ALNAP Annual Report 2005–2006

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

Eleanor Monbiot
Chair

John Mitchell
Head of ALNAP Secretariat

This year, ALNAP published 3 different books aimed at improving learning and practice amongst different stakeholder groups in the humanitarian community. The Guide on Protection provides guidance to field staff on the kind of actions they can undertake to help bring about better protection to people at risk of war and disaster. The Guide on Evaluating Humanitarian Action gives practical support to evaluators and agency staff in using OECD DAC criteria in their evaluations and the *Review of Humanitarian Action* provides the humanitarian system with a basis for reflecting on the key issues identified by evaluations in 2004. Following the Kashmir earthquake, ALNAP also published two briefing papers with the ProVention Consortium, both of which aimed to inform decision makers of the lessons that had been learned from similar emergencies.

Each publication is targeted at a specific audience but all have a similar aim – to help humanitarian practitioners in their work by learning from past experiences, testing new approaches in the field where possible and making products available in practical formats. There has been a particular interest in our briefing papers and we remain committed to producing helpful materials immediately after an event to influence humanitarian response as it happens. The evaluative reports data base (ERD) now contains over 600 evaluative reports and provides an increasingly comprehensive source of evidence from

which to capture experiences and make them accessible to relevant stakeholders. An increasing proportion of evaluation reports that are submitted to the ERD are for public access and we believe this reflects a welcome trend for more openness and transparency among humanitarian agencies in general.

We are delighted to welcome our 5 new Full Member organisations and are sure that the experiences they will bring to the table will be of great value. As ALNAP continues its strategy of planned growth, the network is becoming a truly system-wide initiative. This takes us closer to realising the original ALNAP Vision. The value of such a comprehensive membership base is clear to see, and we are delighted that ALNAP has been able to effectively spearhead the formation of the Tsunami Evaluation Coalition (TEC), which has come together so effectively to carry out the most comprehensive evaluation since the Joint Evaluation of Emergency Assistance to Rwanda. This not only shows that is there a willingness for the humanitarian system to work together, learn together and share the duty of being accountable and improving performance; it also demonstrates that ALNAP can provide the system with a practical and effective platform for undertaking joint initiatives of this size and scope.

As a result of the TEC's findings, it is likely that the humanitarian community will face major challenges in making humanitarian action more equitable, consistent and effective in the future. We look forward next year to facilitating discussion and take-up of the findings and recommendations and ultimately providing a better service to the most vulnerable.

Eleanor Monbiot, Chair
John Mitchell, Head of ALNAP Secretariat

(Eleanor Monbiot has replaced Andrew Bonwick as Chair since the end of the period covered by this Report)

Core Activities

Review of Humanitarian Action Series
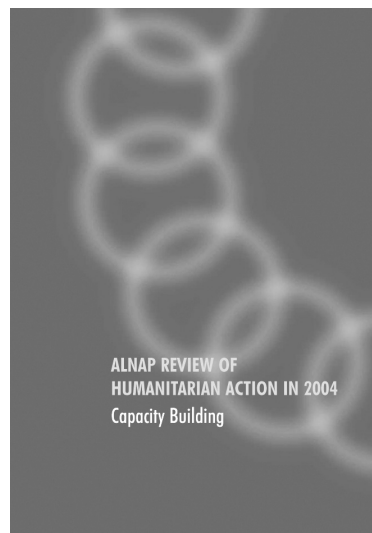
Review of Humanitarian Action in 2004

The ALNAP *Review of Humanitarian Action in 2004* was published in September 2005 and featured a themed chapter on institutional capacity building in addition to its usual evaluation synthesis and meta-evaluation sections.

The evaluation synthesis focussed this year entirely on reports of Darfur evaluations, using 6 completed reports made available to ALNAP in 2004. The chapter reviewed the overall adequacy of the response, with specific reference to protection, IDPs, restoration of livelihoods, advocacy, strategic response to the crisis situation, coordination and partnership between expatriate and national staff.

The meta-evaluation for 2004 was based on 30 evaluative reports and rated against the ALNAP Quality Proforma which was again refined to ensure a continued reflection of current thinking on good evaluation practices. As usual, reports were rated by two assessors to enhance objectivity. Particular analysis was made of the issues revealed by the 6 joint (inter-agency) evaluations included in the set.

Key Message booklets

ALNAP's Key Message booklets 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. As in previous years, a Key Message booklet on the *Review of Humanitarian Action in 2004* was published and widely circulated. This year, for the first time, the Key Message booklet was published in French and Spanish as well as English.

Biannual Meetings

The ALNAP Biannual Meetings continue to provide Full Member representatives and, for the first day, a limited number of Observer Members, with an opportunity to network and to discuss current issues related to accountability and performance in the humanitarian sector.

ALNAP REVIEW OF HUMANITARIAN ACTION IN 2004
Capacity Building

The 17th Meeting held was held in The Hague on 9th and 10th June 2005, hosted by the Netherlands Ministry of Foreign Affairs. Day 1 focussed on the response to the December 2004 tsunami in south Asia and the projects of the incipient Tsunami Evaluation Coalition: breakout groups discussed the topics of each of the planned thematic joint evaluations. Day 2 provided an update on activities of ALNAP and some of its Full Members; in particular, changes to the modalities of ALNAP Full Membership were discussed and ratified.

The 18th Biannual Meeting was held in Brussels on 8th and 9th December 2005, hosted by ECHO. Day 1 focused on the response to Darfur, with presentations by Larry Minear, (author of the synthesis chapter in the *Review of Humanitarian Action in 2004* who reported on his findings), Victor Tanner and John Borton; workshops investigated the methodology of reviews and evaluations, the value of learning and institutional memory, protection, coordination and accountability, all in the context of Darfur. Day 2 provided an update on current and planned ALNAP activities and those of some of the Members.

Reports of the Biannual Meetings can be found on the ALNAP website.

Improving Protection in Humanitarian Action

The book *Protection: An ALNAP Guide for Humanitarian Agencies* was published in September 2005, with a launch event held in Geneva on 21st September. It was written by Hugo Slim of the Centre for Humanitarian Dialogue and Andy Bonwick of Oxfam GB, and brought to completion a study begun in 2002 by Hugo Slim with Luis Enrique Eguren, which included a pilot edition and discussion/input at Biannual Meetings.

As with the pilot edition, this book proved to be in high demand and the initial print run of 2,500 copies was exhausted in about 6 months. ALNAP has now transferred to Oxfam Publishing the responsibility for reprinting and marketing this book.

The book has been translated into Spanish by Oxfam Colombia, and this will be published and marketed by Oxfam Publishing in collaboration with Intermón (Oxfam Spain). Negotiations are in hand for possible translation into other languages.

ALNAP Study on Consultation and Participation of Affected Populations in Humanitarian Action[1]

The project on the Participation and Consultation of Affected Populations in Humanitarian Action was previously facilitated and promoted by an ALNAP Working Group. The aim of the project is to help to promote the use of consultation and participatory techniques in humanitarian action. It was decided to continue this activity as an ALNAP Core Activity in FY2005–06, with some of the former Working Group members acting as an Advisory Group.

The principal remaining work was to publish the definitive edition of the Practitioners' Handbook, following piloting of the earlier Draft edition. The revised version was drafted by Groupe URD. Editing will be completed in 2006–07 and the Handbook is due to be published by Oxfam Publishing.

A collation in French of the six country case studies and the Practitioners' Handbook was compiled by Groupe URD and published by Editions Karthala under the title *Bénéficiaires ou partenaires. Quels rôles pour les populations dans l'action humanitaire ?*

[1] Formerly known as the *Global Study on Consultation and Participation of Affected Communities in Humanitarian Action*.

Training Modules

ALNAP's training modules on Evaluation in Humanitarian Action continue to be available on the website. With each module being downloaded approximately 600 times on average during the year, module 1 continues to be significantly more popular with over 800 downloads in FY2005–2006 than the other two, probably due to the more general nature of its material.

Module 1	815
Module 2	526
Module 3	501

Evaluating Humanitarian Action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies

This guide was published in March 2006. It was written by Tony Beck and brought to conclusion a study that began in 2001; a draft edition was produced in 2003 and widely piloted, with the feedback from the piloting used to prepare the new edition.

Lessons learned papers

Following the earthquake in Kashmir in October 2005, ALNAP collaborated with the ProVention Consortium to produce two briefing papers aimed at informing operational decision-makers and relief/recovery programme managers: these papers covered Learning from Previous Earthquakes and Learning from Previous Recovery Operations, and were mainly disseminated electronically. ProVention contracted Tony Beck to write the papers and ALNAP covered the cost of editing. The paper on Recovery has been translated into Urdu.

ALNAP 'linked' activities

Response to South Asian tsunami

The Tsunami Evaluation Coalition (TEC) is a multi-agency learning and accountability initiative in the humanitarian sector. It was established in February 2005 in the wake of the Indian Ocean earthquake and tsunamis of 26th December 2004.

In FY2005–2006 ALNAP continued its role of coordinating the TEC and John Mitchell is a member of its Core Management Group. The TEC consists of 7 UN agencies, 15 donors, 12 NGOs and 8 other organisations (networks, academic and research institutions etc.): it has undertaken 5 thematic studies leading to a synthesis report to be published in July 2006.

To undertake this work, ALNAP contracted John Cosgrave from July 2005 as TEC Evaluation Advisor and Coordinator; Rachel Houghton from May 2005 as Project Coordinator; John Telford from September 2005 as primary author of the synthesis report; and Sherylin Thompson from February 2006 as Media Consultant. In addition, Laura Kitchin was engaged through an agency from July 2005 to March 2006 as TEC Administrator.

The operational costs of ALNAP's role in the TEC (including the costs of the abovementioned staff) staff are funded separately from ALNAP by its constituent agencies and the TEC will report to its funders; the TEC costs are therefore not included in the ALNAP financial report in the final section of this Annual Report.

Membership & Governance

Membership

Following discussions in 2004, changes to the modalities of Membership were agreed by the Steering Committee and ratified at the 17th Biannual Meeting. The principal changes are:

- the maximum number of Full Members is increased from 50 to 60;

- Full Membership will now be permitted for more than one national affiliate of an international alliance/federation;

- Full Members/Full Member representatives are now required to participate at Biannual Meetings, to promote ALNAP and its activities within their organisation and to contribute financially or in-kind to ALNAP;

- Full Members failing to meet these requirements will be contacted regarding possible forfeiting of Full Member status.

As a follow-up to this Meeting, Full Member representatives were asked to review the links between ALNAP's activities and changes in their organisation's policy and practice, and whether the location and links of their representative are appropriate for maximum dissemination and influence of ALNAP's products.

Following these decisions, five new organisations were accepted as Full Members during the financial year:

- Save the Children US,
- Norwegian Refugee Council,
- Christian Aid,
- CRS (Catholic Relief Services),
- DARA (Development Assistance Research Associates).

The number of Full Members at the end of the financial year was therefore 55.

Steering Committee

The Steering Committee met on 8th June 2005 in The Hague, 30th September 2005 in London, 7th December 2005 in Brussels, and 14th March 2006 in Berne. The Secretariat is grateful to MFA Netherlands, ODI, ECHO and SDC for hosting these meetings. Minutes are circulated to Full Members.

The terms on the Steering Committee of Matthew Carter, (CAFOD, representing NGOs and NGO 'umbrella' organisations) and Andre Griekspoor (WHO, representing UN agencies) expired in June 2005, and that of Marco Ferrari (SDC, representing donors) expired in December 2005. Matthew and Andre stood down and were replaced by Eleanor Monbiot (World Vision) and Rachel Bedouin (FAO) respectively; Marco was re-elected by his constituency for a further two-year term.

Amna Al-Ahmar (IFRC), representative of the Red Cross/Red Crescent movement, and Anita Menghetti (USAID), representative of the donors, stood down as their organisations' representatives to ALNAP, and therefore from the Steering Committee, and were replaced by Tijana Bojanic and Miriam Lutz respectively.

Andrew Bonwick replaced Anita Menghetti as Chair of ALNAP.

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

Representing donors Marco Ferrari, SDC; Miriam Lutz, USAID/OFDA.

Representing UN agencies Susanne Frueh, OCHA; Rachel Bedouin, FAO.

Representing NGOs etc. Andrew Bonwick, Oxfam GB (Chair); Eleanor Monbiot, World Vision.

Representing the Red Cross
Tijana Bojanic, IFRC.

Representing consultants/academics
John Telford.

ALNAP Secretariat John Mitchell (Head of ALNAP), John Lakeman (Communications and Information Manager), Colin Hadkiss (Administrator) and Franziska Orphal (Communications and Administration Assistant) have remained in post throughout the financial year.

Maurice Herson joined the Secretariat in July 2005 as Senior Projects Manager.

Additional staff were engaged on temporary contracts to undertake the work for the Tsunami Evaluation Coalition as described earlier in this Report.

The Secretariat continues to be hosted by the Overseas Development Institute in its Waterloo office in London. ALNAP staff are employees of ODI and seek to engage with the rest of the Institute in both business and social activities. In the financial year 2005–2006, this engagement comprised the following formal activities:

• ALNAP has presented a number of its activities to ODI staff in "Tuesday Trading" sessions, informal meetings open to ODI staff to share ideas, information and points of view about ongoing and future work.

• A meeting entitled "Beyond the blame game" to discuss the crisis in Niger, was sponsored by DFID and hosted by ODI's Humanitarian Policy Group (HPG) and ALNAP in London on 4th October 2005.

• Maurice Herson chaired a discussion at the launch of HPN Network Paper 51 *Humanitarian Engagement with Non-state Armed Actors: the Parameters for Negotiated Access* on 12th October 2005.

• Maurice Herson and John Mitchell wrote an article 'Real-Time Evaluation: where does its value lie?' in *Humanitarian Exchange* (Number 32, December 2005), the journal of the Humanitarian Practice Network.

• John Lakeman was on the interview panel for the appointment of a Personal Assistant to the Director of ODI.

• John Mitchell chaired a breakout group at a HPG conference to discuss the use of cash in emergency relief.

Communications

Activities and Development of ALNAP Website

During the financial year, traffic to the ALNAP website roughly doubled, as shown in the graph below. This is a similar performance to previous years, and reflects the growing number of documents available, with peaks in activity during the latter part of the year roughly corresponding to the release of new publications. However it should be noted that approximately a quarter of the increase can be attributed to the TEC website, which was hosted by alnap.org for the period.

The increase is more marked during the second half of 2005, which saw the publication of ALNAP's protection guide and ALNAP's *Review of Humanitarian Action in 2004*. The protection guide continued to be one of the top ten most popular downloads from the site, despite having been published halfway through the year. In
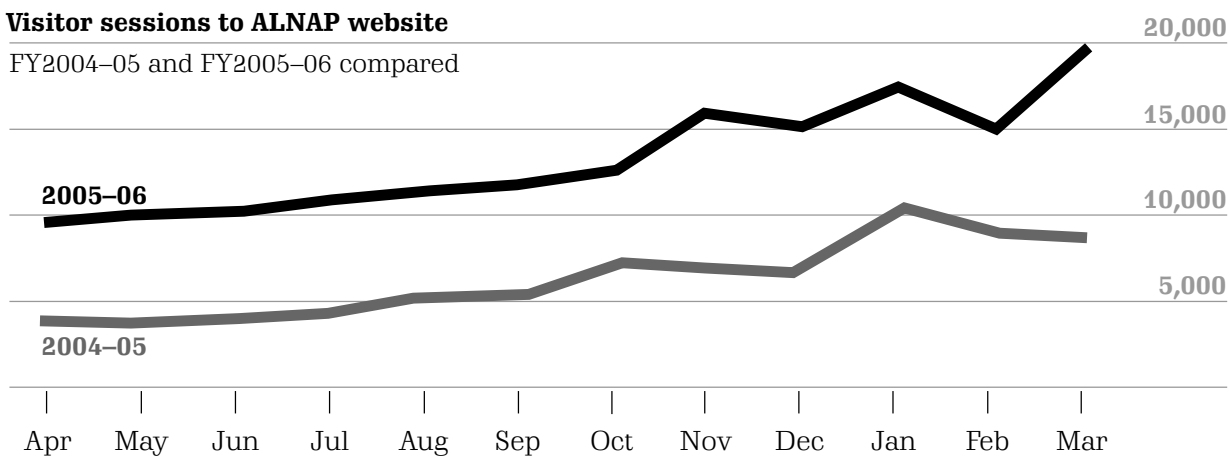
November, the *Review* was posted on the website. Of the four chapters making up the *Review*, the synthesis chapter focussing on the Darfur crisis has proved to be significantly more popular than the others

In addition, the ALNAP website also hosted the two lessons learned papers mentioned earlier in this Report, which were produced in response to the South Asian Earthquake as a collaboration between ALNAP and the ProVention Consortium. Together with the tsunami lessons paper, these accounted for three of the five most popular documents, again demonstrating the relevance of synthesising material for timely distribution.

During the year, there were over 200 applicants for ALNAP 'observer membership' through the online application facility, with the result that ALNAP's bimonthly bulletin and other circulars are now distributed to well over 700 Full and Observer members.

Visitor sessions to ALNAP website
FY2004–05 and FY2005–06 compared

2005–06

2004–05

20,000

15,000

10,000

5,000

Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

Top 5 downloads[2]	Visits
1 South Asian Earthquake Lessons – Relief	1,980
2 Tsunami Lessons Learned	1,775
3 ALNAP Quality Proforma	1,508
4 South Asian Earthquake Lessons – Recovery	1,443
5 Protection Guide – final	1,047

ERD

During FY2005–06, the overhaul of ALNAP's Evaluative Reports Database was completed. The new database can be updated quickly and easily by the Secretariat, and is streamlined for ease of use by ALNAP members. Following a trial period over the summer, the database was launched in November. By the end of March, there were over 130 applicants for access to the 'ALNAP only' section, highlighting the success of the new facility allowing users to apply for access online.

Dissemination, Promotion & Representation

Dissemination and follow-up of *Review of Humanitarian Action*

As mentioned in the last Annual Report, Tony Beck had been running occasional informal seminars entitled "Does humanitarian action work? ALNAP's review of 215 evaluation reports", to discuss the results of the analysis of reports since inception of the meta-evaluation. Two further seminars were given during the 2005–2006 financial year, to the UN Sri Lanka Country Team in Colombo in June 2005 and at USAID in Washington on 4th November 2005.

Copies of the *Review of Humanitarian Action in 2004 and* the key messages booklet were sent to Full Members and to a number of key organisations and individuals within or related to the humanitarian sector.

Dissemination and follow-up of other publications

Copies of *Protection: An ALNAP Guide for humanitarian agencies* and *Evaluating Humanitarian Action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies* were sent to Full Members and to a number of key organisations and individuals within or related to the humanitarian sector.

Quality and Accountability Initiatives

This forum, originally comprising ALNAP, HAP-International, People In Aid and the Sphere Project, has been expanded to include Coordination Sud, the Emergency Capacity Building project of the Interagency Working Group (ECB) and Groupe URD; the ReachOut Project also took part prior to its winding up in December 2005. Meetings were held on 20th October 2005 in Geneva and 21st March 2006 in Paris, and ALNAP was represented by Maurice Herson on both occasions. Reports of the meetings are posted on the websites of the participating organisations.

ALNAP participation in external activities

• John Mitchell continues to participate in the Advisory Groups for ODI's Humanitarian Policy Group and for CAFOD.

• John Mitchell spoke on *Lessons Learned from ex-post evaluations of Humanitarian Action* at a seminar on "Promoting proposals to strengthen humanitarian action in the twenty-first century" organised by the Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH) in Madrid on 15th April 2005.

• John Mitchell was one of the presenters on *Current thinking on organisational learning and knowledge management in humanitarian and*

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development contexts at a seminar on "Mainstreaming Disaster Risk Management: Organisational Learning and Change", one of a series on Integrated Planning against Risk, organised by the Benfield Hazard Research Centre of London University, in London on 21st April 2005.

• John Mitchell participated as an invited observer, making a presentation on lessons learned from the ALNAP evaluation syntheses and meta-evaluations, in the United Nations Evaluation Group's 2005 Annual Meeting in Rome from 27th–29th April 2005.

• John Telford represented ALNAP on a discussion panel on Impact and Quality Improvement of Humanitarian Action as part of the NOHA Intensive Programme at the Universidad de Deusto, Bilbao, on 9th September 2005.

• Maurice Herson has been co-opted onto the advisory group of the Emergency Capacity Building Project (ECB2) of the Interagency Working Group (IWG), and has attended meetings in New York on 7th September 2005 and in Nairobi from 27th February to 1st March 2006.

• John Mitchell wrote a Foreword for AIDMI (formerly DMI)'s Experience Learning Series on "Beyond Relief: Review of a Human Securities approach to the Gujarat Earthquake" in September 2005.

• Maurice Herson was a guest speaker on *Trends and challenges in international humanitarian action and refugee assistance* at the Danish Refugee Council's annual global meeting of senior staff in Copenhagen on 31st October 2005.

• MSF undertook a review of its objectives and procedures, known as the La Mancha process, and invited contributions from a number of internal and external observers. John Mitchell was one of these invitees and contributed a

written comment, which he also presented at a seminar linked to the process in London on 7th November 2005.

• John Mitchell gave a presentation reflecting on humanitarian assistance in the light of the work of Clara Barton, a nurse and founder of the American Red Cross, to staff of the British Red Cross in London on 9th November 2005.

• John Mitchell took part in a round table on "Weaknesses of the international aid system: lessons learned from the evaluation of the international response" at a seminar on international and Spanish responses to the 2004 south Asia tsunami, organised by IECAH in Madrid on 29th November 2005.

• Maurice Herson attended the UK launch of Groupe URD's Compas Quality project, in Oxford on 15th December 2005.

• John Mitchell attended an ICVA Conference on "NGOs: The Principles and Politics of Humanitarian Action" in Geneva on 1st February 2006.

• Ian Christoplos represented ALNAP and led three workshops on *Post-disaster recovery: is there a real "window of opportunity" for reducing risk?* at the ProVention Consortium Forum 2006 in Bangkok on 2nd and 3rd February 2006.

• John Mitchell made a presentation on the principles and value of transparency and accountability to the Governing Board of the IFRC in Geneva on 15th February 2006.

• John Mitchell gave a presentation on ALNAP and the TEC to staff of DFID's Conflict, Humanitarian and Security Department in London on 1st March 2006.

• John Mitchell was interviewed by a representative of the UK Parliament's International Development Committee who was preparing for the Committee's inquiry on humanitarian response to natural disasters.

Financial Report

27 Member agencies contributed in 2005–2006, continuing to provide a secure and broad funding base to finance the annual workplan.

In 2004–2005 there was an unspent surplus of £115,000 from the funding received. With the agreement of the funders, this was carried forward to 2005–2006, allowing ALNAP reduce the amount of funds requested for this year.

In 2005–2006 there is a surplus of just over £35,000. This is due to savings from:

- **biannual meetings:** fewer payments to presenters and some expenses covered by ECHO (see below);

- **Participation study, Practitioners' Handbook:** reduced time worked by consultant and publication costs being assumed by Oxfam Publishing;

- **salaries:** Maurice Herson joined staff later in the financial year than expected.

These savings were partially offset by additional consultancy fees and production costs for the *Review of Humanitarian Action*.

The surplus in 2005–2006 was therefore considerably lower than last year, and the funding Members have kindly agreed that this can be carried over as a contingency fund to 2006–2007.

In addition to the financial contributions listed in the funding summary, some members made contributions in kind, notably:

MFA Netherlands hosting of 17th Biannual Meeting and Steering Committee meeting.

ECHO hosting of 18th Biannual Meeting and Steering Committee meeting; payment of 18th Biannual expenses for Secretariat staff and southern delegates.

John Telford participation in NOHA intensive programme, Bilbao.

SDC hosting of Steering Committee meeting.

FY2005–06 End of Year Financial Report (not including Tsunami Evaluation Coalition)

1. BUDGET/EXPENDITURE

		Salaries (£)	
Area of Activity		Budget	Expenditure[3]
A0002	Communications, promotion, development		
A0003	Evaluative Reports Database and Website		
A0004	Biannual Meetings		
A0005	Steering Committee Servicing		
A0006	Useful Resources Membership and Journals		
A0007	ALNAP Secretariat Administration		
A0008	Training/modules		
A0009	Protection		
A0011	ALNAP Review of Humanitarian Action in 2005 (includes some late payments for RHA in 2004)		
A0013	Evaluating Humanitarian Action		
A0015	Participation study		
TOTALS		**294,954.00**	**276,208.13**

2. INCOME/EXPENDITURE

INCOME SOURCE	Income	Expenditure	Variation
Full Member Contributions received	312,140.78		
Income from other sources (book sales, Global Study surplus etc.)	19,016.71		
Carry over 2004–05	36,038.00		
Late received 2004–05 contributions	78,715.37		
TOTALS	**445,955.86**	**415,846.66**	**30,109.20**
Income pledged but not received	5,000.00		
TOTALS WHEN ALL INCOME RECEIVED	**450,955.86**	**415,846.66**	**35,109.20**

[3] Includes ODI overhead.

Consultancy (£)		Other costs (£)		Totals (£)			
Budget	Expenditure[4]	Budget	Expenditure	Budget	Expenditure	Variation	
4,200.00	1,150.25	6,750.00	12,607.27	**10,950.00**	**13,757.52**	**-2,807.52**	A0002
0.00	0.00	3,000.00	19.89	**3,000.00**	**19.89**	**2,980.11**	A0003
5,040.00	261.49	28,000.00	14,899.45	**33,040.00**	**15,160.94**	**17,879.06**	A0004
0.00	0.00	2,000.00	1,384.09	**2,000.00**	**1,384.09**	**615.91**	A0005
0.00	0.00	250.00	59.95	**250.00**	**59.95**	**190.05**	A0006
2,500.00	0.00	4,500.00	2,269.58	**7,000.00**	**2,269.58**	**4,730.42**	A0007
1,575.00	0.00	1,000.00	0.00	**2,575.00**	**0.00**	**2,575.00**	A0008
535.50	1,892.93	500.00	6,353.39	**1,035.50**	**8,246.32**	**-7,210.82**	A0009
54,232.50	62,867.30	22,400.00	26,046.42	**76,632.50**	**88,913.72**	**-12,281.22**	A0011
467.25	1,772.18	500.00	101.56	**967.25**	**1,873.74**	**-906.49**	A0013
19,740.00	6,300.00	11,000.00	1,652.79	**30,740.00**	**7,952.79**	**22,787.21**	A0015
88,290.25	**74,244.14**	**79,900.00**	**65,394.39**	**463,144.25**	**415,846.66**	**47,297.59**	**TOTALS**

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[4] Includes 5% ODI service charge.

ALNAP Funding Summary 2005–06
(not including funding for Tsunami Evaluation Coalition)

Funder	Pledged	Received	Late received 2004–05 contributions
	(£)	(£)	(£)
AusAid	13,471	13,471	
British Red Cross	3,000	3,000	
CAFOD/CARITAS	4,000	4,000	
CARE Intnl.	1,849	1,849	
CIDA	10,713	10,713	
DANIDA	15,610	15,610	
Dev Cooperation Ireland	53,202	53,202	
DFID	24,500	24,500	
FAO	1,300	1,300	
ICRC	2,000	2,000	
IFRC	2,000	2,000	
IRC	5,000	5,000	
MFA Netherlands	18,000	18,000	
NORAD	8,007	8,007	
OCHA	2,886	2,886	
OXFAM GB	3,800	3,800	
RedR	3,000	3,000	
Save the Children	3,000	3,000	
SDC	30,000	25,000	
Sida	13,676	13,676	
UNHCR	10,000	10,000.00	
UNICEF	5,500	5,500	
USAID/OFDA	78,715	78,715	78,715
WFP	4,750	4,750	
WHO	2,750	2,750	
World Vision	3,000	3,000	
TOTAL	**317,141**	**312,141**	**78,715**

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:

Africa Humanitarian Action • All India Disaster Mitigation Institute • AusAID • John Borton • British Red Cross • CARE International • Caritas Internationalis/CAFOD • Christian Aid • Ian Christoplos • CIDA • CRS • DANIDA • DARA • DFID • DGDC Belgium • DRC • ECHO • ETC UK • FAO • Groupe URD • HAP International • ICRC • ICVA • IFRC • IRC • Irish Aid • JICA • MFA France • MFA Germany • MFA Netherlands • MSF Holland • Norad • NRC • OCHA • ODI • OHCHR • Oxfam GB • People In Aid • RedR • SC UK • SC US • SCHR • SDC • Sida • Sphere • John Telford • Tufts University (Feinstein Center) • UNDP • UNHCR • UNICEF • USAID/OFDA • VOICE • WFP • WHO • World Vision

ALNAP
LEARNING · ACCOUNTABILITY · PERFORMANCE
IN HUMANITARIAN ACTION