

# Annual Report

2014 – 15

**ALNAP** is a unique system-wide network dedicated to improving the performance of humanitarian action through shared learning.

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

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Timor Woman at Work in Rice Fields  
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## Message from the Chair

Last year saw a great deal of activity in the build-up to the World Humanitarian Summit (WHS) and I am delighted that ALNAP, as a global network organisation, is playing a key role in the development of an agenda for change and improvement.

Given the importance of the Summit, the ALNAP Steering Committee this year agreed to partner with the Government of the US, the Organisation of Islamic Cooperation, the League of Arab States and the WHS Secretariat to organise a unique Global Forum on Improving Humanitarian Action, bringing together around 200 humanitarian organisations from around the world. The findings of this will help shape the final report to the UN Secretary-General.

While recognising the importance of the WHS, we also understand continual improvement for the humanitarian system is an ongoing process and requires changes to be made based on the best available evidence on global humanitarian performance. In this respect, I am pleased the programme of research for the 2015 edition of the State of the Humanitarian System Report has been successfully completed. This edition has built on the findings and methodology from previous iterations and as always will represent a mirror to let us see where humanitarian action is working well and to illuminate us on why and where it is falling short. It will be published this autumn.

Indeed, all the elements of ALNAP's work-plan make an important contribution to improving performance and, as this Annual Report shows, this year we have a high-quality portfolio of finished and ongoing products, including research reports on humanitarian coordination, on working in urban crisis, on leadership and on the evaluation of protection. We continue to work on a series of innovation case studies and on piloting the ALNAP guide to evaluating humanitarian action.

In addition, we enjoyed an excellent Annual Meeting on 'Working together in the field for effective humanitarian response', which was kindly hosted by the German Ministry of Foreign Affairs in Berlin. I am also glad to see our Communities of Practice on evaluation and urban crises continue to grow and flourish.

I want to thank ALNAP Members for their commitment and contributions to all the work that has been undertaken this year. Without this collective effort, we would not be able to produce such a high volume of quality work, and it is a great credit to everyone that we accomplish this year in, year out.



We will soon be halfway through our five-year strategy (2013-2018). The Steering Committee will be conducting a light review of progress to date. I very much look forward to this process and am keen to look more closely at all the excellent work that has been carried out and identify how we can make our work even more relevant and useful as we move towards a future where humanitarian challenges appear even greater.

Nan Buzard  
ALNAP Chair

## ALNAP's achievements in 2014-2015

In pursuit of our mission to strengthen humanitarian action through evaluation and learning, ALNAP carried out the following actions:

### Researched and published a variety of resources

- **Studies**

- \* *Between chaos and control: Rethinking operational leadership* (July 2014)
- \* *29th ALNAP Annual Meeting: Rhetoric or reality? Putting affected people at the centre of humanitarian action* (October 2014)

- **Lessons paper**

- \* *Responding to flood disasters: Learning from previous relief and recovery operations* (July 2014)

- **Working papers**

- \* *30th ALNAP Annual Meeting: Working together in the field for effective humanitarian response (ALNAP Background Paper)* (February 2015)
- \* *Responding to changing needs? Challenges and opportunities in humanitarian action (Montreux XIII Donor Conference ALNAP Background Paper)* (December 2014)
- \* *Remote monitoring, evaluation and accountability in the Syria response (produced with DEC)* (September 2014)
- \* *Evaluating protection in humanitarian action: Issues and challenges* (December 2014)

- **Case studies**

- \* *'We are here': IFRC's experience with communication and feedback channels for affected populations in Haiti (ALNAP-CDA Case Study)* (September 2014)

- **Other**

- \* *Annual Report 2013-2014* (November 2014)
- \* *Urban WASH in emergencies (Learning Report)* (December 2014, with RedR)
- \* *Addressing causation in humanitarian evaluation: A discussion on designs, approaches and examples* (January 2015)
- \* *Improving accuracy in humanitarian evaluations (Method Note)* (July 2014)
- \* *Ensuring quality of evidence generated through participatory evaluation in humanitarian contexts (Method Note)* (November 2014)
- \* *Exploring coordination in humanitarian Clusters (Discussion Starter)* (March 2014)

### Shared knowledge through networks, events and meetings

- \* Facilitated two Communities of Practice (Humanitarian Evaluation and Urban Humanitarian Response) with a combined total of 1,863 members. Hosted the Partnership and Local Capacities in Emergencies Community of Practice with 340 members
- \* Hosted four events at ODI
- \* Evaluation of Humanitarian Action (EHA) Guide Workshop (June 2014)

- \* Collaborated with Groupe URD on their School on Humanitarian Aid (September 2014)
- \* Created an introductory e-learning course for the EHA Guide in partnership with UNICEF and in collaboration with EvalPartners and UNEG
- \* Held the 30th Annual Meeting on ‘Working together in the field for effective humanitarian response’ in Berlin, Germany, hosted by the German Ministry of Foreign Affairs
- \* Held eight webinars
- \* Prepared the Global Forum for Improving Humanitarian Action in collaboration with the Government of the US, OIC, the Arab League and the WHS Secretariat

### **Strengthened the Network’s knowledge management function**

- \* Grew the HELP database – the world’s largest and most complete resource for evaluation and learning related to humanitarian action, by 11%, to hold 8,540 resources
- \* Grew the Urban Resource Portal to 1,577 documents
- \* Continued to add documents to the Syria Portal, a single site for evaluations and lessons papers related to the Syria regional emergency (now containing 508 resources)
- \* Commissioned a Discovery Report on a new website for ALNAP

### **Communicated member research, events and opinions**

- \* Updated the website, which received 136,006 unique visits between April 2014 and March 2015 (an increase of 27.76% over the previous year)
- \* Published 24 blog posts, including 14 by guest bloggers
- \* Regularly tweeted Member events and publications to over 4,000 Twitter followers.

### **Collaborated with other initiatives**

- \* The Secretariat team participated actively in inter-agency initiatives and advisory groups

ALNAP was joined by 14 new Members, bringing the number of full Member organisations to 96.



Refugees from Libya Queue for Food at Tunisia Transit Camp  
© UN Photo / OCHA David Ohana



# 01

## Creating Evidence



## Strategic focus area #1

### Creating a high-quality evidence base for evaluations

**In this area, ALNAP aims to improve the quality of evaluations of humanitarian assistance and related research and learning activities, and to provide a key repository of knowledge for the humanitarian system.**

### Evaluation of Humanitarian Action Guide

In 2010, ALNAP started developing the first comprehensive, utilisation-focused Guide on Evaluating Humanitarian Action (EHA). The active pilot process of the ALNAP EHA Guide came to a close in November 2014. At the end of the pilot process, the Guide had been downloaded over 10,000 times. Over 40 organisations from across the globe engaged in this process, representing all ALNAP constituency groups.

Marking the completion of the EHA Guide pilot process, a Validation Workshop with the users of the Guide took place on 2 March 2015, in Berlin. The overall aim of this Workshop was to discuss and validate the top-level feedback received during the EHA Guide pilot process with a selected group of the most active pilots and EHA practitioners. The workshop also served to provide a steer to finalise the Guide, taking into account the feedback received by ALNAP members, thus ensuring the Guide meets expectations for a comprehensive and accessible source of guidance on initiating, designing and managing a humanitarian evaluation.

Overall, workshop participants felt the pilot version of the EHA Guide met their expectations. Nevertheless, it could usefully be enriched by putting an emphasis on pre-evaluation processes and by making more accessible the section on selecting evaluation designs. John Cosgrave and Margie Buchanan-Smith are leading the revision of the Guide with the support of Francesca Bonino and Alexandra Warner, in the ALNAP Secretariat. The final EHA Guide will be published in mid-2016.

### Response to the *EHA Guide*

Between 2014 and 2015, the English version of the EHA Guide was downloaded 2,840 times, on top of the 4,924 times during 2013/14. It continues to receive positive feedback from ALNAP Members, two years after being released in May 2013. Concern Worldwide used the EHA Guide to evaluate their emergency response, and many humanitarian organisations have used it in their training and have circulated it to staff.

“

I have quickly reviewed the EHA and find it such an incredibly valuable resource to the sector. All gathered in one place. Very impressive work.

”

Donor



## Humanitarian evaluation capacity

As part of ALNAP's humanitarian evaluation capacity, we facilitate the Humanitarian Evaluation Community of Practice (CoP), a space for humanitarian evaluation practitioners to share learning, reflect on issues with colleagues and share resources or examples of good evaluation practice. Over the past year, this CoP has grown to over twice the size – with an additional 370 members. It now contains over 600 members.

In line with feedback received by the ALNAP Membership during the 30th Annual Meeting in 2015, the ALNAP Secretariat has started producing shorter, more informal posts such as Resources of the Month and short blog posts in the aim of fostering more discussion.

The CoP is also increasingly used by ALNAP Members as a platform to launch, discuss and exchange ideas on evaluation. For example, ALNAP held a webinar in March 2015 with the UK Disasters Emergency Committee (DEC), which shared emerging learning and findings from a recently completed evaluation on the Typhoon Haiyan response in the Philippines. DEC's evaluation of the response used the Contribution to Change methodology, which was presented in the webinar and discussed with the authors of the methodology, the team leader of the evaluation and a humanitarian performance specialist.

The CoP also holds periodic in-person events, generally hosted by ALNAP Members with support from the ALNAP Secretariat, to facilitate informal peer-to-peer exchange among evaluators. In June 2014, in collaboration with DEC and with facilitation by Lewis Sida, a peer-learning exchange was organised in London for staff working on monitoring and evaluation, accountability and learning work related to the ongoing response in Syria. This was attended by 16 ALNAP and DEC members.

The workshop offered an opportunity to meet peers and share some of the challenges being faced around working remotely with and through partners, monitoring, evaluation and accountability in the context of the Syria response. It also provided a safe environment to seek advice and share emerging learning on how to manage and monitor assistance programmes in the response to the Syria crisis. The workshop followed Chatham House rules but a Workshop Summary has been made available to full ALNAP members.

Over the past year, ALNAP has also developed – in partnership with UNICEF, and in collaboration with EvalPartners and the UN Evaluation Group – an introductory-level e-learning course on EHA. Based on the ALNAP pilot EHA Guide, the course is the first of its kind to offer an overview of evaluation practice in humanitarian contexts.



## Response to *e-learning course and evaluation webinar*

The response to ALNAP's humanitarian evaluation work has been very positive, with many Members and other humanitarian organisations giving praise as well as using the materials we have created. The ALNAP-DEC webinar was attended by 60 people, including people connecting from the Philippines, and has since been watched 85 times on YouTube.

Many members found the e-learning course very useful and, at the time of its launch in late February 2015, 986 individuals had already pre-registered.

The workshop on remote monitoring, evaluation and accountability with DEC was also positively received. It took place in DEC's London offices and was attended by 28 participants<sup>1</sup>.



This e-learning is tapping on a significant gap.



Director of Independent Evaluation Office, UN Women

## Evaluation of protection

In 2014, ALNAP started an initiative to fill a gap in humanitarian evaluation guidance, specifically looking at the challenges of evaluating protection in the context of humanitarian action. Despite agencies increasing their attention and resources towards improving the protection programme cycle, evaluating protection in humanitarian action remains an area in need of specific guidance.

In December 2014, ALNAP published a [working paper](#) scoping the issues and challenges confronting staff working in evaluation commissioning roles and evaluation teams carrying out evaluations in the field. Downloads for this piece almost reached 700 by the end of March 2015.

## Response to *evaluation of protection*

ALNAP's expertise in protection has been recognised by fellow humanitarian organisations, with key Members using ALNAP's work on protection in the humanitarian sector (ICRC and Norwegian Refugee Council) and others asking for our specialist knowledge. InterAction's head of protection asked ALNAP to take

<sup>1</sup> Participants included representatives of Action Against Hunger, Age UK, CAFOD, CARE, DFID, International Medical Corps, IRC, Islamic Relief, Oxfam, Plan UK, Save the Children, Solidarités International, Tearfund, UNICEF and World Vision.

part in information exchange sessions. The open space discussion on evaluation of protection was received well.

### **Syria Learning Coalition and Syria Portal**

In December 2013, ALNAP, in cooperation with the Coordinated Accountability and Lessons Learning (CALL) Initiative, launched the [Syria Evaluation Portal](#). The aim of the Portal is to optimise collective learning around the Syria crisis in order to improve the international emergency response.

ALNAP's main focus remains on updating and maintaining the Syria Portal, but we also continue to engage in, and support, the Syria CALL, ensuring lessons and learning from humanitarian activities related to the Syria regional response are captured, stored and disseminated. By the end of March 2015, over 500 resources were available in the Portal.

Additionally, the workshop on remote monitoring, evaluation and accountability (MEAL) in the Syria response, was also part of this specific ALNAP focus. It saw the meeting of peers to share challenges of remote MEAL, discuss and exchange over current practices and tools and build up on learning and collaborative elements.

### **Response to the *Syria Portal***

The Portal has had 4,493 visits to the website between 2014 and 2015, and was visited by 3,128 unique users. It has served as a repository of relevant documentation in the elaboration of a [Common Context Analysis](#) and the drafting of a Common Evaluation Framework and a mapping of resources initiative to inform a potential synthesis of evaluative materials.

## Humanitarian Evaluation and Learning Portal

ALNAP has continued to improve its website and its online resources library, which by March 2015 contained over 8,540 documents.

The Secretariat has spent considerable effort on adding new resources to ALNAP's online collection of humanitarian and evaluative reports, now named the Humanitarian Evaluation and Learning Portal (HELP) (formerly known as the Evaluative Resources Database). This included a revision of the tagging system in order to further improve the search function.

At the time of writing, a new Secretariat initiative is underway to find a more sophisticated way of organising, retrieving and monitoring the use of the vast amount of knowledge and learning held on the HELP and on the ALNAP website.

### **Response to the *HELP***

People continued to add to the HELP in 2014-2015, growing the resource database by 11%. This reflects its importance in terms of holding relevant documents for the humanitarian sector. In the past year, the HELP landing page had 157,261 unique page views. It continues to be used for literature reviews, for example by ODI's Research and Policy in Development team.

Although we know visitors also arrive at documents stored in the HELP via Google and other search engines, we cannot have an accurate number for these visitors with our existing system (we are currently upgrading this function).





Women's Center at Abu Shouk IDP Camp, North Darfur  
© UN Photo / Albert Gonzalez Farran



# 02 Analysing Performance



## Strategic focus area #2

### Using the evidence base to analyse system performance

**Work in this area concentrates on monitoring and reporting on system-wide performance on the basis of evaluative material and other sources of evidence. The aim is to provide the humanitarian community with a means of knowing how well it is doing over time. The effectiveness of this process is influenced by the quality of the evidential materials that are available; thus, strategic areas 1 and 2 are inextricably linked.**

### The State of the Humanitarian System

During 2014-2015, the main research and analysis of the State of the Humanitarian System (SOHS) 2015 report was successfully completed. An expanded methodology, based on the two previous editions of SOHS, consists of six main components:

- Compilation and analysis of descriptive statistics showing financial flows and shape and size of the global humanitarian system in terms of numbers of organisations and staff
- A synthesis of over 350 formal evaluations, including an initial quality assessment
- A total of 340 key informant interviews
- A survey of 1,271 aid practitioners
- A survey of 1,189 aid recipients
- Four in-depth case studies, in Central African Republic, Philippines, Mali and the Syria region, specifically Jordan, Turkey and Lebanon

The research process was guided by a Support and Advisory Group made up of 11 specialists from ALNAP Member agencies, including donors, the Red Cross/Crescent Movement, the UN and non-governmental organisations, plus academics and researchers. Solidarités International hosted the research in Mali; Action Contre la Faim Spain supported the Philippines visit; and the International Rescue Committee facilitated the research in the Syria region. A team of consultants from Humanitarian Outcomes carried out the research.

The 2015 edition will be used to inform the Meeting Papers and agenda for the ALNAP Global Forum, a meeting linked to the World Humanitarian Summit (WHS) and organised in partnership with the US Government, the Organisation of Islamic Cooperation, the League of Arab States and the WHS Secretariat.



It's the only document I've come across that says anything sensible about the humanitarian system. It's unique.



Donor

### **Response to the *SOHS 2015 Progress Report***

The Progress Report, published in May 2014, was downloaded 446 times during 2014-2015.

The 2013 SOHS continued to receive praise and be used in materials. A large number of research and advocacy reports quoted SOHS, and Brookes University, Fordham University and the University of Pittsburgh, among others, used it for humanitarian training/courses in 2014-2015.

### **Responding to changing needs? Challenges and opportunities in humanitarian action (Montreux XIII Donor Conference ALNAP Meeting Paper)**

The Montreux donors' retreat is a high-level event conducted (usually) on an annual basis and convened by six government ministries, from Canada, Netherlands, Norway, Sweden, Switzerland and US. As a basis for discussion, ALNAP was commissioned to write the Meeting Paper: [Responding to changing needs? Challenges and opportunities in humanitarian action.](#)

This Meeting Paper built on two previous keynote presentations given at Montreux by ALNAP Director John Mitchell, who also presented this report at the meeting. The paper presented the 'four Cs' four models of humanitarian response: comprehensive, constrained, collaborative and consultative. The Meeting Paper had a particularly positive response, with several humanitarian agencies using it as a basis to develop policies and practices.

### **Response to *ALNAP's Montreux Meeting Paper***

ALNAP was asked to write this report for the Montreux Conference, and the final paper was very well received and widely quoted in humanitarian research and advocacy publications. ALNAP Director John Mitchell's presentation at the conference, which explained the findings of the report, was widely praised and, according to a US Government contact, was 'in significant demand by participants'. The presentation has since been watched over 2,000 times and has been shared by members' networks.

It has been reported that USAID missions have been implementing the models from the Meeting Report, and others have mentioned to donors how useful

the models are to their organisations. The four Cs model has been used by Development Initiatives as a frame to look at improving humanitarian financing by the Inter-Agency Standing Committee to re-analyse historical data on financing. The Swiss Agency for Development and Cooperation's Africa divisions have used the models in their strategic planning. The report was downloaded 387 times in three months.

## Lessons papers

In 2014-2015, ALNAP produced one new lessons paper, [Responding to flood disasters: Learning from previous relief and recovery operations](#), an update of the 2008 lessons paper on floods. In producing this publication, the Secretariat trialled a new approach, adapting elements of the systematic review methodology to improve the evidential quality of the piece. The paper was translated into Spanish and French.

ALNAP continued to disseminate previous lessons papers, including those on earthquakes, drought and urban disasters, and the previous iteration of the floods lessons paper, targeting relevant networks and Communities of Practice and ensuring the papers were available to Members and others responding to specific events.

### **Response to *lessons papers***

The English version of the lessons paper on floods was downloaded 462 times, the French 91 times and the Spanish 52.

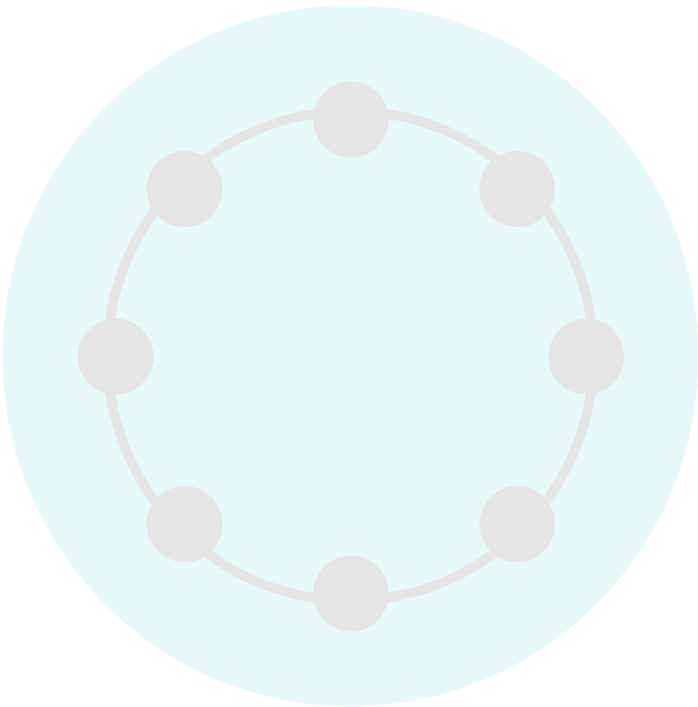
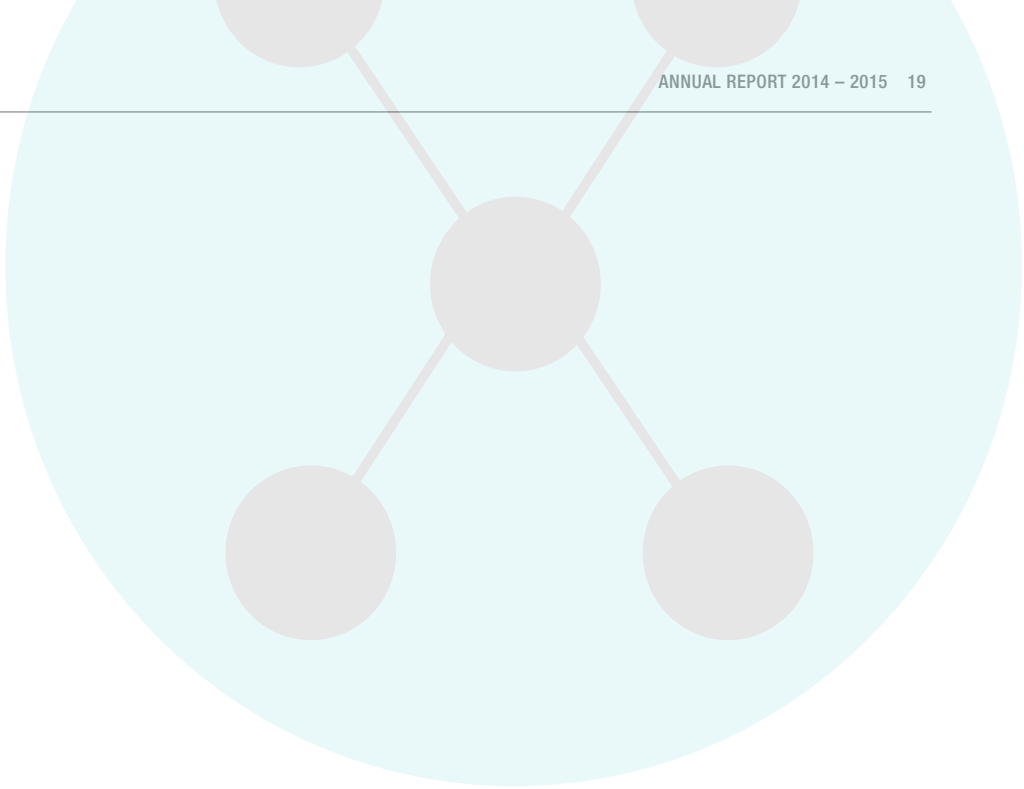
Over the year, lessons papers remained among the network's most popular publications. The top three, on droughts, floods and urban violence, altogether were downloaded almost 2,800 times between April 2014 and March 2015. They were used by Action Against Hunger in the Philippines and in training by the All India Disaster Mitigation Institute. They were also included in the key reading for the Humanitarian Coordinator's Retreat in Montreux, Switzerland.



I find your focus on strengthening programme design and implementation through the evidence base from sharing lessons learnt a vital gap in our industry.



Donor





# 03 Making Improvements



## Strategic focus area #3

### Making improvements based on informed analysis

**Work in this area concentrates on research and communication to bring about concrete change in policy and practice that will improve humanitarian performance, focusing on opportunities and constraints identified in strategic focus area #2.**

### ALNAP 30th Annual Meeting

The 2015 Annual Meeting focused on Working together in the field for effective humanitarian response, addressing the various ways different organisations coordinate, enter into partnerships and work together at the country level. ALNAP's aim for this year's meeting was to engage a varied constituency of humanitarian actors in an honest debate around the potential benefits and costs of coordination at country level, considering a variety of approaches to coordination, including formal structures and less formal approaches.

The meeting was attended by over 180 participants from 59 organisations. Over two days, there were nine panel sessions, with 44 panellists from different geographical locations and constituencies. A large share of panel speakers (20%) came from National NGOs.

ALNAP also invited meeting participants to submit proposals to showcase their experiences and learning of working together at country level through two new means: the Agora and 'Your story in 5'. Over 30 organisations and individuals applied to present their experience and knowledge.

### Response to the 2015 Annual Meeting

As coordination is a subject that receives a lot of attention but tends to meet some confusion in the sector, ALNAP wanted to organise and host a meeting with the most diverse participation, bringing together people from different Member constituencies and beyond, as well as representation from many different countries. With participants based in almost 40 countries taking part, representing 10 different constituency groups, we felt we achieved this target and this was reflected in the amount of positive feedback.

After the meeting, participants fed back that the most valued aspects of the meeting were the diverse mix of participants and the Meeting Paper, Working together in the field for effective humanitarian response (which scored 5.6 out of 6 for quality). This paper was downloaded 308 times between November 2014, when it was released, and 2015.

General comments suggested the meeting was relevant, very well prepared and organised and provided an excellent opportunity for networking, exchange, debate and learning. Participants particularly valued the mix of plenary sessions, smaller group discussions and the chance to speak and engage with each other.

“

I have better appreciation for the concerns of international humanitarian stakeholders, to improve our engagement with them.

”

Southern government representative



“  
 We have used all [leadership] studies in our strategic leadership programme. They continue to generate a lot of interest and are a source of inspiration. For the first time, there is research basis to refer to in terms of designing leadership interventions.

”

Member, United Nations constituency

Also in October 2014, ALNAP published the study [Rhetoric or reality? Putting affected people at the centre of humanitarian action](#) – the results and summary from 2013's 29th Annual Meeting, in Ethiopia. Pre-publication findings of this paper were presented at an Economic and Social Council side event hosted by the Swiss Agency for Development and Cooperation, at the German Federal Foreign Office and at the Annual Meeting of Humanitarian Coordinators. The content of this paper also informed inputs to the World Humanitarian Summit.

### Humanitarian leadership

In July 2014, ALNAP published the report [Between chaos and control: Rethinking operational leadership](#). This study used mixed methods: it was based on an extensive literature review, interviews and surveys. It outlined concrete, evidence-based proposals to improve the quality of 'field' leadership among ALNAP members and other humanitarian organisations.

To support the dissemination of the study, the ALNAP Secretariat also produced and distributed a short film, *Rethinking operational leadership*.

The ALNAP team also began work on coordination and inter-organisational leadership, completing a literature review, launching a survey and conducting over 100 interviews of members of humanitarian clusters.

In support of these initiatives, ALNAP also conducted three leadership webinars, one exploring the potential of emergency management and two on how [incident command approaches contribute to improved humanitarian leadership](#).

### Response to *work on humanitarian leadership*

ALNAP's work on leadership has been instrumental in the redesign of leadership approaches in several leading humanitarian organisations. It has also informed capacity-building initiatives conducted by ALNAP members, and the approach to leadership taken by the Inter-Agency Standing Committee's Strategic Transformative Agenda Implementation Team.

The report, [Between chaos and control: Rethinking operational leadership](#), has been downloaded 1,352 times, and the film has been watched over 500 times. The three webinars were attended by a total of 198 people, and the webinar recordings have been viewed 480 times. Attendees felt the webinars were of high quality, relevant and informative. The average score for quality in the post-webinar surveys was a very high 4.3/5.

## Humanitarian innovation

A research fellow was recruited and assumed post in September 2014 to develop the ongoing research partnership between ALNAP and the Humanitarian Innovation Fund (HIF). This research partnership seeks to define and understand what successful innovation looks like in the humanitarian system, with the ultimate aim of improving humanitarian actors' understanding of how to undertake and support innovative programming in humanitarian action.

An extensive review and redesign of the methodology for the case studies was undertaken in the winter of 2014-2015, based on a short literature review and analysis of the preliminary set of four case studies. A Research Protocol was drafted and finalised in December and consultants recruited to carry out a portion of the case studies in January 2015. A set of 11 case studies will be produced, along with a synthesis and guidance document, in 2015-2016.

### Response to *ALNAP's work on humanitarian innovation*

The HIF has been positive about the revised methodology, believing this will add rigour to the case studies and enable the HIF to turn the experience of their grantees into a strong evidence base on innovation management for the humanitarian system.

## Responding to urban crises

In 2014-2015, ALNAP's urban workstream continued to provide a place for sharing learning and participating in discussion about urban humanitarian response. ALNAP's urban webinar series was continued and an urban blog series was trialled.

The Urban Humanitarian Response Portal and Community of Practice (CoP) both continued to grow. ALNAP produced a learning paper on Urban WASH in emergencies collaboratively with RedR, and participated in inter-agency initiatives including the Food Security Cluster's Urban Working Group and the Urban Refugee Task Team.

### Response to *ALNAP's work on urban crises*

In the past year, ALNAP's Urban Response CoP doubled in size, to 1,263 members representing 102 countries. The urban portal grew to hold 1,577 documents and was visited by 4,803 unique users. The urban webinars had an average of 113 attendees each, with an average quality rating of 4/5 from those who completed the post-webinar surveys.

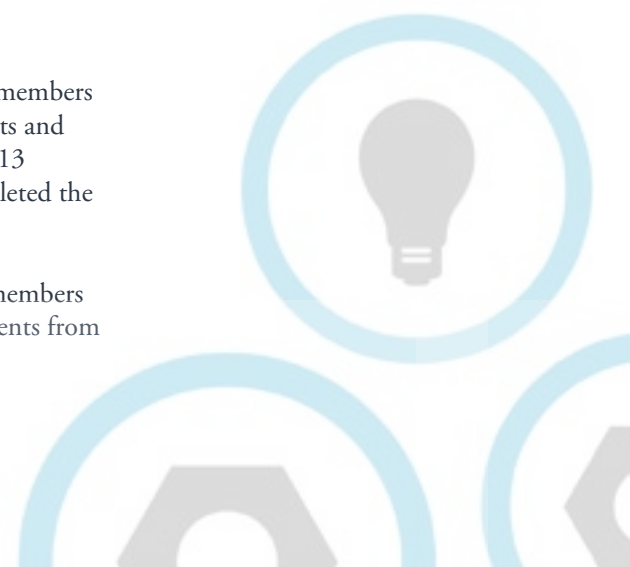
ALNAP's work on urban crises has been widely praised, with donors and members continuously commenting on how useful they find our webinars. Respondents from



I greatly appreciated the facilitation of the webinar – it took away any awkwardness that can happen with these webinars and online audiences, and I thought the 90 minutes were very well-planned.



Webinar attendee, Performance & Accountability Officer, ALNAP CoP Member



UNHCR stated that they learnt a great deal from the urban webinars, as have those from the International Federation of the Red Cross and Red Crescent Societies (IFRC), who have shared this resource with their networks. The International Rescue Committee has used our mapping webinar to write factsheets for its programmes.

### National NGO research

The National NGO (NNGO) research aims to better understand the work of NNGOs involved in disaster and emergency response through exploring their perceptions, their conceptual frameworks and what priorities and commitments motivate and guide their decisions and activities. In short, this research aims to understand what humanitarian action looks like from an NNGO perspective and to present how NNGOs interpret the role they have in emergency and disaster response. This research project will use a mixed method approach, pioneering the use of Grounded Theory in humanitarian research for the data collection and analysis stages. A working draft of the Research Method Note has been produced.

At the time of reporting, several ALNAP members and organisations have expressed their interest in contributing to, and participating in, the research. Several partners have also agreed to be interviewed and are happy to facilitate the research and analysis process in the selected countries: Colombia, Lebanon and Nepal.

There are 340 members from 60 countries in the Partnership and Local Capacities in Emergencies Community of Practice (CoP). To date, this CoP has organised two webinars: the first one was held on 5 November 2014, on Effective partnership in humanitarian response: Perspectives from across the sector, and included speakers from Kenya, Myanmar, UK and US. It was facilitated by Christian Aid with the support of ALNAP and had 46 participants. A second webinar was held on 25 February 2015 on the topic, How can local organisations become more powerful and effective actors in humanitarian action? Speakers were invited from the Democratic Republic of Congo, Kenya and Pakistan, and the webinar was facilitated by Tearfund and supported and disseminated by ALNAP. The webinar had 106 participants.



## Engagement with the World Humanitarian Summit

**In 2014-2015, the ALNAP Secretariat devoted additional time outside its normal work-plan in order to contribute to the understanding of system-wide performance in World Humanitarian Summit (WHS) process. The WHS consultation process has offered a unique opportunity to consolidate learning on humanitarian action and identify improvements for the system, with ALNAP participating in many ways.**

ALNAP is also a member of the WHS Thematic Team for Effectiveness, participating in regular calls and the Thematic Teams face-to-face meeting in Lausanne, Switzerland, in November 2014. Throughout this period, ALNAP also spoke on several occasions with Member Agencies, providing them with further information on the WHS and advice on how to engage with the process.

ALNAP contributed to the WHS Secretariat's early thinking on accountability and participation as lead author of its focal issue paper on accountability (WHS Effectiveness Theme Focal Issue Paper 5: Accountability). ALNAP has also contributed to the knowledge base for the WHS process by providing relevant references on a variety of topics, from leadership to the views of affected people on aid, as well as comments on early drafts of work by the WHS Secretariat.

Thanks to the expertise of the Secretariat, ALNAP was asked to convene the Global Forum for Improving Humanitarian Action, partnering with the US Agency for International Development, the Organisation of Islamic Cooperation (OIS), the League of Arab States and the WHS Secretariat (which was held in FY 2015/16).

The aim of the Global Forum is to identify two sets of recommendations: a set of context-specific recommendations for improving humanitarian action; and a set of system-wide recommendations to make international humanitarian actors more flexible and adaptable to the demands of different contexts. This consultation will be unique in a number of ways, including through its strong and explicit use of evidence to structure and assess emerging recommendations from the WHS process and its targeted look at the role context plays in shaping the effectiveness of humanitarian action. It will take place in June 2015 and will be followed by a Summary Report submitted to the WHS Secretariat for use in their Synthesis Report.



Thanks so much for your work on this piece, it's an excellent overview of the conceptual issues which is already a great input to the Summit process and thinking on accountability.



World Humanitarian Summit  
Secretariat staff

### **Response to *ALNAP's contribution to the WHS***

The response from the WHS Secretariat on ALNAP's contributions to the WHS Thematic Team and as a source for references has been very positive. There was also strong positive feedback on the Theme Focal Issue Paper on Accountability, which will be used as a key input to the WHS Secretariat's work on accountability and participation.



## Communications

ALNAP continued to grow all communications channels, reaching more members and people in the humanitarian community than ever before. The ALNAP website received over 136,000 unique visits between April 2014 and March 2015 (an increase of almost 30% over the previous year). ALNAP's Twitter followers reached 4,000 (a 25% increase) and our Facebook community grew to over 2,000 likes by the end of 2014-2015.

Over the year, the ALNAP Secretariat published 24 blog posts, including 14 guest blogs, on topics including on [the humanitarian sector's need to adapt to the growth in chronic humanitarian crises](#) and on ideas on [how to provide a better humanitarian response in urban areas](#). Our blogs have been very popular, being read over 1,200 times and widely shared on social media.

We diversified our means of communication, exploring new innovative media, such as commissioning an animated video for the Leadership project, which is being used as training material.

The content architecture of the website has been optimised and re-edited as a first step towards making our online presence more user-friendly. In order to further the accessibility of ALNAP content, we created an inception report for an exploratory phase to completely change the ALNAP website and optimise the searchability of the HELP. We are currently looking for funding to implement this plan.

## Advisory and editorial inputs

On behalf of the Network, Members of the ALNAP Secretariat actively contributed to the continued development of learning, accountability and performance in the humanitarian sector through its contributions in the following forums:

- \* Advisory Group for the UN Office for the Coordination of Humanitarian Affairs (OCHA) flagship research publication
- \* Advisory Group for Oxfam
- \* Feinstein Humanitarian Evidence Project
- \* Urban Refugee Task Team
- \* Inter-Agency Humanitarian Evaluation Group
- \* Syria Coordinated Accountability and Lessons Learning (CALL) Initiative
- \* Advisory Board, Humanitarian Evidence Programme (Tufts University and Oxfam GB)
- \* Advisory Board, Humanitarian Effectiveness Project (Save the Children UK and University of Manchester Humanitarian and Conflict Response Initiative (HCRI))
- \* Collaboration with the Inter-Agency Standing Committee (IASC) Strategic Transformative Agenda Implementation Team (STAIT)
- \* Core Humanitarian Standard (CHS) Technical Advisory Group
- \* World Humanitarian Summit (WHS) Thematic Task Team on Effectiveness
- \* Q&A Meetings
- \* Asian Disaster Reduction and Response Network (ADRRN) Annual Meeting in Bangkok (25-28 November 2014)
- \* Advised for the British Red Cross (BRC) and Humanitarian Policy Group (HPG) Promoting National and Local Humanitarian Action Discussion Series
- \* Active participation by the Secretariat in the WHS process through its contributions to the WHS Effectiveness Thematic Team, as well as through its design of the Global Forum for Improving Humanitarian Action, a unique consultation for the WHS on evidence, context and humanitarian effectiveness (this event took place in FY 2015/16)

Members of the ALNAP Secretariat also peer-reviewed or otherwise commented on a large number of member publications and ALNAP signed a memorandum of understanding with ADRRN in August 2014.

## Governance and membership

### Steering Committee

The Steering Committee had the following members as of 31 March 2015:

- \* Nan Buzard, Executive Director, International Council of Voluntary Agencies, and ALNAP Chair
- \* Mia Beers, Division Director, Humanitarian Policy and Global Engagement, United States Agency for International Development/Office of US Foreign Disaster Assistance
- \* Anke Reiffenstuel, Deputy Head, Division of Humanitarian Assistance and Humanitarian Demining, Federal Foreign Office, Germany
- \* Victoria Saiz Omenaca, Officer-in-Charge, Evaluation and Oversight Unit, UN Office for the Coordination of Humanitarian Affairs
- \* Kevin Savage, Research Coordinator, Humanitarian and Emergency Affairs, World Vision International
- \* Tendik Tynystanov, Performance and Accountability Manager, British Red Cross
- \* Helen Wedgwood, Director, Evaluation Office, World Food Programme
- \* Bertrand Taithe, Executive Director, Humanitarian and Conflict Response Institute, University of Manchester

The Steering Committee held the following meetings in 2014-2015:

- \* 27 June 2014, New York
- \* 8 September 2014, Geneva
- \* 20 January 2015, London/video conference
- \* 6 March 2015, Berlin



## Membership

### New Full and Associate Members

Between April 2014 and March 2015 14 new Full and Associate Members joined ALNAP:

- \* Harvard Humanitarian Initiative (Full Member)
- \* Humanitarian and Conflict Response Institute (Full Member)
- \* Center for Disaster Preparedness Foundation (Full Member)
- \* European Interagency Security Forum (Associate Member)
- \* Transtec (Associate Member)
- \* Transparency International (Kenya) (Full Member)
- \* Samuel Hall (Associate Member)
- \* START Network (Associate Member)
- \* Institute Bioforce (Full Member)
- \* CaLP (Associate Member)
- \* Interaction (Associate Member)
- \* Community World Service Asia (Full Member)
- \* OCCAH (Full Member)
- \* Humanitarian Health Ethics Network (Associate Member)

As of 31 March 2015, ALNAP has 96 Full and Associate Members. In 2014/15, over 8,000 subscribers and 14 new Members joined the network. One member, the International Centre for Integrated Mountain Development (ICIMOD), did not renew its membership for 2014-2015.

## ALNAP team and consultants

The following people made up the ALNAP Secretariat team in 2014 - 2015:

- \* John Mitchell, Director
- \* Paul Knox Clarke, Head of Research and Communications
- \* Francesca Bonino, Research Fellow
- \* Alice Obrecht, Research Fellow (joined August 2014)
- \* Luz Saavedra, Research Fellow (joined September 2014)
- \* Leah Campbell, Research Officer
- \* Alexandra Warner, Research Officer
- \* Maria Gili, Communications Officer
- \* Franziska Orphal, Communications Officer (left September 2014)
- \* Yael Azgad, Communications Officer (joined November 2014)
- \* Caroline Keay, Programme Manager (left April 2014)
- \* Franziska Schwarz, Programme Manager (joined June 2014)
- \* Charlotte Skinner, Programme Assistant (joined October 2014)

ALNAP worked with the following consultants in 2013/14:

- \* **John Bryant** - Urban WASH in Emergencies Learning Report
- \* **Roisin Read** - ALNAP programme assistance
- \* **Ben Ramalingam** – Responding to changing needs? Challenges and opportunities in humanitarian action, Lessons Paper Gaza, OFDA 50th Birthday
- \* **CDA Collaborative** - Rhetoric or reality?
- \* **Ralf Otto** – EHA Guide Validation Workshop
- \* **John Cosgrave**– UNICEF e-learning, EHA Discussion Notes
- \* **Margie Buchanan-Smith** - UNICEF e-learning
- \* **Room 3** - Leadership video: Humanitarian heroes?
- \* **Jessica Alexander** - EHA Method Notes
- \* **Jigsaw** - HIF case studies on innovation
- \* **Sian Cook** - EHA Guide
- \* **Humanitarian Outcomes** - 2015 SOHS





# 04 Annex



## Annex 1

### End of year financial report, 1 April 2014 - 31 March 2015

1.1 Budget and expenditure								
ACTIVITY	CONSULTANCY FEES		SALARY COSTS		OTHER COSTS		TOTALS	
	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)
EHA Guide	£23,275	£25,470	£34,460	£53,617	£15,000	£6,209	£72,735	£85,296
Humanitarian evaluation capacity	£9,600	£3,583	£54,653	£23,630	£16,000	£5,859	£80,253	£33,072
Evaluation of protection	£10,500	£1,824	£43,786	£34,325	£0	£1,181	£54,286	£37,330
Syria Learning Coalition and Syria Portal	£5,200	£860	£35,574	£19,293	£5,626	£1,316	£46,400	£21,468
HELP	£14,150	£9,000	£8,087	£10,882	£0	£4,415	£22,237	£24,297
<b>Subtotal</b>	<b>£62,725</b>	<b>£40,736</b>	<b>£176,560</b>	<b>£141,747</b>	<b>£36,626</b>	<b>£18,980</b>	<b>£275,911</b>	<b>£201,463</b>
SOHS	£143,260	£140,010	£64,036	£55,667	£9,600	£7,745	£216,896	£203,421
Lessons Papers	£0	£325	£3,657	£7,185	£4,500	£3,009	£8,157	£10,519
<b>Subtotal</b>	<b>£143,260</b>	<b>£140,335</b>	<b>£67,693</b>	<b>£62,851</b>	<b>£14,100</b>	<b>£10,754</b>	<b>£225,053</b>	<b>£213,940</b>
ALNAP Annual Meeting	£16,500	£12,000	£103,840	£124,281	£90,000	£73,617	£210,340	£209,898
Humanitarian leadership	£3,150	£0	£61,451	£67,293	£32,900	£28,502	£97,501	£95,795
HIF	£0	£12,030	£29,730	£24,178	£4,000	£326	£33,730	£36,534
Responding to urban crises	£0	£0	£20,362	£19,219	£14,000	£9,858	£34,362	£29,077
NNGOs	£0	£0	£43,174	£19,411	£15,000	£513	£58,174	£19,924
Humanitarian feedback mechanisms	£0	£0	£14,691	£8,549	£9,000	£10,329	£23,691	£18,878
NDMA	£0	£0	£0	£0	£0	£255	£0	£255
<b>Subtotal</b>	<b>£19,650</b>	<b>£24,030</b>	<b>£273,248</b>	<b>£262,932</b>	<b>£164,900</b>	<b>£123,400</b>	<b>£457,798</b>	<b>£410,362</b>
ALNAP communications and network development	£0	£0	£65,737	£16,872	£51,117	£27,624	£116,854	£44,495
Monitoring, learning and planning	£0	£0	£16,205	£5,366	£0	£110	£16,205	£5,476
Support to other initiatives in the humanitarian system	£0	£0	£41,447	£31,211	£12,800	£4,993	£54,247	£36,204
Governance and Secretariat	£4,350	£2,600	£108,853	£104,716	£19,400	£12,167	£132,603	£119,483
<b>Subtotal</b>	<b>£4,350</b>	<b>£2,600</b>	<b>£232,242</b>	<b>£158,166</b>	<b>£83,317</b>	<b>£44,893</b>	<b>£319,909</b>	<b>£205,659</b>
<b>Grand total</b>	<b>£229,985</b>	<b>£207,701</b>	<b>£749,742</b>	<b>£625,696</b>	<b>£298,943</b>	<b>£198,027</b>	<b>£1,278,670</b>	<b>£1,031,424</b>

## 1.2 ALNAP funding summary

FUNDER	CONTRIBUTION 2014/15
DFAT, Australia	£111,198
DFATD, Canada	£32,690
Danida	£28,938
Irish Aid	£77,967
Ministry of Foreign Affairs, Norway	£41,636
SDC	£32,760
Sida	£252,888
USAID/OFDA	£379,062
HIF/ELRHA	£28,120
Action Against Hunger	£3,310
AIDMI	£100
Avenir Analytics	£200
BRC	£5,650
CAFOD/CARITAS	£9,682
CARE International	£3,365
Christian Aid	£5,379
CRS	£4,236
COAST	£100
Danish Refugee Council	£3,183
FAO	£2,538
Focus Humanitarian Assistance	£2,207
Global Hand	£1,088
GOAL	£3,750
ICRC	£3,840
IFRC	£4,025
IRC	£3,736
International Solutions Group	£175
NRC	£5,650
OCHA	£6,798
OFADEC	£100
Oxfam GB	£8,487
RedR	£200
Save the Children	£7,530
Solidarités	£5,305
Tearfund	£5,517
Transtec	£1,500
UNHCR	£10,300
UNICEF	£6,779
WFP	£9,422
World Vision	£5,923
<b>Total</b>	<b>£1,115,333</b>

## 1.3 Income

INCOME SOURCE	INCOME
Full member contributions in 2014/15	£1,115,333
Annual Meeting attendance fees	£6,780
<b>Total</b>	<b>£1,122,113</b>

## 1.4 Income / Expenditure

Income for 2014/15	£1,122,113
Expenditure for 2014/15	£1,031,424
<b>Balance at year end</b>	<b>£90,689</b>

## 2. Global Forum on Improving Humanitarian Effectiveness

EXPENDITURE	TOTAL
Salary cost (including overheads)	£100,895
Other costs	£47,917
<b>Total</b>	<b>£148,812</b>

Income	£151,893
<b>Balance at year end</b>	<b>£3,082</b>

Total overheads on Secretariat salaries in 2014/15 to ODI	£232,047
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## Annex 2

### Member organisations and their representatives as of 31 March 2015

Organisation	Primary representative
Action Against Hunger	Alexia Deleligné
AECID	Francisco Javier Cantero Talavera
Africa Humanitarian Action	Addis Tesfa Wolde Michael
AIDMI	Mihir R. Bhatt
American Red Cross	Carrie Santos
Avenir Analytics	Hetty van Doorn
British Red Cross Society	Tendik Tynystanov
CAFOD UK	Matthew Carter
CaLP	Sara Almer
CARE International	Uwe Korus
Catholic Relief Services	Jennifer Poidatz
CDA Collaborative Learning Projects	Peter Woodrow
CDAC Network	Rachel Houghton
CENDEP	Brigitte Piquard
Center for Disaster Preparedness Foundation	Loreine dela Cruz
Christian Aid	Juliet Parker
COAST	Sanat K. Bhowmik
Community World Service Asia	Shama Mall
DAHLIA	Silvia Hidalgo
Danida	Lars Christian Oxe
Danish Refugee Council	Anders Bastholm Hansen
DARA	Soledad Pasada
Development Initiatives	Sophia Swithern
DFAT, Australia	Frances Sutherland
DFATD, Canada	Hong-Won Yu
DFID	Alison Girdwood
Disasters Emergency Committee	Annie Devonport
ELRHA	Jess Camburn
Emergency Nutrition Network	Jeremy Shoham/ Marie McGrath



Organisation	Primary representative
EC	Joakim Nilsson
European Interagency Security Forum	Lisa Reilly
Evidence Aid	Claire Allen
FAO	Marta Bruno
Focus Humanitarian Assistance	Salim Sumar
Glemminge Development Research AB	Ian Christoplos
Global Communities	Courtney Brown
Global Hand	Katey Kenworthy
Global Public Policy Institute	Elias Sagmeister
GOAL	Fiona Gannon
Groupe URD	François Grünewald
Harvard Humanitarian Initiative	Vincenzo Bollettino
Humanitarian Accountability Partnership	Marian Casey-Maslen
Humanitarian and Conflict Response Institute	Bertrand Taithe
Humanitarian Futures Programme	Randolph Kent
ICRC	Velina Mikova
ICVA	Nan Buzard
IECAH	Francisco Rey Marcos
IFRC	Josse Gillijns
Institut Bioforce	Hala El Khoury
Institute of International Humanitarian Affairs	Brendan Cahill
InterAction	Joel Charny
IRC	Ciaran Donnelly
International Solutions Group	Michael Klein
InterWorks Europe	John Cosgrave
Irish Aid	Lisa Doherty
JICA	Hiroataka Nakamura
John Borton Consulting	John Borton
MERCY Malaysia	Heng Aik Cheng

Organisation	Primary representative
Ministry of Foreign Affairs, Belgium	Silvia Croes
Federal Foreign Office, Germany	Anke Reiffenstuel
Ministry of Foreign Affairs, Netherlands	Hans van den Hoogen
New Zealand Aid Programme	Rohan Murphy
Norad/Ministry of Foreign Affairs, Norway	Øystein Lyngroth
Norwegian Refugee Council	Lian Bradley
OCCAH	Francois Audet
OCHA	Victoria Saiz-Omenaca
ODI	Sara Pantuliano
OFADEC	Mamadou Ndiaye
Osaka University	Yasuhide Nakamura
Oxfam	Nigel Timmins
People in Aid	Jonathan Potter
Philip O'Keefe	Philip O'Keefe
RedR UK	Charlie Dalrymple
Samuel Hall	Saagarika Dadu-Brown
Save the Children	Hana Haller Crowe
SDC	Doris Fink
SEEDS	Manu Gupta
Sida	Katarina Kotoglou
Solidarités International	Frédéric Penard
Sphere Project	Christine Knudsen
Start Network	Sean Lowrie
Steering Committee for Humanitarian Response	Philip Tamminga
Tearfund	Catriona Dejean
The Humanitarian Health Ethics Network	Lisa Schwartz
Transparency International	Nicolas Seris

<b>Organisation</b>	<b>Primary representative</b>
Transtec	Lena Zimmer
Tufts University	
UNDP	Alan Fox
UNHCR	Machiel Salomons
UNICEF	Erica Mattallone
USAID/OFDA	Mia Beers
Valid International	Alistair Hallam
Voice	Kathrin Schick
WFP	Helen Wedgwood
WHO	Andre Griekspoor
World Vision International	Kevin Savage







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