

ALNAP Annual Report 2004–2005

Message from the ALNAP Chair and the Head of the ALNAP Secretariat



John Mitchell, Head of ALNAP Secretariat

Last year, ALNAP continued to pursue its Vision of creating a culture of learning in the humanitarian community – one in which all agencies are open to learning from successes and failures. ALNAP's Biannual Meetings² focused on learning from past experiences in humanitarian action. The 15th Biannual Meeting revisited the lessons learned from the Joint Evaluation of Emergency Assistance to Rwanda (JEEAR) and asked how well the humanitarian system had acted upon them in the last decade. The 16th Meeting provided an opportunity for further reflection, this time on the combined lessons from the last four Reviews of Humanitarian Action. When findings from the JEEAR and the ALNAP Reviews are applied to recent emergencies (e.g., the Darfur crisis) it is clear that the sector still faces major challenges in making humanitarian action effective for all.

One major challenge the humanitarian sector faces is how to protect and provide safety for vulnerable people in situations like Darfur. In response to this need, *Protection: An ALNAP Guide for Humanitarian Agencies* was piloted this year by several ALNAP member organisations, and the experiences have provided solid foundations for a first edition. We are optimistic that the practical value provided by this Guide will help front-line personnel provide safety and protection, as well as humanitarian assistance, to vulnerable people in crisis.

An important means by which ALNAP can contribute to a culture of learning is by improving the quality and utility of evaluations. ALNAP has now piloted the draft *Evaluating Humanitarian Action: an ALNAP Guide to Interpreting DAC Criteria*. The publication of a first edition in 2005/6 will provide a much needed aid for evaluators and evaluation managers alike. Moreover, we are delighted that ALNAP has spearheaded the formation of a coalition of humanitarian agencies (tsunami evaluation coalition) who have come together to undertake a shared evaluation of the response to the tsunami crisis. This is a clear indication that a genuine culture of shared learning is beginning to take root in the sector and it also provides an opportunity to demonstrate the added value that a shared approach can bring.

There is much more to be done to improve humanitarian action and ALNAP is in the vanguard of bringing about positive change through learning. This year DfID commissioned an independent evaluation of ALNAP which concluded that ALNAP 'is a well functioning network that has demonstrated a high degree of productivity and an impressive willingness to adapt its approach and focus in line with the sector's needs... it is judged a relevant mechanism though which to improve performance'.

ALNAP is now taking up some of the recommendations from the evaluation. A sub-committee on membership issues has been set up to improve communications within the network and provide more clarity on governance and membership. We believe these actions will allow ALNAP to be in an even stronger position to redouble its efforts and help tackle other humanitarian challenges.

Anita Menghetti, Chair
John Mitchell, Head of ALNAP Secretariat

¹ This report covers the ODI Financial Year: 1st April 2004 – 31st March 2005

² The 15 meeting was hosted by DANIDA and the 16th by World Vision (UK).

Core Activities

Review of Humanitarian Action Series

Review of Humanitarian Action in 2003

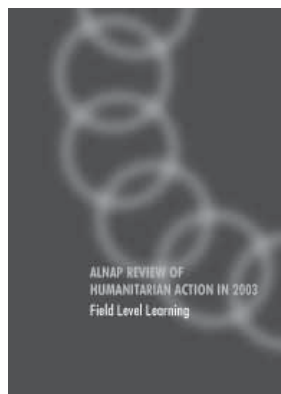
The ALNAP Review of Humanitarian Action in 2003 was published in September 2004 and featured a themed chapter on field-level learning in addition to its usual evaluation synthesis and meta-evaluation sections.

The synthesis included a set of completed reports made available to ALNAP in 2003, comprising 29 evaluation reports commissioned by 21 organisations to evaluate humanitarian action; this year, the synthesis focussed on just two regions, Afghanistan and southern Africa. The evaluation synthesis has continued to provide a solid assessment of humanitarian operations based on these reports.

The meta-evaluation for 2003 was based on 30 evaluative reports and rated against the ALNAP Quality Proforma. It also included a comparison of report quality between 2002 and 2003 on selected areas of enquiry, and an analysis of key findings from 2003 compared to the previous years' meta-evaluations.

Key Message Sheets

ALNAP's Key Message Sheets are an easily digestible summary of central issues emerging from the ALNAP Review of Humanitarian Action series and other studies. They are specifically



aimed at policy-makers, journalists, evaluators and evaluation offices and field staff. A Key Message sheet on the Review of Humanitarian Action in 2003 was published and widely circulated.

Review of Humanitarian Action in 2004

Work has begun on the next in the Review of Humanitarian Action, which will be published in September 2005. The themed chapter will look at the subject of Institutional Capacity Building amid Humanitarian Action, whilst the synthesis will for the first time focus on evaluations of a single emergency, namely Darfur in Southern Sudan. The meta-evaluation for 2004 will be rated against a new version of the ALNAP Quality Proforma, which has been further refined to allow increased accessibility and consistency.

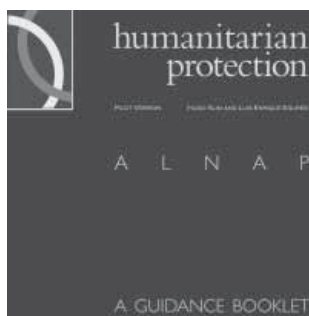
Biannual Meetings

The 15th Meeting was held in Copenhagen in June, hosted by DANIDA. Day 1, to which ALNAP Observer Members were invited for the first time, marked the 10th anniversary of the Rwanda genocide: it was as a result of the 1996 Joint Evaluation of Emergency Assistance to Rwanda (JEEAR) that the humanitarian sector began its drive for improved accountability and performance, which in turn led to the creation of ALNAP and other initiatives. The meeting considered the impact and influence of the JEEAR and asked how much the sector had learned from the experience. Day 2 provided an update on activities of ALNAP and some of its Full Members.

The 16th Biannual Meeting was hosted by World Vision and held in Milton Keynes in December 2004. Day 1 focussed on the cumulative findings of the ALNAP Annual Review/Review of Humanitarian Action series over the past 4 years. The aim was to make suggestions as to how the Review, as a stand-alone product, can be improved in future, and also to make specific suggestions as to how ALNAP can take forward some of the key themes that have been covered. The latter included protection, nationally recruited staff and field level/organisational learning.

Day 2 provided an update on ALNAP activities, a sharing of experiences of real-time evaluations in Darfur and discussions on the dynamics of organisational change and learning from joint evaluations.

Feedback forms showed a high level of satisfaction from the meeting.



Improving Protection in Humanitarian Action

About 1,250 copies of *Humanitarian Protection: an ALNAP Guidance Booklet, Pilot Edition* were distributed throughout the ALNAP membership and amongst pilot agencies. Following piloting and feedback, the final version has been drafted by Hugo Slim (Centre for Humanitarian Dialogue) and Andy Bonwick (Oxfam), and work on this is being continued in conjunction with the Advisory Group. The first definitive edition will be published under the title *Protection: An ALNAP Guide for Humanitarian Agencies* in September 2005.

Gabriele Russo was contracted from October 2004 to the end of the financial year to coordinate the publication of the guidance booklets on improving protection and evaluating humanitarian action.

An Inter-Agency Stocktaking Meeting on Humanitarian Protection was organised by ALNAP, ICVA and InterAction and hosted by USAID in Washington on 29 October 2004, attended by 48 delegates from a wide range of agencies.



Response to South Asian tsunami

In January, a list of evaluation reports relevant to the tsunami disaster was featured on the ALNAP website. Based on these and other reports, a 'lessons learned' synthesis paper was written and disseminated to ALNAP members and other interested parties. Feedback was extremely positive and traffic to the website roughly doubled in the days following its release.

In February, ALNAP participated in an OCHA-led meeting hosted by WHO in Geneva, to discuss setting up a tsunami evaluation coalition (TEC). The purpose of the TEC is to promote a shared approach to tsunami-related evaluations in order to optimise sector wide learning. The Secretariat contributed to the meeting with a presentation on thematic gaps and a map of planned evaluation activities.

The coalition is being led by OCHA, DANIDA, WHO and UNICEF, with ALNAP acting in a coordinating role.

Training Modules

ALNAP's training modules on Evaluation in Humanitarian Action continue to be available on the website and continue to be very popular. This year has even seen an increased usage of the training modules as the page received 3,794 visits while there were only 2,900 in the previous year. Module 1 remains the most accessed and modules 2 and 3 share similar popularity.

Sara Swords, training consultant, facilitated a session on 'Introduction to the Evaluation of Humanitarian Action' at the African Evaluation Association conference in Cape Town on 2 December 2004. This was attended by 15 people from a variety of organisations.

Evaluating Humanitarian Action: an ALNAP Guide to Interpreting DAC Criteria

The Guide has now been piloted in Sri Lanka by Tony Beck and a team of consultants from ECHO. On the basis of the lessons learned from the pilot, a first edition of the guide has been drafted by Tony Beck and this was being considered by the review panel at the end of the financial year.

Feedback on 'Lessons from Previous Crises for the Tsunami Response'

"Well done in getting this out so quickly, it is very useful and I hope it will be used."
Independent Consultant

"ALNAP (along with HPN) provides some of the best material globally on evaluations and research into humanitarian operations/issues."
Independent Consultant

"This is fantastic. So much information in a relatively concise document."
NGO Worker

"Thank you, this is very, very helpful."
NGO worker

"This page is very interesting, good job!"
UN worker

Membership & Governance

Membership

In 2004 a sub-Committee was set up to review issues relating to membership. This was partly as a response to findings and recommendations from the DfID evaluation and also in response to a number of enquiries from other organisations about how to join ALNAP. Key issues for clarification were the size of the membership, criteria for membership and the role of Observer Members. A report was discussed by the Steering Committee and a further paper submitted for discussion at the 17th Biannual Meeting.

Ian Shaw, Professor of Social Work at York University, resigned from Full Membership in March 2005, due to pressure of other commitments.

Steering Committee

The Steering Committee met on 13 June 2004 in Copenhagen, 14 September 2004 in Berne, 1 December 2004 in Milton Keynes, and 18 March 2005 in London. The Secretariat is grateful to DANIDA, SDC, World Vision and ODI for hosting meetings. Minutes are circulated to Full Members.

The term on the Steering Committee of Andy Bonwick, (Oxfam, representing NGOs and NGO 'umbrella' organisations) expired in June 2004, and those of Anita Menghetti (USAID/OFDA, representing donors) and Ian Christoplos (representing consultants/academics) expired in December 2004. Andy and Anita were re-elected by their respective constituencies for a further two-year term, but Ian stood down after 4 years' service

and was replaced by John Telford. Amna Al-Ahmar replaced Mathew Varghese as representative of the Red Cross/Red Crescent movement.

At the end of the financial year the Steering Committee consists of:

Representing donors

Marco Ferrari, SDC

Anita Menghetti, USAID/OFDA (Chair)

Representing UN agencies

Susanne Frueh, OCHA

Andre Griekspoor, WHO

Representing NGOs

Andy Bonwick, Oxfam

Matthew Carter, Caritas Internationalis/CAFOD

Representing the Red Cross/Crescent movement

Amna Al-Ahmar, IFRC

Representing consultants/academics

John Telford





Quality and Accountability Initiatives

ALNAP has come together with other Quality and Accountability initiatives, specifically HAP-International, People In Aid and the Sphere Project, to set up a regular forum for information sharing and for ensuring synergy between respective activities. John Mitchell met with his opposite numbers on 27 May 2004, 5 October 2004, 24 January 2005 and 17 March 2005.

ALNAP Secretariat

John Mitchell remained in post as Head of ALNAP and John Lakeman was promoted to Communications and Information Manager, taking on additional responsibilities for coordinating the meta-evaluation study. Colin Hadkiss was promoted to Administrator, with new responsibilities for funding and financial administration. Franziska Orphal, who worked for us earlier in the year as agency temporary staff, joined the permanent team in November 2004 as Communications and Administration Assistant, supporting John Lakeman and, when required, Colin Hadkiss. Gabriele Russo remained with us on a consultancy basis until September 2004. Agency temporary staff were also used for a number of weeks to assist with mail-outs and other routine tasks.

A recruitment exercise for a Publications Manager was carried out in the autumn of 2004, but a suitable candidate was not found. A wider job description was drawn up for a post of Senior Researcher which is to be filled in FY2005–06.

The Secretariat continued to be hosted by the Overseas Development Institute at its Waterloo offices in London. During the year, ODI took on additional office space in the building, which has resulted in an improved working environment, although there was some short-term disruption as staff were moved to another area during refurbishment.

DfID Evaluation of ALNAP

DfID commissioned an independent evaluation of ALNAP which began in August 2004 and was finalised in December 2004. The aim of the evaluation was to document the results of ALNAP's efforts against its mandate; to review and assess the continued relevance and appropriateness of the strategic orientation of ALNAP; and to examine potential synergies between ALNAP and any other similar initiatives and approaches to help consolidate learning within the humanitarian field. 41 out of the then 51 ALNAP Full Members were interviewed, and the views of Observer Members were canvassed through a questionnaire survey.

The report confirmed that ALNAP is a stable, efficient and flexible network organisation. It indicated that ALNAP's role and purpose in the humanitarian sector remains highly relevant and that ALNAP is a relevant mechanism through which to improve performance. A number of useful recommendations were made and, at the time of this report, were being reviewed by the Steering Committee before a full discussion with all Full Members at the 17th biannual meeting.

Communications

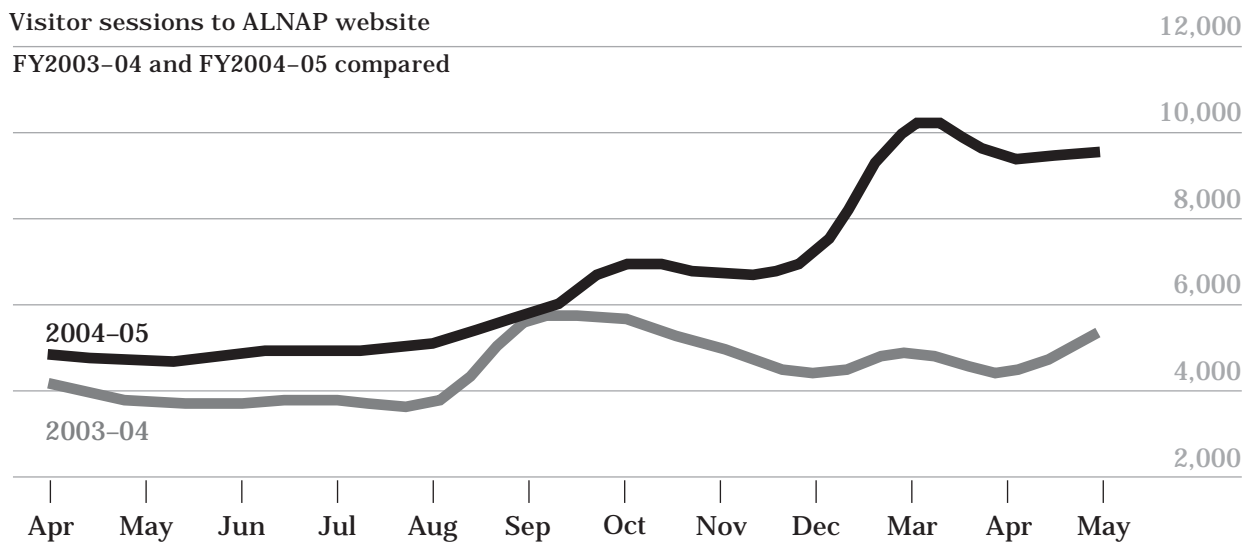
Activities and Development of ALNAP Website

In FY2004–05 ALNAP’s website can be seen as having played 3 important roles as a key activity of the network.

Firstly as a monitoring tool, it provided an important source of feedback and indication of interest by users in the activities of the network: as with last year, web statistics demonstrated a high regard for ALNAP’s lesson’s learned studies in response to specific disasters and guidance materials related to performance and accountability in humanitarian action.

- ALNAP’s Draft Protection Guidance booklet was the most visited document in 2004 – receiving almost twice as many visits as the most popular document in 2003.
- The ‘After Action Review’ Key Message Sheet maintained its position for the second year in a row as the second most visited document – indicating a clear demand for guidance material on alternative evaluative techniques.

Both these were consistently popular throughout the year, featuring amongst the top 5 visited documents every month.



- ALNAP's tsunami 'lessons learned' study – constituting a key part of ALNAP's response to the disaster in January, was the 3rd most visited document this year despite only being uploaded to the site in the final months of the year. The study was posted on a tsunami resources page featuring some of the most relevant reports from ALNAP's ERD.

Secondly, the website allowed for an additional and cost-effective means for dissemination of ALNAP's messages to a wider audience and interaction amongst interested individuals.

- Online discussion boards were trialled for the first time, allowing ALNAP members to network on appropriate topics, admittedly with limited success. In particular, a discussion board to allow information exchange on humanitarian performance-related issues on the Darfur crisis was set up, and almost 100 people registered on the board within the first few months.
- ALNAP's *Review of Humanitarian Action in 2003* was released electronically in September breaking with the convention of releasing it electronically one year after formal publication. Users were required to register, thus allowing information on users to be collected. Over 300 people had registered by the end of the financial year.
- It also became possible to register for ALNAP Observer membership through the website, which resulted in 85 online applications by the end of the year.

- In March 2005, in response to findings and recommendations from the DfID evaluation, the Secretariat began to produce a bi-monthly bulletin, circulated by e-mail to Full and Observer Members. The aim is to provide timely and relevant information about ALNAP activities and Secretariat news.

Thirdly, the website facilitated an institutional memory for ALNAP's activities and information on key areas for ALNAPs members.

- As follow-up to ALNAP's protection stocktaking meeting, online resources on protection were added to ALNAP's Useful Resources database.
- Work started in September on the transition of ALNAP's Evaluative Reports Database to a new database structure, tailored to the ERD's requirements including an updated web interface for users, more efficient storage and searching of reports and reduced overhead costs. The ALNAP secretariat is collaborating with ODI on this initiative and the project is on schedule for completion by September 2005.
- In addition to the usual biannual meeting records, the ALNAP website began to feature an archive for each biannual meeting containing all available presentations and papers.

FY2004–05 top documents	Visits
Draft Protection Guidance Booklet	1,686
'After Action Review' Key Message Sheet	1,456
Tsunami 'Lessons Learned' Paper	989

Dissemination, Promotion & Representation

Dissemination and follow-up of Review of Humanitarian Action

Following on from positive experiences last year, Peter Wiles, the principal assessor for the meta-evaluation visited a number of agencies in March 2005 to discuss the results and issues related to the meta-evaluation exercise. The main aim was to improve follow-up on evaluation recommendations. As a way of making the process more inclusive and comprehensive, evaluators (as well as evaluation managers) were also contacted in order to compare views and perceptions.

Tony Beck was asked by some agencies to run occasional informal seminars to discuss the results of the analysis of reports since inception of the

ALNAP Review. The seminars were entitled “Does humanitarian action work? ALNAP’s review of 215 evaluation reports” and were held in Ottawa on 24 January (hosted by CIDA), Delhi on 11 February (DfID India office) and New York on 29 March (UNICEF). This series will continue in FY2005–06.

Copies of the Review of Humanitarian Action in 2003, the key messages sheet and the new ALNAP information leaflet were sent to Full Members and to a number of key organisations and individuals within or related to the humanitarian sector.

ALNAP participation in external activities

- John Mitchell gave a presentation on ALNAP to InterAction’s Humanitarian Policy & Practice Committee at the InterAction forum in Washington on 17–19 May 2004.
- On 18 May 2004 in Washington, John Mitchell took part in a panel discussion on protection in humanitarian action, sponsored by USAID’s Office of Foreign Disaster Assistance.
- John Lakeman and Peter Wiles (ALNAP Consultant) gave a presentation on “Evaluating the evaluation. Use of the ‘Quality Proforma’” at a training course on Evaluating Humanitarian Action organised by the Instituto de Estudios sobre Conflictos y Acción Humanitaria in Barcelona on 2 July 2004.
- John Mitchell attended a conference on “Ten years Code of Conduct: Principles in practice”, organised by the Netherlands Red Cross, Novib/Oxfam Netherlands, PSO and Disaster Studies Wageningen, in The Hague on 20 September 2004; John was a member of the International Recommendation Group for this conference.
- John Mitchell continues to participate in the Advisory Groups for ODI’s Humanitarian Policy Group and for CAFOD.
- Following the tsunami disaster which took place on 26 December 2004, the Secretariat collaborated closely with ODI’s media response, and John Mitchell was involved in a number of press interviews and briefings.

Working Group Activities

Working Group activities are carried out by a consortium of individuals and agencies who join together to work in partnership with ALNAP. The management and implementation of the work is carried out by the Working Group and is facilitated and promoted through the ongoing activities of ALNAP.

Pressures of work, particularly following the tsunami, on staff of ALNAP Member agencies that form Working Groups, have meant that progress on Working Group projects has been limited, as detailed below. The future of Working Groups will therefore be reviewed again in FY2005–06.

ALNAP Study on Consultation and Participation of Affected Populations in Humanitarian Action³

The Study on Participation and Consultation of Affected Populations in Humanitarian Action is a research project facilitated and promoted by an ALNAP Working Group. The aim of the project is to help fill gaps in the understanding and use of consultation and participatory techniques in humanitarian action. Phase II of the study continued with the publication of the case study on Guinea (the last in a series of 6 studies) in August 2004. Meanwhile, the draft Practitioners' Handbook was piloted and the findings of the pilots were incorporated in a draft first edition prepared by Groupe URD.

During FY2004–05 the working group was initially chaired and then project managed by Oxfam. The chair subsequently passed to CAFOD. However, progress has been halted by the tsunami crisis and

other calls on the time of Working Group members. It has therefore been decided that this activity will be continued as an ALNAP Core Activity in FY2005–06, with the former Working Group members acting as an Advisory Group.

Field Learning Support Initiative

This working group was mentioned in the ALNAP Annual Report 2003–04 as a potential activity. However, the Working Group has not been in a position to proceed due mainly to competing priorities of the type mentioned above.

Evaluating the Use of Research Methods in Humanitarian Contexts

In 2004, UNHCR Evaluation and Policy Analysis Unit proposed and organised an ALNAP-sponsored meeting to evaluate lessons learnt and develop guidelines for humanitarian organisations engaged in gathering qualitative data among populations of concern.

This meeting was held in Geneva on 1 April 2004 and agreed objectives for the group, proposed the drafting of a booklet and drew up a budget. However, following the departure of the UNHCR staff member who was managing the activity, no further work has been done and the Working Group seem unlikely to continue.

³ Formerly known as the Global Study on Consultation and Participation of Affected Communities in Humanitarian Action.

Financial Report

27 ALNAP Member agencies continued to provide a secure and broad funding base to finance the annual workplan.

The accounts for FY2004–05 illustrate a sizable underspend of about 25% on the budget. This was due to several factors. Firstly and most significantly, as mentioned above, it was not possible to fill the position of Publications Manager. In addition, the post of Communications and Administration Assistant was not filled until November 2004. This represents a saving of £71,000 from the salaries budget line.

In addition, the December meeting at Milton Keynes proved to be less costly than most previous biannual meetings. Substantial travel costs, especially from Southern Members, were saved due to a lower than expected turnout and it was not necessary to hire facilitators or speakers. The costs for the Review of Humanitarian Action in 2004 have also been reduced given that John Mitchell is writing chapter 1, thus saving consultancy fees. And finally, most of the funds for facilitation of working groups remained untouched due to cancellation of meetings following the lack of progress with these activities as explained in 3 above.

1. BUDGET/EXPENDITURE

AREA OF ACTIVITY		Salaries (£)	
		Budget	Expenditure
Network Activities			
A0001	Membership Maintenance & Development	17,633.00	13,757.49
A0002	Communications, promotion, development	55,665.00	9,624.79
A0003	Evaluative Reports Database and Website	24,476.00	17,991.85
A0004	Biannual Meetings	26,701.00	22,103.93
A0005	Steering Committee Servicing	13,617.00	11,835.98
A0006	Useful Resources Membership and Journals	1,451.00	379.50
A0007	ALNAP Secretariat Administration	21,431.00	20,721.66
A0008	Training/modules	6,041.00	3,172.52
A0011	ALNAP Review of Humanitarian Action in 2004 (includes late payments for RHA in 2003)	32,476.00	29,572.00
Programme Activities			
A0009	Protection	9,131.00	8,598.03
A0013	Evaluating Humanitarian Action	6,636.00	6,157.81
A0014	Building local capacity	9,220.00	8,636.76
Working Groups Activities			
A0010	Working Groups Facilitation & Development	11,627.00	11,038.24
TOTALS		236,105.00	163,590.56

2. INCOME/EXPENDITURE

INCOME SOURCE	Income	Expenditure	Variation
Full Member Contributions received	326,290.96		
Income from other sources (book sales, training)	2,226.15		
Carry over 2003–04	66,128.26		
TOTALS	394,645	358,607.37	36,038.00
Income pledged but not received	79,842.44		
TOTALS WHEN ALL INCOME RECEIVED	474,487.81	358,607.37	115,880.44

Note: the above figures include allowances carried forward for 2004/5 expenses not invoiced at 31/3/05.

Consultancy (£)		Other costs (£)		Totals (£)			
Budget	Expenditure	Budget	Expenditure	Budget	Expenditure	Variation	
0.00	676.06	5,000.00	3,286.50	22,633.00	17,720.05	4,912.95	A0001
12,600.00	12,656.25	17,700.00	22,632.35	85,965.00	44,913.39	41,051.61	A0002
2,400.00	339.89	5,000.00	861.92	31,876.00	19,193.66	12,682.34	A0003
5,600.00	1,050.69	42,700.00	23,358.81	75,001.00	46,513.43	28,487.57	A0004
0.00	0.00	2,000.00	2,201.93	15,617.00	14,037.91	1,579.09	A0005
0.00	0.00	750.00	20.20	2,201.00	399.70	1,801.30	A0006
0.00	15,531.06	5,500.00	3,956.97	26,931.00	40,209.69	-13,278.69	A0007
0.00	1,150.00	4,000.00	762.93	10,041.00	5,085.45	4,955.55	A0008
50,400.00	43,009.36	13,650.00	21,324.28	96,526.00	93,905.64	2,620.36	A0011
7,250.00	5,346.00	6,000.00	15,810.18	22,381.00	29,754.21	-7,373.21	A0009
8,800.00	6,246.00	9,000.00	8,518.37	24,436.00	20,922.18	3,513.82	A0013
9,000.00	4,141.08	2,000.00	100.68	20,220.00	12,878.52	7,341.48	A0014
5,500.00	600.00	5,000.00	1,435.30	22,127.00	13,073.54	9,053.46	A0010
101,550.00	90,746.39	118,300.00	104,270.42	455,955.00	358,607.37	97,347.63	TOTALS

ALNAP Funding Summary 2004–05

Funder	Pledged (£)	Received (£)
AusAid	23,348	22,842.00
British Red Cross	5,250	5,250.00
CAFOD/CARITAS	7,500	7,500.00
CARE Intl.	3,125	3,253.85
CIDA	21,076	21,516.48
DANIDA	15,616	13,257.62
Dev Cooperation Ireland	47,242	46,271.07
DFID	45,000	45,000.00
DRC	Nil ⁴	n/a
FAO	2,363	2,363.00
ICRC	3,570	3,570.00
IFRC	3,740	3,736.00
IRC	5,000	5,000.00
MFA Netherlands	32,750	32,750.00
NORAD	13,749	13,869.84
OCHA	5,425	5,396.94
OXFAM GB	7,000	7,000.00
RedR	500	500.00
SC-UK	5,250	5,250.00
SDC	30,000	29,993.00
Sida	14,984	14,669.76
UNHCR	10,000	10,000.00
UNICEF	6,510	6,129.54
USAID/OFDA	79,842	
WFP	8,768	8,768.00
WHO	5,000	5,000.00
World Vision	5,276	5,276.00
TOTAL	407,884	324,163.10
Special contribution from DRC for Protection stocktaking meeting		2,150.50
making total contributions received		£326,313.60

⁴ but can fund specific projects.

ALNAP Full Members

ALNAP is a sectorwide network dedicated to improving accountability and performance in humanitarian action through learning, consisting of the following full members:

	 Australian Government AusAID	John Borton	 CAFOD just one world		
		 Canadian International Development Agency Agence canadienne de développement international	Ian Christopolos		
 Dansk Flygtningehjælp Giv flygtninge en fremtid		 DFID Department for International Development			
					
			MFA France	MFA Germany	
					
					
SCHR					
John Telford				UNICEF	
					

Africa Humanitarian Action • AusAID • John Borton • British Red Cross • CARE International • Caritas Internationalis/CAFOD • Ian Christopolos • CIDA • DANIDA • Development Cooperation Ireland • DfID • DGDC • Disaster Mitigation Institute • DRC • ECHO • ETC UK • FAO • Groupe URD • HAP International • ICRC • ICVA • IFRC • IRC • JICA • MFA France • MFA Germany • MFA Netherlands • Norad • MSF Holland • OCHA • OHCHR • ODI • OXFAM GB • People in Aid • RedR • SC-UK • SCHR • SDC • Sida • Sphere • John Telford • Tufts University • UNDP • UNHCR • UNICEF • USAID/OFDA • VOICE • WFP • WHO • World Vision



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