

ALNAP ANNUAL REPORT 2011 - 2012





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Inside Cover image
Food waiting to be distributed, Jalozaï camp, KPk province,
Pakistan © Tariq Malik/Oxfam

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Cover image

A boy playing outside his home in Khan Al Ahmar, Jordan Valley © Simon Rawles/Oxfam

ABOUT ALNAP

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

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

ALNAP's 74 Full Members include agencies and individuals from five key constituencies that make up the international humanitarian sector. These are:

- bilateral and multilateral donors
- UN agencies
- the Red Cross/ Red Crescent Movement
- international and national NGOs and NGO networks/ umbrella bodies
- academic establishments, research institutions and independent consultants.

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

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

ALNAP'S STRATEGIC FRAMEWORK

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

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

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

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

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

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

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

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

MESSAGE FROM THE CHAIR

It was a pleasure for me to accept the offer from the ALNAP Steering Committee to become the Chair of ALNAP at the beginning of 2012. Since 1998, when I worked with the Sphere Project and became an ALNAP member, I have watched ALNAP grow and develop its first-rate reputation over the years and have been impressed by the commitment and energy of the membership who, as this Annual Report confirms, play a vital role in all of ALNAP's activities and achievements. Having now worked with the Steering Committee and the Secretariat since January, I am even more confident of ALNAP's contribution to positive change and improvements – and that this will continue in the future.

Reflecting on the contents of this report, I am struck by three things. First, the **quality** of ALNAP's research, analysis and advocacy has been world class and it is no surprise to see a growing demand for information and presentation of ALNAP's work around the world. It would be easy to pick out several examples but I would like to highlight the importance of the study *Leadership in Action: Leading effectively in humanitarian operations*, which attempted to answer the question 'What does good leadership look like?' Many of us are interested in improving our understanding in this area, and I am aware of a very high level of interest among operational agencies. The report represents an important first step in this regard and I am pleased that we are now following up on many of the key themes with a new working paper which will be available next year.

I also want to mention our flagship *State of the Humanitarian System Report (SoHS)* which is a truly collective endeavour with scores of people giving their time freely on advisory groups, facilitating field trials, providing information and advice and much more. The SoHS report is based on the best available evidence and is important in so many ways, not least in providing a systematic mechanism for monitoring and reporting on performance. This makes a huge contribution to supporting a humanitarian community that is more transparent, accountable and better able to change and improve.

The second thing is our focus on expanding our '**global reach**' – one of our most challenging and important strategic objectives. At our 2012 Annual Meeting in Chennai we had a special day for 15 representatives from National Disaster Management Authorities from around the world, many of whom had been present at the previous Annual Meeting in Kuala Lumpur. The exchanges that take place at gatherings such as these are vitally important to understanding how the humanitarian system is changing and to identify the challenges and opportunities that affect all of us. It is not easy to bring so many diverse groups into one forum at the same time and I want to congratulate the Secretariat for making this happen so successfully. Despite the practical challenges, it is something that we will strive to do at every Annual Meeting.

And finally, to end where I began, I am delighted to be part of such a **vibrant network**. Sometimes we wryly apologise for our rather complicated acronym but ALNAP really is an active network and I have looked on at so many collective endeavours with admiration. ALNAP has made possible: communities of practice for organisations to build their evaluation capacity; fruitful partnership arrangements such as the ongoing relationship with ELRHA (Enhancing Learning and Research for Humanitarian Assistance) for the Humanitarian Innovations Fund; lively online discussion forums and blogs; learning portals; and always a great sense of community at Annual Meetings.

We are now coming to the end of our five-year strategy, and the Steering Committee is discussing plans for a review of these last five years and the development of a new strategy. In this respect it is a propitious moment to have joined ALNAP and, while acknowledging the challenges ahead, I look forward to the next year enormously.

Nan Buzard
ALNAP Chair



ALNAP'S WORK STREAMS AND ACTIVITIES IN 2011/12

In 2011/12 the Network made significant progress in each of the 12 work streams that contribute to the fulfilment of ALNAP's five-year strategy. This section of the report provides information on key activities, outputs and results for each work stream, as well as information on the ALNAP Secretariat's engagement in: humanitarian meetings and other fora; advisory bodies; and collaboration with other quality and accountability initiatives. The work streams are grouped under the strategic objective to which they are designed to contribute.

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

The most important test of effective learning in the humanitarian system is the degree to which it has impact on daily operational practice, and ultimately on the lives of disaster-affected people. ALNAP has four work streams that aim to affect 'field' practice directly, and which are targeted largely at the operational level. The leadership work stream aims to improve operational leadership: an area which has been identified in ALNAP's *State of the Humanitarian System* and in many evaluations as being a key constraint to effective emergency responses. The Innovations initiative aims to support the development, testing and diffusion of new ideas to improve the performance of humanitarian aid, while the lessons papers distil 'best practice' lessons learnt from evaluations in a format which is immediately accessible to field staff operating under time pressure. Finally, the Beneficiary Feedback Mechanisms project aims to identify and present best practice in establishing feedback mechanisms. This year saw important developments in all four of these work streams.

HUMANITARIAN LEADERSHIP

In 2011/12, operational leadership in humanitarian action remained a central concern of many ALNAP members. In response to questions like 'What does effective humanitarian leadership look like?', 'What are the determinants of good leadership?' or 'How can they be fostered?', the Secretariat launched the ALNAP Study *Leadership in Action: Leading effectively*

in humanitarian operations in June 2011. The launch included a live-streaming of the event giving remote audiences the opportunity to plug in and post questions to the panel. The launch event was well attended and lively discussions around the findings of the study continued on ALNAP's online forum. The study was downloaded over 3000 times by March 2012.

Members of the Secretariat team have subsequently presented the study to several ALNAP members, including ADRRN, Mercy Malaysia and UNHCR.

*"Everybody is reading it: I have now been sent this study by three different colleagues."
(Full member, NGO constituency)*

The study is being widely distributed within many member organisations, and is being referenced and used in the design of leadership and organisational development programmes across the Network.

In early 2012, the operational leadership initiative moved into its second phase: research into the issue of collective leadership. This research follows up on themes raised in the *Leadership in Action* report. A literature review is currently underway, which covers evaluations in the ALNAP Evaluative Reports Database (ERD) and a large number of case studies and reports from outside the humanitarian system. The review considers the degree to which collective leadership is appropriate for humanitarian response, and identifies practical methods to strengthen the ability of humanitarian teams to share leadership responsibilities. A working paper based on the literature review will be available in the autumn of 2012.

HUMANITARIAN INNOVATIONS INITIATIVE

Humanitarian Innovation Workshop

The start of 2011/12 saw World Vision International hosting an ALNAP Workshop on Supporting Innovation in Humanitarian Organisations, which brought together a range of representatives from Member agencies. The



Flood damage in Bangkok, Thailand © Shermaine Ho/IRIN

meeting sought to encourage systematic thinking about innovation management, and begin to explore practical ways to encourage innovation in humanitarian organisations. It aimed to do this by presenting ALNAP's research to date, establishing shared concepts and language, and through the piloting of tools and exercises to explore practical thinking about aligning the necessary resources, capacities and relationships for innovations to progress in humanitarian organisations. Participants used ALNAP's previous research on innovations in international humanitarian action as a lens through which to look at the state of innovation in their own organisations, piloting a number of tools designed to support organisations attempting to analyse and increase their innovative capacity. A report of the workshop is available on the ALNAP website.

Humanitarian Innovation Fund (HIF)

ALNAP continues to work closely with the ELRHA initiative, supporting the growing work of the Humanitarian Innovation Fund. The second call for proposals at the end of 2011 generated 150 Expressions of Interest, with a general increase in the quality of proposals. The HIF's Grant Panel met for the second time in mid-November, and four more projects were selected to receive large grants of up to £150,000. In addition, six small projects have received grants of up to £20,000.

The HIF has also widened its funding base, receiving C\$700,000 from the Canadian International Development Agency (CIDA) in addition to expanded support from DFID and previous support from the Swedish Ministry of Foreign Affairs. The Fund will launch two further calls in 2012/13, and will also work on a widened range of approaches to supporting and promoting humanitarian innovations by bringing together thematic and innovation experts to incubate and develop new ideas, in addition to continued grant making.

ALNAP continues to focus its efforts in the HIF on working with grantees to use the evidence they generate to promote their specific innovations and reflect on the process of innovation more generally. ALNAP support has also helped grantees to develop more rigorous approaches to monitoring and evaluating their innovations, and ALNAP also led the development of guidelines on monitoring, evaluation and learning that were published in early 2012 as part of continued work to promote rigour in the testing of innovations. As the first large grants reach completion, in late 2012, the HIF will begin documenting the innovation processes, to build an evidence base around the factors influencing the development of innovations in humanitarian settings.

The ALNAP Network has also continued to play an important role in the outreach of the

HIF, particularly to Southern actors. Kim Scriven held information sessions in New Delhi with the assistance of Seeds India and ADRRN. Other such events are planned for 2012/13. At the same time, ALNAP has been approached for advice by organisations within the humanitarian system wishing to set up internal innovations networks.

BENEFICIARY FEEDBACK MECHANISMS

In 2011/12, the ALNAP Secretariat completed a desk review aimed at identifying best practice and developing guidance for establishing and using beneficiary feedback mechanisms. This literature review highlighted four key elements of effective feedback systems. The Secretariat then began a process of planning for field research – in collaboration with CDA – Collaborative Learning Projects – which will test the findings of the literature review against the experiences of agency staff and disaster-affected people who have designed and used these feedback mechanisms.

Field research will take place in 2012, supported by ALNAP member organisations, and the results will be incorporated into a synthesis study and ‘how to’ guide.

LESSONS PAPERS

In October, the Secretariat finalised the ALNAP Lessons Paper *Humanitarian Action in Drought-related Emergencies*, which draws together lessons useful for agencies responding to the crises in the Horn of Africa and the Sahel. The Secretariat undertook a ‘campaign’ to make ALNAP members

“Thanks for this excellent paper... it should be a compulsory reading for anyone working in the Horn of Africa!”

(Observer Member)

“just read the excellent ALNAP paper on lessons learned re drought for the Horn of Africa... really useful to have such an accessible synthesis of so much experience and analysis.”

(Full Member, UN constituency)

and other humanitarian actors aware of the lessons, and as a result the paper, which was also translated into French, Spanish and Arabic, has been downloaded over 5000 times. The related forum ‘Drought in the Horn of Africa’ has attracted thoughtful responses and nearly 3000 ‘views’ since July 2011.

Following recommendations made at the 27th ALNAP Annual Meeting, the Secretariat also started work on a revision of the ALNAP Lessons Paper *Responding to Urban Disasters: Learning from previous relief and recovery operations*, published in 2009.

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

One of the strengths of a sector-wide network is the ability to see ‘the bigger picture’, gaining a global understanding of humanitarian work from the multiple perspectives of Network members, their partners, and the people with whom they work. ALNAP attempts to capitalise on this by producing a biennial review of the performance of the international humanitarian system: *The State of the Humanitarian System Report*. This unique report maps the size and shape of the system, and identifies what is working, and what needs to improve. ALNAP also works closely with other humanitarian Quality and Accountability initiatives to support change and foster system-wide learning.

STATE OF THE HUMANITARIAN REPORT

In 2011/12, ALNAP continued to publicise the findings of the *State of the Humanitarian System* pilot report, which, for the first time, produced a baseline on global humanitarian performance.

The ALNAP Director, John Mitchell, made presentations based on SoHS (2010) at:

- Donor Partnership Forum, Red Cross and Red Crescent Donor National Societies, Quebec City
- USAID/OFDA Annual Program Reviews, Washington, D.C.



UK aid in Pakistan - Providing hygiene kits to families as they return home © DFID/Vicki Francis

- ‘Montreux XI’ in Montreux, Switzerland (Robert Piper re-presented John Mitchell’s presentation to the IASC principals at a meeting in Nepal).

At the same time, work commenced on the 2012 edition of the *State of the Humanitarian System*. ALNAP commissioned Humanitarian Outcomes to produce the report, and they conducted a literature review, an evaluation synthesis and a series of surveys to capture the views of a large sample of humanitarian stakeholders, including disaster-affected populations.

QUALITY AND ACCOUNTABILITY INITIATIVES

ALNAP joined HAP, Sphere and People In Aid in a series of discussions aimed at improving the coherence and impact of quality and accountability initiatives across the sector, especially in relation to more efficient and effective use of technical standards. As a result of these discussions, ALNAP’s Steering Committee decided that the Network could best contribute to the initiative by providing a system-wide forum for the presentation and discussion of standards-related issues, and by supporting research aimed at better understanding the impact of standards on humanitarian performance, and ways in which standards can be effectively applied to support improved performance. The Steering Committee also decided that, as ALNAP is not a ‘standard-

setting organisation’, and as ALNAP’s membership also differs significantly from that of the three standard-setting organisations, the Network should not play a substantive role in the development of consolidated standards and verification mechanisms. Consequently, ALNAP supported the Joint Standards Initiative (JSI) by providing strategic input at the initial phases.

Together with The Sphere Project, People In Aid and the Humanitarian Accountability Project, ALNAP set up the joint *Horn of Africa Learning and Accountability Portal* (www.hornofafricaportal.org). ALNAP also partnered with the JSI deployment to the Horn of Africa, supplying ‘lessons learned’ and other best-practice documents to agencies operating in the Horn through the JSI team.

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

One of the most important roles that any knowledge network can play is to bring actors with different experiences together to further information exchange and learning. This year, ALNAP fulfilled this function through: an extremely well-attended Annual Meeting; the provision of online portals and fora to allow for ‘virtual’ information exchange and discussion; and a full agenda of speaking engagements, at which ALNAP

member representatives and Secretariat staff shared learning from the Network in a variety of humanitarian fora.

ALNAP ANNUAL MEETING

27th Annual Meeting in Chennai, India

Between 17 and 19 January 2012, 130 delegates from academic institutions, donor agencies, National Disaster Management Authorities, NGOs, the Red Cross and Red Crescent movement

"This is a great initiative. It will help give evaluators a 'one stop shop' for previous evaluations in an area that can help contextualise their own. I could do with one of these for Asia... I hope you will be setting up others like it! Thanks for your help to us."
(Observer Member)

and the United Nations met in Chennai, India, to discuss the humanitarian response to rapid urbanisation, and to identify ways in which the humanitarian system could learn from recent disasters in places such as in Port-au-Prince, Manila and eastern Japan. The meeting *The Urban Challenge: Adapting humanitarian response to a changing world* – which was hosted by World Vision India and supported by AIDMI and SEEDS India – included a variety of small-group and plenary discussions, a scenario session, and a series of expert presentations on topics related to preparedness, response, early recovery, evaluation and accountability in urban contexts. Feedback from the meeting was very positive, with a large number of respondents saying that they found real value in having such a range of participants in the discussion, and a majority suggesting that their agencies would use ideas from the meeting in their work.

The third day of the meeting – the Full Members day – was devoted to discussions on the progress made by five different approaches to improving quality and accountability in the humanitarian sector, and to lively discussions on issues of importance to the membership, including 'value for

money in humanitarian action' and 'approaches to further increasing ALNAP's reach and relevance in the global 'South'.

In 2012/13, the Secretariat will continue to profile humanitarian action in urban contexts by publishing a paper combining key points from discussions at the 27th ALNAP Annual Meeting with a literature review, and establishing an online portal to allow humanitarians to access and share resources related to preparedness for, response to, and early recovery from urban disasters.

"an important initiative... The event is timely and opens new doors of thinking for global humanitarian assistance in coming years."
(Full Member, NGO constituency)

ALNAP LEARNING AND ACCOUNTABILITY PORTALS

Horn of Africa

In response to the crisis in the Horn of Africa, ALNAP, together with The Sphere Project, People In Aid and the Humanitarian Accountability Partnership, set up an online portal to share information on evaluation and learning activities relevant to the crisis. Live since November, the *Horn of Africa Learning and Accountability Portal* (www.hornofafricaportal.org) provides relief and recovery staff working in the East African region with guidance material and lessons learned from previous responses. The portal features guidance for programme design and implementation, evaluation reports and learning documents related to past crises, plans for activities related to evaluation and learning around the 2010–12 response, completed evaluation reports and learning documents from the current response, and reports and case studies relevant to the Horn of Africa crisis. It has been accessed over 2200 times.

Haiti

Since the establishment of the *Haiti Learning and Accountability Portal* on the ALNAP website in 2010, the Secretariat has continued to update the Haiti portal with evaluative reports relating to the 2010

Queuing for registration in the heat of the sun: People displaced by drought in Somalia arrive at the Dolo Ado camp in neighbouring Ethiopia and queue to be registered by the aid agencies running the camp. ©Cate Turton/DFID



Haiti earthquake. In 2011/12, 18 new reports were added, and the portal received 3200 unique visits.

MEETINGS, PRESENTATIONS AND WORKSHOPS

April 2011

- ALNAP Workshop on Supporting Innovation in Humanitarian Organisations, Geneva

May 2011

- Presentation at the RedR Board Retreat: 'Five key challenges facing the humanitarian system'
- Presentation at the ISDR Global Platform (organised with SDC): 'Improving performance in DRR: Lessons from humanitarian evaluations and ways forward'
- Panel member at the HAP General Assembly
- Presentation at 'Montreux XI', Montreux, Switzerland: 'Key trends and challenges facing the humanitarian system'

July 2011

- Presentation at 'Towards a common approach to measuring DRR results', an informal dialogue organised by DFID and GFDRR (World Bank), London: 'DRR – the evidence from evaluations'
- Presentation at UNHCR Senior Leadership Retreat: 'Operational leadership in the humanitarian context'
- Facilitation of a series of ALNAP workshops on

"For us, ALNAP is a really big thing, it ensures we are not working in isolation... We have adopted utilisation-focussed evaluation largely as a result of participation in the ALNAP Evaluation meeting"

(Full Member representative)

'Harnessing the power of evaluation in humanitarian action' (July–October 2011, London, Geneva, Washington, D.C.)

August 2011

- Presentation at InterAction Forum, Washington, D.C.: 'Operational leadership in the humanitarian context'

September 2011

- Presentation at Donor Partnership Forum, Red Cross and Red Crescent Donor National Societies, Quebec City: 'Key trends and challenges facing the humanitarian system'

October 2011

- Presentation at American Red Cross, Washington, D.C.: 'Key trends and challenges facing the humanitarian system'
- Presentation at USAID/OFDA Annual Program Reviews, Washington, D.C.: 'Key trends and challenges facing the humanitarian system'
- Presentation at InterAction meeting, 'Humanitarian NGO Impact Evaluation Workshop', Washington, D.C.: 'Re-thinking the impact of humanitarian aid'

November 2011

- Presentation at Mercy Malaysia Humanitarian Conference, Kuala Lumpur, on leadership and innovation
- Presentation at Humanitarian Practice Network event, London: 'Accountability in humanitarian action: changes and challenges'

December 2011

- Presentation at OCHA Policy Conference, New York: 'Effectiveness and the humanitarian system'
- Presentation on innovation at Médecins Sans

Frontières' workshop on humanitarian interventions in urban settings, Barcelona

February 2012

- Presentation on 'Operational leadership in the humanitarian context' at the ADRRN 10th Anniversary celebration and Annual General Assembly, Phnom Penh

March 2012

- Presentation to the International Medical Corps UK Emergency Health Group, London: 'Measuring impact in emergencies'
- Chaired panel at CDAC Network Media and Technology Fair, London: 'Emerging issues in the use of media and technology in humanitarian action'
- Chaired the launch of a Christian Aid research report on local capacities and partnerships, London
- Chaired panel at World Vision/Last Mile Mobile Solutions/CaLP event, hosted at ODI, London: 'The use of new technologies in humanitarian action'

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

Evaluation continues to lie at the core of ALNAP's work. In 2011/12, ALNAP considerably strengthened its focus on this area, through publications, workshops and the establishment of a Community of Practice.

HUMANITARIAN EVALUATION CAPACITIES PROJECT

In June, ALNAP produced a working paper *Harnessing the Power of Evaluation in Humanitarian Action: An initiative to improve understanding and use of evaluation*. The paper has subsequently been downloaded over 2000 times.

The release of the paper was followed by a series of workshops on Strengthening Evaluation Capacities, bringing together ALNAP Members in London, Geneva and Washington, D.C. At these

"We read the paper... harnessing the power of humanitarian evaluation, and the framework that you developed was very useful in helping prepare for the workshop [on strengthening evaluation capacities within organisations]"
(UN evaluator)

"It's an excellent paper – I've sent it to the deputy high commissioner."

(Workshop attendee from UNHCR)

workshops, members shared best practice in designing, conducting and using evaluations.

In an attempt to follow up on topics raised in these workshops and develop the debates further, the project team established and supported an Evaluation Capacities Community of Practice (CoP). This CoP aims to explore the different ways in which humanitarian evaluation professionals develop their organisations' capacity to conduct, use and learn from evaluations more effectively. The Community of Practice will support the development of a final paper on Humanitarian Evaluation Capacities which will be published in 2013.

"good range of issues covered, lots of ideas generated"

"useful to share issues and solutions, looking forward to the CoP"

Feedback from workshop participants

ALNAP EVALUATION OF HUMANITARIAN ACTION GUIDE

This year saw the completion and peer review of the ALNAP Evaluation of Humanitarian Action (EHA) Guide. The EHA Guide is designed to meet the increasing demands for evaluation guidance from those directly involved in planning, managing or carrying out EHA, as well as from programme staff expected to be aware of and engage in evaluation processes, to use evaluation results, and promote learning from evaluation. The piloting of

the guide is planned for the coming year.

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

In pursuit of this objective, ALNAP increased the number of discussions, presentations and trainings outside Europe in which Secretariat members took a lead role, raising the network's profile in Canada, Cambodia, India, Malaysia and the USA. The ALNAP Meeting in Chennai, India, brought a large number of participants from South Asia, and increased investments in communicating through social networking media brought a rise in visits to the ALNAP website from Africa and Asia. At the same time, ALNAP continued with two work streams specifically aimed at improving global reach and engagement: work with National Disaster Management Authorities and with NGO networks.

ENGAGEMENT WITH NATIONAL DISASTER MANAGEMENT AUTHORITIES

Following the success of ALNAP's 26th Annual Meeting in 2010 on the role of national governments in international humanitarian response, ALNAP has continued its work to engage with representatives of governments dealing with crises, and particularly with representatives of National Disaster Management Authorities.

The ALNAP 27th Annual Meeting in Chennai featured a pre-meeting session for representatives from National Disaster Management Authorities to learn about the Network and exchange region-specific experiences with peers. This session was chaired by Dr Jemilah Mahmood and brought together representatives from 14 NDMAs and other relevant bodies, who discussed the nature of engagement between humanitarian agencies and governments, the need for increased dialogue and understanding, and increased activity to promote knowledge sharing and learning.

ALNAP is coordinating with the work of the IFRC in this area. Kim Scriven attended an IFRC Consultation Meeting on a Draft Model Act on International Disaster Assistance in Oxford (UK).

The Model Act Project is designed to assist states to make themselves legally prepared to mitigate the most common regulatory problems in international disaster relief operations. Paul Knox Clarke also attended the conference 'International Dialogue on Strengthening Partnership in Disaster Response: Bridging national and international support' which took place in Geneva in October. He was invited to address the conference on the work that ALNAP had conducted in this area.

HUMANITARIAN NETWORKS

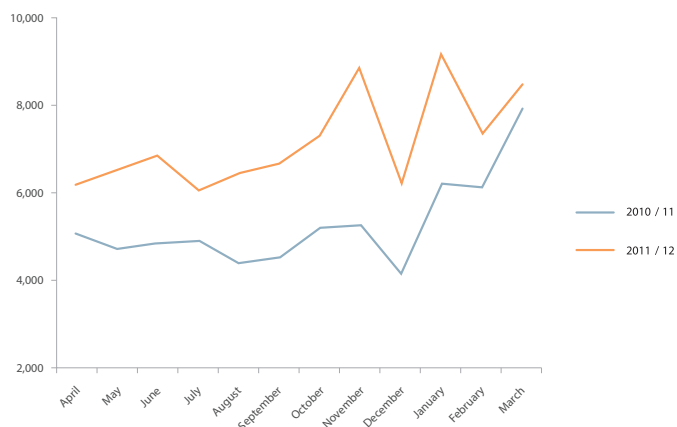
The objective of ALNAP's work on Humanitarian Networks is to better understand networking by national NGOs working on disaster and crisis response. The research will include practical recommendations on how to support the creation and growth of such networks, and to enhance their contribution to improved humanitarian performance. In 2011/12, ALNAP entered into partnership with the Asian Disaster Reduction and Response Network (ADRRN) to conduct country case studies to identify best practice in Asian national NGO networks. Case studies will be conducted in 2012, with a final report available in 2013.

In March, John Mitchell chaired the launch of a Christian Aid research report which looked at the need for improved partnership and collaboration between national and international actors, and brought together a range of voices to look at how new models for collaboration could be harnessed to improve capacities and performance.

ALNAP WEBSITE AND SOCIAL MEDIA

Website

In 2011/12, the ALNAP website was visited by 86,018 different people, an increase of almost 30% in unique visitors compared to 2010/11. This rising number of visitors is largely a result of ALNAP's holding and speaking at high-profile meetings, linking to other social media platforms, high-quality publications, and increased activity on the ALNAP forums.



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

In 2011/12, an unprecedented total of 26 blogs were published on the ALNAP website. These blogs covered topics from ‘ADRRN and the future of humanitarian action’ to ‘Zap it to me’, or: ‘The long-haul to innovation’. Of these, 14 were guest blogs: a significant increase on the previous year, indicating an interest by Network members themselves in sharing their experiences and voicing their opinion via the ALNAP website.

The forum area on the ALNAP website saw a lot of activity during the year, with 23 new forum topics posted and over 2300 different people visiting. Some of the most popular topics included:

- ‘Value for Money’
- ‘Drought in the Horn of Africa’
- ‘Leadership in Action: Where next for effective leadership in humanitarian operations?’
- ‘Child protection reporting, response and referral systems’
- ‘Evaluation dilemma’
- ‘Accountability phone line’
- ‘Experiences in using the Participation Handbook’
- Humanitarian intervention analysis of the local economy and local business community’.

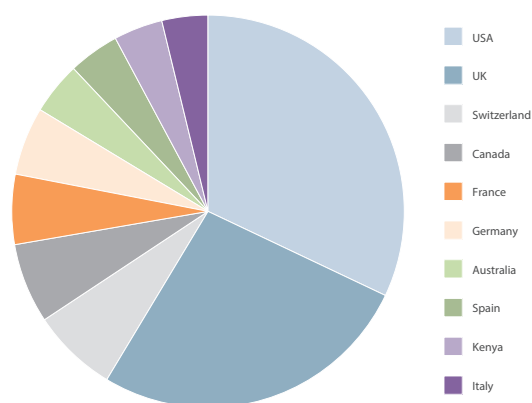
Full Members’ Information Share

In December, the Secretariat asked all Full Members to submit their organisation’s latest: evaluations and learning documents; guidelines, research papers or other documentation on issues of interest to the wider membership; and upcoming events.

A compilation of all submissions was distributed at the 27th ALNAP Annual Meeting and is also available as a ‘living document’ on the ALNAP website (www.alnap.org/infoshare/).

Social Media

This year the Secretariat used Twitter and Facebook extensively to communicate ALNAP’s activities with members within the social media community and an ever increasing external audience. In March 2012, ALNAP had just over 850 followers on Twitter and just under 500 Facebook followers. Many of our stories got readers engaged, for example by re-tweeting, commenting on or forwarding the message.



Location of visitors to the ALNAP website – Top 10 countries (using Google Analytics)

ALNAP ADVISORY AND EDITORIAL INPUTS

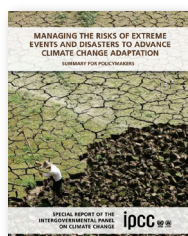
On behalf of the Network, members of the ALNAP Secretariat actively contributed to the continued development of learning, accountability and performance in the humanitarian sector through their contributions in the following fora:

- HFP Stakeholder Forum
- HPG Advisory Group
- CDAC Steering Committee
- IASC Principals Sub-group on Accountability to Affected Populations (AAP)
- Advisory Group for OCHA flagship research publication.

In addition, the Secretariat contributed the experience of the Network to ongoing debates by:

- co-editing *Humanitarian Exchange* (issue 52), *Humanitarian Accountability*
- contributing to DFID's consultation on evidence-based humanitarian practice.

ALNAP contributions to publications



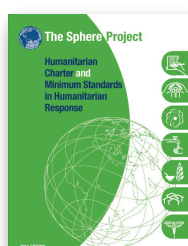
Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation – Special report of the Intergovernmental Panel on Climate Change (IPCC)



Promoting Innovation and Evidence-based Approaches to Building Resilience and Responding to Humanitarian Crises: A DFID strategy paper



World Development Report 2011



Sphere Handbook 2011

GOVERNANCE AND MEMBERSHIP

Steering Committee

In 2011/12, we welcomed Misikir Tihahun of Africa Humanitarian Action (NGO representative) and Jonathan Patrick from DFID (donor representative) to the Steering Committee. Nan Buzard was appointed new ALNAP Chair in January. We would like to thank Ivan Scott (Oxfam GB) and Roy Hans (MFA Netherlands), who stepped down this year, for their contribution to the ALNAP Steering Committee.

Steering Committee members as of 31 March 2012:

- Nan Buzard, Senior Director of International Response & Programs, American Red Cross – ALNAP Chair
- Mia Beers, Division Director, Humanitarian Policy & Global Engagement USAID/OFDA
- Josse Gillijns, Head of Planning, Monitoring, Evaluation and Reporting, International Federation of Red Cross & Red Crescent Societies
- Scott Green, Chief of Evaluation & Studies Section, OCHA
- Randolph Kent, Director, Humanitarian Futures Programme
- Robert McCouch, Senior Evaluation Specialist, Humanitarian Evaluation Office, UNICEF
- Jonathan Patrick, Evaluation Adviser, Department for International Development
- Misikir Tihahun, Head of Programmes, Africa Humanitarian Action
- Nigel Timmins, Deputy Humanitarian Director, Oxfam GB.

New Full Members in 2011/12

Between April 2011 and March 2012, two new Full Members joined the Network: the American Red Cross (ARC) represented by Dale Hill, and the International Centre for Integrated Mountain Development (ICIMOD) with HariKrishna Nibanupudi as the Full Member representative. As of 31 March 2012, the Network has 74 Full Members.

In 2011/12, 1311 new Observer Members and 228 new employees of Full Member organisations joined the Network.

Total number of Observer Members: 4711
Total number of employees of Full Member organisations: 865

“excellent membership service, valuable evaluation know-how and fruitful meetings and seminars. THANK YOU.”
(Outgoing Full Member representative, NGO constituency)

Use of Consultants

ALNAP is committed to fair, impartial and transparent methods of recruiting consultants. In 2011/12, ALNAP worked with the following consultants:

- Humanitarian Outcomes – *State of the Humanitarian System Report (2012 edition)*
- Margie Buchanan-Smith – *ALNAP Evaluation of Humanitarian Action Guide*
- John Cosgrave – *ALNAP Evaluation of Humanitarian Action Guide*
- Alistair Hallam – Humanitarian Evaluation Capacities Project
- Ben Ramalingam – Background paper for 27th Annual Meeting; *ALNAP Paper Meeting the Urban Challenge: Adapting humanitarian efforts to an urban world*
- Emma Feeney – *ALNAP Study Leadership in Action: Leading effectively in humanitarian operations; Horn of Africa Learning and Accountability Portal*
- Kerren Hedlund – *ALNAP Lessons Paper Humanitarian Action in Drought Related Emergencies*
- David Sanderson – Development of Scenario session for 27th Annual Meeting, *ALNAP Lessons Paper Responding to Urban Disasters: Learning from previous relief and recovery operations*

1. INCOME	
INCOME SOURCE	Income
Full Member 2011/12 contributions received	£455,266
2010/11 contributions received in 2011/12	£0
Book sales	£530
TOTALS	£455,796

2. INCOME/EXPENDITURE			
	Income (£)	Expenditure (£)	Balance (£)
Income and expenditure in 2011/12	£455,796	£714,483	
Carry over from 2010/11	£16,070		
TOTALS	£471,866	£714,483	-£242,617
Income pledged but not received	£306,866		
TOTALS WHEN ALL INCOME RECEIVED	£778,733	£714,483	£64,250

END OF YEAR FINANCIAL REPORT 2011-12

3. ALNAP Funding Summary 2011/12		
Funder	Pledged	Received for 2011/12
AAH	£3,214	£3,214
AECID	£46,023	£46,023
ARC	£2,743	£2,743
AusAid	£42,651	£42,651
BRCs	£5,485	£5,485
CAFOD/CARITAS	£9,400	£9,400
CARE Intl.	£3,267	£3,267
Christian Aid	£5,222	£5,222
CIDA	£36,271	£36,271
CRS	£4,113	£4,113
Danida	£20,476	£20,476
DFID	£29,428	
DRC	£3,090	£3,090
FAO	£2,464	£2,464
FOCUS	£2,143	£2,143
Global Hand	£1,071	£1,071
HIF	£26,499	£26,499
ICRC	£3,728	£3,728
IFRC	£3,908	£3,908
IRC	£5,667	£5,667
Irish Aid	£62,474	£62,474
MFA Germany	£65,460	
MFA Netherlands	£50,000	£50,000
NORAD	£19,788	£19,788
NRC	£5,485	£5,485
OCHA	£6,227	£6,227
OXFAM GB	£8,240	£8,240
RedR	£2,678	£2,678
SC US	£7,311	£7,311
SDC	£31,200	£25,000
Solidarites	£5,150	£5,150
Tearfund	£5,356	£5,356
UNHCR	£10,000	£10,000
UNICEF	£6,779	
USAID/OFDA	£199,000	
WFP	£9,150	£9,150
WHO	£5,222	£5,222
World Vision	£5,750	£5,750
TOTALS	£762,133	£455,266

4. BUDGET/EXPENDITURE

Area of activity			Consultancy		Salaries		Other Costs		Totals		
			Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Budget (£)	Expenditure (£)	Variation (£)
Strategic objective 1	Humanitarian innovations fund	HIF	£2,250	£2,250	£12,475	£16,323	£0	£1,918	£14,725	£20,491	£-5,766
	ALNAP innovations initiative	INNO	£3,200	£0	£9,270	£4,861	£5,500	£674	£17,970	£5,535	£12,435
	Lessons papers in response to emergencies	LESS	£14,200	£8,800	£11,268	£9,448	£3,038	£7,271	£28,506	£25,519	£2,987
	Humanitarian leadership study & coalition	LEAD	£2,000	£6,650	£31,286	£27,987	£22,000	£13,791	£55,286	£48,428	£6,859
Sub-totals	Strategic objective 1		£21,650	£17,700	£64,300	£58,619	£30,538	£23,653	£116,487	£99,972	£22,281
Strategic objective 2	State of the humanitarian system	SoHS	£85,000	£79,360	£28,799	£18,151	£0	£3,014	£113,799	£100,525	£13,274
	System-wide learning	SYST	£0	£1,401	£15,457	£32,657	£7,000	£3,647	£22,457	£37,705	£-15,248
Sub-totals	Strategic objective 2		£85,000	£80,761	£44,256	£50,808	£7,000	£6,661	£136,256	£138,230	£-1,974
Strategic objective 3	ALNAP annual meetings	MTG*	£15,950	£10,525	£32,909	£31,688	£36,400	£24,408	£85,259	£66,621	£18,638
	External meetings	EXMT	£0	£0	£19,824	£18,950	£6,000	£3,144	£25,824	£22,094	£3,730
	Learning and accountability portals	PORT	£1,800	£1,889	£3,004	£5,618	£0	£0	£4,804	£7,507	£-2,703
Sub-totals	Strategic objective 3		£17,750	£12,414	£55,737	£56,256	£42,400	£27,552	£115,887	£96,222	£19,665
Strategic objective 4	Evaluation capacities	ECAP	£0	£4,500	£22,172	£19,365	£2,000	£7,323	£24,172	£31,188	£-7,016
	ALNAP Evaluation of humanitarian action (EHA) guide	EHA	£3,200	£13,333	£17,866	£8,492	£15,500	£0	£36,566	£21,825	£14,741
Sub-totals	Strategic objective 4		£3,200	£17,833	£40,038	£27,857	£17,500	£7,323	£60,738	£53,013	£7,724
Strategic objective 5	Humanitarian networks	NETW	£6,000	£0	£17,256	£6,824	£6,000	£1,597	£29,256	£8,421	£20,835
	NDMA engagement	NDMA	£900	£0	£12,709	£9,383	£2,000	£18,561	£15,609	£27,944	£-12,335
	ALNAP website	WEB	£0	£2,440	£14,140	£16,251	£8,928	£9,427	£23,068	£28,118	£-5,050
	Sub-totals		£6,900	£2,440	£44,105	£32,458	£16,928	£29,584	£67,933	£64,482	£3,451
Strategy, structure and gov	Strategic monitoring, learning and planning	MON	£0	£0	£17,514	£11,381	£0	£0	£17,514	£11,381	£6,133
	Membership relations	MEMB	£0	£0	£21,518	£15,270	£12,500	£5,123	£34,018	£20,393	£13,625
	Steering Committee	SC*	£0	£0	£16,477	£17,763	£6,000	£6,125	£22,477	£23,888	£-1,411
	Secretariat	SEC	£0	£0	£24,130	£30,982	£14,910	£14,975	£39,040	£45,957	£-6,917
Sub-totals	Strategy, structure and governance		£0	£0	£79,639	£75,396	£33,410	£26,224	£113,049	£101,620	£11,430
ODI overhead							£160,944	£160,944	£160,944	£160,944	£0
TOTAL				£131,148	£328,074	£301,394	£308,720	£281,941	£771,294	£714,483	£56,811

ALNAP SECRETARIAT STAFF IN 2011/12

John Mitchell, Director

Francesca Bonino, Research Officer – Accountability, Evaluation and Learning (joined October 2011)

Josh Harris, Communications and Network Officer (left September 2011)

Caroline Keay, Programme Officer

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

Patricia Curmi, Communications and Network Officer (joined February 2012)

Franziska Orphal, Communications Officer

Kim Scriven, Research and Innovations Officer

FULL MEMBERS, 31 MARCH 2012

Action Against Hunger (AAH), Saul Guerrero

Agencia Espanola de Cooperacion Internacional para el Desarrollo (AECID), Pablo Yuste

Africa Humanitarian Action (AHA), Dawit Zawde

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

American Red Cross (ARC), Dale Hill

AusAID, Renee Paxton

British Red Cross Society (BRCS), Tendik Tynystanov

CAFOD UK, Matthew Carter

Canadian International Development Agency (CIDA), Michael Callan

CARE International, Jock Baker

Catholic Relief Services (CRS), Bill Canny

CDA Collaborative Learning Projects, Steve Darvill

Centre for Development and Emergency Practice (CENDEP), David Sanderson

Christian Aid, Juliet Parker

Danida, Eva Broegaard

Danish Refugee Council (DRC), Niels Bentzen

DARA, Riccardo Polastro

Department for International Development (DFID), Jonathan Patrick

Development Initiatives (DI), Jan Kellett

Disasters Emergency Committee (DEC), Annie Devonport

Emergency Nutrition Network (ENN), Jeremy Shoham

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

European Commission Humanitarian Aid Office (ECHO), Enrique García Martín-Romo

Focus Humanitarian Assistance, Salim Sumar

Food and Agriculture Organisation of the United Nations (FAO), Rachel Sauvinet-Bedouin

Glemminge Development Research, Ian Christoplos

Global Hand, Mike Tozer

Global Public Policy Institute (GPPI), Andrea Binder

Groupe URD, François Grünewald

Humanitarian Accountability Partnership International (HAP), Robert Schofield

Humanitarian Futures Programme (HFP), Randolph Kent

International Centre for Integrated Mountain Development (ICIMOD), HariKrishna Nibanupudi

International Committee of the Red Cross (ICRC), Nadya Kebir Raoluson

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

International Council of Voluntary Agencies (ICVA), Manisha Thomas

International Federation of Red Cross & Red Crescent Societies (IFRC), Josse Gillijns

International Rescue Committee (IRC), Sue Dwyer

InterWorks Europe, John Cosgrave

Irish Aid, Anne Marie Daly

Japan International Cooperation Agency (JICA),
Kimiaki Jin

John Borton Consulting, John Borton

London Southbank University, Michal Lyons

MERCY Malaysia, Heng Aik Cheng

Ministry of Foreign Affairs, Germany, Carola Bruhn

Ministry of Foreign Affairs, Netherlands, Roy Hans

New Zealand Aid Programme, Simon Williamson

Norad, Anette Haug

Norwegian Refugee Council (NRC), Cara Winters

OFADEC, Mamadou Ndiaye

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

Osaka University, Yasuhide Nakamura

Overseas Development Institute (ODI), Sara Pantuliano

Oxfam GB, Nigel Timmins

People In Aid, Jonathan Potter

Philip O'Keefe

RedR, Charlie Dalrymple

Save the Children, Hana Haller Crowe

Solidarités International, Frédéric Penard

Sphere Project, John Damerell

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

Sustainable Environment Ecological Development
Society (SEEDS), Manu Gupta

Swedish International Development Agency (SIDA),
Katharina Kotoglou

Swiss Agency for Development and Cooperation
(SDC), Doris Fink

Tearfund, Catriona Rust

Tufts University, Peter Walker

United Nations Development Programme
(UNDP), Ela Ionescu

UNICEF, Robert McCouch

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

USAID/OFDA, Mia Beers

Valid International, Alistair Hallam

Voice, Kathrin Schick

World Food Programme (WFP), Sally Burrows

World Health Organization (WHO), Andre Griekspoor

World Vision International, Kevin Savage



Refugee shelters in the Dadaab camp, northern Kenya
July 2011 © Pete Lewis/DFID



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