



# ALNAP ANNUAL REPORT 2010 - 2011





For further information please contact the  
ALNAP Secretariat

**ALNAP at ODI**  
111 Westminster Bridge Road  
London SE1 7JD UK  
Tel: +44 (0)20 7922 0300  
Fax: +44 (0)20 7922 0399  
alnap@alnap.org  
www.alnap.org

*ALNAP is hosted by the  
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Inside Cover image  
Woman who has been assisted by programmes run by  
Care International sits outside her house in a village near  
Rupandehi, Nepal. June 2010 © Kate Holt/IRININ

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## Front Cover image:

A herdsman at Dagehaley camp, one of three camps that make up the Dadaab refugee camp in north eastern Kenya © Kate Holt/IRIN

# ABOUT ALNAP

ALNAP is a unique sector-wide network in the international humanitarian system committed to improving learning, accountability and performance in humanitarian action.

The ALNAP membership works together to identify common approaches to improved performance, to explore new ways to improve learning and accountability through evaluations and other mechanisms, and to share ideas, lessons and innovations. Our overall aim is to make an active contribution to solving longstanding challenges facing the sector.

ALNAP's 72 Full Members include agencies and individuals from five key constituencies that make up the international humanitarian sector. These are:

- Bilateral and multilateral donors
- UN Agencies
- The Red Cross/ Red Crescent Movement
- International & national NGOs and NGO networks/ umbrella bodies
- Academic establishments, research institutions and independent consultants

ALNAP utilises the broad range of experience and expertise that exists within our membership to produce tools, analysis and events that are relevant and accessible to the humanitarian sector as a whole.

The Network is governed by a Steering Committee representing the Full Membership, and activities are managed and implemented by the ALNAP Secretariat based in London.

## ALNAP'S STRATEGIC FRAMEWORK

The ALNAP Strategy 2008-2013 was adopted by the membership in December 2007, providing a strategic direction for the future, set in the broader context of the changing humanitarian landscape.

Five strategic objectives, which make up the ALNAP Strategy 2008-2013, provide a framework for achieving our mission of improved learning, accountability and performance in humanitarian action:

**Strategic Objective 1:** ALNAP will establish stronger links between learning processes and improvements in humanitarian policy and field practice.

**Strategic Objective 2:** ALNAP will advocate for and actively promote improvements in performance in the humanitarian sector.

**Strategic Objective 3:** ALNAP will improve system-wide fora for active learning and the exchange of experiences and ideas.

**Strategic Objective 4:** ALNAP will work to improve the quality and utilisation of evaluations within the Network and throughout the humanitarian system.

**Strategic Objective 5:** ALNAP will expand its global reach and engagement in order to better promote humanitarian learning.

This framework provides strategic direction for the activities that we undertake each year, through the ALNAP Secretariat workplan. The objectives also provide a mechanism for measuring the progress of ALNAP's work over time.

# MESSAGE FROM THE DIRECTOR AND CHAIR

Once again we have seen a year of great humanitarian need and alongside this we have witnessed some of the most difficult and complex relief operations ever undertaken. The need for better learning, accountability and performance in the humanitarian system has never been greater and ALNAP's role has become more vital than ever.

The strength of the ALNAP Network is reflected in the growth and increasing diversity of its membership and we are delighted to have welcomed nine new Full Members to the Network this year. Strikingly, the number of Observer Members has increased by 50% in the past 12 months.

Of particular note this year is the vibrancy of the Network in sharing learning and supporting the efforts of fellow members. The forum area of the ALNAP website has become a key tool for members to discuss ideas and share common problems, while the Haiti Learning and Accountability Portal on the ALNAP website has become the most comprehensive resource available for sharing evaluative resources related to the 2010 Haiti earthquake response. The 26th ALNAP Meeting brought together representatives of national governments with members of the Network to find practical ways to collaborate better during emergencies, while our thematic workshops brought together a cross-section of members to discuss how to better utilise evaluations within humanitarian organisations.

The breadth and commitment of the Network has also helped to identify and conduct original and useful research that addresses the challenges faced by members. In 2010 we followed up on last year's report *'The State of the Humanitarian System: Assessing performance and progress'* by developing a variety of research streams including: the use of evaluations, factors that support effective beneficiary feedback and operational leadership. At the same time we were pleased to see ALNAP's research shaping the policy agenda at the highest levels and noted ALNAP's work widely cited in the UK Department for International Development's (DFID) Humanitarian Emergency Response Review. The Secretariat has been invited to participate and present in a variety of policy fora, including the XII. Humanitarian Congress in Berlin, the Evaluation Conclave in New Delhi, the US Mission to the United Nations in New York and the Good Humanitarian Donorship Retreat.

As well as working with policy makers and experts to shape discussions about the future of the humanitarian system, ALNAP is also committed to directly supporting the uptake of our research. This year saw an exciting milestone in our work to nurture the humanitarian innovations agenda, with the launch of the Humanitarian Innovation Fund (HIF). We are proud of the potential for this initiative to bring about 'game-changing' ideas in how aid is delivered to those most in need.

ALNAP has continued to develop its efforts to actively communicate its work as broadly as possible across the humanitarian system. Whilst we adopted this approach some time ago, the benefits have become particularly apparent this year, with ALNAP research and comment reaching new audiences, both geographically and across the humanitarian sector. We were pleased to welcome representatives from five continents to the 26th Annual Meeting; the ALNAP online discussion forum has seen comments from field staff in small national NGOs, academics and Former UN Under-Secretary-General for Humanitarian Affairs, Sir John Holmes and we have tracked the use of our publications in humanitarian crises including Haiti, Sudan, Pakistan Myanmar and many more.

As the impact and global reach of our work grows, we would like to acknowledge the contribution of the membership, whose many years of support have made it possible for ALNAP to establish the evidence base, world class research and reputation as a unique sector-wide Network able to speak honestly and with conviction about the challenges faced by the humanitarian system today and in the future.



A handwritten signature in blue ink that reads "Ivan Scott".

Ivan Scott

A handwritten signature in blue ink that reads "John Mitchell".

John Mitchell



# ALNAP'S WORK STREAMS AND ACTIVITIES IN 2010/11

This ALNAP Annual Report gives an account of all activities carried out by the Network in 2010/11. This was the fourth year of ALNAP's Five Year Strategy, and the report is structured around ALNAP's strategic objectives. Under each strategic objective we present the key areas of work relevant to that objective, and what was delivered in the year for each piece of work. A small number of pieces of work, which fulfil more than one objective, are mentioned more than once in the report.

As a learning organisation and in line with our workplan, we collect feedback on the quality and impact of our activities and incorporate this learning into our work. The most comprehensive feedback comes from the member survey. The last survey was conducted in early 2010 and the next is scheduled for 2012. As a result, this report does not include survey information. However, wherever possible evidence of impact, such as citations, individual comments or invitations to speak at high-level events, has been included in this report.

**Strategic Objective 1: ALNAP will establish stronger links between learning processes and improvements in humanitarian policy and field practice.**

## HUMANITARIAN INNOVATIONS INITIATIVE

Since the 25<sup>th</sup> Annual Meeting and the publication of the ALNAP Study on *'Innovations in International Humanitarian Action'* in 2009, ALNAP has continued its work to promote innovation as a key driver of improved performance in the humanitarian system. Two main collaborative efforts have taken place this year: the establishment of the Humanitarian Innovation Fund (HIF) and the showcasing of Innovations Case Studies. In addition, the Secretariat has worked in partnership with ALNAP members to explore the challenges of implementing innovation strategies, and this work will continue in 2011/12.

### **Humanitarian Innovation Fund (HIF)**

In October 2010, the Secretariat in partnership with ELRHA (Enhancing Learning and Research for Humanitarian Assistance) launched the Humanitarian Innovation Fund (HIF). The drive to set up such a mechanism stems from recommendations to support

the development of new ideas in the ALNAP Study *'Innovations in International Humanitarian Action'*. The Fund is currently supported by an initial £900,000 start up investment from the UK Department for International Development (DFID), and a further 6 million SEK from the Swedish Ministry of Foreign Affairs. It represents a practical, collective effort to support innovations and so enhance the contribution of innovation to improving humanitarian performance in the field. The first call for proposals, in January 2011, attracted 181 bids from across the humanitarian system.

### **Innovations Case Studies series**

The Innovations Case Studies are submitted by agencies that have developed innovative solutions to problems faced in humanitarian responses. ALNAP publicises and disseminates the Case Studies in order to improve the dissemination of operational innovations. In 2010/11, Case Studies included:

- *'Transitional shelter: understanding shelter from the emergency through reconstruction and beyond'* (Case Study No. 5, submitted by the Shelter Centre in June 2010)
- *'The Observatory of Aid Practice in Chad'* (Case Study No. 6, submitted by Groupe URD in February 2011).

There are now seven Innovations Case Studies showcased on the ALNAP website with more submissions expected in the coming year.

## HUMANITARIAN LEADERSHIP

Humanitarian leadership is currently at the forefront of debates on humanitarian performance and accountability. As one of the most researched topics in the business world, understandings of leadership have evolved over the past fifty years, yet there has been limited specific thinking about humanitarian leadership. In ALNAP's pilot study *'The State of the Humanitarian System: Assessing performance and progress'* (2009), leadership was identified as one area most in need of improvement. As a first step to addressing this gap, ALNAP commissioned a study entitled *'Leadership in Action: Leading effectively in humanitarian operations'*. The study will focus specifically on field-level (operational) leadership.

It will help the humanitarian system to develop a better understanding of what effective operational leadership looks like and will identify the determinants of good leadership and ways in which it can be fostered. In 2010/11, the team conducted research and case studies for this study. The full report will be published in summer 2011. In anticipation of this, members of the ALNAP Secretariat presented the emerging findings from the study to USAID/OFDA and InterAction during a visit to Washington, DC in March 2011. In 2011/12, ALNAP will facilitate discussions of the findings of the leadership study, and encourage engagement with the findings by key constituencies including current humanitarian leaders.

## LESSONS PAPERS

Over the last ten years ALNAP has produced a number of Lessons Papers to strengthen links between learning processes and improvements in humanitarian policy and field-practice.

ALNAP Lessons Papers summarise lessons learned from previous humanitarian crises and are predominantly based on evaluation findings held in ALNAP's Evaluative Reports Database, but also draw on additional material.

Judging by the number of downloads and feedback from members, the ALNAP Lessons Papers are an extremely useful resource for operational staff, who value the clarity and conciseness of the papers but also the timeliness of their distribution.

In 2010/11, the Secretariat circulated two of its Lessons Papers throughout the membership: *'Flood Disasters: learning from previous relief and recovery operations'* in response to the Pakistan floods (July 2010) and *'South Asia Earthquake 2005: Learning from Previous Recovery Operations'* in response to the earthquake in Japan (March 2011).

In addition to circulating existing Lessons Papers, ALNAP conducted a review of other topics that may have provided useful additions to the Lessons Papers portfolio. Reviews were undertaken of the need and feasibility of writing papers on epidemic diseases and on complex emergencies. These initial reviews determined that neither topic would be suitable for taking forward. Up-to-date material was already available on epidemic diseases and it was felt that it was unrealistic to draw general lessons from very diverse complex emergencies. In 2011/12, ALNAP will instead concentrate on updating existing papers, especially those where a significant amount of new practice has occurred since publication.



Manila - A father and his two children try to salvage whatever they can from a fallen storage area that collapsed on the river after Typhoon Conson struck the Philippines on 14 July 2010, causing heavy damage © Felipe Villalobos/IRIN

## Strategic Objective 2: ALNAP will advocate for and actively promote improvements in performance in the humanitarian sector.

### THE STATE OF THE HUMANITARIAN SYSTEM

*The ALNAP State of the Humanitarian System report is perhaps the most comprehensive effort to date to assess the performance and progress of the international humanitarian system.*

*- ECB Newsletter (April 2010)*

In February 2010, ALNAP launched the report: *'The State of the Humanitarian System: Assessing performance and progress.'* This pilot report came out of ALNAP's Humanitarian Performance Project (HPP) and is a result of ALNAP's long-term commitment to assess and report system-wide performance. It represents a comprehensive assessment of the formal humanitarian system and a baseline on which to measure progress over time.

In 2010/11, ALNAP undertook a process of active communications and promotion to disseminate the findings of the report across the humanitarian sector. As part of this communications process, several ALNAP members invited the Secretariat to present the report to their organisations and to consider what the findings meant for them, including the ICRC, British Red Cross, Action contre la Faim International, NORAD and the US Mission to the UN. The report was also presented at fora such as VOICE, the IASC and the World Vision Global Relief Forum. It informed DFID's Humanitarian Emergency Response Review (HERR) and was cited by the Governments and Rights Unit of the IRC.

### Humanitarian Performance Indicators Working Group

Launched in 2009, the ALNAP Working Group on Humanitarian Performance Indicators set out to provide a forum for members to share their experiences and thoughts on approaches to organisational and programme performance indicators within the humanitarian system.

After discussions in the group about the difficulty of establishing a clear direction, it was decided

to dissolve the group for the time being and to incorporate discussions on performance indicators into the development of the methodology for the next iteration of *'The State of the Humanitarian System: Assessing performance and progress.'* In 2011/12, ALNAP will decide whether there is additional value in reconvening the Working Group.

## Strategic Objective 3: ALNAP will improve system-wide fora for active learning and the exchange of experiences and ideas.

### ALNAP ANNUAL MEETINGS

#### 26<sup>th</sup> Annual Meeting in Kuala Lumpur, Malaysia (November 2010)

Bringing the ALNAP Meeting to Asia for the second time, the 26<sup>th</sup> gathering of the Network explored the theme of *"The role of national governments in international humanitarian response to disasters."* In order to facilitate dialogue between humanitarian practitioners and representatives from national governments, ALNAP invited officials from Asian, African and Latin American countries. The meeting set out with the specific aim of exploring better ways of collaborating in disaster response.

The meeting was opened by the Deputy Secretary-General of ASEAN and keynote addresses were presented by the Executive Director of the Asian Disaster Preparedness Center and the former Secretary General of the Mozambique Red Cross, who reflected on their experiences of responding to humanitarian crises and working with both national governments and humanitarian agencies. Members were presented with the latest research on this topic, as synthesised in the *Meeting Paper*, and were able to engage with speakers representing national government disaster management authorities (NDMAs) from around the world who presented their views on the limits and possibilities of improved collaboration.

The meeting also explored the possibilities of collaboration with the private sector and with the military through presentations and discussions led by expert speakers.

At the conclusion of these discussions, participants considered how the humanitarian system might





Earthquake damage in Port au Prince, Haiti © Phuong Tran/IRIN

create a shared agenda for collaboration between national government and international actors and identified concrete next steps for ALNAP and the international humanitarian system.

*“...something new was struggling to emerge and take its first steps; something had the potential to fundamentally change the way the whole humanitarian enterprise works...”*

*- Reflections on the 26<sup>th</sup> Annual Meeting by John Mitchell, Director of ALNAP*

In addition to discussion of the main theme, the Annual Meeting provides a forum for Full Members to consider a variety of issues of specific interest to the membership. This year, these included:

- the launch of the Humanitarian Innovation Fund (HIF)
- lessons from recent inter-agency real-time evaluations
- a learning review of the report *‘The State of the Humanitarian System: Assessing performance and progress’*

The 26<sup>th</sup> Annual Meeting was an interactive event, with ‘voices from the conference floor’ and a daily blog

shared online through the ALNAP website and the ALNAP forums providing an opportunity for those not attending the meeting to join the discussions.

Feedback from the meeting was positive. Participants felt the exploration of the theme was timely and important and that interaction among this range of stakeholders was extremely useful.

#### **Meeting Paper of the 26<sup>th</sup> ALNAP Meeting**

The *Meeting Paper* of the 26<sup>th</sup> ALNAP Meeting combines background research with the main findings and active learning from the meeting itself. It was translated into French and Spanish.

#### **ALNAP AND THE HAITI HUMANITARIAN RESPONSE**

##### **Meeting: Evaluating the Haiti Response**

As part of a joint OECD-DAC, UNEG and ALNAP initiative to better coordinate evaluative efforts in the response to the 2010 Haiti earthquake, ALNAP hosted a two-day meeting *‘Evaluating the Haiti Response’* in May 2010. The London meeting opened with a statement from the Haitian Chargé d’Affaires to France. Whilst establishing a shared understanding of the context in Haiti, the meeting also focused on evaluating the response, and in particular, the need for a more strategic approach to collaboration in the ongoing efforts.

The meeting was attended by representatives of over 50 international NGOs, donors, UN agencies, the Red Cross/Red Crescent movement and humanitarian networks and brought together policy makers, practitioners and evaluators.

ALNAP also supported the work of the Haiti Evaluation Task Force that was set up in response to the meeting.

### **Haiti earthquake response: Context Analysis**

In July 2010, ALNAP commissioned a Context Analysis and Evaluative Framework for the Haiti humanitarian response, targeted at humanitarian practitioners, policy-makers in humanitarian organisations and those involved in the evaluation of the Haiti earthquake response. This ALNAP paper was translated into French and became a key tool for humanitarian practitioners operating in Haiti.

### **Haiti Learning and Accountability Portal**

In May 2010, ALNAP established the Haiti Learning and Accountability Portal on the ALNAP website. Over the course of the year, the Secretariat continually updated this portal with new evaluative reports relating to the 2010 Haiti earthquake in English and French. By 2011, the portal contained 60 evaluative reports and had been viewed 10,716 times.

In an attempt to make the evaluative effort more joined-up and coherent, while maximising learning and accountability, ALNAP together with the OECD-DAC Evaluation Network and the UN Evaluation Group commissioned a mapping study '*Haiti Earthquake Response: Mapping and analysis of gaps and duplications in evaluations*'. This study shares information on completed and planned evaluations and identifies emerging directions and findings from ongoing evaluations. Aimed at evaluators, evaluation managers, operational managers and policy makers, it was released in February 2011 and translated into French. ALNAP members commented on the utility of the portal and mapping study and Harvard University have reproduced the material.

### **Haiti and the Media**

In January, John Mitchell published an article '*Media and Humanitarianism – Haiti and the Media*' on AlertNet and ALNAP blog, in which he responded to a BBC Radio 4 documentary, '*Haiti and the Truth about NGOs*'. This response sparked an online debate on the ALNAP website including comments from Sir John Holmes and Dame Barbara Stocking.

## EXTERNAL MEETINGS

As a result of ALNAP's high profile within the humanitarian system, members of the Secretariat are often asked to present findings from ALNAP's research to organisations and other networks. In 2010/11, members of the ALNAP Secretariat were involved in the following fora:

### **April 2010**

IASC: Presentation of ALNAP's pilot study '*The State of the Humanitarian System: Assessing performance and progress*'

### **May 2010**

Norad: Presentation of ALNAP's pilot study '*The State of the Humanitarian System: Assessing performance and progress*'

US Mission to UN: Presentation of ALNAP's pilot study '*The State of the Humanitarian System: Assessing performance and progress*'

World Vision Canada Global Relief Forum: Keynote presentation on innovations and the pilot study '*The State of the Humanitarian System: Assessing performance and progress*'

Reference Group for DFID Humanitarian Policy Evaluation: ALNAP chaired



## July 2010

Good Humanitarian Donorship (GHD) meeting in New York: Presentation of ALNAP's pilot study *'The State of the Humanitarian System: Assessing performance and progress'* and *'The Role of Monitoring and Evaluation in Learning, Accountability and Performance in Humanitarian Action: Where are we now?'*

## October 2010

XII. Humanitarian Congress, Berlin *'Trauma, Chaos and Politics: Humanitarian Action in Haiti and in other Emergencies'*: ALNAP chaired workshop *'Do We Learn from Evaluations? Reflections on Rwanda, the Indian Ocean Tsunami and Haiti'* and participated in the closing panel on *'Does Aid Harm? The Limits of Humanitarian Action'*

The Evaluation Conclave, New Delhi: ALNAP led a workshop

## December 2010

DEC Accountability workshop *'Value for Money'*: ALNAP chaired

## March 2011

Innovation and Humanitarian Action Conference, New York University - Consortium on Security and Humanitarian Action: Presentation of ALNAP's pilot study *'The State of the Humanitarian System: Assessing performance and progress'*

OFDA and InterAction, Washington, DC: Presentation of ALNAP's Study *'Leadership in Action: Leading effectively in humanitarian operations'*

**Strategic Objective 4: ALNAP will work to improve the quality and utilisation of evaluations within the Network and throughout the humanitarian system.**

## IMPROVING HUMANITARIAN EVALUATION INITIATIVE

### ALNAP Workshop: Strengthening Humanitarian Evaluation Capacity

Following on from ALNAP's work on the utilisation of evaluations and on organisational change, ALNAP initiated a work stream aimed at improving both the

quality and the use of evaluations. In September 2010, ALNAP held a workshop focusing on how to strengthen humanitarian evaluation capacity within organisations. The all-day workshop included a presentation of the ALNAP draft framework for analysis of evaluation capacities by Alistair Hallam and a keynote presentation on utilisation-focused evaluation by Michael Quinn Patton. Bringing together over 30 representatives from across the Network, this workshop provided an important opportunity for participants to learn from each other, identify priority areas of concern, share ideas and best practice across the membership and develop new strategies for tackling longstanding issues. The work continued with further research and the development of a revised framework. In 2011/12, ALNAP will publish a self-assessment tool, and work with members to support the integration of learning and best practice related to evaluation into their agencies.

*"We have adopted utilisation focused evaluation largely as a result of participation in the meeting... ALNAP has had a huge direct impact on how we shape learning and evaluation"*

*– ALNAP Full Member Representative*

### Guide to Real-Time Evaluation (RTE)

The pilot guide produced in 2008/09 was tested in the context of a number of RTEs. Feedback on the pilot guide was positive, and the document *'Real-time Evaluations of Humanitarian Action: An ALNAP Guide'* is available on the ALNAP website. The RTE Guide is being widely used by evaluators and humanitarian agencies such as Tearfund who used ALNAP's Guide for their RTE in Haiti.

### Evaluation Conclave

In October 2010, ALNAP conducted a workshop on *'Evaluation of Humanitarian Action'* at the Evaluation Conclave, a joint three-day workshop around the theme of *"Making Evaluation Matter"* and focusing on Asia. This event, held in New Delhi, provided an opportunity to relate the issues of evaluation of humanitarian action to those in a wider evaluation field. It was attended by NGOs from Afghanistan, India, Indonesia and Nepal. ALNAP's Research and

Evaluation Officer attended this event and led the workshop.

### BENEFICIARY FEEDBACK MECHANISMS

Taking forward the work on the Humanitarian Performance Project and the State of the Humanitarian System, ALNAP conducted research on beneficiary surveys and other beneficiary feedback mechanisms, with the aim of producing guidance on establishing and maintaining mechanisms which improve performance and feed into policy development. The research comprised a desk review of reports on feedback mechanisms by humanitarian agencies and the compilation of four case studies. The draft report was circulated to an advisory committee, and in response to their feedback the Secretariat decided to broaden the scope of research to include the voices of beneficiaries and other stakeholders in the case studies. As a result, final publication has been postponed to 2011/12.

### CROSS-SECTOR IMPACT ASSESSMENT (IA) INITIATIVE

Following on from the chapter in the *8th Review of Humanitarian Action*, the 24th Biannual Meeting in 2008 and the formation of the Inter Agency Working Group on Joint Humanitarian Impact Evaluation, ALNAP supported the consultation process led by OCHA that aimed to identify the scope and possible modalities of future joint impact evaluations. The consultations concluded in November 2010, and a report containing recommendations for next steps, including pilots, was published in January 2011. ALNAP will continue to support this initiative as it moves forward in the coming year.

### ALNAP GUIDE TO EVALUATING HUMANITARIAN ACTION (EHA)

Improving the quality and utilisation of evaluations within the ALNAP Network and throughout the humanitarian system is at the heart of ALNAP's Strategy. Over the past 10 years ALNAP has produced a range of guidance material, such as the *'Guide to evaluating humanitarian action using the OECD-DAC criteria'* (2008), which has been used extensively and has facilitated the rapid growth and profile of evaluations that we see today. Feedback from ALNAP members suggests that evaluation guides

are one of ALNAP's most commonly used products and that there is a need to develop a comprehensive good practice guide or handbook on evaluations of humanitarian action. In order to meet the demand for such a product ALNAP planned to produce a new comprehensive guide on humanitarian evaluations, for use by a variety of stakeholders.

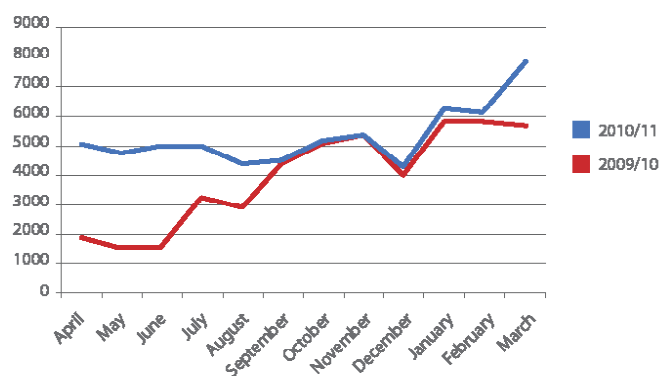
In 2010, ALNAP conducted the scoping phase for a new, overall guide to the evaluation of humanitarian action. The guide covers EHA using the OECD-DAC criteria as well as real-time evaluations. Publication of the guide is planned for 2011/12.

**Strategic Objective 5: ALNAP will expand its global reach and engagement in order to better promote humanitarian learning.**

### ALNAP WEBSITE, WEB 2.0 AND THE MEDIA

The ALNAP website has continued to evolve throughout 2010/11, in particular, the Secretariat has focused on development of the interactive elements of the site, such as the forum and blog area, which have gained sector-wide recognition.

This is reflected by the website statistics that continued to show an upward trend.



Monthly unique visitors to www.alnap.com (using Google Analytics)

*"The ALNAP job posting area on the website has made our own consultant database unnecessary."*  
- ALNAP Full Member representative

### **Evaluative Reports Database (ERD)**

The growth of the ERD remained fairly consistent in 2010/11. Around 100 evaluative reports were added to the database this year. By the end of the year, the ERD contained 1,178 documents in total.

### **Blogs, Forum and Communities of Practice**

Throughout the year ALNAP has worked to make the website an interactive space for members of the Network to share ideas and debate issues relevant to the humanitarian sector. This included working with a consultant to find new ways to facilitate dialogue and knowledge sharing through the website.

Over the course of the year, the website featured 25 thought-provoking blogs on issues related to the quality and accountability of humanitarian action. Guest bloggers included colleagues from around the world who work for NGOs, academic institutions and government ministries, highlighting the diversity of the ALNAP membership. The ALNAP forums have seen lively debate and discussion on a broad range of subjects, including 'Barriers to humanitarian volunteering', 'Gender-based violence in emergencies', 'Politicisation of humanitarian aid', 'The media's role in disasters' and 'Are Masters degrees valid qualifications for humanitarian workers?' Many of these discussion threads have been viewed by thousands of visitors.

ALNAP also hosts communities of practice on the website, allowing invited participants to access a closed forum to share ideas and discussions in a safe space. The first of these communities of practice was launched in 2011, for Network members interested in strengthening evaluation capacities in humanitarian organisations.

ALNAP can now be found on Facebook and Twitter, where it is reaching new audiences and finding new ways to disseminate its messages.

### **Secondment of Communications and Network Officer to Thailand**

As part of the ALNAP Secretariat's ongoing programme of secondments to member agencies Josh Harris, ALNAP Communications and Network Officer, joined IRC Thailand during August 2010. Josh worked with IRC Thailand's Media and Communication Unit to develop a new strategy for how IRC Thailand would communicate its work to key stakeholders including,

the Thai government, partner organisations, staff, beneficiaries and IRC headquarters.

### **ALNAP in the Media**

Recognising ALNAP's expertise, members of the Secretariat are frequently invited to comment in the media on issues of humanitarian policy and performance. Where appropriate ALNAP has pursued these opportunities to help shape the debate on how humanitarian action is portrayed. In 2010/11 ALNAP's work has been referenced by major international news agencies, such as The Independent, Reuters and The Guardian.

### **QUALITY & ACCOUNTABILITY INITIATIVES**

In 2010/11, ALNAP remained an active member of the Quality & Accountability Initiatives group, and hosted the June 2010 meeting at the Secretariat. ALNAP also participated in the March 2011 meeting in Geneva. This group served as a useful forum to identify common areas of interest and coordinate activities. In addition, ALNAP:

- Took a place on the Communicating with Disaster Affected Communities (CDAC) Network Steering Committee supporting them as they formulate strategic plans and develop their website. HAP International also have a seat on the Committee and both ALNAP and HAP worked closely together to ensure the issues of quality and accountability remain central to the Network's agenda.
- Worked on a joint initiative with People In Aid, as well as the Disaster Resilience Leadership Academy (DRLA) and Humanitarian Futures Programme (HFP), to systematically explore and improve leadership within the humanitarian sector.
- Gave a presentation to Sphere about how learning could be embedded in the revision of the Sphere guidelines.
- Participated in a community of practice with other communications teams from the Quality & Accountability Initiatives to discuss common challenges and share ideas on how to improve the dissemination of each initiative's work.

## HUMANITARIAN NETWORKS INITIATIVE

Ahead of the 26<sup>th</sup> ALNAP Meeting, efforts were made to develop a network of national government representatives within the ALNAP membership. Our outreach efforts resulted in 17 representatives of national disaster management agencies joining us in Kuala Lumpur, and the network has continued to grow steadily since.

## GOVERNANCE AND MEMBERSHIP

### Steering Committee

In 2010/11, we welcomed Robert McCouch, Nadya Kebir Raoloson and Roy Hans to the Steering Committee. Many thanks to Jeff Crisp, Bart Fonteyne and Anette Haug who stepped down from the Committee this year.

### Steering Committee members as of 31<sup>st</sup> March 2011:

- **Ivan Scott**, Head of Programme Performance & Accountability, Oxfam - Chair
- **Mia Beers**, Humanitarian Policy Advisor, USAID/OFDA
- **Scott Green**, Chief of Evaluation and Studies Section, OCHA
- **Roy Hans**, Senior Policy Officer, Humanitarian Aid Division, Ministry of Foreign Affairs of the Kingdom of the Netherlands
- **Randolph Kent**, Director, HFP
- **Robert McCouch**, Senior Evaluation Specialist, Humanitarian Evaluation Office, UNICEF
- **Nadya Kebir Raoloson**, Head of the Institutional Performance Management Unit, ICRC
- **Nigel Timmins**, Humanitarian Programmes Unit Manager, Asia, Middle East, Latin America & Caribbean, Christian Aid

## NEW FULL MEMBERS IN 2010/11

In 2010/11, nine new Full Members joined the Network:

- CDA Collaborative Learning Projects
- Global Public Policy Institute (GPPI)
- Development Initiatives
- Emergency Nutrition Network (ENN)
- Valid International

- London Southbank University
- Enhancing Learning and Research for Humanitarian Assistance (ELRHA)
- Sustainable Environment Ecological Development Society (SEEDS)
- Solidarités International

As a result the Network reached a total number of 72 Full Member organisations. 1160 new Observer Members (plus 174 new employees of Full Member organisations) joined the Network in 2010/11, which brings the total number of Observer Members to 3400 (plus 637 employees of Full Member organisations).

## USE OF CONSULTANTS

ALNAP is committed to fair, impartial and transparent methods of recruiting consultants. In 2010/11, ALNAP worked with the following consultants:

- Humanitarian Outcomes - 'Haiti Earthquake Response: Context Analysis' (July 2010)
- Margie Buchanan-Smith - Study on humanitarian leadership; Guide to Evaluating Humanitarian Action (EHA)
- John Cosgrave - Guide to Evaluating Humanitarian Action (EHA); facilitating workshop at the Evaluation Conclave in Delhi (October 2010)
- Jayne Cravens, Coyote Communications - Web 2.0
- Saleem Haddad - Lessons Paper on complex emergencies; paper on the use of beneficiary surveys in relation to performance assessment\*
- Alistair Hallam - Strengthening humanitarian capacities\*\*
- Katherine Haver - 'Haiti Earthquake Response: mapping and analysis of gaps and duplications in evaluations' (February 2011)
- Isobel McConnan - ALNAP Study on humanitarian leadership
- Ben Ramalingam - Revising paper on beneficiary feedback mechanisms; background paper for 27th Annual Meeting
- Nicole Rencoret - 'Haiti Earthquake Response: mapping and analysis of gaps and duplications in evaluations' (February 2011)

\*Contract began in FY 2009/10

\*\* Contract continues in FY 2011/12



Rescuer at work, Leogane, Haiti,  
January 2010 © Phuong Tran/IRIN

# END OF YEAR FINANCIAL REPORT

1. BUDGET/EXPENDITURE										
Area of activity		Consultancy		Salaries		Other Costs		Totals		
		Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Variation (£)
Strategic objective 1	Humanitarian innovations initiative	8,000.00	4,650.00	58,129.38	12,447.25	5,137.50	3,950.43	71,266.88	21,047.68	50,219.20
	Lessons paper in response to emergencies	11,156.50	8,947.00	20,308.44	10,125.43	16,665.00	921.10	48,129.94	19,993.53	28,136.41
	Humanitarian leadership study and coalition	20,000.00	20,189.50	5,576.00	7,843.01	19,487.50	1,228.27	45,063.50	29,260.78	15,802.71
	Sub-totals for SO1	39,156.50	33,786.50	84,013.82	30,415.70	41,290.00	6,099.80	164,460.32	70,302.00	94,158.32
Strategic objective 2	State of the Humanitarian System	34,000.00	2,700.00	42,427.79	36,084.16	0.00	14,667.59	76,427.79	53,451.75	22,976.04
	Sub-totals for SO2	34,000.00	2,700.00	42,427.79	36,084.16	0.00	14,667.59	76,427.79	53,451.75	22,976.04
Strategic objective 3	ALNAP Meetings	3,600.00	8,703.97	27,516.20	34,233.14	25,600.00	30,182.35	56,716.20	73,119.46	-16,403.26
	Small-scale meetings and workshops	900.00	0.00	4,687.55	3,732.43	1,000.00	0.00	6,587.55	3,732.43	2,855.12
	Network communications	0.00	0.00	29,925.05	27,671.85	4,306.25	7,478.76	34,231.30	35,150.61	-919.31
	Strengthening humanitarian networks	0.00	0.00	5,088.73	3,975.62	400.00	74.89	5,488.73	4,050.51	1,438.23
	Facilitating learning and accountability coalitions	0.00	20,191.80	0.00	0.00	5,000.00	8,366.79	5,000.00	28,558.59	-23,558.59
	External meetings	0.00	2,685.81	15,703.64	22,246.80	400.00	5,708.97	16,103.64	30,641.58	-14,537.94
	Sub-totals for SO3	4,500.00	31,581.58	82,921.17	91,859.84	36,706.25	51,811.76	124,127.42	175,253.18	-51,125.76
Strategic objective 4	Evaluation capacities	27,000.00	9,523.27	12,948.28	10,050.35	7,937.50	1,980.84	47,885.78	21,554.46	26,331.32
	Beneficiary feedback mechanisms	3,156.50	7,147.00	6,662.29	4,751.20	5,137.50	0.00	14,956.29	11,898.20	3,058.09
	Cross-sector impact assessment (IA) initiative	1,600.00	0.00	9,258.21	6,164.00	2,000.00	129.44	12,858.21	6,293.44	6,564.76
	Humanitarian key performance indicators	3,900.00	0.00	12,838.02	8,367.11	0.00	0.00	16,738.02	8,367.11	8,370.90
	ALNAP Guide to Evaluating Humanitarian Action (EHA)	16,000.00	6,666.66	12,663.91	10,082.37	5,137.50	0.00	33,801.41	16,749.03	17,052.38
	Guide to Real-Time Evaluation (RTE)	14,000.00	0.00	12,421.51	6,817.19	5,137.50	0.00	31,559.01	6,817.19	24,741.82
	Sub-Total SO 4	65,656.50	23,336.93	66,792.21	46,232.23	25,350.00	2,110.28	157,798.71	71,679.44	86,119.27
Strategic objective 5	Network-to-network learning project	0.00	0.00	7,075.44	£5,315.19	20,000.00	14,597.28	27,075.44	19,912.47	7,162.97
	ALNAP Website	0.00	0.00	15,496.53	10,233.50	8,601.00	4,354.10	24,097.53	14,587.60	9,509.93
	ALNAP Communities of Practice	14,800.00	4,400.00	13,198.46	12,752.27	0.00	0.00	27,998.46	17,152.27	10,846.19
	Quality & Accountability (Q & A) Initiatives	0.00	0.00	4,526.42	£5,207.11	400.00	741.44	4,926.42	5,948.55	-1,022.12
	Sub-total SO5	14,800.00	4,400.00	40,296.85	33,508.07	29,001.00	19,692.82	84,097.85	57,600.89	26,496.96
Cross-cutting objectives	Finalise and implement strategic monitoring and learning process	0.00	0.00	10,586.50	9,251.61	0.00	0.00	10,586.50	9,251.61	1,334.89
	Membership	0.00	0.00	633.20	3,292.18	0.00	412.62	633.20	3,704.80	-3,071.60
	Steering Committee	0.00	0.00	14,723.72	12,909.65	1,680.00	8,112.28	16,403.72	21,021.93	-4,618.21
	Secretariat	0.00	0.00	13,522.73	13,952.23	9,465.00	27,142.47	22,987.73	41,094.70	-18,106.97
Sub-totals	Cross-cutting objectives	0.00	0.00	39,466.15	39,405.67	11,145.00	35,667.37	50,611.15	75,073.03	-24,461.88
	ODI overhead on Secretariat salaries					132,736.00	132,736.00	132,736.00	132,736.00	0.00
	ODI service charge on consultant fees	7,905.65	0.00					7,905.65	0.00	7,905.65
TOTAL		166,018.65	95,805.01	355,917.99	277,505.66	276,228.25	262,785.62	798,164.89	636,096.29	162,068.60



2. INCOME	
INCOME SOURCE	Income (£)
Full Member 2010/11 contributions received	500,016
2009/10 contributions received in 2010/11	77,786
Book sales	263
Contribution for 'Evaluating Haiti Response: Ensuring a joined-up and coherent approach' meeting	11,252
<b>TOTALS</b>	<b>589,317</b>

3. INCOME/EXPENDITURE			
	Income (£)	Expenditure (£)	Balance (£)
Income and expenditure in 2010/11	589,317	636,096	
Carry over from 2009/10	67,849*		
<b>TOTALS</b>	<b>657,166</b>	<b>636,096</b>	<b>16,070</b>
Income pledged but not received	191,817		
<b>TOTALS WHEN ALL INCOME RECEIVED</b>	<b>848,983</b>	<b>636,096</b>	<b>207,887</b>

\*The difference between this figure and the figure quoted in the 2009/10 Annual Report is a result of ALNAP and ODI using different methods for accounting overheads in the period 2007-2010. The figures have now been reconciled.

4. ALNAP FUNDING SUMMARY 2010/11							
Funder	Pledged for 2010/11 (£)	2010/11 (£)	2009/10 contributions received in 2010/11 (£)	Funder	Pledged for 2010/11 (£)	2010/11 contributions received by 31/3/11 (£)	2009/10 contributions received in 2010/11 (£)
AAH	3,120	3,120		Irish Aid	66,708	66,708	
AECID	42,300	42,376		MFA Germany	30,000	30,000	
AusAid	37,812	37,812		MFA Netherlands	35,578	35,578	
BRCS	5,325	5,325		NORAD	18,715	18,715	
CAFOD/CARITAS	9,126	9,126		OCHA	6,408	6,408	
CARE Intl.	3,172	3,172		OXFAM GB	8,000	8,000	
Christian Aid	5,070	5,070		RedR	2,600	2,600	
CIDA	32,621	32,621		SC US	7,098	7,098	
CRS	3,993	3,993		SDC	31,200	31,200	5,000*
Danida	20,024	20,024		Sida	18,275	18,275	
DFID	45,000	45,000		Tearfund	5,200	5,200	
DRC	3,000	3,000		UNHCR	10,000	10,000	
FAO	2,392	2,392		UNICEF	6,582	6,582	
FOCUS	2,080	2,080		USAID/OFDA	191,894		72,786
Global Hand	1,040	1,040		WFP	8,882	8,882	
ICRC	3,619	3,619		WHO	5,070	5,070	
IFRC	3,794	3,794		<i>World Vision</i>	5,486	5,486	
IRC	5,325	5,325		<b>TOTALS</b>	<b>691,834</b>	<b>500,016</b>	<b>77,786</b>

\*Corrigendum: This figure was missing in original copies of the annual report.

## ALNAP SECRETARIAT STAFF IN 2010/11

**John Mitchell**, Director

**Colin Hadkiss**, Administrator (left October 2010)

**Josh Harris**, Communications and Network Officer

**Yuka Hasegawa**, Research and Evaluations Officer  
(left February 2011)

**Caroline Keay**, Programme Officer (joined December 2010)

**Paul Knox-Clarke**, Head of Research and Communications  
(joined March 2011)

**Amy Merritt**, Administrator (from September to  
December 2010)

**Franziska Orphal**, Communications Officer

**Ben Ramalingam**, Head of Research and Development  
(left November 2010)

**Kim Scriven**, Research and Innovations Officer

## FULL MEMBER ORGANISATIONS AND REPRESENTATIVES AS OF MARCH 31ST 2011

**Action Against Hunger (AAH)**, Saul Guerrero

**AECID**, Pablo Yuste

**Africa Humanitarian Action (AHA)**, Dawit Zawde

**All India Disaster Mitigation Institute (AIDMI)**,  
Mihir R. Bhatt

**AusAID**, Sally Laird

**British Red Cross Society**, Tendik Tynystanov

**CAFOD UK**, Matthew Carter

**Canadian International Development Agency (CIDA)**,  
Anar Mamdani

**CARE International**, Jock Baker

**Catholic Relief Services**, Bill Canny

**CDA Collaborative Learning Projects**, Steve Darvill

**CENDEP**, David Sanderson

**Christian Aid**, Nigel Timmins

**Danida**, Eva Broegaard

**Danish Refugee Council (DRC)**, Niels Bentzen

**DARA**, Riccardo Polastro

**Department for International Development (DFID)**,  
Paul Reglinski

**Development Initiatives**, Jan Kellett

**Disasters Emergency Committee (DEC)**,  
Annie Devonport

**Emergency Nutrition Network (ENN)**, Jeremy Shoham

**Enhancing Learning and Research for Humanitarian  
Assistance (ELRHA)**, Jess Camburn

**European Commission Humanitarian Aid Office  
(ECHO)**, Nicoletta Pergolizzi

**Focus Humanitarian Assistance, Salim Sumar  
Food & Agriculture Organisation of the United  
Nations**, Rachel Sauvinet-Bedouin

**Glemminge Development Research**, Ian Christoplos

**Global Hand**, Mike Tozer

**Global Public Policy Institute (GPPI)**, Andrea Binder

**Groupe URD**, François Grünewald

**Humanitarian Accountability Partnership  
International (HAP)**, Katharina Samara

**Humanitarian Futures Programme (HFP)**, Randolph Kent

**ICRC**, Nadya Kebir Raoloson

**Instituto de Estudios sobre Conflictos y Acción  
Humanitaria (IECAH)**, Francisco Rey Marcos

**International Council of Voluntary Agencies (ICVA)**,  
Manisha Thomas

**International Federation of Red Cross & Red Crescent  
Societies**, Josse Gillijns

**International Rescue Committee**, Sue Dwyer

**InterWorks Europe**, John Cosgrave

**Irish Aid**, Anne Marie Daly

**JICA**, Kimiaki Jin

**John Borton Consulting**, John Borton

**London Southbank University**, Michal Lyons

**MERCY Malaysia**, Heng Aik Cheng

**Ministry of Foreign Affairs, Germany**, Dennis Mueller

**Ministry of Foreign Affairs, Netherlands**, Roy Hans

**New Zealand's International Aid and Development Agency (NZAID)**, Simon Williamson

**Norad**, Anette Haug

**Norwegian Refugee Council (NRC)**, Oddhild Günther

**OFADEC**, Mamadou Ndiaye

**Office for the Coordination of Humanitarian Affairs (OCHA)**, Scott Green

**Osaka University**, Yasuhide Nakamura

**Overseas Development Institute (ODI)**, Sara Pantuliano

**Oxfam**, Ivan Scott

**People In Aid**, Jonathan Potter

**Philip O'Keefe**

**RedR**, Charlie Dalrymple

**Save the Children USA**, Hana Haller Crowe

**Solidarités International**, Frédéric Penard

**Sphere Project**, John Damerell

**Steering Committee for Humanitarian Response (SCHR)**, Charles-Antoine Hofmann

**Swedish International Development Agency (Sida)**, Maria Thorin

**Sustainable Environment Ecological Development Society (SEEDS)**, Manu Gupta

**Swiss Agency for Development and Cooperation (SDC)**, Yves Mauron

**Tearfund**, David Bainbridge

**Tufts University**, Peter Walker

**UNDP**, Ela Ionescu

**UNICEF**, Robert McCouch

**United Nations High Commissioner for Refugees (UNHCR)**, Jeff Crisp

**USAID/OFDA**, Mia Beers

**Valid International**, Alistair Hallam

**Voice**, Kathrin Schick

**World Food Programme (WFP)**, Caroline Heider

**World Health Organization (WHO)**, Nevio Zagaria

**World Vision International**, Kevin Savage



Displaced people fleeing Sindh have streamed into Balochistan  
© Abdul Majeed Goraya/IRIN



Overseas Development Institute  
111 Westminster Bridge Road  
London SE1 7JD, UK

Tel: + 44 (0)20 7922 0300  
Fax: + 44 (0)20 7922 0399  
Email: [alnap@alnap.org](mailto:alnap@alnap.org)  
[www.alnap.org](http://www.alnap.org)