

28th ALNAP MEETING

WASHINGTON, D.C.  
5-7 MARCH 2013

EVIDENCE &  
KNOWLEDGE  
IN HUMANITARIAN ACTION

# Meeting programme

Time	Day	Topic	Facilitator	Duration	Room	Notes
08:00	L	Registration				
08:30	L	Breakfast				
09:00	L	Opening	Michelle	15	101	
09:15	L	Michelle	Michelle	15	101	
09:30	L	Antonia	Antonia	15	101	
09:45	L	Olga	Olga	15	101	
10:00	L	Quaranta	Quaranta	15	101	
10:15	L	Landy	Landy	15	101	
10:30	L	Lalao	Lalao	15	101	
10:45	L	Nadia	Nadia	15	101	
11:00	L	Priscilla	Priscilla	15	101	
11:15	L	Besthe	Besthe	15	101	
11:30	L	Tojo	Tojo	15	101	
11:45	L	Antonia	Antonia	15	101	
12:00	L	Break				
12:30	L	Lunch				
13:00	L	Registration				
13:30	L	Breakfast				
14:00	L	Michelle	Michelle	15	101	
14:15	L	Antonia	Antonia	15	101	
14:30	L	Olga	Olga	15	101	
14:45	L	Quaranta	Quaranta	15	101	
15:00	L	Landy	Landy	15	101	
15:15	L	Lalao	Lalao	15	101	
15:30	L	Nadia	Nadia	15	101	
15:45	L	Priscilla	Priscilla	15	101	
16:00	L	Besthe	Besthe	15	101	
16:15	L	Tojo	Tojo	15	101	
16:30	L	Antonia	Antonia	15	101	
16:45	L	Michelle	Michelle	15	101	
17:00	L	Break				
17:30	L	Lunch				
18:00	L	Registration				
18:30	L	Breakfast				
19:00	L	Michelle	Michelle	15	101	
19:15	L	Antonia	Antonia	15	101	
19:30	L	Olga	Olga	15	101	
19:45	L	Quaranta	Quaranta	15	101	
20:00	L	Landy	Landy	15	101	
20:15	L	Lalao	Lalao	15	101	
20:30	L	Nadia	Nadia	15	101	
20:45	L	Priscilla	Priscilla	15	101	
21:00	L	Besthe	Besthe	15	101	
21:15	L	Tojo	Tojo	15	101	
21:30	L	Antonia	Antonia	15	101	
21:45	L	Michelle	Michelle	15	101	
22:00	L	Break				
22:30	L	Lunch				
23:00	L	Registration				
23:30	L	Breakfast				
00:00	L	Closing	Michelle	15	101	

*In your meeting folder you will find a **flashcard** containing all the meeting materials, including overviews containing the key points of all presentations you don't get a chance to participate in. It also contains the latest ALNAP publications and links to the virtual meeting space and resource library.*

ALNAP  
Overseas Development Institute  
203 Blackfriars Road  
London SE1 8NJ

Tel: +44 (0)20 7922 0388  
Website: [www.alnap.org](http://www.alnap.org)

Cover image © Guy Oliver/IRIN



## **CONTENTS**

Agenda .....	2
Abstracts .....	8
Presenters .....	15
List of participants .....	29
ALNAP Secretariat .....	34

# AGENDA

**On 4 March, one day prior to the main ALNAP Meeting, there will be a ‘Skills-building day for evaluators’ and a ‘Host Government Forum on Humanitarian Response.’ You can find out more about both events at [www.alnap.org/events/28th](http://www.alnap.org/events/28th).**

## DAY 1

5 March 2013

**0830 - 0900**      **Breakfast and registration**

**Meeting Chair:**    **Nan Buzard**, Executive Director, International Council for Voluntary Agencies (ICVA) and ALNAP Chair

**0915 - 0930**      **Welcome address**

**Carol Chan**, Acting Director, USAID Office for Foreign Disaster Assistance

**0930 - 1000**      **Keynote presentation: Evidence and knowledge in humanitarian action**

**John Mitchell**, Director, ALNAP

**1000 - 1100**      **Expert panel**

**Mary B. Anderson**, Founder and former Executive Director, CDA Collaborative Learning Projects

**Professor Anthony Redmond**, Deputy Director, Humanitarian and Conflict Response Institute, University of Manchester

**1100 - 1130**      **Refreshment break**

**1130 - 1230**      **Table discussions: “Identifying key issues around evidence and knowledge for the humanitarian community”**

**1230 - 1300**      **Feedback from table discussions**

**1300 - 1400**      **Lunch**



**Session 1 (1400 - 1500)**

<b>1.1</b>	<b>1.2</b>	<b>1.3</b>
<b>Evidence and knowledge: The donor perspective</b>	<b>Understanding the situation: Obtaining evidence for needs assessment and monitoring – Part one</b>	<b>Knowing what worked: Building the evidential quality of evaluations – Part one</b>
<b>Chair: John Mitchell (ALNAP)</b>	<b>Chair: Matthew Carter (CAFOD)</b>	<b>Chair: Scott Chaplowe (IFRC)</b>
<b>Joanna Macrae (DFID)</b> <i>Towards an evidence agenda in humanitarian action: reflections on the role of donors in investing in research and innovation in the sector</i>	<b>Wilhelmina Welsch and Lars Peter Nissen (ACAPS)</b> <i>Better analysis, informed decision, better aid: Secondary data analysis – key to improving assessments?</i>	<b>Anthony Redmond (University of Manchester)</b> <i>Building the evidential quality of evaluations</i>
<b>Raseema Alam (Humanitarian Affairs Consultant)</b> <i>The need for evidence-based research for humanitarian coordination</i>	<b>Richard Garfield (Centers for Disease Control and Prevention)</b> <i>Evidence and needs assessments</i>	<b>David Sanderson (CENDEP) and Juliet Parker (Christian Aid)</b> <i>Reviewing the quality of evidence</i>

**15:00-15:30 Refreshment break and poster fair**

**Session 2 (1530 – 1700)**

<b>2.1</b>	<b>2.2</b>	<b>2.3</b>
<b>Local knowledge as evidence</b>	<b>Understanding the situation: Obtaining evidence in needs assessment and monitoring – Part two</b>	<b>Knowing what worked: Building the evidential quality of evaluations – Part two</b>
<b>Chair: Jemilah Mahmood</b>	<b>Chair: Matthew Carter (CAFOD)</b>	<b>Chair: Josse Gillijns (IFRC)</b>
<b>Dayna Brown (CDA Collaborative Learning Projects)</b> <i>Listening broadly and systematically to understand cumulative impact</i>	<b>Mona Fetouh (UN OIOS)</b> <i>Data quality in remote monitoring – a comparative analysis</i>	<b>Riccardo Polastro (DARA)</b> <i>Collecting and utilising evidence in real-time evaluations</i>

<p><b>Kate Burns (OCHA)</b>  <i>Do current sources of information allow for effective humanitarian coordination?</i></p>	<p><b>Adrian Flint (University of Bristol) and Chris Meyer zu Natrup (MzN International Development Experts)</b>  <i>Crowd-programmed initiatives: Facilitating the development of beneficiary-led aid programmes</i></p>	<p><b>Saul Guerrero (ACF)</b>  <i>The Needle in the Haystack: the role of external evaluations in identifying and promoting good practices within NGOs</i></p>
<p><b>Mamadou Ndiaye (OFADEC)</b>  <i>Local knowledge as evidence</i></p>	<p><b>Scott Chaplowe (IFRC) and Rose Donna (Datadyne)</b>  <i>Rapid Mobile Phone-based Surveys (RAMP) for evidence-based emergency response</i></p>	

**1700 - 1730**      **Close day 1**

\*\*

**1745 - 1845**      **Informal consultation on priority areas for evaluation and research**  
 Led by colleagues from DFID and OCHA

**1845 - 1945**      **Drinks reception at the Bethesda North Hotel and Conference Center**

## DAY 2

6 March 2013

0830 - 0900 Breakfast and poster fair

0900 - 0930 Opening day 2

## Session 3 (0930 – 1045)

3.1	3.2	3.3
<b>Humanitarian Standards: an approach to getting evidence used in action?</b>	<b>Establishing evidence of impact – Part one</b>	<b>Getting evidence used</b>
<b>Chair: Marian Casey-Maslen (HAP)</b>	<b>Chair: Scott Green (OCHA)</b>	<b>Chair: Peter Walker (Tufts University)</b>
<b>Andrew Catley (Tufts University and LEGS)</b> <i>Where there is no evidence? Developing international standards and guidelines with limited “hard evidence”</i>	<b>Savina Tessitore (FAO)</b> <i>Extreme realities and imagination barriers: Research in Somalia</i>	<b>Peter Walker (Tufts University)</b> <i>Cracks in the machine: Is the humanitarian system fit for purpose?</i>
<b>John Damerell (The Sphere Project)</b> <i>The role of standards for evidence based humanitarian response</i>	<b>Chloe Puett and Cecile Salpeteur (ACF)</b> <i>A cluster RCT to assess the effectiveness of ready-to-use supplementary foods on child malnutrition in Chad: a successful collaboration</i>	<b>Judith Randel (Development Initiatives) and Annette Were Munabi (Development Research and Training, Uganda)</b> <i>Data, evidence and access to information: how are they used to make decisions about humanitarian response?</i>
<b>Christina Laybourne (The One World Trust) and Alice Obrecht (HFP, King’s College London)</b> <i>‘Show me the money’: Generating evidence from and for accountability in humanitarian work</i>		<b>Daniel Maxwell (Tufts University)</b> <i>Does evidence drive decision-making in food security crises? Examining the “response analysis” question</i>

**Session 4 (1115 – 1230)**

<b>4.1</b>	<b>4.2</b>	<b>4.3</b>
<b>Organisation-wide indicators: an approach to getting evidence used?</b>	<b>Establishing evidence of impact - Part two</b>	<b>Getting evidence used: evaluation into action</b>
<b>Chair: Kevin Savage (World Vision)</b>	<b>Chair: Alison Girdwood (DFID)</b>	<b>Chair: José Manuel Argilés Marín (MFA Spain)</b>
<b>Barbara Willet and Michael Wallace (Mercy Corps)</b> <i>Mission metrics: An agency-wide measurement approach for understanding emergency response</i>	<b>Jyotsna Puri (3iE)</b> <i>Attribution of results through impact evaluations of humanitarian assistance</i>	<b>François Grünewald (Groupe URD)</b> <i>Beyond the report: rise and demise of classical evaluations</i>
<b>Harry Carr (CRS)</b> <i>Tracking beneficiaries and services delivered</i>	A discussion on possible priority areas for impact evaluation	<b>Rigmor Argren (Save the Children)</b> <i>What goes up must come down: the challenges of getting evidence back to the ground</i>
<b>Vivien Walden (Oxfam)</b> <i>Improving quality of humanitarian programmes through the use of a scoring system: the Humanitarian Indicator Tool</i>		

<b>1230 - 1330</b>	<b>Lunch</b>
<b>1330 - 1430</b>	<b>Group discussions: Drawing on presentations, self-selecting groups address issues raised on day 1, make recommendations</b>
<b>1430 - 1530</b>	<b>Feedback from group discussions</b>
<b>1530 - 1600</b>	<b>Refreshment break</b>
<b>1600 - 1700</b>	<b>Plenary: Next steps</b>
<b>1700 - 1730</b>	<b>Panel and close day 2</b>



**DAY 3 – ALNAP Full Members’ day****7 March 2013****Development of Strategy 2013 – 2018**

**Meeting Chair:** **Nan Buzard**, Executive Director, International Council for Voluntary Agencies (ICVA) and ALNAP Chair

**0930 - 0945**      **Recap of days 1 and 2**

**Nan Buzard**, ALNAP Chair

**0945 - 1015**      **Independent Review of ALNAP Strategy 2008 – 2013**

**Shelia Inglis**, Independent consultant, SMCI Associates

**1015 - 1100**      **Discussion**

**1100 - 1130**      **Refreshment break**

**1130 - 1150**      **Outline of ALNAP Strategy 2013 – 2018**

**John Mitchell**, Director, ALNAP

**1150 - 1205**      **ALNAP Communications Strategy**

**Patricia Curmi**, Communications and Network Officer, ALNAP

**1205 - 1300**      **Discussion**

**1300 - 1415**      **Lunch and constituency group meetings**

**1415 - 1630**      **Open space discussions**

**1630 - 1640**      **Close of meeting**

## ABSTRACTS

### Session 1.1

#### Evidence and knowledge: The donor perspective

##### ***Towards an evidence agenda in humanitarian action: reflections on the role of donors in investing in research and innovation in the sector***

How has the UK's Department for International Development responded to the growing calls for more evidence-based decision-making? This session analyses the evolution of evidence-based decision-making within UK public policy and in relation to international development policy. It also sets out the methodology that was used to set the UK's humanitarian research agenda and proposes a combination of approaches to design, manage and report on transformative research and innovation.

**Presenter: Joanna Macrae (DFID)**

##### ***The need for evidence-based research for humanitarian coordination***

What type of research/evidence is required to make decisions during a humanitarian crisis? What kind of tools must the humanitarian donors use to enable decision-making? Those involved in the Humanitarian Donor Coordination Group (HDCG) in Afghanistan try to address these questions based on their experiences and findings into the role of evidence-based decision making. The HDCG used many tools to share information, develop policy and operationalize resources during humanitarian crises.

**Presenter: Raseema Alam (Humanitarian Affairs Consultant)**

### Session 1.2

#### Understanding the situation: Obtaining evidence for needs assessment and monitoring – Part one

##### ***Better analysis, informed decision, better aid: Secondary data analysis – key to improving assessments?***

It's time to rethink assessment approaches as it's easier than ever before to access a variety of pre-crisis and in-crisis information. Publicly available secondary data sources and data collection methods - crowd sourcing, social media, remote sensing, mobile phone racking and satellite imagery - have increased. This paper draws from several field experiences to describe how the innovations in analysis of secondary data can identify information gaps and design better targeted assessments to address them.

**Presenters: Wilhelmina Welsch and Lars Peter Nissen (ACAPS)**

##### ***Evidence and needs assessments***

Methodologic innovations have improved our ability to make timely, useful needs assessments in emergencies. Examples will be shared of combined quantitative and qualitative measures, on the ground and remote assessments, and rating beneficiary's subjective priorities of need. Further efforts are underway to make needs assessments more effective and coherent. These include creation of a bank of questions, improvements in purposive sampling methods, elaboration of a

more comprehensive conceptual model, and specification of key questions at different stages of an emergency. These efforts involve ACAPS, CDC, the global health cluster, and efforts in countries that will be shared.

**Presenter: Richard Garfield (Centers for Disease Control and Prevention)**

### **Session 1.3**

#### **Knowing what worked: Building the evidential quality of evaluations – Part one**

##### ***Building the evidential quality of evaluations***

This session considers the challenges that face evaluators in ensuring that evaluations are based on robust evidence, and offers some potential solutions based on the experience of the speaker and evaluators within the ALNAP network

**Presenter: Anthony Redmond (University of Manchester)**

##### ***Reviewing the quality of evidence***

This session draws on current work being undertaken by CENDEP with Christian Aid on the standard of evidence in humanitarian evaluations and subsequent decisions made by senior management. It uses four recent evaluations of humanitarian responses – South Sudan, DRC, West bank and The Philippines – and the subsequent decisions made by management to discuss quality of evidence. Additionally, the lessons learnt through an independent evaluation of Christian Aid and its partners' response to the 2010 floods in Pakistan will be shared with the group.

**Presenters: David Sanderson (CENDEP) and Juliet Parker (Christian Aid)**

### **Session 2.1**

#### **Local knowledge as evidence**

##### ***Listening broadly and systematically to understand cumulative impact***

In “Time to Listen: Hearing from People on the Receiving End of International Aid,” there are many lessons to be learned from both the collaborative listening methodology and from the analysis done with aid workers and practitioners. This session focuses on the challenges of listening and hearing what people really mean, and how the principle of participation is being undermined by the “proceduralisation” of so many aspects of humanitarian aid efforts. What is needed to shift from a delivery system approach to a more genuinely collaborative one?

**Presenter: Dayna Brown (CDA Collaborative Learning Projects)**

##### ***Do current sources of information allow for effective humanitarian coordination?***

This session uses the OCHA consultation process to identify how best to collect and use affected people's voices to positively influence the coordination of humanitarian response. Discussions will focus on identifying how best to make choices, and communicate these, when differences in strategic opinion arise between different stakeholders, especially between aid planners and affected people.

**Presenter: Kate Burns (OCHA)**

***Local knowledge as evidence***

This session considers the degree to which the knowledge of affected populations is incorporated into humanitarian work; the constraints to including local knowledge in the evidence base, and some ways in which these constraints might be overcome.

**Presenter: Mamadou Ndiaye (OFADEC)**

**Session 2.2****Understanding the situation: Obtaining evidence in needs assessment and monitoring – Part two*****Data quality in remote monitoring – a comparative analysis***

The session shares lessons from the extensive experience of Mona, Christian and Volker in Somalia and Eastern Burma. Both environments are characterised by heavy reliance of by international aid organisations on local partners. Because of this, and other factors hindering direct access for monitoring visits, real-time testing was developed for a number of familiar and new channels to collect and validate monitoring information in remote management situations. The presentation comes from a practitioner's perspective, and learning from testing new channels for collection and validation is offered.

**Presenter: Mona Fetouh (UN OIOS)**

***Crowd-programmed initiatives: Facilitating the development of beneficiary-led aid programmes***

Dr Adrian Flint, University of Bristol, and Chris Meyer zu Natrup, MzN International  
Crowdsourcing has changed the face of online collaboration, with everything from fundraising, data visualisation and mainstream journalism using the 'wisdom of crowds' to create a bottom-up approach to information. In humanitarian contexts, 'mobile participation' and 'microtasking' have become buzz-words in the wake of initiatives like Mission 4636 inpost-earthquake Haiti and the Kibera Mapping Project in Kenya. This session maps prevailing crowdsourcing trends and considers new data from existing projects.

**Presenters: Adrian Flint (University of Bristol) and Chris Meyer zu Natrup (MzN International Development Experts)**

***Rapid Mobile Phone-based Surveys (RAMP) for evidence-based emergency response***

The session shares the Rapid Mobile Phone-based Surveys (RAMP) model the IFRC has designed with partners, and to examine its potential in contribution to evidence-based emergency response. The use of the mobile phones has considerable benefits in the efficient and reliable input, quality assurance, and timely analysis of data. Such potential is particularly well-suited for humanitarian as well as recovery settings. IFRC and partners designed a complete package of survey materials – RAMP – to enable IFRC, NGOs, and Ministry departments to conduct health and development surveys at low cost, without external consultants, and with very rapid results using mobile phone data collection.

**Presenters: Scott Chaplowe (IFRC) and Rose Donna (Datadyne)**

**Session 2.3****Knowing what worked: Building the evidential quality of evaluations – Part two*****Collecting and utilising evidence in real-time evaluations***

A look at the complex task of using Real Time Evaluations (RTEs) to build a reliable evidence base for assessing and improving humanitarian action. How can RTEs contribute to an evidence base in uncertain political environments, turbulent, and insecure operational settings presents challenges beyond those encountered in more stable conditions? Here, Ricardo argues that as RTEs are interactive; involve consultation; and feedback to a wide range of stakeholders they offer an opportunity to contribute to peer-to-peer learning and accountability.

*Presenter:* **Riccardo Polastro (DARA)**

***The Needle in the Haystack: the role of external evaluations in identifying and promoting good practices within NGOs***

tbc

*Presenter:* **Saul Guerrero (ACF)**

**Session 3.1****Humanitarian Standards: an approach to getting evidence used in action?*****Where there is no evidence? Developing international standards and guidelines with limited “hard evidence”***

Andy Cately uses the process of creating and publishing the 2009 Livestock Emergency Guidelines and Standards (LEGS) to speak about the importance (and difficulties) of obtaining an evidence base to ensure that standards and guidelines are rooted in proven, practical experience. Andy explains how LEGS overcame some of the challenges through: broad consultation with practitioners and policy makers; a multi-agency steering group comprising experts on the topic; drawing on the experiences and principles underlying the Sphere standards, including the role of community participation, attention to gender and protection.

*Presenter:* **Andrew Catley (Tufts University and LEGS)**

***The role of standards for evidence based humanitarian response***

What sort of evidence are the currently used humanitarian standards based on? Are different standards using different kinds of evidence? How and when does evidence translate into a standard? In this session John presents examples of how rigorous evidence has been used to develop the Sphere standards, and create a balance between establishing minimum standards and encouraging innovation. Expect difficult questions to be tackled, such as can, and should, the evidence approach be applied to Sphere Protection Principles and Core Standards, in a similar way as health or nutrition standards?

*Presenter:* **John Damerell (The Sphere Project)**



### ***'Show me the money': Generating evidence from and for accountability in humanitarian work***

This session explores the intersection between accountability and evidence. It starts by asking how humanitarian organisations seek evidence to understand how accountable they are, and to whom. From this, the discussion will delve into accountability mechanisms – such as complaints handling systems, participatory evaluation, and needs-based assessments – and consider how evidence-based approaches to assessing organisational accountability can move beyond tick-box exercises to utilise richer sources of information and provide a more holistic portrait of organisational accountability and effectiveness.

**Presenters: Christina Laybourne (The One World Trust) and Alice Obrecht (HFP, King's College London)**

### **Session 3.2 Establishing evidence of impact – Part one**

#### ***Extreme realities and imagination barriers: Research in Somalia***

Increasingly, quantitative impact evaluations with randomised controlled trials are the gold standard, particularly for cash transfer assessment. This session draws from the recent large-scale data collection to monitor and evaluate humanitarian interventions in Somalia. It argues for the inclusion of small-scale qualitative studies conducted by local teams but managed intensely by senior researchers and repeated in sites differentiated by livelihood and proximity to urban areas.

**Presenter: Savina Tessitore (FAO)**

#### ***A cluster RCT to assess the effectiveness of ready-to-use supplementary foods on child malnutrition in Chad: a successful collaboration***

This session takes an in-depth look at how ACF-France employed randomised control trials to assess the effectiveness of using therapeutic food products, in the form of Lipid Nutrient Supplements (LNS), to prevent acute malnutrition – stopping malnutrition before a child suffers its harmful effects during a seasonal 'hunger gap' in Abeche town, eastern Chad, in 2010.

**Presenters: Chloe Puett and Cecile Salpeteur (ACF)**

### **Session 3.3 Getting evidence used**

#### ***Cracks in the machine: Is the humanitarian system fit for purpose?***

We understand more about why humanitarian crises might happen, evolve and recede. But less progress has been made on understanding why the aid system is so slow in taking up and using evidence based policy and practice. This session examines five features of the aid system and architecture – inertia, utility of data, compliance regimes, dominant narratives and longevity of crises – and asks whether they are inhibiting its ability to move to an evidence based model.

**Presenter: Peter Walker (Tufts University)**

### ***Data, evidence and access to information: how are they used to make decisions about humanitarian response?***

Generating more and better evidence alone will not lead to more evidence-based decisions. Evidence is one among many considerations in the decision-making processes that result in humanitarian funding allocation. This lively session focuses on findings from Development Initiatives' preliminary research on incentives and disincentives for evidence-based decision-making and the real and often legitimate constraints and influences in a variety of governments.

**Presenters: Judith Randel (Development Initiatives) and Annette Were Munabi (Development Research and Training, Uganda)**

### ***Does evidence drive decisionmaking in food security crises? Examining the “response analysis” question***

In 2004, a study investigating food security responses in emergencies concluded that most programs were not based on evidence, often ignored information and analysis where it existed, relied on a narrow range of programming options, and had little impact on actually reducing food insecurity (Levine and Chastre 2004). Since then, a major effort has gone into improving food security analysis, with many new tools for situational analysis, assessment, monitoring and evaluation, etc. This session examines whether, after a host of changes, improved analysis is now driving the decision-making in choosing among these various response options.

**Presenter: Daniel Maxwell (Tufts University)**

## **Session 4.1**

### **Organisation-wide indicators: an approach to getting evidence used?**

#### ***Mission metrics: An agencywide measurement approach for understanding emergency response***

Find out about Mission Metrics, a new performance management system designed to bring program-level M&E results into an agency-wide framework. It aligns programs with mission-based themes and indicators, allowing users to analyse results through the lens of a given mission, rather than as isolated programs and responses. These results can then be analysed and shared with senior leaders as part of strategic review and planning at multiple levels, including country, region, agency, and programmatic sectors.

**Presenters: Barbara Willet and Michael Wallace (Mercy Corps)**

#### ***Tracking beneficiaries and services delivered***

Catholic Relief Services (CRS) shares the thinking and learning from the Beneficiary and Service Delivery Indicators (BSDI) it is currently developing to improve communication with those who use (or potentially could use) its services. Data such as a unique beneficiary identifier, gender, age, service delivery type, date and GPS location will each be linked through CRS project number. CRS plans to report BSDI data to its stakeholders on an annual basis. Since the data are entered on an ongoing basis into PIMS, current beneficiary and service delivery data will always be available and can be compared historically across Services, program areas and regions. This session specifically focuses on how BSDI's development is being tested in the CRS Sahel Crisis emergency projects.

**Presenter: Harry Carr (CRS)**

### ***Improving quality of humanitarian programmes through the use of a scoring system: the Humanitarian Indicator Tool***

In its second year of implementation, Oxfam practitioners Vivien Walden shares some of the early findings and lessons learnt with the Humanitarian Indicator Tool. The tool uses twelve benchmarks covering areas such as Sphere standards, timeliness, accountability to the affected population and staff capacity. The evaluation is carried out as a desk study by an external consultant using documentation provided by the programme with some distance interviewing where gaps are identified. Each benchmark is scored according to four criteria: met, almost met, partially met and not met.

*Presenter: Vivien Walden (Oxfam)*

## **Session 4.2 Establishing evidence of impact - Part two**

### ***Attribution of results through impact evaluations of humanitarian assistance***

Rigorous impact evaluation designs are possible for humanitarian programming. This session maps existing rigorous impact evaluations of humanitarian programs and discusses the techniques and innovations that made the evaluations possible. It builds on this discussion of innovative evaluation designs by exploring impact evaluations of other development programs, specifically those in the stabilisation and peace-building sector.

*Presenter: Jyotsna Puri (3iE)*

## **Session 4.3 Getting evidence used: evaluation into action**

### ***Beyond the report: rise and demise of classical evaluations***

Over the last two decades, the humanitarian sector has produced dozens of linear meters and gigabytes of evaluation reports. Did it improve proportionally? Are there key “evaluation events”, “key milestones” that can benchmark the evolution of the sector or is the sector improving incrementally with the accumulation of evaluations, lessons learnt and other after action reviews? What are the alternatives to “non impacting evaluations”?

*Presenter: François Grünewald (Groupe URD)*

### ***What goes up must come down: the challenges of getting evidence back to the ground***

The aid system needs better platforms to share information internally and externally. There is an institutional inability to produce and relay frank analytical evidence of lessons learnt, combined with a donor-centric reporting systems. This session identifies practical examples of where systems have ‘siloed’ the responsibilities of quality assurance solely in positions such as monitoring, evaluation, accountability and learning (MEAL) specialists. Linda and Rigmor suggest possible avenues for shifting organizational culture and sector progression as a means of ensuring that evidence gets used to better inform policies, strategies and operations.

*Presenter: Rigmor Argren (Save the Children)*

## PRESENTERS



### **Raseema Alam**

Humanitarian Affairs Consultant

Raseema Alam (MA, International Relations) is a former diplomat with the Government of Canada. Her most recent assignment was as the First Secretary for Humanitarian Assistance for the Canadian International Development Agency in Afghanistan. She has lived and worked in Afghanistan, Cambodia, Pakistan, Thailand and Timor-Leste. Her current assignment is as an advisor to develop the ICT sector in Afghanistan. With more than 15 years of experience in developing countries, she is a specialist in providing development assistance in conflict states.

In Ottawa, her assignments have included work on developing Canada's corporate social responsibility policy, Stabilization and Reconstruction Task Force, Evaluation and Audit, Canada's engagement with the World Bank and the Afghanistan-Pakistan Task Force.

Some of Ms. Alam's achievements include: a Minister's award of recognition for her contribution to Canada's Mission in Afghanistan and was awarded a Rotary Peace Fellowship in 2009. Ms. Alam is fluent in both of Canada's official languages.



### **Rigmor Argren**

Save the Children

Rigmor Argren (PhD law), is currently working as a Senior Humanitarian Advisor with Save the Children, Sweden. She has worked in the child protection sector, with field experience from humanitarian responses in countries such as Chad, Ethiopia, DRC and Sudan. Lately she has been focusing on monitoring and evaluation of Save the Children's humanitarian responses, and has taken part in real time evaluations in Ivory Coast, Kenya, Burkina Faso, and most recently Lebanon. Her academic research interest is in the field of human rights law, international humanitarian law, and State responsibility, with a particular interest in how to operationalise applicable international legal standards in humanitarian responses.



### **Dayna Brown**

CDA Collaborative Learning Projects

Dayna Brown is the Director of The Listening Program at CDA Collaborative Learning Projects, where she has directed the Listening Project since 2006. She began her career in international development as a Peace Corps Volunteer in Kenya 20 years ago, and has managed humanitarian and development



programs for Mercy Corps, Habitat for Humanity and the US government. Dayna has lived and worked in Indonesia, Kenya, Kosovo, and Tanzania, and has undertaken short-term assignments in many other countries. She is the co-author of 'Time to Listen: Hearing People on the Receiving End of International Assistance.'



**Kate Burns**  
OCHA

Kate Burns is the Senior Policy Officer for Gender Equality with the United Nations Office for the Coordination of Humanitarian Assistance (UN OCHA) in New York. Her primary function is to guide the implementation of OCHA's policy on gender equality and provide leadership within the Inter-Agency Standing Committee (IASC) to ensure gender equality programming including work to address gender-based violence and protection from sexual exploitation and abuse in all humanitarian action. She has recently spearheaded the development of internationally recognized norms and standards for gender equality in humanitarian response, the GenCap roster pool, an interactive learning on gender equality and the use of a gender marker in the funding schemes. She is a founding member of UN Action against Sexual Violence in Conflict and provides leadership in the implementation of Security Council Resolutions 1820 and 1888. Kate is also leading work to define OCHA's role in being held accountable to affected populations under the IASC Transformative Agenda.

Kate has worked for over 38 years in international humanitarian and development fields primarily in Africa. She has worked with the United Nations, NGOs, academia and governments in such areas as public health, reproductive health, community development, gender equality, gender-based violence, and HIV/AIDS. Previously Kate worked with the Office of the Special Adviser on Gender Issues on implementation of SCR 1325 and with UNHCR where she was the Head of the Public Health Unit and led successful initiatives to bring reproductive health and prevention and response to gender-based violence programmes to refugees and others affected by conflict.

Kate holds a Bachelor of Science Degree in Nursing and a Masters Degree in Public Health from Johns Hopkins School of Hygiene and Public Health.



**Harry Carr**  
Senior Technical Advisor for Monitoring and Evaluation, CRS

Harry joined CRS in 2010. He provides technical support to CRS technical advisors, regional M&E technical advisors and country programs on proposal development, M&E plans, M&E implementation systems, evaluations and other performance management issues. He provides quality assurance services in the design and implementation of CRS M&E practices and policies. Harry also supports CRS' Executive Leadership Team in monitoring the achievement of



agency objectives. And he represents CRS' M&E practice externally in donor and NGO community working groups and M&E related fora.



### **Andrew Catley**

Research Director for Policy Process, Feinstein International Center, Tufts University

Andy Catley worked for NGOs in the Horn of Africa for six years working on community-based relief and development programs in the field. He then joined the International Institute for Environment and Development in 1998, based in Nairobi, Kenya where he led a regional research program on the validation of participatory epidemiology with pastoralist communities in Africa. He joined the Feinstein International Center, Tufts University in 2000 and worked on regional and international-level policy and legislative reform to support community-based delivery systems in Africa. From 2005 he directed Tufts new Africa Regional Office in Addis Ababa, Ethiopia, where he led national and regional programs to develop evidence-based approaches to policy reform with a focus on humanitarian and development policies and programming in pastoralist areas. From 2006 Andy has supported the Livestock Emergency Guidelines and Standards (LEGS) and chaired the LEGS Steering Group. Andy's other main interests include the use of participatory impact assessment for organizational learning and policy reform. Andy holds a Bachelor degree in Veterinary Medicine from the University of London, a Masters degree in Tropical Veterinary Science from the University of Edinburgh, and a PhD in epidemiology, also from the University of Edinburgh. He is a member of the Royal College of Veterinary Surgeons and was made a European Specialist in Population Medicine in 2005, as a de facto Diplomat of the European College of Veterinary Public Health. He is a Clinical Associate Professor at the Cummings School of Veterinary Medicine at Tufts University.



### **Scott Chaplowe**

M&E Senior Officer, Planning and Evaluation Department, IFRC

Scott Chaplowe is currently a Senior Monitoring and Evaluation (M&E) Officer at the International Federation of Red Cross and Red Crescent Societies (IFRC), based in Geneva. In addition to M&E, his work includes strategic planning, civil society organizations and organizational development, and capacity building for international organizations, with an emphasis on participatory methodologies. In addition to ALNAP, he is an active member of several internal forums and global initiatives, including EvalPartners, the American Evaluation Association, the European Evaluation Society, the South African Monitoring and Evaluation Association, the Malaysian Evaluation Society, and the Sri Lankan Evaluation Association.



### **John Damerell**

Project Manager. The Sphere Project

Mr. Damerell has been the Manager of the Sphere Project since 2009. Mr. Damerell combines leadership skills with extensive field experience in his role in the Sphere Project. He has spent many years working in various positions in Africa, Asia, the Middle East and the Balkans, for organisations including the Lutheran World Federation, UNHCR and Danida, as well as an independent consultant. Having been involved in the development of the Sphere minimum standards from the beginning - from a field perspective and later as member of the Sphere Management Committee (now the Sphere Board) – Mr. Damerell continues to maintain Sphere’s relevance in the global humanitarian sector, including overseeing the revision of the Sphere Handbook “Humanitarian Charter and Minimum Standards in Humanitarian Response”, with the current 3rd edition launched in 2011. Mr. Damerell is a graduate of Cranfield University, UK and lives and works in Geneva, Switzerland.



### **Rose Donna**

Co-founder, Datadyne

Rose Donna is an entrepreneur and innovator in handheld data collection. She is a seasoned global project leader and manager, with experience ranging from international health and development to disaster response. As an employee, volunteer and advisor Rose has had many years collaborating with the American Red Cross International Services as well as the International Federation of the Red Cross and its various National Societies. She has consulted to global organizations on a wide range of topics in information and communications technology. Rose is co-founder and director of DataDyne, a unique global firm delivering software, training and project management for mobile data collection adapted to challenging field conditions. Rose holds a B.A in Political Science from the University of Detroit, and an M.A. in Information Technology from American University. She resides in Washington, D.C. and balances her time with running a neighborhood bar with her husband and being involved in several neighborhood organizations.



### **Mona Fetouh**

Evaluation Officer, Inspection and Evaluation Division, UN OIOS

Mona Fetouh has 15 years of experience in monitoring and evaluation of large, multi-sector programs in complex environments in the Middle East, Africa and Southeast Asia, in sectors including local governance, economic reform, civil society, livelihoods, rule of law, and health. She is currently and evaluation officer with the UN’s Office of Internal Oversight Services, and was recently the Monitoring and Evaluation Coordinator for IRC Thailand, working on programs to provide basic

services for displaced Burmese on the Thailand-Burma border and build capacity of local partner organizations. She has also worked in an M&E capacity with UNDP Somalia, and with USAID-funded programs in Egypt and Iraq. She has a Master's degree in Arab Studies and Development Economics and started her career at the World Bank's Development Data Group.



### **Adrian Flint**

Lecturer in Development Politics at the School of Sociology, Politics and International Studies, University of Bristol, University of Bristol

Adrian Flint is currently Lecturer in Development Politics at the School of Sociology, Politics and International Studies, University of Bristol (UK).

His main research interests lie within the field of North-South relations and include issues such as poverty alleviation, sustainable development, HIV/AIDS and European Union development policy. His most recent monograph, *HIV/AIDS in Sub-Saharan Africa: Politics, Aid and Globalization*, was published by Palgrave Macmillan.



### **Richard Garfield**

Team Lead for Assessment, Information, and Surveillance at the International Emergency Refugee Health Branch of Centers for Disease Control and Prevention

Richard Garfield is Team Lead for Assessment, Information, and Surveillance at the International Emergency Refugee Health Branch of CDC. He formerly was Professor at Columbia University in Public Health and Nursing and previously was manager of the Health and Nutrition Tracking Service hosted by Health Action in Crises/WHO in Geneva. He combines qualitative perspective of community health promotion and the quantitative approaches of epidemiology to assess morbidity and mortality changes among civilian groups in humanitarian crises. He has assessed the impact of economic embargoes in Cuba, Haiti, Yugoslavia, Afghanistan Iraq, and Liberia for national governments and UN organizations. He has frequently visited Iraq since 1996 to collaborate with UNICEF, WHO, the World Food Program, and the Iraqi Ministry of Health. He was a co-author of the World Violence Report and the Independent Commission to Evaluate the Oil for Food Program (Volker Commission). He has recently run household surveys on insecurity, violence, mortality, and recovery in Katrina-affected areas in the southern U.S., in post-war areas of southern Sudan, and in cyclone affected Myanmar.



### **François Grunewald**

Executive and scientific director , Groupe URD

Engineer in agriculture science and specialised in rural economy, François Grunewald spent 30 years in development, emergency and post disaster rehabilitation projects in Africa, Asia, Central Europe, and Central/Latine America, as well as at HQ levels. He worked with NGO, UN and ICRC.

In 1997, he became chairman of Groupe URD (Urgence-Rehabilitation-Developpement). He wrote several books and articles on complex emergency and the management of socio-natural disasters. François Grunewald has been, among others, team leader for the of the Post Mitch inter NGO evaluation from 1999 to 2001; of the DFID UNICEF evaluation of the response to the Darfur Crisis, of the evaluation of the French response to the Tsunami, of the IASC evaluation of the International response to the crisis in the Horn of Africa and of many evaluations after the Haiti earthquake.



### **Saul Guerrero**

ACF-UK

Saul Guerrero is the Senior Evaluations, Learning and Accountability Advisor at Action Against Hunger UK. Over the last ten years he has supported humanitarian organisations, UN agencies and government institutions in the design, planning, implementation and evaluation of nutrition programmes. He has worked in over 17 countries in Africa and Asia.



### **Christina Laybourne**

Senior Researcher, The One World Trust

Christina Laybourn is a Senior Researcher with the One World Trust, leading work on civil society governance and self-regulation. With the One World Trust she has worked for clients such as The International Federation of the Red Cross, the Disaster's Emergency Committee, World Vision, and the British Red Cross. She has spent time in Nepal and Malawi working on income generation projects, and prior to joining the One World Trust worked as an independent consultant on issues of accountability and effectiveness. Christina has an MSc from the London School of Economics in Development Studies.





### **Dr. Joanna Macrae**

Department for International Development (DFID)

Joanna is the Humanitarian Head of Profession and Senior Research Adviser at DFID. She recently led the development of DFID's strategy for humanitarian research and innovation. She joined DFID in 2005, when she worked as a humanitarian adviser leading major elements of DFID's humanitarian reform agenda. She went on to work its Research Division leading its research investment in social and political science. Prior to DFID, she spent 10 years at the Overseas Development Institute (ODI), where she wrote extensively on international humanitarian policy and led the ODI's Humanitarian Policy Group. She is author of *Aiding Recovery?: The crisis of aid in chronic political emergencies*. She is a former co-editor of *Disasters*, and is now a member of its Editorial Board.



### **Daniel Maxwell**

Research Director for Food Security and Complex Emergencies, Tufts University

Dan joined the Feinstein Center in 2006 to lead the Food Security and Livelihoods research program and teach courses in the same area. From 2008 to 2011, he was the Chair of the Department of Food and Nutrition Policy at the Friedman School of Nutrition Science and Policy, and in 2012 became the Director of the MAHA Program. In 2012 he was promoted to Professor. Prior to joining the Center, he was the Deputy Regional Director for CARE International in Eastern and Central Africa, based in Nairobi. In addition to his primary responsibility for the oversight of Country Offices, he was responsible for program development, disaster preparedness and emergency response in ten countries in the Great Lakes and the Greater Horn of Africa. Before joining CARE in 1998, he worked for the International Food Policy Research Institute and the Land Tenure Center, and worked for Mennonite Central Committee for ten years in Tanzania and Uganda early in his career. His recent research has focused on food security, famine, chronic vulnerability, and humanitarian response in complex emergencies. Dan has held Fulbright and Rockefeller Fellowships. He is the co-author, with Chris Barrett of Cornell University, of *Food Aid After Fifty Years: Recasting Its Role* (2005), which had far-ranging impacts on food aid practice and policy. He is also the co-author, with Peter Walker, of *Shaping the Humanitarian World* (2009). He holds a B.Sc. Degree from Wilmington College, a Master's Degree from Cornell, and a PhD from the University of Wisconsin.





**Chris Meyer zu Natrup**

Consultant, MzN International Development Experts

Chris has worked in over 20 countries in Africa, Asia, Europe and the Caribbean. He holds a B.A. in Business, a postgraduate degree in M.Sc. in International Relations & Development and is a qualified chartered accountant. He is regular contributor to local and national publications about aid efficiency and current affairs in the development sector.



**Mamadou Ndiaye**

Executive Director , OFADEC

Mamadou worked in the humanitarian sector for more than 17 years mainly in Refugee, IDP and Asylum seekers issues in the African context. His focus and work is on policy, accountability and advocacy. Mamadou is sitting in ICVA board, Sphere board as a second representative of ICVA.

Mamadou is one of the founders of the African national NGO task Force.

He represent ICVA on the advisory group of the Humanitarian coordinator. His background is agro economy.



**Lars Peter Nissen**

ACAPS

Mr. Lars Peter Nissen has more than 15 years experience in the humanitarian sector. He has worked with various NGOs, the Red Cross/Red Crescent Movement and as an independent consultant with Robust Consult. He has extensive experience from first response in sudden onset disasters, including Cyclone Nargis 2008 and Pakistan Floods 2010, and has since 2000 been a member of the United Nations Disaster Assessment and Coordination (UNDAC) team. In addition, Mr. Nissen has worked extensively in protracted and complex emergencies such as El Salvador (1989), Afghanistan (2002) and Zimbabwe (2003-2007). For the past three years, Mr. Nissen has held the post as Director for the Assessment Capacities Project (ACAPS), a project dedicated to improving the humanitarian sectors approach to needs assessment. Mr. Nissen has a strong interest in complexity theory and complex adaptive systems and infrequently writes on the blog. He is a visiting Professor at the Master of Disaster Management at Copenhagen University.



### **Alice Obrecht**

Programme Officer, Humanitarian Futures Programme, King's College London

Alice Obrecht received her PhD from the London School of Economics for a thesis on the ethical agency and obligations of non-governmental organisations in 2011. From 2011-12 she worked on NGO accountability and self-regulation, and power and equity in climate change governance at the One World Trust. She has recently joined the Humanitarian Futures Programme, based at King's College London, as a Programme Officer overseeing the Planning from the Future programme stream. This stream provides research and tools around organisational change in order to support humanitarian organisations to be more adaptive and innovative in how they engage with new roles and responsibilities and prepare themselves for future challenges.

### **Juliet Parker**

Programme Performance Advisor, Christian Aid



### **Riccardo Polastro**

Head of Evaluation, DARA

Riccardo has almost two decades of experience in humanitarian affairs and development aid having worked in sixty countries for the International Movement of the Red Cross, the United Nations, NGOs and donor agencies. Since 2001, Riccardo has carried out policy, partnership and operational evaluations and reviews funded by Danida, DFID, DG ECHO, IASC, ICRC, Norad, OCHA, UNHCR, UNICEF, UNDP, SDC, Sida and other organizations. He lectures in several university-level Master's programs and provides professional training on evaluation and development related topics. He holds an MPhil in Peace and Security, an MA in International Relations. Riccardo obtained his Maîtrise of the Ecole des Hautes Etudes en Sciences Sociales in Paris.



### **Chloe Puett**

Cost Effectiveness Research Officer, ACF-US

Chloe Puett is a Research Officer for Action contre la Faim (ACF) France, with over twelve years' experience in the field of international nutrition and development. She has worked as a non-profit manager, and as a field researcher in countries throughout South Asia and Sub-Saharan Africa. Chloe holds a PhD in International Nutrition from Tufts University and an MA in Development Studies from Brandeis University. Her doctoral research assessed the cost-effectiveness and quality of care of community case management of acute malnutrition in Bangladesh. She joined

ACF to develop organizational capacity in cost-effectiveness analysis.



### **Jyotsna Puri**

Deputy Executive Director and Head of Evaluation, 3iE

Jo Puri has over fifteen years of experience in evaluation and evidence-based policy and has worked earlier at the World Bank and the United Nations. Previously she was Associate Research Scientist at Columbia University and adjunct faculty at the School of International and Public Affairs.

Jo's main work in the evidence-policy spectrum has been in poverty, agriculture, environment, infrastructure, health and energy. She has worked and engaged with national governments in Asia, Africa, Latin America and the Caribbean and led several inter-agency evaluations. She has advised and developed evaluation systems for several organizations including the MacArthur Foundation, UNICEF, the Millennium Villages Project (Columbia University), UNDP and GEF.

Jo is the lead author of a book on development indicators produced by UNDP and co-edited a book discussing implications of climate change commitments for developing countries. She is a contributing author and reviewer for UNEP's Green Economy Report. She holds a Ph.D. and M.Sc. in Agriculture and Resource Economics, and a Masters in Development Economics.



### **Judith Randel**

Development Initiatives

Judith Randel is an Executive Director of Development Initiatives (DI) an independent organisation that specialises in access to information and data for poverty eradication. Judith is well known across NGO and donor communities for her research and expertise in the areas of aid statistics, financing instruments and humanitarian aid policy. She is a regular speaker at global policy forums on aid and poverty. Judith is currently working on DI's Investments to End Poverty (ITEP) project which is pulling data together on all resources which can be harnessed to the global goal of absolute poverty eradication. Judith has worked on aid transparency for decades, including through the Prime Minister's Africa Partnership Initiative under Tony Blair, providing the background data and analysis for ONE's DATA Report which tracks donors' performance on their commitments, and promoting and implementing the International Aid Transparency Initiative (IATI) which puts real-time information about aid spending into the hands of people who can use it. Before setting up DI, Judith job-shared with Tony German as Director of Public Affairs at ActionAid. She and Tony were founding members of the collaborative working group which launched the Reality of Aid in 1992, the first yearly independent review of the OECD DAC donors' aid spending. Judith holds an MSc (Distinguished) in Development Studies from University of Bath and an LLB from School of Law, University of Southampton.





### **Anthony Redmond**

Deputy Director, Humanitarian and Conflict Response Institute, University of Manchester

Anthony Redmond qualified in medicine (MBChB) from the University of Manchester in 1975 and gained a research MD in 1979. He trained in Emergency Medicine in the UK and the USA and is a registered specialist in emergency medicine with a special interest in the management of severe injury. He was appointed Professor of Emergency Medicine at Keele University in 1995 (where he is now Emeritus Professor) and Professor of International Emergency Medicine at the University of Manchester in 2007 where he is also Hospital Dean and Academic Lead for Global Health Education at the Medical School. He is a fellow of the royal college of physicians, the royal college of surgeons and the college of emergency medicine.

Anthony Redmond has been involved in international emergency humanitarian assistance for almost twenty five years, organising and leading medical support to natural disasters (e.g. earthquakes in Armenia, Iran, Pakistan, China, Indonesia, Volcanic eruption and Cholera outbreak in Cape Verde) major incidents (e.g. Lockerbie Air Disaster, UN Air Crash Kosovo), conflicts (eg Bosnia, Kosovo, Sierra Leone) and complex emergencies (eg established tented hospital on Iran/Iraq border for Kurdish refugees) throughout the world. Most recently he headed the UK surgical response to the earthquake in Haiti. In collaboration with the Department for International Development, Department of Health and MERLIN (the largest UK NGO) he has established the UK International Emergency Trauma Register. This will provide training and accountability for those wishing to respond medically to large scale humanitarian emergencies overseas.



### **Cécile Salpéteur**

Nutrition Research Advisor, ACF-France

Cécile Salpéteur is a Public Health Nutritionist, and holds a Msc degree in Nutrition & Food for Developing Countries from Montpellier University, France, 1999, and a University Diploma in Methods & Practice in Epidemiology, applied to HIV, from the Institute of Public Health & Epidemiology for Development (ISPED), Bordeaux, France, 2005.

She worked as a nutritionist on the field since 1999 with various NGOs & agency for 5 years, in Mauritania, Romania, Burundi, Afghanistan, Ethiopia, Nigeria, and Malawi. She joined ACF headquarters as a Nutrition Advisor to Operations in 2006, and took the position of Nutrition Research Advisor in 2009, coordinating the set-up, implementation and dissemination of various operational research projects. Her current project portfolio includes researches in the management of Severe Acute Malnutrition, of Moderate Acute Malnutrition, cost effectiveness of nutrition and nutrition-sensitive interventions.



### **David Sanderson**

Director, CENDEP

David trained and worked in architecture before taking a Masters degree in Development Practice at Oxford Brookes University in 1991. Since then he has undertaken project management, training, research and evaluations in development and emergencies in Africa, Asia, Latin America, Europe and the Caribbean.

Between 1992-94 David was a Research Associate at Oxford Brookes' Centre for Development and Emergency Practice (CENDEP). From 1994-98 he worked as Project Manager at the Oxford Centre for Disaster Studies, focusing on disaster risk reduction. Between 1998-2006 David worked for the NGO CARE International UK, firstly as Head of the Policy Unit (1998-02), and subsequently for four years as Regional Manager for Southern and West Africa, based in South Africa.

In 2006 David returned to Brookes to become CENDEP's Director. He completed his PhD by published works in 2009, which brought together research and practice undertaken between 1995-2008 in urban risk reduction and livelihoods, and was conferred Professor in 2010. David is a member of several NGO and funding boards, has written a number of papers and articles, and is a Visiting Professor at Université Paris-Est Créteil, France.



### **Savina Tessitore**

Research Analyst, Office of Evaluation, FAO

Savina Tessitore has a background as an anthropologist, and holds an MA in Development Studies from the Institute of Development Studies, UK. She has worked in various capacities for FAO-UN, private consultancy companies and research institutes, NGOs and local administrations. Her fields of expertise and research interests are mainly social protection and cash transfers, vulnerability reduction and its relationship with agency, power and rights, pastoralism, disaster risk management, rural development and food security. Most recently she has been working with FAO's Office of Evaluation as a Research Analyst on the Evaluations of FAO's work in transition, and of the Somalia country programme.



### **Vivien Walden**

Global Humanitarian Monitoring and Evaluation Adviser, Oxfam

Dr Vivien Margaret Walden has over 20 years experience in development and humanitarian aid work both at global level as well as extensive field experience across three continents. Coming from a health background she also holds a PhD in evaluation from the University of Manchester with an emphasis on measuring behaviour change.





### **Peter Walker**

Director, Feinstein International Center, Tufts University

After 25 years of field work in humanitarian crises around the world, Dr. Peter Walker, was appointed, in September 2002, as the Director of the Feinstein International Center at Tufts University. In 2007 Dr. Walker was made Rosenberg Professor of Nutrition and Human Security.

Dr. Walker played a major role in managing the relief response to the 1984-85 famine in the Sudan and is subsequent relief and development programs in Ethiopia.

Joining the International Federation of Red Cross and Red Crescent Societies in 1990 Dr Walker was involved in needs assessment and evaluation missions in the former Soviet states, Iran, Pakistan, Former Yugoslavia, The Horn of Africa, Namibia, Malawi, Somalia and the Great Lakes region.

Walker was instrumental in championing the need to professionalize the disaster response business, developing the global Code of Conduct for disaster relief workers and steering the development of the international Sphere standards,, a major NGO and UN collaborative effort to develop universal competence standards in humanitarian assistance. In 1993 Walker founded the annual World Disasters Report which has now become a standard reference text in the humanitarian business.

His recent book, with Feinstein Center Faculty member Dr Dan Maxwell, *Shaping the Humanitarian World*, provides a robust history of humanitarianism linked to an inquiry into its future as a global venture.

At the Feinstein Intentional Center Walker is actively involved in research examining the future global drivers of humanitarian crises, the effectiveness of international humanitarian systems and the creation of international professional accreditation systems.

Dr. Walker is a Senior Research Fellow with UK DFID and sits on the board of a number of NGOs and academic journals

He is a dual USA/UK citizen, was brought up in Northern Ireland and has lived with his family in Europe, Africa and Asia before coming to the USA.



### **Michael Wallace**

Mercy Corps

Michael Wallace is Senior Technical Advisor for Monitoring, Evaluation and Learning at the Mercy Corps headquarters office in Portland, Oregon. He is currently leading the implementation of the agency-wide performance measurement initiative known as Mission Metrics, while also providing technical support in monitoring and evaluation to Mercy Corps' field offices. He has worked for a variety of international development organizations and has long-term overseas experience in Macedonia, Nepal, Pakistan, the Philippines, and Russia. Michael holds a Ph.D. in Public Policy from the John F. Kennedy School of Government.



### **Wilhelmina Welsch**

ACAPS

Wilhelmina is a graduate of political sciences from the Free University of Berlin with distinct focus on international relations, UN-reform and security studies. She has been conducting research on development and humanitarian issues of coordination and aid effectiveness. In previous experiences Wilhelmina has worked with UNOCHA, UNDP, UNDOCO, and the European Parliament and with a number of community-level NGOs. Wilhelmina has been working with

ACAPS since January 2011 on assessment methodology and information analysis.



### **Annette Were Munabi**

Development Research and Training, Uganda

- Policy Analyst, Economic policy and livelihoods, Development Research and Training (DRT).
- Previously worked for the 7th Government of Uganda/ United Nations Population Fund (UNFPA) programme on a programme which involved over 5 UN Agencies and 3 government ministries in prevention

and response to Gender Based Violence (GBV) for peace, recovery and development in Northern and North Eastern Uganda

- MA Economics, Makerere University Kampala in collaboration with African Economic Research Consortium (AERC), Nairobi
- Bsc Economics and statistics, Makerere University Kampala



### **Barbara Willet**

Mercy Corps

Barbara Willett is the Director of Monitoring, Evaluation and Learning (MEL) for Mercy Corps and has worked for the agency for seven years, both in the field and at the Portland, OR headquarters. The MEL team is dedicated to improving measurement practices in all facets of the agency, promoting evidence- and data-driven decision-making. Previously, Barbara led the development of the agency-wide performance measurement initiative, Mission Metrics. She has worked in monitoring and evaluation for more than ten years, domestically and internationally, and has worked in Thailand, Palestine, Afghanistan, and Pakistan, among other places. She holds a masters degree in Development Studies and is completing a Certificate of Advanced Study in Evaluation with Claremont Graduate University.

## LIST OF PARTICIPANTS (AS OF 18 FEBRUARY)

**Eltje Aderhold** Federal Foreign Office  
Germany

**Muzaffar Ahmad** Indian National Disaster  
Management Agency

**Syed Junaid Akhlaq** Pakistan NDMA

**Raseema Alam**

**Jessica Alexander** Institute of International  
Humanitarian Affairs

**Claire Allen** Evidence Aid

**Mary Anderson** CDA Collaborative  
Learning Projects

**José Manuel Argilés Marin** Spanish  
Ministry of Foreign Affairs and Cooperation

**Rigmor Argren** Save the Children

**Rahel Asfaw Belachew** Ministry of  
Agriculture, Government of Ethiopia

**Mia Beers** USAID

**Christina Bennett** OCHA

**Daniel Bolanos Gonzalez** IFRC

**Annette Brown** International Initiative for  
Impact Evaluation (3ie)

**Dayna Brown** CDA Collaborative Learning  
Projects

**Kate Burns** OCHA

**Nan Buzard** ICVA

**Muriel Calo** ACF

**Harry Carr** Catholic Relief Services

**Matthew Carter** CAFOD - Caritas

**Marian Casey-Maslen** HAP  
International

**Andy Catley** Feinstein International  
Center

**Scott Chaplowe** IFRC

**Ian Clark** European Commission  
Humanitarian Aid Office

**Jeremy Collymore** Caribbean Disaster  
Emergency Management Agency

**Maria del Pilar** Cornejo Nacional de Gestión  
de Riesgos (SNGR) – Ecuador

**Stefan Dahlgren** Stefan Dahlgren Consulting  
AB

**John Damerell** The Sphere Project

**Pamela Davie** Canadian Red Cross

**William Davis** JHSPH

**Catriona Dejean** Tearfund

**Patricia Anne Devonport** Disasters  
Emergency Committee

**Ciarán Donnelly** International Rescue  
Committee

**Alison Evans** ODI

**Wendy Fenton** HPG/ODI

**Mona Fetouh** UN OIOS

<b>Adrian Flint</b> University of Bristol	Projects
<b>Samuel Fox</b> Concern Worldwide	<b>Dr. Mohammad Daim Kakar</b> Afghanistan NDMA
<b>Maureen Gallagher</b> ACF	<b>Bonnix Kayabu</b> Evidence Aid
<b>Richard Garfield</b> Columbia University	<b>Haroon Khan</b> Oxfam
<b>Amy Gaver</b> American Red Cross	<b>Michael Klein</b> ISG
<b>Kirsten Gelsdorf</b> OCHA	<b>Uwe Korus</b> CARE International
<b>Josse Gillijns</b> IFRC	<b>Katarina Kotoglou</b> SIDA
<b>Alison Girdwood</b> DFID	<b>Angharad Laing</b> PHAP
<b>Horace Andre Glaze</b> Jamaica NDMA	<b>Christina Laybourn</b> One World Trust
<b>Ken Gordon</b> Ken Gordon Consulting	<b>Mare Lo</b> Government of Senegal
<b>Scott Green</b> OCHA	<b>DavidLoquercio</b> HAP International
<b>Langdon Greenhalgh</b> USAID	<b>Jennifer Ludwig</b> International Initiative for Impact Evaluation (3ie)
<b>Laia Grino</b> InterAction	<b>Joanna Macrae</b> DFID
<b>François Grünewald</b> Groupe URD	<b>Jemilah Mahmood</b>
<b>Saul Guerrero</b> Action Against Hunger UK	<b>Claudia Martinez Mansell</b> Feed for the City
<b>Hana Haller Crowe</b> Save the Children	<b>Sophie Martin-Simpson</b> Save the Children UK
<b>Annette Haug</b> NORAD	<b>Daniel Maxwell</b> Feinstein International Center, Tufts University
<b>Frances Hill</b> ELRHA	<b>Marco Saborio Mesen</b> Costa Rica NDMA
<b>Charles-Antoine Hofmann</b> IFRC	<b>Christian Meyer zu Natrup</b> MzN
<b>Caroline Hotham</b> Oxfam International	<b>Julian Murray</b> Julian Murray Consulting
<b>Jenny Humphreys</b> Save the Children UK	
<b>Evangeline Inniss</b>	
<b>Isabella Jean</b> CDA Collaborative Learning	



Ltd

**Nicola Murray** DFID

**Mamadou Ndiaye** OFADEC

**Lars Peter Nissen** ACAPS

**Alice Obrecht** HFP, King's College London

**Ian O'Donnell** American Red Cross

**Joanne O'Flanagan** Trócaire

**Edgardo Ollet** NDRRMC Philippines

**Issa Oumarou** Save the Children USA

**Chris Palusky** World Vision

**Juliet Parker** Christian Aid

**Karen Pesjak** Save the Children UK

**Riccardo Polastro** DARA International

**Wartini Pramana** Canadian Red Cross

**Lakshmi Prasad Dhakal** Ministry of Home Affairs, Government of Nepal

**Chloe Puett** ACF

**Jyotsna Puri** International Initiative for Impact Evaluation (3ie)

**Judith Randel** Development Initiatives

**Anthony Redmond** University of Manchester

**Gregory Rose** British Red Cross

**Dody Ruswandi** National Agency for Disaster Management Indonesia

**Cecile Salpeteur** ACF

**David Sanderson** CENDEP

**Kevin Savage** World Vision International

**Rebecca Scheurer** American Red Cross

**Julien Schopp** InterAction

**Silva Sedrakian** Oxfam

**Rahel Sharp** World Vision International

**Anjuli Shivshanker** IRC

**Sandra Shuckmann-Honsel**  
Welthungerhilfe

**Alexandra Sicotte-Levesque** UNFPA

**Julie Sugarman** Center for Applied Linguistics

**Savina Tessitore** FAO UN - Somalia

**Misikir Tilahun** Africa Humanitarian Action

**Tendik Tynystanov** British Red Cross

**Nicholas van Praag** Ground Truth

**Wahidullah Wafa** Save the Children Canada

**Vivien Margaret Walden** Oxfam UK

**Peter Walker** Feinstein International Center

**Michael Wallace** Mercy Corps

**Helen Wedgwood** WFP

**Michael Weickert** World Vision International

**Wilhelmina Welsch** ACAPS

**Annette Were Munabi** Development  
Research and Training

**Stacey White** DARA

**Barbara Willett** Mercy Corps

**Alicia Williams** Macfadden

**Cara Winters** Norwegian Refugee  
Council

**Diana Wong** Monash University

**Hong-Won Yu** CIDA



## ALNAP Secretariat



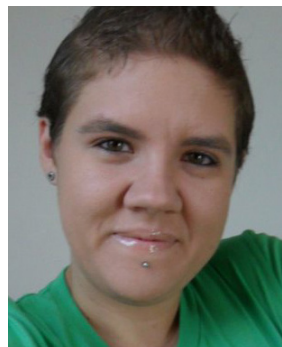
**John Mitchell**  
Director  
*j.mitchell@alnap.org*



**Paul Knox Clarke**  
Head of Research and  
Communications  
*p.knox-clarke@alnap.org*



**Carry Keay**  
Programme Manager  
*c.keay@alnap.org*



**Leah Campbell**  
Programme Assistant  
*l.campbell@alnap.org*



**Francesca Bonino**  
Research Officer -  
Evaluation, Accountability  
and Learning  
*f.bonino@alnap.org*



**Kim Scriven**  
Research and Innovations  
Officer  
*k.sciven@alnap.org*





**Patricia Curmi**  
Communications and  
Network Officer  
[p.curmi@alnap.org](mailto:p.curmi@alnap.org)



**Alexandra Warner**  
Intern / Volunteer Research  
Assistant  
[a.warner.intern@odi.org.uk](mailto:a.warner.intern@odi.org.uk)



**Franziska Orphal**  
Communications Officer  
[f.orphal@alnap.org](mailto:f.orphal@alnap.org)



**Joshua Aspden**  
Intern / Volunteer Research  
Assistant  
[j.aspden.intern@odi.org.uk](mailto:j.aspden.intern@odi.org.uk)

**ALNAP**

Overseas Development Institute  
203 Blackfriars Road  
London SE1 8NJ, UK

Tel: + 44 (0)20 7922 0388

Fax: + 44 (0)20 7922 0399

Email: [alnap@alnap.org](mailto:alnap@alnap.org)

[www.alnap.org](http://www.alnap.org)