP Peer Review Group: Andrew Bonwick (Oxfam GB), Jeff Crisp (UNHCR), Kerry Jane Lowery (ICRC) and Geta Narayan (UNICEF). Considerable discussion has taken place within the Peer Review Group on a number of conceptual issues, especially around the applicability of a performance management approach with respect to protection related programming. The work has now evolved into the drafting of an ALNAP Guidance Booklet on Humanitarian Protection. This aims to offer general guidelines on humanitarian protection for use by all ALNAP members (whether internationally mandated, self

mandated, sectorially focused or generalists) as they plan, design, monitor and evaluate humanitarian protection programmes of any kind.

The Booklet will provide:

- key principles of protection work;
- a checklist of good practice in protective assessment and responsibility analysis;
- some critical considerations and a range of general programming options from which to design and monitor a programme;
- an examination and checklist of the most common ethical issues around protection programmes;
- a list of the most relevant international and legal standards for humanitarian protection and a range of further reading.

In FY2003-04 the work will continue with further development and final publication of the Guidance Booklet. Discussions on Protection will also feature in the 14th ALNAP Biannual and consideration will be given to piloting the Guidance Booklet if appropriate.

<p><i>The budget for FY2003-2004 has been slightly increased to account for the previous year's shortfall in available consultancy days and the underestimation of the amount of secretariat time used to manage this activity. For the FY2003-2004 this budget heading will be renamed Improving Protection in Humanitarian Action (T1.6)</i></p> <p>FY 2003-2004 funding requirement for this activity £ 53,285</p>

Strengthening Programme Monitoring Systems: Trialling and Refinement (T4.1)

Activity T4.1 **Strengthening Programme Monitoring Systems** was reviewed by Full members at the 12th Biannual as part of the FY2003-04-05 draft workplan. It was agreed that this activity would be incorporated as a new theme with its own budget line. This was to respond more explicitly to its accountability and/or quality mandates. Funding continues into FY 2003-04 under Programme Activities.

This theme was approved for inclusion in the FY2002-03 Workplan at the 9th Biannual Meeting in April 2001. The findings from the study will provide the central theme of the ALNAP Annual Review 2003 *Humanitarian Action: Improving Performance through Improved Monitoring* (see T2.3 above).

The first half of FY2002-03 saw the drafting of TOR, the setting up of a Peer Review Group, the recruitment of a consultant and the start of the activity proper in September 2002.

The work has been carried out by Hugh Goyder, guided by a Peer Review Group: William Carlos (IrelandAid); Ian Christoplos (Independent); Silva Ferretti (Independent); Eleanor Monbiot (World Vision); Rebecca Scheurer (USAID); Lewis Sida (SCF UK); and Rune Skinnebach (ICRC). A discussion on preliminary findings from the study was held at the 12th ALNAP Biannual Meeting in New Delhi and Hugh Goyder also presented the main findings from the themed chapter on monitoring in the ALNAP Annual Review 2002, at the 13th Biannual Meeting in London.

The main conclusions from the study show that there are two main and complementary foci for agency monitoring: situation/context monitoring and results/performance monitoring. However, a large number of monitoring techniques are currently used by agencies, many of which have similar features but go by different names. This in itself is part of the problem - each individual agency has developed its own system and approach, leading to a lack of

harmonisation, over-complexity, and to donors having a multiplicity of different monitoring requirements.

In general monitoring is considered a low priority activity, and is under-resourced and confined to routine reporting to meet bureaucratic needs. Straight-jacketed to ensure upward accountability, monitoring fails to build meaningful and continuous information exchanges. The Annual Review 2003 and ALNAP Key Message Sheet outline a number of additional conclusions and recommendations for improving monitoring.

The work carried out thus far on monitoring has provided a broad overview of some of the challenges and issues related to monitoring in humanitarian action. The subject area is complicated and vast and has been neglected in the past. Monitoring requires further analysis and reflection before prudent decisions can be made for providing clear guidelines. With this in mind FY 2003-2004 will see a further process of reflection among the Peer Review Group and consideration given to holding a workshop of monitoring specialists to provide some clear directions as to future work. Consideration will also be given to working with the ODI Humanitarian Practice Network to produce a special edition of Humanitarian Exchange on Monitoring.

<p><i>For the FY2003-2004 this budget heading will be renamed 'Strengthening Programme Monitoring Systems (T4.1)'.</i></p> <p>FY 2003-2004 funding requirement for this activity</p>	<p>£30,878</p>
--	-----------------------

IV. Interest Group Activities

Secretariat Support to Interest Group Activities T2.1 and T3.1

Although the implementation costs of the current Interest Group Activities (**T2.1 The Global Study on Consultation and Participation of Affected Populations in Humanitarian Action; T3.1 The Learning Support Office Test**) are funded independently of the main ALNAP Workplan, the Workplan budget includes a small sum for Secretariat support in the set up of these activities and engagement as a member of Interest Activity Steering Groups.

The Interest Group Activity model was originally conceived as a way of ensuring that ideas emerging from Full Member discussion, and developed and supported as part of ALNAP's programme activities, could be taken forward without placing too great a strain on ALNAP's personnel and financial resources. The concept envisioned a self-selected Interest Group whose members would pledge the necessary implementation funds, with a small number from among them taking on management responsibility.

The reality is that despite a genuine commitment from those engaged as Steering Group members, they simply do not have the time or the capacity to fulfil the daily management responsibilities that these important pieces of work engender, and the onus has fallen back on to the Secretariat, whose representative on the Steering Group has taken on a Coordination role. As a result both T2.1 and T3.1 Secretariat support costs have been underestimated in the FY2002-03 Budget (see Financial Report below).

As a result, and as established at the 13th Biannual Meeting, the concept of Interest Groups will be replaced by 'Working Groups'. This concept is similar to that of Interest Groups but with adherence to clearer procedures, roles and responsibilities, in order to protect the Secretariat from picking up the management of activities. The framework for running Working Group Activities will be developed by the ALNAP Secretariat and the ALNAP Steering Committee in the first quarter of FY 2003-04.

This budget line will therefore be renamed in the **FY2003-2004 as 'Working Groups'** with a slight modification to the budget.

*In FY 2003-04 the budget line will be renamed '**Working Groups**' with a slight modification to the budget.*

FY 2003-2004 funding requirement for this activity

£13,439

Support to the Global Study on Consultation and Participation of Affected Populations in Humanitarian Action (T2.1)

Although ALNAP members share an understanding of the right of affected people to have a say in actions affecting their lives, given the difficulties in the midst of an emergency, many questions remain as to how, when and with whom. The debate on participation in humanitarian action, albeit well intentioned, has been characterised by assumption and expectation, with too little supporting evidence and too little participation by members of the affected population.

The Global Study on participation is the first major effort to seek answers and increase understanding through a direct focus on current practice in the field.

Objective:

- assess current consultation and participation practice in a range of emergency contexts;
- identify examples of good practice;
- identify gaps or inadequacies in current practice and contributing factors;
- improve understanding of participation and consultation practice.

Outputs:

- five individual case study monographs (Sri Lanka, Colombia, Afghanistan, eastern DRC and Angola);
- Practitioner Handbook;
- Overview Book.

Following completion of the Sri Lanka pilot and the untimely death of Peter Oakley (INTRAC), the Global Study Project Director, François Grunewald (Groupe URD) was appointed in June 2002 to take the Global Study forward.

By the end of FY2002-03, all five **case studies** were undertaken and their related **Monographs** published (Sri Lanka, Angola, Colombia), or in the final stages of drafting/editing (Afghanistan, eastern DRC). Several of the monographs exist in two or more languages given the international nature of the case study research teams. Although it did not prove possible to find secondments for each of the case studies, Oxfam GB and USAID provided research team members for the Sri Lanka and eastern DRC case studies respectively. What was maintained within the research team, however, was the important balance between researcher and practitioner and international and national.

The **Practitioner Handbook**, the central output of the Global Study, is in its final drafting stages. Key findings and an interim draft were presented at the 13th Full Member Biannual meeting (April 2003). The published version of the Practitioner Handbook is due to be available for dissemination in June 2003.

The final output, the **Overview Book**, although also underway may be held back to enable the incorporation of the additional material that will emerge from Phase 2, should it proceed. Should Phase 2 not be approved the Overview Book will be completed drawing on three extensive **literature reviews** (English, French, Spanish) and the five country case studies. In the interim, the three literature review reports will be posted on the dedicated Global Study website <<http://globalstudyparticipation.urd.org>>.

In FY2003-04 a Phase 2 proposal is likely to be submitted to ALNAP as a Working Group Activity to enable the piloting and refinement of the Practitioner Handbook; the undertaking of additional case studies to cover remaining gaps (no major sudden onset natural disaster occurred during the phase 1 period); the development and piloting of a training module on consultation and participation; and a programme of dissemination and promotion of good practice in participation.

Additional information is available from the dedicated website

The Learning Support Office (T3.1)

The LSO concept is one of an independent, neutral, field-level learning-support mechanism, promoting and facilitating learning and ensuring that the services offered are accessible to all actors responding to the crisis, national or international. Following discussion by Interest Group members and a preliminary consultation trip, Malawi was selected as the location in which to test the concept, mechanisms and projected impact of an LSO, in the context of the Southern Africa food security crisis.

The objective of the LSO concept **is to make a positive impact on the quality of emergency response through the promotion and facilitation at field level of three-way learning activities: i. 'learning-in'; ii. 'lateral learning'; and, iii. 'learning-out'.**

The objective of the LSO Test is to verify the applicability of the LSO concept within the context of a chronic emergency and obtain the empirical evidence to allow the concept to be refined and/or adapted to other disaster contexts.

Particular aims:

- confirm in practice the existence, or not, of an 'effective demand' for the proposed LSO activities (*see 'LSO Focus' below*);
- confirm in practice the LSO's client group(s);
- confirm in practice the activities, if any, that the LSO can deliver effectively;
- identify constraints to effective delivery and whether these can be addressed;
- prioritise LSO activities on the basis of market and capacity to deliver effectively;
- identify key factors in effective delivery and replicability/transferability to other activities;
- prioritise where LSO resources (human and financial) can be most effectively focussed;
- identify linkages/partnerships/mechanisms (international or local) that might increase the effectiveness of on-site learning activities and avoid duplication;
- develop and implement at least one possible exit strategy in view of its finite lifespan;
- look at the potential and feasibility for the LSO to expand on its current list of activities and the implications in respect of resources and effectiveness; and
- gauge the replicability/transferability of the tested functions, mechanisms, processes, partnerships etc, in similar and/or other types of disaster context.

Following the set up and LSO personnel recruitment process in early FY2002-03, John Borton was deployed full time to Malawi as the LSO Project Director for a 6 month period with the test due to complete on 30th March. Final reports on LSO activities are currently being written up and will be made available to all Full Members on completion.

The real time evaluation of the LSO test by Reto Zehnder is still underway, with a final ex-post visit to the field having taken place in the week of 12th May 2003. Evaluation findings will be presented to both Steering and Interest Group members on 6th June 2003, and the completed evaluation report and a final narrative and financial report made available to all towards the end of June 2003. Information on the LSO Malawi test, its activities and Reto Zehnder's second real-time evaluation trip report, are available on the ALNAP website <www.alnap.org>.

In FY2003-04 on the basis of evaluation findings and final report from the Project Director, the LSO Steering Group will discuss the possibility of a second test to build on the work undertaken in Malawi. This may be submitted to ALNAP as a Working Group activity.

On behalf of the wider ALNAP membership, we would like to thank WFP and the DEC agencies for their support in this pilot.

Annex 1

Income and Expenditure Summary for FY2002-03

Income against Budget for FY2002-03 (see Annex 2 - Income Breakdown)

BUDGET		
Total FY 2002-03 Budget		£ 355,197
INCOME		
Full Member Pledges/Contributions <i>* of this £26,860 pledges not received</i>	£ 363,924	
Income from other sources	£ 2,010	
FY2001-2002 carry over <i>* Original carry over £4,384 reduced by £360 because of grant reduction</i>	£ 4,024	
Total FY 2002-03 Income		£ 369,958
Variation Income against Budget		£ 14,761

Expenditure against Budget for FY2002-03 (see Annex 3 - Expenditure by activity)

Total FY 2003-03 Budget	£ 355,197
Total FY 2002-03 Expenditure <i>* includes allowances £32,837</i>	- £ 379,208
Variation Budget against Expenditure	- £ 24,011

Income against Expenditure for FY2002-03

Total FY 2002-03 Income	+ £ 369,958
Total FY 2002-03 Expenditure <i>* includes allowances £32,837</i>	- £ 379,208
Variation Income against Expenditure	- £ 9,250

Total Funding Requirement Year FYs 2003-04 (see Annex 5 for full Budget)

The funding requirement for:

FY 2003-04 £ 402,357

FY 2004-05 - to be submitted at the 14th Biannual

Annex 2

ALNAP INCOME (Received or Pledged) FY2002-03

ALNAP Full Members	FY2002-03 £	FY2002-03 <i>In Kind &/or Interest Group Activities Contributions</i>
BUDGET	£354,069.00	
AusAid	19,340	
BRCS	5,000	
CARE Intl.	3335	
CIDA	12,815	<i>Global Study pledge 19,900K</i>
CAFOD/CARITAS	7000	<i>Global Study pledge 8K; LSO pledge 5K</i>
DANIDA	13,564	
	31,500	<i>Hosted 11th Biannual plus dinner in London (25-26th April 2002)</i>
DFID UK	10,500	<i>Global Study pledge 150K/ LSO pledge 150K</i>
DFA Ireland	33,500	
DMI		<i>Hosted 12th Biannual in Delhi (31st Oct-1st Nov 2002)</i>
ICRC	3,400	
IFRC	3,400	
Groupe URD		<i>French translation of Evaluating International Humanitarian Action: Perspectives from Practitioners</i>
MFA Netherlands	32,000	<i>Global Study pledge 50K</i>
MFA Germany	0	<i>Global Study pledge 31K</i>
MFA Norway	13,644	
MFA SDC	29,994	
OXFAM GB	6,500	
SCF	5,000	<i>Global Study pledge 5K</i>
SIDA	12,877	<i>Global Study pledge 59.2K</i>
	120	
UNFAO	2250	
UNHCR	9,375	
UNICEF	6,985	
WFP	8,350	
WHO	1,000	
USAID/OFDA	87,450	<i>Global Study pledge 26.5K; LSO pledge 50K</i>
World Vision	5,025	<i>LSO pledge 6.6K</i>
TOTAL	£363,924	

*Italics indicates pledged but not received ** Concern Worldwide pledged 10K for Global Study*

Pledges as a % of Budget 2002-03 Annual Budget

Financial Year	Budget	% of Budget
FY2002-03	£355,197	102.46%

Carry Over 2001-2002	£4,024	<i>reduced by £360 (£4,384) due to grant reduction</i>
Income from products	£2,010	
Additional Income Total	£6,034	

GRAND INCOME TOTAL	£369,958
---------------------------	-----------------

ANNEX 3

Breakdown by Budget lines of FY 2002-03 Expenditure

1. BUDGET/EXPENDITURE (including allowances)

AREA OF ACTIVITY	BUDGET	EXPENDITURE	VARIATION
	£	£	£
Network Activities			
COR	150,698.00	203,041.46	-52,343.46
T14	22,574.00	6,968.96	15,605.04
T23	62,165.00	60,166.44	-8,001.44
Programme Activities			
T15	33,106.00	14,338.89	18,767.11
T16	34,706.00	35,626.07	-920.07
T41	36,706.00	25,628.15	11,077.85
Interest Group Activities - Secretariat Support			
T21	12,621.00	17,536.64	-4,915.64
T31	12,621.00	15,901.51	-3,280.51
TOTALS	355,197.00	379,208.12	-24,011.12

2. INCOME/EXPENDITURE

INCOME SOURCE	INCOME	EXPENDITURE*	VARIATION
Full Member Pledges/Contributions Received 2002-2003	337,064.45		
Pledges not received 2002-2003	26,860.00		
Carry-over FY2001-02	4,023.75		
Publications & Training	2,009.95		
TOTALS	£369,958	£379,208	-£9,250

*inc allowances

3. FY 2002-03 ALLOWANCES £32,837.50

AREA OF ACTIVITY	£
Network Activities	
COR	4,125.00
T14	0.00
T23	3,500.00
Programme Activities	
T15	10,962.50
T16	14,250.00
T41	0
Interest Group Activities - Secretariat Support	
T21	0
T31	0
TOTALS	32,837.50

Allowances is money committed in 2002-03 budget not yet processed through accounts

0

Annex 4

REVISED BUDGET FOR ALNAP FY 2002-03 WORKPLAN ACTIVITIES

20th October 2002

FINANCIAL YEAR 2002-2003 ACTIVITIES		SECRETARIAT INPUT				EVALUATIVE DATABASE MANAGER				ADMIN SUPPORT OFFICER				NETWORK OFFICER				CONSULTANCY				NON-SALARY/FEE COSTS				TOTAL COSTS	
		ALNAP Coordinator		Deputy Coordinator		Evaluative Database Manager		Admin Support Officer		Network Officer		Cnsht, Edt, Med**		Cnsht, Edt, Med**		Cnsht, Edt, Med**		Cnsht, Edt, Med**		Cnsht, Edt, Med**		Cnsht, Edt, Med**		Cnsht, Edt, Med**			
		%	Days	cost	%	Days	cost	%	Days	cost	%	Days	cost	%	Days	cost	%	Days	cost	%	Days	cost	Item	Cost			
NETWORK ACTIVITIES																											
a	Membership maintenance & development (M&D)	4%	9	£4,537	2%	5	£1,037	0%	0	£0	8%	13	£1,382	10%	7	£1,800	0	£0	£2,500	Travel & Acc.	£11,256						
b	Funding M&D	2%	5	£2,269	12%	27	£6,220	0%	0	£0	10%	17	£1,728	4%	3	£720	0	£0	£785	Travel & Acc.	£11,722						
c	Evaluative Reports Database (ERD) & Website M&D	2%	5	£2,269	0%	0	£0	79%	178	£20,236	1%	2	£173	0%	0	£0	0	£0	£4,000	IDS Support/Doc Purchases	£26,677						
d	Liserv M&D	2%	5	£2,269	0%	0	£0	0%	0	£0	4%	7	£681	3%	2	£540	0	£0	£0		£3,500						
e	Biannual Meetings, prepare & run	8%	18	£9,074	8%	18	£4,147	3%	7	£768	13%	22	£2,246	15%	11	£2,700	3	£1,200	£15,500	Venues/catering/flight/hotels	£36,636						
f	Steering Committee servicing	6%	14	£6,806	6%	14	£3,110	2%	5	£512	10%	17	£1,728	10%	7	£1,800	0	£0	£1,000	Communications/Travel	£14,956						
g	ALNAP Programmes Development	11%	25	£12,477	4%	9	£2,073	0%	0	£0	5%	8	£864	10%	7	£1,800	0	£0	£1,500	Expenses	£18,715						
h	Useful resources, search facilities, memberships & journals	1%	2	£1,134	1%	2	£518	5%	11	£1,281	0%	0	£0	0%	0	£0	0	£0	£2,502	Documents inc. Useful Resources	£5,435						
i	Dissemination & Promotion (ALNAP + products)	8%	18	£9,074	2%	5	£1,037	1%	2	£256	8%	13	£1,382	8%	6	£1,440	0	£0	£3,000	Travel & Acc. Marketing, copy/rtg	£16,190						
j	ALNAP Secretariat management	4%	9	£4,537	4%	9	£2,073	0%	0	£0	0%	0	£0	0%	0	£0	0	£0	£0		£6,611						
T1.4	Develop/Trialing of Training Modules 'Monitoring' and Protection'	6%	14	£6,806	4%	9	£2,073	2%	5	£512	8%	13	£1,382	10%	7	£1,800	30	£7,500	£2,500	Travel/Acco/Materials/Dissem	£22,574						
T2.3	ALNAP Annual Review 2003	11%	25	£12,477	15%	34	£7,775	8%	18	£2,049	5%	8	£864	10%	7	£1,800	40	£16,000	£8,500	Formatting/Exp/Publication	£52,166						
	Sub Total Network Activities	65%	146	£73,730	58%	131	£30,064	100%	225	£25,615	72%	120	£12,442	80%	57	£14,400	85	£27,400	£41,787		£225,438						
	PROGRAMME ACTIVITIES																										
T1.5	Improving Performance through Improved Learning	9%	20	£10,209	6%	14	£3,110	0%	0	£0	6%	10	£1,037	0%	0	£0	33	£13,200	£4,200	Exp/Publication/Dissem	£31,756						
T1.6	Programme & Evaluation Guidance Gap Filling, Protection	9%	20	£10,209	6%	14	£3,110	0%	0	£0	6%	10	£1,037	10%	7	£1,800	33	£13,200	£4,000	Exp/Publication/Dissem	£34,706						
T4.1	Strengthening Programme Monitoring Systems inc Workshop	9%	20	£10,209	6%	14	£3,110	0%	0	£0	6%	10	£1,037	10%	7	£1,800	33	£13,200	£6,000	Exp/Venue/Publication/Dissem	£36,706						
	Sub Total Programme Activities	27%	61	£30,626	18%	41	£9,330	0%	0	£0	18%	30	£3,110	20%	14	£3,600	117	£43,650	£14,200		£104,517						
	INTEREST GROUP ACTIVITIES																										
T2.1/D96	Support Global Study on Consultation & Participation'	4%	9	£4,537	12%	27	£6,220	0%	0	£0	5%	8	£864	0%	0	£0	0	£0	£1,000	Travel & Acc.	£12,621						
T3.1/D97	Support Testing of Learning Support Office Concept'	4%	9	£4,537	12%	27	£6,220	0%	0	£0	5%	8	£864	0%	0	£0	0	£0	£1,000	Travel & Acc.	£12,621						
	Sub Total Interest Group Activities	8%	18	£9,074	24%	54	£12,440	0%	0	£0	10%	17	£1,728	0%	0	£0	0	£0	£2,000		£25,243						
	TOTAL	100%	225	£113,430	100%	225	£51,835	100%	225	£25,615	100%	166	£17,280	100%	71	£18,000	£71,050	£57,987			£355,197						

Annex 5 REVISED BUDGET FOR ALNAP FY 2003-04 WORKPLAN ACTIVITIES

FINANCIAL YEAR 2003-2004 ACTIVITIES		SECRETARIAT INPUT		CONSULTANCY COSTS		NON-SALARY/FEE COSTS		TOTAL COSTS	
	Days	cost	days	cost	Cost	Item			
NETWORK ACTIVITIES									
a	47	£14,925	0	£0	£2,000	Travel & Acc.		£16,925	
b	188	£59,701	25	£8,750	£8,292	Documentation/Expenses/Flights/Training		£76,743	
c	85	£26,992	0	£0	£3,500	IDS Support+Doc Purchases		£30,492	
d	80	£25,405	18	£6,300	£17,500	Venues/Catering/Flights/Hotels		£49,205	
e	65	£20,641	0	£0	£2,000	Communications/Travel		£22,641	
f	16	£5,081	0	£0	£2,650	Documents inc Useful Resources		£7,631	
g	52	£16,513	0	£0	£0			£16,513	
T1.4	37	£11,750	14	£3,850 **	£3,000	Travel/Acc/Materials/Dissem		£18,600	
T2.3	100	£31,756	65	£22,750	£8,500	Exp/Publication/Dist. costs		£63,006	
	12		12	£3,000 *				£3,000	
Sub Total Network Activities	670	£212,763	122	£44,650	£47,342			£304,755	76%
PROGRAMME ACTIVITIES									
T1.6	96	£30,485	48	£16,800	£4,000	Exp/Publication/Dissem		£51,285	
			8	£2,000 *				£2,000	
T4.1	50	£15,878	20	£7,000	£6,000	Exp/Flights/Publication/Dissem		£28,878	
			8	£2,000 *				£2,000	
SubTotal Programme Activities	146	£46,363	84	£27,800	£10,000			£84,163	21%
WORKING GROUP ACTIVITIES									
	25	£7,939	10	£3,500	£2,000	Travel & Acc.		£13,439	
Sub Total Working Group Activities	25	£7,939	10	£3,500	£2,000			£13,439	3%
TOTAL	841	£267,065		£75,950	£59,342			£402,357	100%

EM02.357 Check

Annex 6

ALNAP INCOME (Received or Pledged) FY2003-04

ALNAP Full Members	FY2003-04	FY2003-04
	£	In Kind &/or Interest Group Activities Contributions
BUDGET	£402,357.00	
AusAid		
BRCS		
CARE Intl.		
CIDA	21,359	
CAFOD/CARITAS		
DANIDA		
DFID UK	45,000	
DFA Ireland	34,152	
ICRC		
IFRC		
MFA Netherlands	32,750	
MFA Germany		
MFA Norway	13,750	
MFA SDC	29,994	
OXFAM GB	7,000	
SCF		
SIDA	13,000	
Tufts University		<i>Hosting of the 14th Biannual in Boston, USA</i>
UNFAO		
UNHCR		
UNICEF		
WFP		
WHO	5,000	
USAID/OFDA	93,750	
World Vision		
TOTAL	£295,755	

Italics indicates pledged but not received

Pledges as a % of Budget 2003-04 Annual Budget

Financial Year	Budget	% of Budget
FY2003-04	£402,357	73.51%