



ACAPS Assessment Workshop Geneva, 21 to 22 November 2013

Summary Report



Introduction

ACAPS held its annual workshop in Geneva from 21 to 22 November 2013 for existing ACAPS roster members and key partners. The workshop was an opportunity to strengthen existing and build new partnerships, share lessons learned, and hear the latest updates from ACAPS.

The overall theme of the workshop was 'making sense': working together to make better sense of complex humanitarian situations. Workshop participants were encouraged to think creatively in order to solve ongoing challenges.

ACAPS Update – Lars Peter Nissen, ACAPS Director

Lars Peter set the scene for the workshop with an overview of the origins of ACAPS, a summary of what has been learned, as well as a snapshot of the current focus of ACAPS and upcoming priorities.

ACAPS was established four years ago, based on shared frustrations within the humanitarian community about the lack of evidence-based and needs-driven decision-making. Experiences of conducting joint needs assessments in Myanmar and Pakistan, in particular, created a common drive to improve the quality, timeliness and usefulness of needs assessments.

Much has been achieved in a four year period. More than 1,300 practitioners have been trained by ACAPS in coordinated assessment practice; ACAPS has deployed over thirty-five missions to the field to support both assessment preparedness and implementation; tools and guidance have been developed, such as the Global Emergency Overview (GEO) and the Good Enough Guide to Assessments; and ACAPS continues to provide support to longer-term initiatives, such as the Syria Needs Assessment Project (SNAP) and assessment preparedness in countries such as Bangladesh.

One of ACAPS' early lessons learned was that there is often a wealth and even an overload of data. The bottleneck is the ability to analyse and make sense of that data. Similarly, capacity to conduct quality assessments is often cited as a weakness within the humanitarian system. The capacity gap, however, is now being reframed as a system/function gap - a gap in terms of providing independent analysis that can act as a strong and credible evidence base for decision-making.

ACAPS is well-positioned to address these challenges and help to fill the gaps. As a humanitarian to humanitarian service provider, ACAPS is committed to supporting improved system-wide assessment practice. At the same time, ACAPS also offers a strong technical voice - providing independent analysis without political or programmatic bias. As such, ACAPS is in a unique position to take risks and keep working with partners to find innovative solutions to the remaining challenges.

The ACAPS team is in the process of preparing a five year strategy for its upcoming Board meeting. Inputs from the workshop will influence that strategy and help to direct the efforts

of ACAPS as it continues to push for improved joint assessment and collective sense-making in humanitarian contexts.

Keynote Speech: Making Sense of the Mess – Roy Wood, MapAction Chairman of Trustees

Roy Wood, formerly a member of the British Army, provided an overview of the work of MapAction, followed by an insight into some of the procedures and characteristics of military organisations that humanitarian actors may be able to learn from.

MapAction began in 2003 and acts as a service provider to the humanitarian system. An increasing cadre of volunteers are deployed to the field in the event of emergencies to help create a common operational picture using customised maps. The maps provide a visual snapshot of the effect of crisis on affected areas, populations groups, access routes, etc; and can be powerful tool for decision-makers trying to make sense of the impact of a crisis. MapAction is an example of a small, low-cost organisation that manages to provide a useful and high quality service to the humanitarian community through its trained volunteer force.

Military organisations clearly have a different focus and mandate to humanitarian actors and the way that they approach their work is necessarily different. However, it is worth considering the military approach to working in emergencies to see if there are lessons to be learned. Elements of military characteristics or procedures may be able to help humanitarian actors think more creatively about the way that they operate. Some of the main characteristics of military actors that are worth reflecting on include:

- Strong leadership and command & control;
- An emphasis on thorough planning, in terms of understanding the situation as well as the capabilities and resources needed to respond;
- Clear responsibilities and delegated decision-making;
- Excellent communications and liaison;
- Investment in training and preparedness;
- Standardised systems and operating procedures; and
- Robust logistical support.

Considering how these characteristics could be adapted by humanitarian actors may help to increase the focus of humanitarian actors on a realistically achievable set of goals; take a more flexible approach to different styles of leadership and collaboration; build a better trained and prepared humanitarian workforce; and increase the predictability and professionalization of humanitarian action.

An Introduction to Innovation - Paul Currion, Consultant

Paul Currion is currently serving on the Grants Panel for the Humanitarian Innovation Fund. He provided an introduction to the theme of innovation within the humanitarian sector.

Innovation is a dynamic process that begins with recognition of a gap or a problem; followed by invention, development and implementation of an idea to address the gap; and finally diffusion. Innovation is applicable beyond advances in information technology. Within the humanitarian sector it can also be applied to the creation of new ideas, or the improvement

of existing ones, for products & services, processes, positions, or paradigms that result in improved effectiveness and efficiency within humanitarian action.

When considering whether and how to develop an innovation, the key factors of desirability, feasibility and impact should be explored to: a) assess whether an idea is designed to address a critical problem; b) can be realistically developed and adopted given existing resources and capacities; and c) will ultimately make a significant difference to the humanitarian sector.

Innovation implies a willingness to take risks. There is as much to be learned from innovations that fail as from those that succeed. The humanitarian community needs to embrace risk in order to come up with new ideas; and to learn and share both what works and what doesn't work in order to keep moving forward.

Innovation: Dragon's Den

Prior to the workshop, participants were encouraged to come up with new and innovative ways of improving assessment processes. The question circulated ahead of time was, "what would you do with a pot of money to help the humanitarian sector make sense of crises?". During the workshop, ideas were shared through a series of facilitated sessions following the 'Dragon's Den' format – a popular television series which invites people to pitch new ideas to a panel of 'Dragons', who then critique and select innovations for further development.

An initial round of quick-fire, twenty second pitches resulted in the following innovations:

- **Voice of the affected (3 related ideas)**
- **Business intelligence model (2 related ideas)**
- **Global severity ranking (2 related ideas)**
- **Continuity between phase 1>2 assessments**
- **Measuring the effectiveness of capacity building**
- **Ariel photographs of Bangladesh**
- Pre-loaded mobile
- Digital security

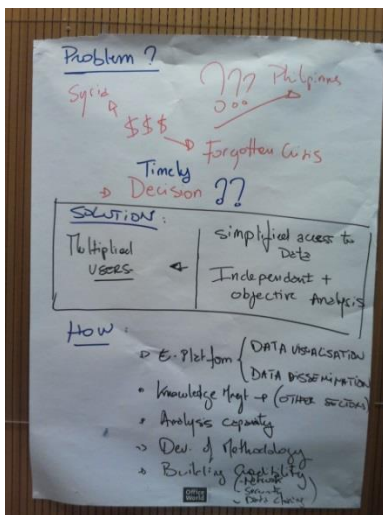
The above innovations in bold were chosen to be developed further during the workshop. Those not in bold were considered to be good ideas but somewhat outside the scope of the workshop.

With the merging of some ideas, six innovations were selected by the 'Dragons' to be developed further in groups. Each group was tasked with coming up with a three minute pitch and an accompanying poster, which can be summarised as follows:



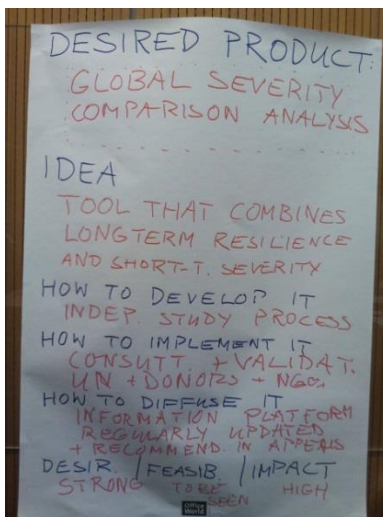
Inside Out: The Voice of the Affected Community

This innovation is based on a desire to make use of available technology to allow communities affected by crises to communicate directly about their current and future priorities. The project would use crowdsourcing as a way of gathering data, with individuals communicating through SMS, but takes a more managed approach with the pre-selection of informants based on age, location, sex, etc. During a preparedness phase, individuals from communities would be selected, trained and equipped with top-up phone credit. Then, in the event of an emergency, asked to respond to short questionnaires via SMS. Responses would be analysed to help humanitarian actors respond better to the needs of communities, and plan ahead for the movement of populations and bolstering of local coping mechanisms.



Business Intelligence Model

This idea builds on experiences such as SNAP in Syria where ACAPS has provided independent analysis of the situation to the humanitarian community. The Business Intelligence Model takes it one step further through the establishment of a fully-fledged unit doing in-depth independent analysis of individual crises. The target audience for the initiative is decision-makers, both national and international. An e-platform would allow open access to analysis data, presented visually, and organised in layers that could be customised according to the level of depth and focus required by individual users. The platform would also include a knowledge management section; analysis methodologies; and access to support for additional analysis capacity.



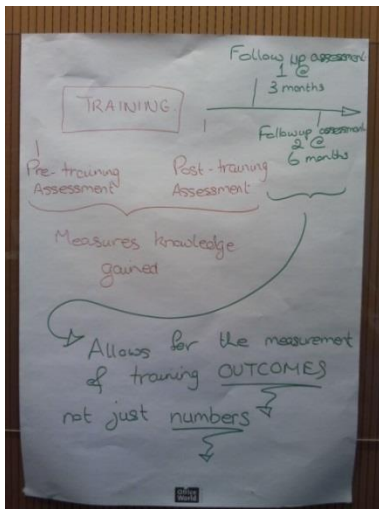
Global Severity Comparison Analysis

This innovation aims to create a high-quality mechanism for comparing severity across emergencies. It should increase the ability and responsibility of decision-makers, in particular donors and international humanitarian organisations, to prioritise support for countries and particular crises based on actual need. Severity would be defined by a series of indicators related to both short-term severity and long-term resilience. The independent analysis would be regularly updated on an open information platform and linked to the launching and updating of humanitarian appeals. Prior to developing and launching the idea, a study process is required. This will involve consultations with a wide range of stakeholders, including UN agencies, donors and international NGOs.

Building blocks for Streaming situational awareness: A confluence of qualitative and quantitative data

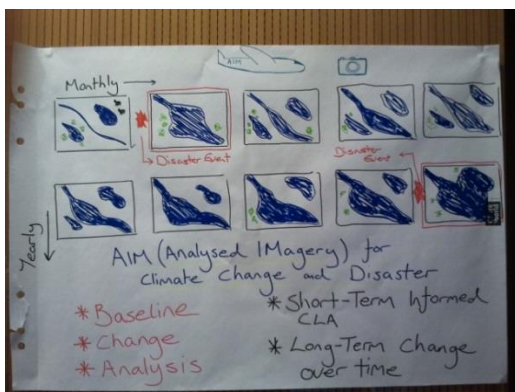
Building Blocks for Continuity

This innovation aims to establish an enhanced methodology for Phase 1 assessments in the immediate aftermath of an emergency. Whilst there is growing consensus on the tools and methodologies for Phase 2 assessments, this is not yet the case for Phase 1. In the first few days, different actors follow multiple approaches and produce a variety of products that are not easily consolidated to gain a common understanding of a crisis. The project would begin with a consultative process to come up with a globally accepted norm for Phase 1 assessments. The end product would be presented in the form of a multi-media dashboard that could be updated in real time to show a dynamic picture of situation. This links with Phase 2 processes and products to improve continuity in the analysis of and response to a crisis.



Measuring the Effectiveness of Capacity Building

ACAPS, among others, have invested heavily in training as a way of building capacity to lead and participate in coordinated assessments. Success is often measured according to the number of people trained and not on training outcomes. This innovation seeks to shift the emphasis of measuring the effectiveness of capacity building onto knowledge gained and the application of that knowledge into practice. Indicators for the measurement of training outcomes would be developed and used to assess the knowledge of individuals both pre and post-training. Follow-up assessments would then take place after three and six months to understand whether the learning gained is being applied to the planning and implementation of joint assessments. The findings would be used to improve training packages and other capacity building initiatives.



Analysed Aerial Photography in Bangladesh

This initiative uses existing technology to support the assessment and analysis of the impact of frequent water-related disasters on the population of Bangladesh (as an initial pilot). Regular flyovers of disaster-prone areas would be captured through aerial photography. A catalogue of photographs would be established and analysed to show changes over time. This analysis of patterns of change would help to build up a knowledge base of different geographical areas, both in terms of the impact of sudden-onset disasters and long-term climate change. The results could be used to better target affected populations for follow-up assessments and prioritisation of humanitarian response. It would be particularly useful in terms of raising the profile of frequent, small-scale disasters that are often overlooked in countries like Bangladesh.

After careful consideration, the following innovations were selected for further development:

1) Small Grant – Global Severity Comparison Analysis

The ‘Dragons’ were convinced of the desirability of this initiative, and were impressed by the group’s honest presentation about the need for further consultation and reflection before the idea can be developed further. A small grant from ACAPS will be used to provide the time and space for this consultation process.

2) Large Grant - Analysed Aerial Photography in Bangladesh

This presentation convinced the ‘Dragons’ of the desirability and feasibility of this innovation. It is a clear and practical service that will provide a useful addition to current assessment and analysis of disasters in Bangladesh. A larger grant will be used to pilot the use of aerial photography in Bangladesh and consider its replication in other contexts.

Prior to revealing the decisions of the ‘Dragons’, workshop participants were also asked to vote for their favourite innovations. Each person was given three votes to cast. The results of the vote concurred with the ‘Dragons’ choices, with the most votes going to the same top two innovations:

| | | |
|-----------------|--|-----------------|
| 1 st | Analysed Aerial Photography in Bangladesh | 41 votes |
| 2 nd | Global Severity Comparison Analysis | 26 votes |
| 3 rd | Building Blocks for Continuity | 20 votes |
| 4 th | Business Intelligence Model | 19 votes |
| 5 th | Inside Out: The Voice of the Affected Community | 18 votes |
| 6 th | Measuring the Effectiveness of Capacity Building | 8 votes |

The ‘Dragons’ thanked all of the groups for their ideas and their drive to resolve ongoing challenges in assessment processes. The innovations presented all had strong potential in that they set out to address a critical problem. However, for those not selected to be developed further, more time and thought is required to articulate the ideas and clearly explain their expected impact.

Update on Methodologies - Patrice Chataigner, ACAPS Head of Analysis

Patrice presented an update on progress over recent years in assessment and analysis theory and practice; and shared some highlights of current and future ACAPS guidance, tools and approaches.

An ACAPS review of joint needs assessments over the last few years shows interesting patterns in the development of assessment processes, the volume and type of information collected, and the reporting on and use of that information. Analysis of almost 100 joint assessment reports shows that the overall speed of delivery between the launching of a common needs assessment process and reporting is getting shorter: usually around three weeks between the start of an assessment to the publication of findings. There is also an overall positive trend in the proportion of information needs covered by common needs assessments to inform key funding documents, such as Flash Appeals. Recent common

needs assessments report on approximately 60% of information needs. However, questionnaire design is still overly complex, with only approximately 30 – 40% of information gathered through questionnaires actually used in assessment reports.

Much investment has been made in the development of guidance and tools, such as the Multi-cluster Initial Rapid Assessment (MIRA) tool. These are useful resources for humanitarian actors to draw on. However, any tool must be thought of as a starting point, to be adapted to the context. There is no one-size-fits-all for assessment practice. It is important to consider the environment: reflect on what is already known, what more information is needed, and use our own judgement about the best way to gather and sort information in order to influence decision-making.

Most data has a short shelf life in terms of usefully informing funding and programming decisions. More thinking needs to go into ways of presenting a user-centred design for data analysis and dissemination – dynamic and regularly updated descriptions of crises that are relevant to the different goals, tasks, and timeframes of information users.

ACAPS is focusing on a few key areas that will add value to the continued professionalization of common needs assessments:

- Breaking down and simplifying assessment and analysis processes. Assessment and analysis are complex processes that need to be approached flexibly according to the volume, velocity and veracity of available information. However, there are simple steps that can be followed to structure, compare and interpret information in order to determine priority needs. ACAPS will shortly be publishing an online Toolkit for Common Needs Assessment, as well as the Good Enough Guide to Needs Assessment. These resources will help practitioners to follow a more systemised approach and confidently adapt existing methodologies to different contexts.
- Preparedness. ACAPS continues to prioritise assessment preparedness in countries such as Bangladesh and Kenya. Reviews have shown that preparedness efforts are paying off and improve the quality, speed and usefulness of common needs assessments in countries that have invested in preparedness measures.
- Building historical memory. The GEO captures relevant country-specific information in a dynamic and accessible way through its online platform. It also builds a historical record of previous emergencies in countries and their impact on populations. Currently there is only around two years of data captured by GEO. Over time, as more data is added, GEO will become an increasingly useful tool for spotting patterns and trends in numbers of affected populations, impact, predicted severity of disasters, priority geographic areas, needs, and groups.
- Urban assessment and measurement. In order to address identified gaps in guidance and methodologies, ACAPS is developing a technical brief on urban assessment, as well as guidance on measurement – using data combined with judgement to reduce uncertainty.

The Syria Needs Assessment Project (SNAP) – LynnYoshikawa, Greg Vaughan and Leonie Tax, on behalf of the SNAP team

The SNAP team presented an overview of the project, the challenges that the team has encountered since the project was established, and the ways in which they have worked to overcome the difficulties.

SNAP is a joint project between ACAPS and MapAction that has been running for almost one year. The project aims to improve situational awareness of the impact of the conflict in Syria and improve decision-making. It does this through analysing and mapping available data; supporting the coordination of assessments to gather additional primary data; and building the capacity of humanitarian actors to assess, analyse and make sense of the situation. Data comes from a range of publically available sources, as well as regular key informant interviews, isolated assessments, and notes from inter-agency meetings. Analysis is presented both narratively and visually, with the use of simple maps and graphics to help communicate findings.

The SNAP team is located in Turkey, Lebanon and Jordan, with additional remote support provided as required. There is a large and diverse humanitarian audience for the products that SNAP delivers. Feedback suggests that users are primarily accessing SNAP analysis for background reading, strategy development and proposal writing.

Some of the challenges that the SNAP team have encountered over the last year include:

- Working in a highly complex and rapidly changing conflict situation, which makes it difficult to make sense of data and share it in a timeframe that is useful for decision-making.
- The regional nature of the crisis, with six countries involved and a large number of different actors involved, many of whom are non-traditional humanitarian actors.
- No one organisation has a comprehensive overview of the situation. Responsibility for coordination is split between OCHA and UNHCR. Many operational actors focus exclusively on north or south Syria, or on individual refugee-hosting countries.
- Limited access to Syria itself for primary data collection. Secondary data coming from Syria is primarily from journalists with a heavy focus on armed violence rather than the humanitarian context.

The SNAP team is working to address the difficulties through:

- Diversifying sources of information and reaching out beyond typical humanitarian sources eg. academia, the media, development actors, host communities.
- Building up trust and continuity with reliable key informants, seeking not only their data but also their perspectives on the crisis and its development.
- Demonstrating the value and use of SNAP products as a way of encouraging more people to feed in and contribute. Also, facilitating contacts between information sources as an additional value added.
- Respecting a strict confidentiality protocol to ensure the trust of key informants.
- Introducing a more flexible approach to its information products. For example, as well as the full monthly regional analysis, there is now also a 'light' analysis published every two to three months, as well as two page summaries for busy humanitarian workers.

Looking ahead to 2014, the SNAP team is considering how to support systems for ongoing monitoring of the situation in the region; building a larger network of key informants; developing a more interactive web portal; translating products into Arabic more rapidly; using social media and other media, such as podcasts, to more proactively disseminate key findings; and professionalising the presentation of products using more advanced software.

There was general acknowledgement from participants that SNAP adds value to the work of the humanitarian community. Donors and others rely on SNAP to develop and share analysis in a digestible format that they themselves and others cannot produce. It is the only project which seeks to consolidate information on the Syria crisis across the region and provide in-depth analysis of the context, priorities, trends, and information gaps. Key to its success is its independence. Without affiliation to operations, and without ties to any one country in the region, SNAP is increasingly being seen as a reliable and credible source of information. ACAPS is currently considering how the SNAP model could be replicated to provide independent analysis to the humanitarian community in other contexts eg. in Central America with a focus on urban violence.

Workshop participants were asked to discuss and provide advice to the SNAP team on a few key questions, the results of which can be summarised as follows:

SNAP's objective has been to create 'shared situational awareness' and provide information that can lead to 'improved targeting of response'. Other than our current products, are there any other activities through which we could further achieve this?

- Create a more dynamic platform with a live feed for highlighting new information. Plus capacity for users to independently upload their own contributions and tailor analysis products to their own particular area of interest.
- Create a live discussion forum to share the analysis.
- More consistent tracking of the same indicators over time to shift from an assessment to a monitoring approach.
- Visually highlight key changes in the situation from month to month.
- Map information gaps and develop proxy indicators for those gaps where possible.
- Map strategic decision-making in relation to the SNAP analysis to assess whether SNAP's aim of influencing decision-makers is being achieved.

How can SNAP better create firm relationships with other organisations so as to enable regular information sharing?

- Survey the needs of strategic decision-makers and develop a clearer communication strategy.
- Create a platform for NGOs, donors, UN agencies, key informants (eg. on Facebook) to be used as a data sharing mechanism.
- Highlight further the mutual benefit of contributing to SNAP analysis.

Under what other conditions might a SNAP-like solution work in another context?

- Not in sudden-onset emergency situations, which do not allow the necessary time to build up contacts and trust.
- The specific contexts of South Sudan, Bangladesh and Somalia were suggested.
- Avoid places where Humanitarian Information Centres (HICs) failed.

Given the expected longevity of the Syria crisis, how can SNAP prepare an exit strategy so that when the project comes to a close it does not leave a sudden void in information analysis?

- No consensus on whether an exit strategy is really needed.

- If required, it would need to be different for every context.
- Pros and cons of different actors to take over eg. OCHA (lack of independence), academic institutions (not agile enough), etc.
- Employ more national staff in host countries and build up their technical capacities.

Working Together – brainstorming on strengthening partnerships for humanitarian action

Participants were grouped according to their organisation and/or the nature of their professional role. Groups were asked to consider the products, partnerships, links that ACAPS needs to forge and strengthen to best support the humanitarian community.

Humanitarian to Humanitarian (H2H) eg. START fund, CaLP, REACH Initiative, MapAction

Each organisation has its comparative advantage and provides complementarity to the work of other H2H organisations. ACAPS is seen by other HTH organisations as pushing boundaries, taking risks and embracing innovation. The real-time collection and analysis of information, and the openness and transparency of information sharing is highly appreciated. In return, ACAPS' H2H partners provide ACAPS with access to large numbers of stakeholders and an opportunity to test and pilot ACAPS tools and approaches. The H2H group recommended a mapping of partnerships to make the best use of existing alliances and identify new opportunities for working together. They suggested allocating more resources to strengthening partnerships, signing MoUs to clarify complementary roles and responsibilities, and considering secondments to partner organisations to better understand each other's working modalities.

Operational Organisations eg. ICRC, IFRC, UNHCR, MSF

Operational organisations appreciate the knowledge and technical capacity that exists within ACAPS, as well as its focus on tool development, training and deployments. Recommendations for areas to strengthen include expanding the roster with more people with experience in complex emergencies; heightened capacity for more rapid deployments; facilitating ongoing communication and support between individual roster members and operational organisations/clusters; a better and more frequently updated website specifying provisions, conditions, how to access ACAPS services, as well as easier access to tools and guidance; and more substantive analysis of specific crises, particularly in terms of operational response analysis and additional information to facilitate response-orientated decision making. Opinions were divided on this last point, with some supporting a more proactive approach for ACAPS in recommending response options, and others cautioning that this would compromise ACAPS' independence. The group raised questions about clarity of purpose for ACAPS and independence of its products; and the possibility of creating a complementary platform to the GEO, similar to the Virtual OSOCC, which would provide a forum for sharing of resources and collaborative working.

Donors

Donors appreciate the range of sources that ACAPS use to consolidate information; the depth and credibility of its analysis; and the use of maps and graphics to communicate

findings effectively. They use ACAPS products primarily to inform their own analysis and decision-making. Analysis of lower-profile crises are particularly appreciated as they help donors to advocate in-house for more attention and reallocation of resources towards neglected emergencies. Donors recommend that ACAPS review its communication strategy in order to know where to focus, what to improve, and who to target.

Roster Members

Roster members are asked by partners in the field to provide a range of services, not all of which are in line with pre-agreed terms of reference. They recommended putting together a catalogue of ACAPS services in order to clarify ACAPS's focus and value added. At the same time, roster members need to remain open to changes in order to keep providing a useful and flexible service to partners. While ACAPS generally keep a low profile in the field, roster members suggested producing an annual report to highlight ACAPS contributions and achievements, as well as further clarify ACAPS' role vis-à-vis its partners.

Hackathon! – facilitated by Patrice Chataigner, ACAPS Head of Analysis

ACAPS has identified two main challenges that workshop participants were asked to discuss and come up with possible solutions:

1. Adapting coordinated approaches to needs assessment in different settings; and
2. How to measure in emergencies.

The groups came up with the following suggestions:

| Adapting to... | Measuring... |
|--|---|
| <p>Complex emergencies The assessment time-frame needs to be ongoing, with routine data collection and analysis. Additional 'beefed-up assessment' would be triggered by situational developments (eg. lack of access, service failure, movement of populations), as well as external triggers (eg. upcoming appeals, donor funding cycles). Trend analysis and forecasting/scenario building should be a key component. Sampling is to be determined by a shared protocol and strategy. Reporting should be quarterly or monthly, depending on the need.</p> | <p>Severity Measuring severity is a complex and often highly subjective process. However, it's important to reduce subjectivity as much as possible and attempt to prioritise sectors, groups, and geographic areas for humanitarian response. Categories of severity can be organised according to 1) life-saving; 2) life-sustaining; and 3) recovery. Within those categories, there should be details of sector specific risks and populations exposed to those risks. A framework could be developed with guidance on how to develop sector-specific severity indicators/thresholds. Following on, an interface would then be designed to allow comparison between sectors.</p> |
| <p>Slow-onset emergencies Actors should begin with an analysis of current tools, and harmonisation/adaptation of those tools to a slow-onset environment. The approach needs to emphasise ongoing information gathering rather than one-off</p> | <p>Affected population There is currently no agreed definition of what is meant by 'affected population'. Nor are there standards for compiling figures. Numbers of affected population can be simply determined by the number in need of</p> |

assessment. A range of sectors should be covered, with an emphasis on the links between sectors – taking a holistic approach. As well as the usual thematic areas, assessment should include market analysis, livelihood profiling, and consideration of regional impact. Information gathering and analysis is to be done by both humanitarian and longer-term development actors working together to build consensus.

Urban settings

Again, the emphasis is on rolling assessment, more akin to monitoring. Areas to be assessed include markets, waste management, communication and information systems, and urban livelihoods. Key stakeholders include local authorities (both formal and informal), power holders, and longer-term actors. Data collection should be 'light'. Tools might include mobile technology, satellite imagery, assessment centres, and interviewing of transport sector workers. Sampling is either purposive or snowballing. Analysis should be inclusive of civil defence actors, urban planners, and others.

humanitarian assistance: or alternatively, broken down to specify those at risk, potentially at risk, currently impacted by a crisis, and those requiring immediate assistance. Whilst ambiguity exists, we should be careful to explain what we mean when we use the term 'affected population' and be transparent about how the numbers have been compiled. In the longer-term, we should advocate for a more standardised approach, both to the definition of 'affected population' and methodologies for calculating numbers.

Response capacity and gaps

Success of a humanitarian response is normally measured by the amount of funding secured or the proportion of affected population reached. An approach is needed whereby we provide more clarity about the needs, compared to the response required in order to meet those needs (the capacity), and lastly a feedback loop on whether those needs have been met (the gaps). We are set up to focus on our own capacity as international responders; not on the capacity of national and particularly local actors. A more systemised approach to beneficiary surveys and other accountability mechanisms would allow us to take into account local capacity and assistance coming from ad-hoc sources, such as the private sector and diaspora.

Follow-up

- Many positive ideas and creative suggestions emerged from the workshop. These will be helpful as ACAPS continues to develop technical tools, guidance and training materials. Workshop participants are encouraged to volunteer to be part of peer review groups for those products.
- Inputs from the workshop will influence the five year strategy that ACAPS is developing for its upcoming Board meeting.
- Feedback from workshop participants about strengthening ACAPS' partnerships will be taken on board and developed further.
- The two successful 'Dragon's Den' innovation pitches will be funded and developed.
- Overall feedback on the workshop will be recorded and taken into account for planning of future workshops.
- All ACAPS roster members and partners are encouraged to make stay informed about the work of ACAPS through the GEO, the monthly newsletter, Facebook and Twitter, and the ACAPS website.

ACAPS will report back on progress against these follow-up points in six months' time.