



**ALNAP** Annual Report 2006–2007

# Message to ALNAP Members



Eleanor Monbiot  
Chair



John Mitchell  
Head of ALNAP Secretariat

This year saw the launch of the synthesis report of the Tsunami Evaluation Coalition (TEC) in London and Geneva. The findings and implications were also the theme of the 20th Biannual Meeting of ALNAP, held in Rome and hosted by FAO and WFP. The TEC report has prompted a great deal of discussion and debate, and some hard questions are now being asked about the reasons behind insufficient progress in improving humanitarian performance. And rightly so.

While ALNAP member agencies are addressing many of these issues individually through their own internal mechanisms, we believe that ALNAP also has an important collective role to play. We are committed to translating evaluation findings and recommendations into better-quality humanitarian assistance. Our five-year strategy will thus aim to increase ALNAP's focus on utilisation. This means improving the quality and utilisation of evaluations to enhance positive outcomes, for both individual agencies and the entire system. One of the key points arising from previous Reviews of Humanitarian Action is that the system has not yet been able to use learning to shape organisational change in a way that truly delivers a better service. Therefore, we believe that a renewed emphasis on utilisation is both timely and essential.

On a related issue, we are pleased to report that this year's Review of Humanitarian Action resonated positively with an even broader audience than usual, and

we have had extremely encouraging feedback. The chapter by Peta Sandison on the utilisation of evaluations provided a clear and challenging analysis of constraints on the effective take-up of evaluation recommendations, and was appreciated by evaluators and practitioners alike. It also provided useful recommendations for promoting change. The chapter by Hugo Slim, on what humanitarians can realistically expect to achieve, provided a more detached and insightful view on the limitations of our sector, and was welcomed by many as refreshing and helpful. The thorough exploration of key issues identified in the evaluation synthesis by Tony Vaux was also appreciated. For the first time, we had a special launch of the Review, at the Overseas Development Institute in London, which was attended by over 100 people.

As part of our continuing efforts to reach out to practitioners in the field, our 19th Biannual Meeting was held in Nairobi, hosted by CARE, on the theme of food security. Feedback has indicated that the creation of an ALNAP discussion space was highly valued by actors in the region, and has led to more collective work around quality and accountability. We are determined to hold more biannual meetings in regional locations, starting with Senegal in December 2007. CARE provided exceptional hospitality, and we were welcomed with a keynote address by Geoffrey Chege, CARE Regional Director. It was with great regret and much sadness that we learned of his tragic death in January 2007, and we will remember Geoffrey Chege as a gifted speaker and a man of boundless creative energy.

As ALNAP enters its tenth anniversary year, we look forward to working with all Full and Observer Members, to continue to mature and develop the Network. We would like to thank you for your commitment to ALNAP and all the energy and ideas that you bring to the table each year.

Eleanor Monbiot, Chair  
John Mitchell, Head of ALNAP Secretariat

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# Core Activities

## Biannual Meetings

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

The 19th Meeting was held in Nairobi on 13-15 June 2006, and hosted by CARE. As the Meeting was held in a regional location, an additional half-day was added and a number of local humanitarian actors were invited to complement the usual attendance. A keynote address was given by Julius Holt on 'food security issues in East and Central Africa and the Horn', and most of the meeting was then spent in workshop groups discussing aspects of this topic. Day 3 included an update on the activities of ALNAP and some of its Full Members.

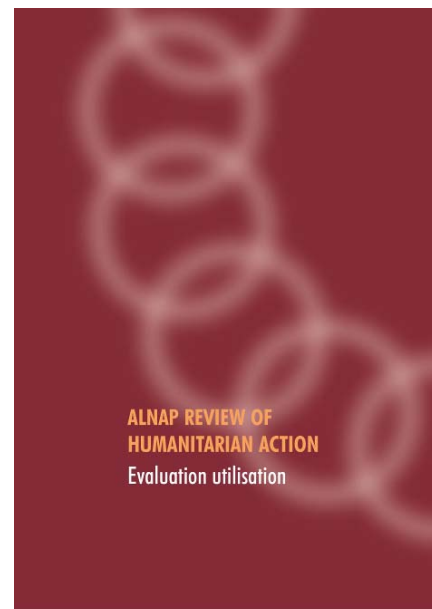
The 20th Meeting was held in Rome on 6 and 7 December 2006, hosted by FAO and WFP. After a keynote presentation by John Mitchell, which summarised the main issues arising from the report of the Tsunami Evaluation Coalition (TEC), the delegates split into workshops to discuss key issues arising. These included: disaster risk reduction, ownership, regulation and the system's response to the report's recommendations. An additional group discussed real-time evaluations, following a strand introduced by UN Members at the 19th Biannual.

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

## Review of Humanitarian Action (RHA) series

### *Review of Humanitarian Action – evaluation utilisation*

This year's Review of Humanitarian Action (RHA) was published in December 2006. It included an overview chapter by Hugo Slim on the question of global welfare as a realistic expectation for the international humanitarian system, an evaluation synthesis by Tony Vaux on proportion and distortion in humanitarian assistance, and a chapter on utilisation of evaluations by Peta Sandison.



The writers were each supported by a peer review group composed of secretariat staff, ALNAP members and experts in the sector.

### Key Messages booklet

As in previous years, a Key Messages booklet based on the Review of Humanitarian Action was published and widely circulated. ALNAP's Key Messages booklets are easily digestible summaries 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. Copies are available in English, French and Spanish.

### Launch event

For the first time, a launch event was held this year for the Review of Humanitarian Action. At the Overseas Development Institute in London on 27 March 2007, it was organised in conjunction with ODI Communications. Hugo Slim and Tony Vaux addressed a gathering of about 100 people and a discussion followed. The



meeting was chaired by Randolph Kent, Director of the Humanitarian Futures Programme at King's College, London.

### Website and Evaluative Reports Database (ERD)

The number of visits to the ALNAP website ([www.alnap.org](http://www.alnap.org)) in 2006/07 levelled off somewhat following the previous year's big increase, probably due to the Tsunami Evaluation Coalition having opened a separate site. However, activity on the ALNAP site has increased through the year, with a monthly total of nearly 19,810 website visits in March 2007, compared with 15,139 visits in April 2006 (Figure 1).

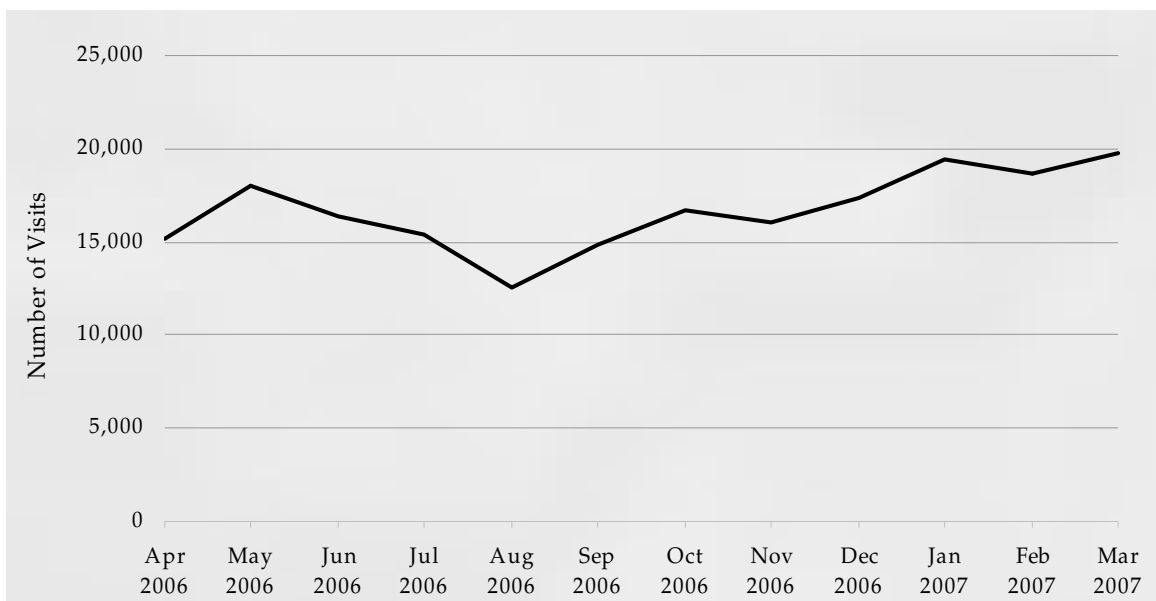


Figure 1: Visits per month to the ALNAP website in 2006/07

While no new lessons-learned papers were completed in 2006/07, the papers in this series from the previous year continued to figure among the most popular documents on the site, along with the ALNAP guides and the Quality Proforma (Table 1).

There are now 733 reports in the ALNAP Evaluative Reports Database. Figure 2 below shows a breakdown of the categories of organisation who have submitted reports during the financial year 2006/07, whilst figure 3 shows a comparable breakdown for the full life of the Database.

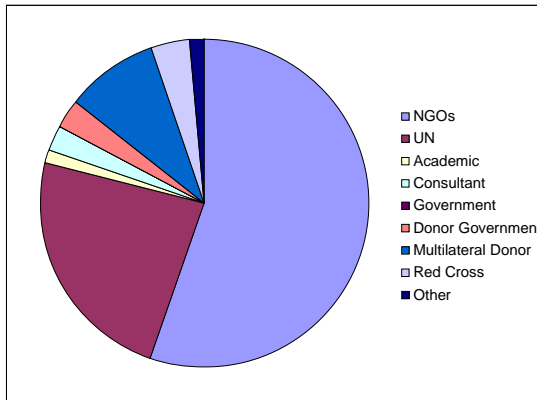


Figure 2: Sources of reports contributed to the ERD in the financial year 2006/07

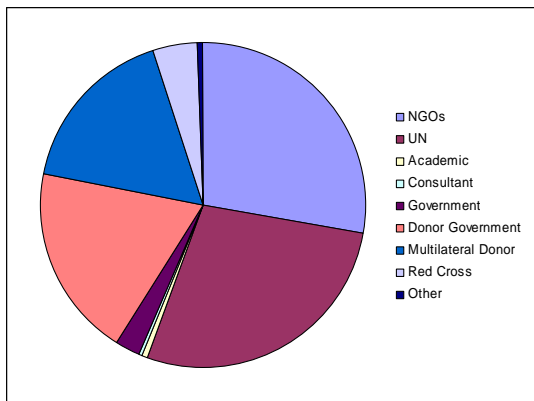


Figure 3: Sources of all reports contributed to the ERD to 1<sup>st</sup> April 2007.

	Downloads
South Asia earthquake lessons learned – recovery	1,002
ALNAP Quality Proforma	904
Protection guide	861
EHA guide	826
Tsunami lessons learned	749
South Asia earthquake lessons learned – relief	674

Table 1: Documents most often downloaded in 2006/07

### Improving protection in humanitarian action

The book, *Protection: an ALNAP Guide for Humanitarian Agencies*, published in 2005 and now marketed by Oxfam Publishing, has also been published in Spanish by Intermón (Oxfam Spain) with the title *Protección. Una guía de ALNAP para las agencias humanitarias*. As mentioned in last year’s Annual Report, possible translations into other languages have been discussed; though none have appeared in 2006/7, a Japanese version is in the pipeline and further translations of at least part of the text are likely.

### ALNAP study on consultation and participation of affected populations in humanitarian action

(formerly known as the Global Study on Consultation and Participation of Affected Communities in Humanitarian Action)

Work is continuing to establish the best way to disseminate the findings from this study.

## Training materials

ALNAP first developed training modules in 2001 as a way of sharing knowledge and good practice identified through its research activities. The modules were updated in 2003. Each of the three modules from 2001/2003 was visited on the website over 200 times in 2006/07.

In 2006/07, agreement was reached with Channel Research to share costs for the material to be further updated in preparation for a course to be run by Channel Research in January 2007. The new material will appear on the ALNAP website early in financial year 2007/08.

### *Evaluating humanitarian action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies*

A Spanish version of this guide, entitled *Evaluación de la acción humanitaria utilizando los criterios del CAD-OCDE. Guía de ALNAP para agencias humanitarias* was published by the Madrid-based Instituto de Estudios sobre Conflicto y Acción Humanitaria (IECAH) in 2007.

## Lessons-learned papers

A synthesis is being written of lessons learned on relief and recovery interventions concerning slow-onset drought and food security. As with some previous papers, this project is being shared with the ProVention Consortium. The paper will be published on the ALNAP and ProVention websites in 2007/08.

### **New study on participation and consultation of crisis-affected communities**

This study was planned for 2006/07, and aimed to provide an account and analysis of the experiences of agencies in implementing participatory approaches in humanitarian emergencies. An initial draft was produced by a consultant and reviewed by an advisory group and secretariat staff. It was felt that the evidence base for the study was weak, and thus no further research was deemed to be necessary. The findings from the draft report will be used to inform a future theme for a biannual agenda.

# ALNAP 'linked' activities

## Response to South Asian tsunami

The Tsunami Evaluation Coalition (TEC) was established in February 2005 in the wake of the Indian Ocean earthquake and tsunamis of 26 December 2004.

During 2006/07, ALNAP continued its role of coordinating the TEC and John Mitchell remained a member of its Core Management Group. Other personnel were contracted as follows: John Cosgrave as TEC Evaluation Advisor and Coordinator until June 2006; Rachel Houghton as Project Coordinator to February 2007; John Telford as primary author of the synthesis report to June 2006; Sherylin Thompson as Media Consultant until July 2006; Charlotte Woodhill from April to May 2006 and Chinwe Ozugha from May to July 2006 as TEC Administrator.

The operational costs of ALNAP's role in the TEC were funded separately from ALNAP by its constituent agencies, and the TEC is reporting to its funders directly. The TEC costs are therefore not included in the ALNAP financial report below. However, ALNAP core funds covered Rachel Houghton's fees for the final five months of her contract and also met the shortfall of £3,800 in TEC funding against expenditure.

**Tsunami Evaluation Coalition**





# Membership and governance

## Membership

During 2006/07, the ProVention Consortium and the Geneva International Centre for Humanitarian Demining (GICHD) were accepted as new Full Members of ALNAP, whilst John Telford left the membership. The number of Full Members at the end of the financial year (31 March 2007) was 56.

## Steering Committee

The Steering Committee met on 13 June 2006 in Nairobi, 27 September 2006 in London, 8 December 2006 in Rome (with an additional telephone meeting on 24 January 2007 to conclude unfinished business from the December meeting), and 29 March 2007 in London. The Secretariat is grateful to CARE International in Kenya, ODI, FAO and Christian Aid for hosting these meetings. Once approved by the Steering Committee, minutes are circulated to Full Members.

### Steering Committee membership in 2006/07

- Susanne Frueh was replaced by Claude Hilfiker as OCHA representative in March 2007.
- Rachel Bedouin (FAO) stepped down as UN representative on the Steering Committee in May 2006, and was replaced by Wayne MacDonald (UNICEF).
- Andrew Bonwick (Oxfam GB) reached the end of his term on the Steering Committee in June 2006 and Peter

Giesen (MSF-Holland) was elected in his place.

- Tijana Bojanic was replaced by Philip Tamminga as IFRC representative in May 2006.
- John Telford resigned as Consultants and Academics representative on the Steering Committee in October 2006, and Peter Walker (Tufts University) was elected in his place.
- Eleanor Monbiot (World Vision) replaced Andrew Bonwick 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:

Claude Hilfiker, OCHA  
Wayne MacDonald, UNICEF

#### Representing NGOs and NGO network/umbrella groups:

Peter Giesen, MSF-Holland  
Eleanor Monbiot, World Vision  
(Chair)

#### Representing the Red Cross:

Philip Tamminga, IFRC

#### Representing consultants/academics:

Peter Walker, Tufts University



## ALNAP Secretariat

John Mitchell (Head of ALNAP), Maurice Herson (Projects Manager), Colin Hadkiss (Administrator) and Franziska Orphal (Communications and Administration Assistant) have remained in post throughout the financial year. Maurice Herson's job description was revised after his initial 18 months in post. Franziska Orphal took maternity leave from September 2006 and Olivia Hirst was employed part-time to replace her; during this period, maintenance of the ALNAP and TEC websites was carried out by Carolina Kern, Communications Officer in the Humanitarian Policy Group of ODI, under the direction of Maurice Herson and Colin Hadkiss.

John Lakeman (Communications and Information Manager) left the Secretariat in September 2006. It was decided to reallocate his workload and create a new specialist

post to oversee ALNAP's evaluation portfolio, but this appointment had not been made by the end of the financial year. Additional personnel were engaged on temporary contracts to undertake the work for the Tsunami Evaluation Coalition as described above in this report.

The Secretariat continues to be hosted by the Overseas Development Institute in its office in London. ALNAP staff members are employees of ODI and seek to engage with the rest of the Institute in both business and social activities. In the financial year 2006/07, this engagement consisted of the following formal activities.

- John Lakeman was a member of the Job Evaluation panel which graded all jobs at ODI in preparation for the introduction of a new pay and grading structure.
- John Mitchell made a presentation and facilitated a workshop for ODI Council Members on 28 September 2006. Rachel Houghton also attended to report on the TEC.
- At a Humanitarian Practice Network meeting on 19 March 2007, John Mitchell and Nicholas Stockton (HAP International) acted as panellists for the discussion after Austen Davis (former Director of MSF Holland) had presented a paper on accountability.
- As mentioned above in this report, a launch event for the Review of Humanitarian Action was held at ODI on 27 March 2007.

# Communications activities

## Dissemination and promotion of publications

- Copies of the *Review of Humanitarian Action* 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.
- Copies of earlier publications continue to be distributed as appropriate.

## Quality and Accountability Initiatives

This forum now consists of ALNAP, Coordination Sud, the Emergency Capacity Building project of the Interagency Working Group (ECB), Groupe URD, HAP-International, People In Aid and the Sphere Project.



A meeting of 9 October 2006 at ODI was attended by John Mitchell and Maurice Herson on behalf of ALNAP. The minutes are posted on the websites of the participating organisations. The meeting agreed to hold a further meeting to consider 'Complementarities, Competition and Convergence in Humanitarian Assistance'.

ALNAP was designated to contract consultants to write a report for consideration at the meeting (with the other Initiatives contributing to the costs), to arrange the venue, contract a facilitator and draw up the agenda for the meeting. Silvia Hidalgo and Riccardo Polastro of DARA were selected to write the report and Isobel McConnan to facilitate the meeting, which took place in Oxford on 13 March 2007, with John Mitchell representing ALNAP. DARA then produced a final report which is posted on the Initiatives' websites.

## ALNAP participation in external activities

- John Mitchell continues to participate in the Advisory Groups for ODI's Humanitarian Policy Group and for CAFOD. He has also joined CAFOD's International Programme Committee.
- *Field Exchange*, published by the Emergency Nutrition Network, featured an agency profile of ALNAP, for which John Mitchell was interviewed by Jeremy Shoham.
- John Lakeman and Ben Ramalingam (ODI) met with a representative of the British Red Cross on 3 May 2006 to discuss knowledge and learning

strategies for humanitarian organisations.

- Maurice Herson was one of the presenters on the subject of standards and accountability at an MSF discussion meeting in London on 4 May 2006.
- Maurice Herson was keynote speaker at the AGM of BAAG (British and Irish Agencies in Afghanistan Group) in London on 23 May 2006.
- Maurice Herson gave a presentation to a one-day workshop entitled 'Focus on Corruption in Emergencies: What Role(s) for Media?', hosted by NORAD in Oslo on 30 May 2006.
- ALNAP hosted a Roundtable on Joint Evaluations, jointly sponsored by ALNAP, the TEC, the UK Disasters Emergency Committee (DEC), and ECB2, in London on 20 June 2006.
- John Mitchell and Nicholas Stockton (HAP International) gave evidence to the UK House of Commons' International Development Committee on the subject of natural disasters, in London on 20 June 2006.
- John Mitchell and Maurice Herson met with the DEC to discuss their proposal for a new accountability model, which includes devolving evaluation responsibility to DEC members, in London on 31 August 2006.
- Maurice Herson attended Groupe URD's Université d'Automne on 'humanitarian space in jeopardy', in Plaisians on 28–30 September 2006.
- John Mitchell chaired a session on Joint Evaluations at the UK Evaluation Society and European Evaluation Society joint meeting in London on 5 October 2006. Rachel Houghton was a member of the expert panel and gave a presentation.
- Rachel Houghton made an intervention at the launch of the OSE/NGO Impact Initiative meeting with President Clinton in New York on 31 October 2006.
- Maurice Herson attended the ECB2 Learning and Planning meeting in St Albans as one of the external advisors, together with representatives of Sphere and HAP on 7–9 November 2006.
- Rachel Houghton gave a presentation on the TEC's findings, together with Susanne Frueh (chair of the TEC CMG) at the IRC in New York on 17 November and at InterAction in Washington DC on 22 November 2006.
- John Mitchell made a presentation on lessons learned and linking relief, rehabilitation and development (LRRD) from ALNAP's work, at a World Bank/Council of Europe Development Bank conference on disaster risk management in Paris on 20–21 November 2006.
- Maurice Herson and Rachel Houghton also attended the ECB2 'Translating standards into practice' conference in Rome on 4–5 December 2006.
- John Mitchell was consulted in the course of a BOND study on enhancing the quality of NGOs' work.
- John Mitchell wrote a paper called 'Accountability to Beneficiaries of Humanitarian Aid: Old Rhetoric, New Messengers' for *Accountability Forum's* winter issue 'Material Futures'.
- John Mitchell provided comments to the Office for the Special Envoy (OSE) on the paper 'Key Propositions for Building Back Better; lessons learned from the tsunami recovery'.
- John Mitchell contributed to the 2006 Global Accountability Report by providing comments to One World Trust.
- Maurice Herson wrote a contribution on standards and accountability for the first

of MSF's *Carnets de réflexion* series of pamphlets.

- John Mitchell reviewed ProVention Consortium's 'Evaluating Disaster Reduction Initiatives; a Review', part of the series 'Tools for Mainstreaming Disaster Risk'.
- John Mitchell and Hugo Slim (Centre for Humanitarian Dialogue) wrote an article, 'Global Welfare; Dream or Reality' which was published in *Forced Migration Review*.
- Maurice Herson attended by invitation a workshop on ECHO's Review of Evaluation Methodologies at the ECHO Partners Meeting in Brussels on 13 December 2006.
- John Mitchell attended a meeting at the Foreign Press Association 'Dispatches

from Disaster Zones', organised by the British Red Cross in partnership with DFID, ITV News and *The Times* newspaper, in London on 13 December 2006.

- Maurice Herson attended a consultation on the progress and future of the Listening Project in Boston, Massachusetts from 26 February to 1 March 2007.



# Financial report

There were 32 funding members of ALNAP in 2006/07, so the funding base to finance the annual workplan continues to expand. Allowing for contributions that had not been received by the end of the financial year, there will be a surplus of income over expenditure. Some of this money is attributed to projects that were in the workplan for 2006/07 but have now been carried forward to 2007/08. The budgets for these were discounted in preparing the budget for 2007/08, enabling us to reduce the amount of money requested from members for the coming year.

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

- CARE International hosted the 19th Biannual Meeting and a Steering Committee meeting
- FAO and WFP hosted the 20th Biannual Meeting and a Steering Committee meeting
- Christian Aid hosted a Steering Committee meeting
- DARA edited Oxfam Colombia's Spanish translation of the *Protection* guide
- John Telford and Patricia Telford assisted with checking IECAH's Spanish translation of the *Evaluation Humanitarian Action* guide.
- John Telford worked additional days without remuneration in completing the TEC synthesis report.

## FY2006-07 End of Year Financial Report

### 1. Income/expenditure

	Income	Expenditure	Balance
Income and expenditure in 2006/7 (in detail below)	354,595.08	489,550.94	
Carry over from 2005-6	30,109.20		
Costs accounted for in 2005/6 report but invoiced in 2006/7		(72,700.00)	
Income pledged but not received	108,518.51		
<b>Totals when all income received</b>	<b>493,222.79</b>	<b>416,850.94</b>	<b>76,371.85</b>

## 2. Expenditure

Area of activity	Consultancy (£)	Other costs (£)	Totals (£)
Communications; promotion of ALNAP activities & products	2,872.00	6,681.99	9,553.99
Evaluative Reports Database and website	0.00	0.00	0.00
Biannual Meetings	4,896.25	17,511.45	22,407.70
Steering Committee	0.00	871.74	871.74
ALNAP Secretariat administration	350.00	11,957.77	12,307.77
Training modules	1,600.00	0.00	1,600.00
RHA	31,796.00	19,294.29	51,090.29
Complementary studies (includes contribution to TEC)	35,106.25	4,992.93	40,099.18
Facilitating future joint evaluations <sup>1</sup>	0.00	0.00	0.00
Secretariat salary costs	-	-	196,711.35
ODI overhead/service charge			154,908.92
<b>Totals</b>	<b>76,620.50</b>	<b>61,310.17</b>	<b>489,550.94</b>

## 3. Income

Income source	Income (£)
Full Member contributions as listed below	346,830.11
Book sales	1,495.00
Costs reimbursed by collaborating organisations	6,137.42
Other income	132.55
<b>Totals</b>	<b>354,595.08</b>

<sup>1</sup> The ALNAP budget includes a sum of £5,000 to serve as a reserve fund to cover initial expenses incurred in the time between inception of a future coalition and its receipt of funds from its members; this provision will be carried forward from year to year until it is needed.

#### 4. Member contributions

<b>Member</b>	<b>Pledged (£)</b>	<b>Received 1/4/2006 to 31/3/2007 (£)</b>	<b>2005/06 contributions received in 2006/07 (£)</b>
AusAid	24,714.00		
BRCS	5,250.00	5,250.00	
CAFOD/CARITAS	9,000.00	9,000.00	
CARE International	3,125.00	3,125.00	
Christian Aid	5,000.00	5,000.00	
CIDA	24,548.32	23,320.90	
CRS	3,434.66	3,434.66	
DANIDA	15,777.42	15,777.42	
DFID	45,000.00	45,000.00	
FAO	2,360.00	2,360.00	
GICHD	5,000.00	5,000.00	
ICRC	3,570.00	3,570.00	
IFRC	3,740.00	3,740.00	
IRC	5,250.00	5,250.00	
Irish Aid	61,679.74	61,679.74	
MFA Netherlands	32,750.00	32,750.00	
MSF-H	3,362.03	3,362.03	
NORAD	14,075.86	14,075.86	
NRC	5,250.00	5,250.00	
OCHA	5,131.89		
OXFAM GB	7,000.00	7,000.00	
ProVention	3,000.00	3,000.00	
RedR	5,250.00	4,250.00	
SC UK	7,000.00	7,000.00	
SC US	5,000.00	5,000.00	
SDC	29,993.00	29,993.00	5,000.00
Sida	14,181.74	14,181.74	
UNICEF	5,424.76	5,424.76	
USAID/OFDA	76,445.20		
WFP	8,760.00	8,760.00	
WHO	5,000.00	5,000.00	
World Vision	5,275.00	5,275.00	
<b>Total member contributions</b>	<b>450,348.62</b>	<b>341,830.11</b>	<b>5,000.00</b>



# 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	British Red Cross	
CAFOD just one world		Ian Christoplos	Canadian International Development Agency Agence canadienne de développement international	CRS CATHOLIC RELIEF SERVICES	
dara DARBIHC.ORG	DFID Department for International Development	Belgium Development Cooperation Bc	Dansk Flygtningehjælp Giv flygtninge en fremtid		
FAO FIAT PANIS	Geneva International Centre for Humanitarian Demining Centre International de Dégazage Humainitaire - Genève			Humanitarian Accountability Partnership - International "making humanitarian action accountable to beneficiaries"	
				Irish Aid Government of Ireland Rialtas na hÉireann	
		Minister van Buitenlandse Zaken	MEDECINS SANS FRONTIERES ARTSEN ZONDER GRENZEN		
					PEOPLE IN AID Promoting good practice in the engagement and support of all personnel
		SCHR	Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra Swiss Agency for Development and Cooperation SDC		
			UNHCR United Nations High Commissioner for Refugees Haut Commissariat des Nations Unies pour les réfugiés		USAID FROM THE AMERICAN PEOPLE

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 • GICHD • 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 • ProVention Consortium • RedR • SC UK • SC US • SCHR • SDC • Sida • Sphere • Tufts University (Feinstein Center) • UNDP • UNHCR • UNICEF • USAID/OFDA • VOICE • WFP • WHO • World Vision



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