

IARAN 2018 Annual Progress Review



Shifting to a collaborative hub



2018 Annual Review

The Inter-Agency Research and Analysis Network is a collaborative hub of humanitarian professionals.

In 2018 the Inter-Agency Research and Analysis Network (IARAN) continued to develop and broaden its global portfolio.¹ The team, with the support from the newly created IARAN Fellows program, produced high profile analytical reports, which have had significant pick-up from the humanitarian community. IARAN has also continued to work with specific Country Offices, namely in India and Bangladesh, to develop strategies and regional analysis.

In addition, IARAN worked with the Mali office to deliver a sensitive piece of work surrounding the security context within Northern and Central parts of the country.

2018, marks five years of the IARAN Annual Progress Review – with this in mind we will use this opportunity to reflect on our collaborative structure throughout the past five years and how we will operate moving forward.



¹IARAN work was profiled on social media and loaded on to Action Against Hunger, IRIS and IARAN websites.

Introduction

The Inter-Agency Research and Analysis Network (IARAN) is a collaborative hub of humanitarian professionals that brings foresight analysis and strategic planning together in the humanitarian sector. The objective of the IARAN is to enable humanitarian actors to plan collaboratively, design systemic responses, build adaptable strategies, and drive real and lasting change. The IARAN initiative is hosted by the French Institute for International and Strategic Affairs (IRIS) and the Action Against Hunger network.

The IARAN aims to make the humanitarian sector more strategic and enable humanitarian decision-makers – at the local, national and international levels – to move from being present-oriented tacticians to future-oriented strategists. The IARAN approach is founded on designing systemic responses to the various connected causes of humanitarian crises, such as migration, conflict, natural disasters, political instability, climate change and inequality, to achieve transformative long-term change.



A collection of organisations the IARAN has worked with over the years.

A Brief History of the IARAN

Humanitarian organisations often operate reactively and with short-term objectives, in order to respond quickly in emergencies and help those most in need following disaster. However, this way of working makes it extremely difficult to act strategically in order to create systemic change, respond to evolving contexts and help crisis-affected people escape cycles of vulnerability.

As humanitarian needs continue to grow and evolve, the sector must also evolve its programmes and approaches to mirror these changes and meet the future needs of the people it aims to serve. Aid actors need to build agile and adaptable strategies to meet coming challenges and achieve the Sustainable Development Goals (SDGs). Supporting operational humanitarian actors to do this has always been the backbone of the IARAN.

Initially developed within IRIS in 2012, the IARAN looked to incorporate foresight-based strategic planning and scenario analysis within the project management of operational aid agencies. In order to provide a service that is unique and adaptable to the humanitarian sector, several hybrid models were tested. The IARAN was first operationally embedded within the Humanitarian Affairs Unit at Save the Children during the test and pilot phases (2012-2015). The team consisted of a Chief Analyst and a number of Regional Analysts across the globe. During these three years, strong buy-in for the function emerged at the field and regional level. This regional approach was taken forward into the scale-up phase, with Action Against Hunger (2015-2018) as the operational host agency. In 2018, the IARAN began evolving into a collaborative model with greater focus on global issues, and launched the IARAN Fellows Program, which engages the expertise of a wide range of humanitarians across organizations. This spurred the recent name change to the Inter-Agency Research and Analysis Network.

Today, while the IARAN remains accountable to, and part of both Action Against Hunger and IRIS, we are a collaborative hub of humanitarian professionals. This reflects the fact that we are an external-facing entity, which serves the humanitarian community more broadly. The majority of IARAN work continues to be publicly available, which increases the diversity of actors exploiting IARAN analysis to feed their thinking and planning, including NGOs, donors, networks of foreign embassies and consortia of policy makers.

Review of the year

In 2018, the IARAN continued to shift its orientation from regional outputs to global projects. This was in response to the request made by the International Executive Committee of Action Against Hunger (the CEOs of France, Spain, UK, US and Canada Headquarters) in 2017, to dedicate more time to global level projects and invest significant department resources in the uptake and use of analysis.

The result of this effort has yielded an appreciable decrease in the IARAN's 2018 overall output, reflected in the graphic above. Three global reports were written and released, and three country specific foresight reports.

This is in comparison to 2017 where over 30 foresight reports were released and 16 country offices supported. At this time, the IARAN operated with a much larger pool of analysts to reflect the regional support on offer. Regional posts were phased out at the end of 2017 to reflect this global move. These changes, however, have not affected the high quality analysis and profile of the global reports published, which have continued to have substantial pick up from the wider humanitarian community across 2018.



The majority of requests for support or analytical studies in 2018 came from staff across IARAN partners, Action Against Hunger and the French Institute for International and Strategic Affairs. However, significant time has also been dedicated to increasing the outward facing work and brand awareness of the IARAN, building relationships with other operational aid agencies and research institutions as potential future clients. WeltHungerHilfe and the ReflAction network both financially contributed to the development of the IARAN's 2018 flagship report, 'From Voices to Choices'. Towards the end of the year, the Cash Learning Partnership expressed interest in commissioning the IARAN to analyze the future trends and challenges in financial assistance to 2030, using the scenarios laid out in the 'Future of Aid'. This work will commence in January 2019.

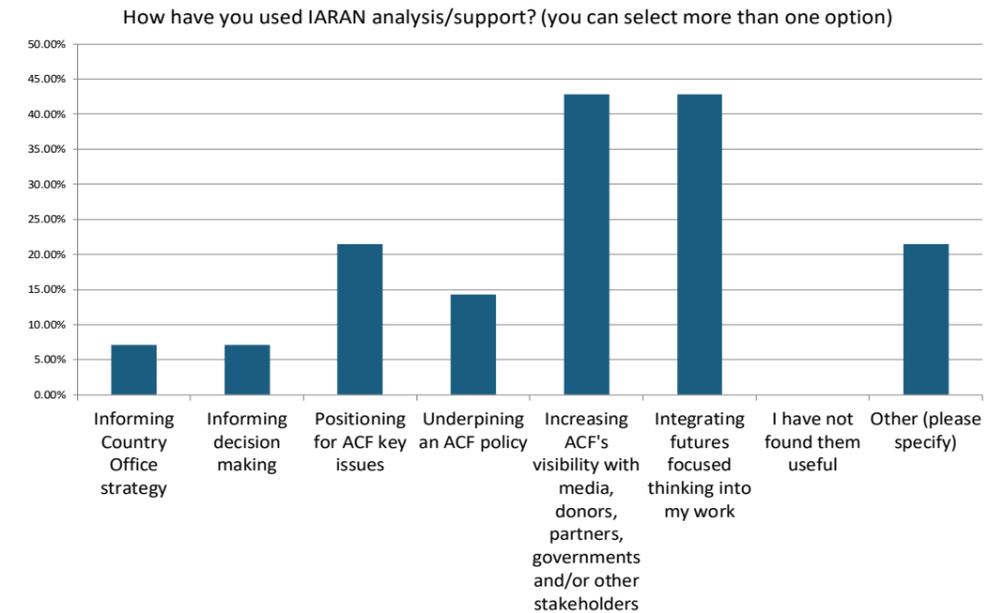
Other external requests continued to centre around the 'Future of Aid: INGOs in 2030' report. Presentations on this report and its future-looking visions for the humanitarian ecosystem were delivered to IRIS, Muslim Aid, SIDA and the Kuno Conference.



Uptake

The value of the IARAN initiative is in providing analysis that is both useful and used by humanitarian decision-makers. The uptake of analysis, therefore, continued to be a focus in 2018. In 2018, 69% of respondents to our Annual Survey,² sent to employees across the global Action Against Hunger network, had read and shared a IARAN report, with 13% mentioning that the report had enhanced their understanding and informed their decision making on the context at hand.

Like years prior, there continues to be great diversity as to how decision makers use IARAN analysis. Designing positions for Action Against Hunger on key issues, and integrating futures focused thinking into work continue to be popular responses, particularly with those working within Advocacy and Technical departments as well as Donor Relations and Communications.



However, the most common response for use of IARAN products in 2018 was to increase Action Against Hunger's visibility with donors, media, partners and governments. Notably, the Canadian office, themselves highly interested in LGBTI issues and hosted their own event on the issue earlier in the year, mentioned the IARAN report in a personalised Op-Ed, written by Danny Glenwright for the Huffington Post. The piece focused on the safety of LGBTI nationals within international agencies. Whilst this was not a primary focus within the report, it was, along with rejection by family or community, denial of marriage rights, and poverty touched upon as factors that were outputs of the system of interactions that drive social exclusion; stigma, criminalisation, media representation, political scapegoating and religious acceptance. Addressing these factors means that others, such as the safety of LGBTI individuals in the workplace, will change too.

'This report underscores our commitment to 'leave no one behind.' The challenges faced by LGBTI people have for too long been a blind spot in our sector. This excellent resource reminds us that stigma faced by these individuals remains a serious and worrying problem in many parts of the world; it's an issue that must be addressed and called out in all contexts. This excellent resources highlights that, presenting a number of recommendations for those working in the development and humanitarian sectors.'

Danny Glenwright, CEO, Action Against Hunger, Canada

2. This cohort is made up of survey respondents from the IEC, the IMGs and Headquarter staff across Action Against Hunger. Figures are taken from the IARAN Annual Survey (2018)

External engagement continued to be a priority for the IARAN in 2018 and the team had the opportunity to contribute to a scenario analysis piece on the potential for economic integration and development of the Sahel region to 2030. This was written with leading French researchers at Thierry Hommel Conseil, Futuribles, Altai Consulting and CSFRS. As the Sahel region has been a key policy priority for Action Against Hunger across 2018, particularly within the UK office, the advocacy team were keen for the findings of the report to be shared more widely with the Sahel Working Group at the Department for International Development (DFID). The report's author, Thierry Hommel and the IARAN Deputy Director were both present for this meeting back in June along with the UK Advocacy Manager. The report has since been widely shared within DFID, but unfortunately, the lack of a full English report has prevented further uptake and usage.

Furthermore, the 2030 timescale used for the majority of IARAN reports means that there is rarely an expiry date for previous outputs, providing multiple opportunities for uptake. For example, IARAN analysis on the long-term implications for South-Sudanese refugees in the West Nile, first published in September 2017, was used by the UK advocacy team in June 2018 as part of their submission to the International Development Committee's inquiry on migration and displacement in East Africa.

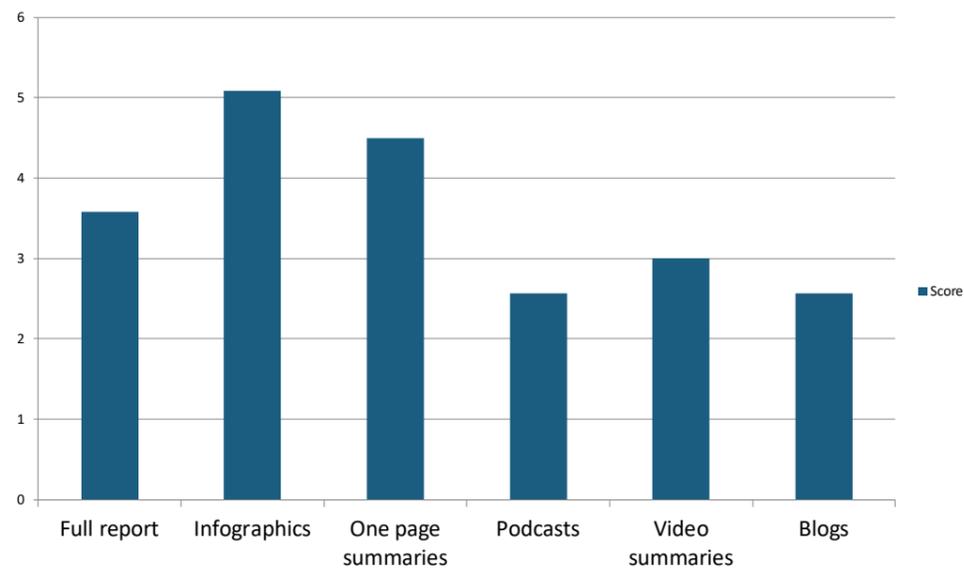
In parallel with each IARAN report, a blog is written which summarises the report as a whole, or highlights specific key themes. In addition, as IARAN reports are sent to a number of external stakeholders, both familiar and unknown to us prior, we are frequently asked to write external guest blogs that introduce the initiative, as well as the report's purpose. In 2018, the IARAN wrote 8 blogs and commissioned a further 4 guest pieces from authors across the sector. These include:

- IARAN Fellow Aarathi Krishnan who wrote a piece on exponential futures and the International Federation of the Red Cross and Red Crescent's five strategy
- IARAN Fellow Leonie Le Borgne who contributed a piece on her take aways from the Summer's IARAN Fellowship training
- Jennifer Lentfer, Director of Communications at Thousand Currents shared her thoughts on localisation in light of From Voices to Choices and
- Sascha Amel-Kheir from Gendered Intelligence gave her two cents on the policy and media representation of trans people across the UK, Russia and Pakistan. All blogs are shared on our website and social media channels.

In addition, three two-minute video summaries were introduced in 2018, which explain the IARAN initiative and the findings from our flagship reports, the 'Future of Aid' and 'From Voices to Choices'. These were released throughout the year as alternative visual collateral across web platforms and social media. These videos are also regularly used as an opener for events where IARAN staff are present and for IARAN training sessions. Across all IARAN social platforms, collectively, the videos have been viewed almost 4000 times. With such great audience reach, this is definitely something to consider commissioning further in 2019.

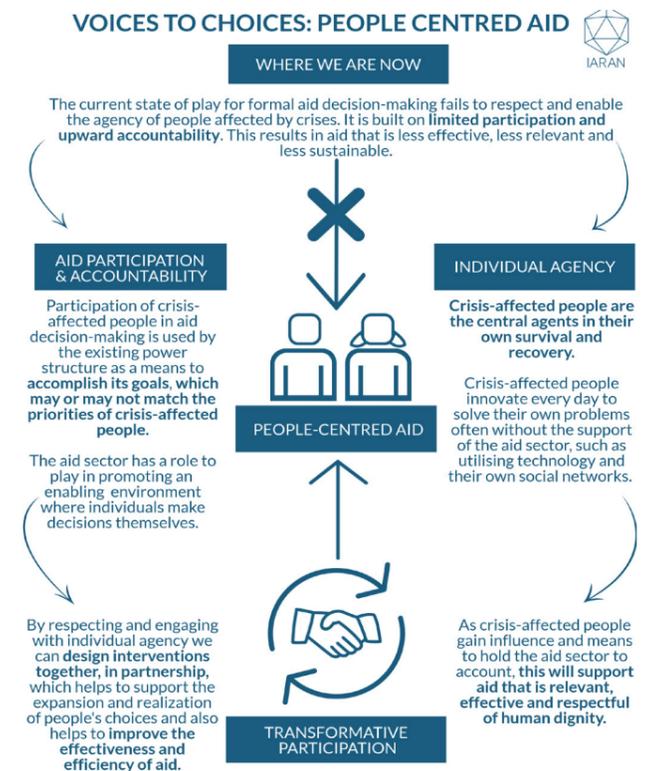
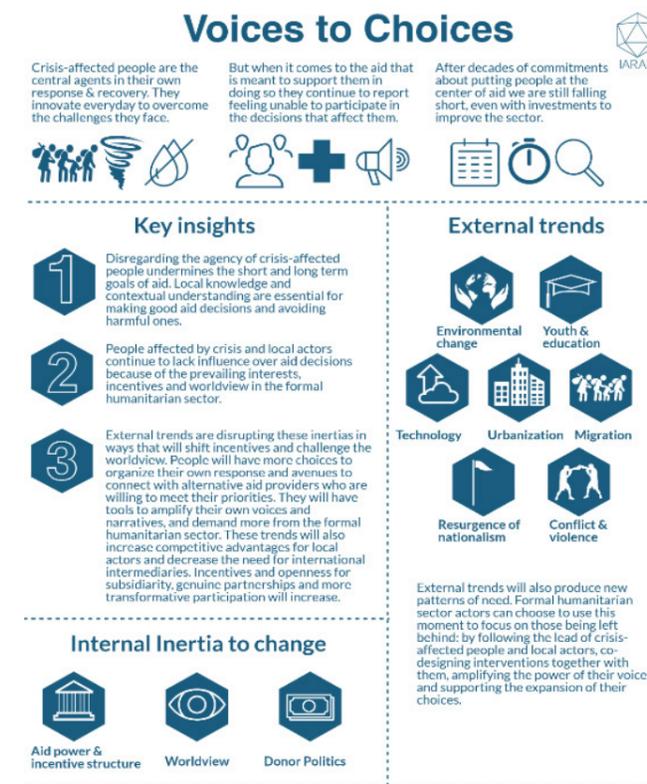
Lastly, whilst an external newsletter is sent to everyone on our distribution list whenever a new report is released, one comment was made in our survey suggested providing a quarterly newsletter across the Action Against Hunger network, in order to keep all staff members updated on the IARAN. This was not executed in 2018, because of a lack of an updated employee database, but this could be something to develop for 2019 as the IARAN evolves with multiple organisations potentially being involved and engaged in different areas of IARAN work.

What form of IARAN content do you find to be the most useful?



From a communications perspective, IARAN analysis can be quite technical. To counteract this, all reports are delivered with a suite of communication materials, which simplify the report's findings. These materials include a two page executive summary, infographics, key messages, and a video, if commissioned.

Respondents to the survey were asked to rank what form of IARAN content they found were most useful. Despite a relative even field, infographics were seen as the most useful product. To remain equally effective and visually appealing, all IARAN infographics are made to fit onto a single A4 page with key information shown as a graphic, wherever possible to be less text heavy.



An example of our infographics, from our 2018 flagship report 'From Voices to Choices'

Country/Regional Support

In 2018, as part of IARAN's engagement with Country Offices, the team supported country and regional teams in India and Bangladesh with foresight analysis and strategic planning.

The 2017 Rohingya refugee crisis resulted in major disruptions to ACF programming in Myanmar and Bangladesh, with the programming burden suddenly shifting from one country office to another. The use of foresight and strategic planning allowed these missions to respond to the changes rapidly and effectively, leaving them better positioned than most other actors. The prior work of the IARAN in the region contributed to this adaptive capacity. For example, the cross-border strategic planning workshop in June 2016 encouraged the mission leadership to envisage a future where the crisis could escalate leading to a large-scale displacement. As a result, they were able to adopt preemptive strategies and position themselves in the event of such a crisis occurring, while other actors were caught unprepared by a systemic disruption to their programming environment. In September 2018, ACF Bangladesh commissioned the IARAN to conduct a follow-up scenario analysis and strategic planning workshop. This was to assist the team in positioning themselves on the changing dynamic of the broader Rohingya crisis, and to develop a strategic plan specifically focused on the refugee situation in Cox's Bazar.

In India, despite the existence of food security policies, malnutrition still presents a major humanitarian concern for many parts of the country. There is no unified nutritional policy or guidelines that comprehensively address the persistence of this crisis. To strategize their approach to advocacy, ACF India commissioned a future-orientated analysis of India's efforts to end malnutrition and the impediments to reaching this goal. The three states of Madhya Pradesh, Rajasthan and Maharashtra, were the primary focus of this study, as this is where Action Against Hunger operates. The report and its supported collateral are supplying the building blocks for ACF India's external advocacy strategy.

In 2019, the IARAN will look to provide the Myanmar office with strategic support via a workshop and help build their understanding of scenario analysis and its usage.



Bottom image - Bangladesh country strategy workshop

'When the outlier/game changer scenarios become a reality, the implications on the strategy needs to be understood very clearly. So, we took opportunity to repeat the exercise, to see how we can use it to adjust the framework we developed last year. In the process, we also adapted the methodology to fit our needs and were quite satisfied with the results. More than the outputs, it is for me central to have the key owners of the strategy around the table and internalizing the analysis and results and adapting their practice in the workshop. For us this included not only our own senior staff members, but also leaders from our national partner, who work with us on every step in this context.'

Nipin Gangadharan, Country Director, Bangladesh

Global Reports

A Global Outlook on LGBTI Social Exclusion through 2030

In 2018, the IARAN explored the hidden humanitarian crisis facing Lesbian, Gay, Bi-sexual, Transgender and Intersex (LGBTI) individuals around the world. Using strategic foresight analysis, the major drivers of LGBTI social exclusion were identified and their evolution considered to 2030, aligning to the time-line of the Sustainable Development Goals (SDGs) to ground the conversation in the "leave no one behind" agenda.

Social exclusion affects these groups in a range of ways, preventing them from participating in social, economic and political life, and exposing them to a heightened risk of arrest and extreme punishment. Sadly, their suffering has not been recognised by the wider humanitarian sector and consequently they are largely left behind as beneficiaries of humanitarian action for a variety of reasons including tradition, lack of inclusion policies in the workplace and unknown dimensions. Although the total number of LGBTI individuals is unknown, it is reasonably assumed to be in the hundreds of millions.

This report was publicly launched on May 17, the International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT) accompanied with a panel event held at Amnesty International. The panel featured:

- Baroness Barker, Vice Chair of the All Party Parliamentary Group on Global LGBT rights,
- Leila Zadeh, Executive Director of the UK Lesbian and Gay Immigration Group, and
- Michel Maietta, Director of the IARAN.



Our LGBTI event panel from L-R, Baroness Barker, Leila Zadeh, Michel Maietta and facilitator, Eilidh Kennedy

This study has opened new opportunities for collaborative partnerships with leading LGBTI groups and charities, including Stonewall, Kaleidoscope Trust, Gendered Intelligence (their Policy Officer, Sascha Amel-Khier, wrote a guest blog on the Interaction between Policy & Media Representation of Trans People) and the UK Lesbian & Gay Immigration Group.

Moreover, the findings from the report have been discussed at leading conferences across the globe, including Kampala Geopolitics and the Canadian Council for International Cooperation (CCIC), and featured on the leading French radio station, France Culture. IRIS also hosted a StandUp event in November 2018 with speakers contributing from Amnesty International France.

The uptake of the report continues to be high: the report has been viewed online almost 900 times. Furthermore, in 2019, we will continue to pursue plans to highlight the report as part of a documentary series, opening up new audiences to this unacknowledged crisis and our work.

'IARAN's LGBTI social exclusion report has helped UKLGIG make the case for international protection of LGBTQI+ people. The 'protracted humanitarian crisis' they identify has helped draw attention to why LGBTQI+ people from around the world are seeking refugee status.'

Leila Zadeh Executive Director, UK Lesbian & Gay Immigration Group

'This report underscores our commitment to 'leave no one behind.' The challenges faced by LGBTI people have for too long been a blind spot in our sector. This excellent resource reminds us that stigma faced by these individuals remains a serious and worrying problem in many parts of the world; it's an issue that must be addressed and called out in all contexts. This excellent resources highlights that, presenting a number of recommendations for those working in the development and humanitarian sectors.'

Danny Glenwright, CEO, Action Against Hunger, Canada

From Voices to Choices

People affected by crisis make decisions every day about how to best use their capacities and the resources available to them to meet their needs, but when it comes to the aid that is meant to support them in doing so, they continue to report that they “feel unable to participate in decisions that affect them.” After decades of talk and commitments about putting people at the centre of aid, we are still falling short. To stay relevant, aid actors must work together with local actors and people affected by crisis, as equal partners, to co-produce strategies that best meet evolving needs.

In November 2018, the IARAN released ‘From Voices to Choices’. This report endeavours to move the conversation beyond how aid actors use participation to inform their decisions, to look at what is holding back transformative change and what may increase crisis-affected people’s influence over aid decisions moving forward. The report analyses the inertias internal to the formal humanitarian sector that have held back this transformation and explores how factors external to the formal humanitarian sector may help to break these inertias and catalyse shifts in power.

The report, supported by Action Against Hunger, IRIS, WeltHungerHilfe and ReflACTION, launched on November 7. A suite of interactive products were also made available, including two infographics, a video summarising the report’s key messages, independent case studies, and facilitation kits to continue the discussion on how to increase crisis-affected people’s influence over aid. The video has since been viewed 2,108 times. The report received a big push on social and digital media from IARAN partners and external stakeholders, such as NEAR and Oxfam Sri Lanka, who both contributed case studies to coincide with the report’s main themes of self-organization and localization. This helped to strengthen our messaging further and offered a number of guest blog opportunities with Bond, LIDC, Thousand Currents and Feedback Labs.

‘As various conversations surround the ideals of putting an affected community at the forefront of decision making, the humanitarian sector continues to fall short. Such publications as the Future of Aid and Voices to Choices clearly demonstrate the need of such an important sector to transition its power and influence, to allow for crisis affected communities including local actors to lead in both decision making and response’

Hibak Kalfan, Executive Director, NEAR

In the two weeks following the report launch, IARAN held a successful webinar focusing on emerging technologies and their accessibility to people affected by crisis. A webinar was chosen as an alternative to an official report event launch, because the platform offers greater accessibility to a worldwide audience and re-enforces the concept of the report as launching a discussion. The panel for this webinar included Shadrock Roberts, Director of Resilience at Ushahidi and Paul Currion, Chief Operating Officer at Disperse Ltd. Despite first time hiccups, a 100% attentive rate was achieved amongst the 10 participants who joined us. A recorded version of the webinar is now available on the IARAN website. Following this success, IARAN will look to utilise webinars for future report launches, and to continue the Voices to Choices discussion.

‘WHH strives to sustain and build more resilient communities as well as strengthen local actors to deal with emergencies. This is reflected both in WHH humanitarian strategy and in its World Humanitarian Summit commitments. Working with IARAN and supporting the report Voices to Choices was almost a natural consequence and a unique opportunity to find new paths to support women, men boys and girls in the most challenging circumstances. This report with its recommendations towards greater subsidiarity and implementation of transformative participation will be our inspiration to enrich the quality of our work.’

Anna Castelli, Advisor for Humanitarian Protection and Partnerships, WeltHungerHilfe

In December, IRIS hosted a Stand Up event on Voices to Choices. The debate centred around how the humanitarian ecosystem can be transformed to finally place people affected by crises at the centre of the decision-making process. The panel included the following:

- Michel Maietta, Research Director at IRIS
- Philippe Ryfman, Professor and Honorary Associate Researcher at Paris I Panthéon-Sorbonne University, researcher (NGO and humanitarian) and essayist - Contradicteur
- Aarathi Krishnan, Coordinator of Foresight, Federation of the Red Cross and Red Crescent
- Vincent Taillander, Former director of operations at Action contre la faim

Collaboration

Collaboration is the ethos of the IARAN – we always have, and we always will, be a collaborative venture. The foundational principles of analysis dictate that analysis is strengthened by multi-disciplinary inputs, transparent processes through which analysts’ mental models are challenged, the use of varied methodologies, and structured techniques that transform analysis into a collaborative effort yielding outputs that are more robust.

Embedding the IARAN within Action Against Hunger and IRIS has had immediate and lasting benefits for these organizations, including delivering detailed, demand driven analytical products and empowering key staff with tools and skills to enhance their analytical capacity. Appropriate members of staff across the Action Against Network are asked to contribute their analytical input and evaluation to review all IARAN products. However, our 2018 survey found that there is a greater desire for staff members to become more involved within the process.

However, the IARAN has always sought to be external-facing and inclusive of other partners, in order to maximize the benefits within the humanitarian sector more widely. During the initial phases, the IARAN focused on attempting to integrate new organisations into a consortium with a fully-staffed and cost-shared analysis team, which could also offer services to non-members on a contract basis. Nevertheless, we found over time that a more flexible and less resource intensive model would be more sustainable and better suited to the needs of the organisations who have expressed continued interest in working with the IARAN and who may regularly seek IARAN advice or support.

Building from these lessons, the IARAN believes that a less structured, contractual approach to collaboration will yield better results going forward. Indeed, a new more open and collaborative approach to information and expertise sharing has already proven to be highly beneficial to the IARAN.

The report was also presented in December to Action Against Hunger senior leadership in New York. Questions were asked about how we’ve approached the topic of nationalization and government leadership of response, which is both necessary, but can also be both positive and negative. What Voices to Choices calls for is the change that is already occurring, how building genuine partnerships with local actors will be essential to managing this shift is we want to continue to support crisis-affected people. Externally, the report has been used to facilitate a workshop for Oxfam Novib’s Humanitarian team, with the report was used as a reference for reflection and strategic thinking. Feedback from the workshop has fed into their annual planning process.

The paper itself was viewed over 800 times on the website within the first month, including 200 physical downloads. Encouragingly, the report has been favourably received across the sector, recognised for its value-add to the thinking of crisis-affected people as their own first responders and its emphasis on localising responses and involving crisis-affected people within aid decision-making. It provides timely and useful inputs for the ongoing humanitarian debate in the changing global context.

From Voices To Choices will continue to be a priority area for the IARAN in 2019, with report presentations scheduled in Berlin, Brussels and Geneva for Swiss Solidarity, ReflAction and WeltHungerHilfe. WeltHungerHilfe, have submitted the report to be presented to the Ministry of Foreign Affairs for Germany at some point in the New Year.



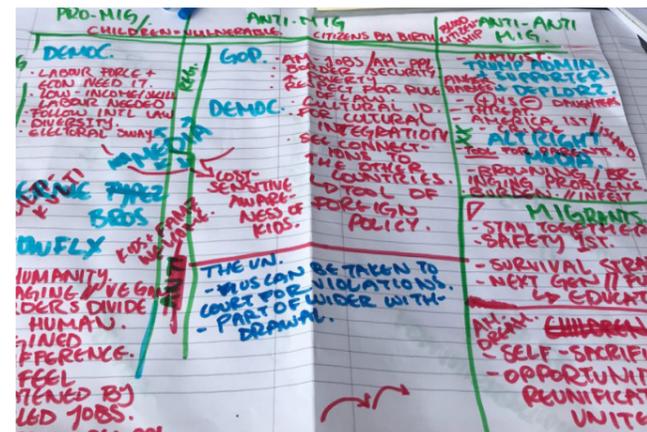
Fellowship Programme

With this new collaborative approach in mind, the IARAN launched its Fellowship Programme in the summer of 2018. This programme brings together analysts and futurist colleagues who are working on or interested in humanitarian affairs. Fellows are provided the opportunity to share learning and experiences, participate in trainings, and publish articles on humanitarian analysis, foresight and strategy. We have 20 Fellows confirmed as part of the Programme. Organizations represented include the following:

- Start Network
- British Red Cross
- MakeSense
- International Federation of the Red Cross and Red Crescent
- Oxfam Novib
- Playmakers
- GAHI
- Save The Children
- Futuribles

'I joined the IARAN for the opportunity to meet and collaborate with foresight experts from across the humanitarian ecosystem'

Matt Thomas, IARAN Fellow



An example of our Casual Layered Analysis

The two objectives of this programme are to expand the multi-sector knowledge base feeding in to our research portfolio and improving the understanding of foresight analysis within the humanitarian sector. All Fellows are asked to contribute two blogs or articles per year on foresight, analysis, ways of working and/or leadership in the humanitarian sector. These could be looking at methodology, the humanitarian decision-making culture or a particular issue or context that they wish to bring attention to. Since the launch of the programme, IARAN Fellows have contributed articles on the use of exponential futures, remote working, and key learnings from our training Causal Layered Analysis (an alternative futures method).

IARAN Fellows also play a key role in IARAN strategy development and reports – all participated, in some way, to the methodology and/or analysis of 'From Voices To Choices', including a scoping workshop conducted during our IARAN team working week

Furthermore, the inclusion of IARAN Fellow, Vincent Hejduk from MakeSense, has supported the IARAN's endeavor to expand its business audience. The addition of a six-part video series on immigration, in the newly developed IARAN 'Creative Hub', has helped to visualize some of the topics covered in our 2016 report 'Europe at a Juncture'. Greater visualization and more effective story telling of the report and topic at hand, are two objectives for IARAN communications moving forward into 2019 to broaden our audience.

'As humanitarian practitioners of our day, we know that overcoming complex problems requires a lot more than business as usual. Personally, I think it requires (among many other things) bringing renewed energy into the collaborative exploration of solutions - for both existing and emerging humanitarian challenges; and which current humanitarian systems / approaches are not fit to deal with effectively. I find that the IARAN fellows are a unique community of practice bringing together diverse minds, hearts and spirits. We are committed to, with a foresight lens, understanding and co-creating new humanitarian options. I look forward to continuing the IARAN fellowship journey in the company of talented humanitarian change-makers.'

Mariana Merelo-Lobo, IARAN Fellow

IARAN 2019

The 2018 IARAN staff structure consisted of a Director and Business Development Officer based in Paris within IRIS, a Deputy Director and Communications Officer based in London at Action Against Hunger UK, and a Chief Analyst and Humanitarian Futures Analyst, whose focus remains on delivering the IARAN global portfolio, based in the US with Action Against Hunger US.

The IARAN is a journey. After 3 years hosted by Action Against Hunger, the IARAN will evolve in order to remain dynamic and editorially autonomous – what the IARAN has become known for over the years.

From 2019, the IARAN will employ a horizontal structure based on the IARAN Fellowship Programme. This provides greater freedom and better representation for the perspectives of all humanitarian actors within the work produced. The IARAN are immensely proud of the journey so far, all experiences and lessons learnt throughout the years will be taken forward, in order to serve the wider sector more effectively.

Whilst the IARAN will no longer be an embedded function of Action Against Hunger, we will still be available to provide analytical and strategic support, to ensure your programming can remain as effective as possible. Anyone wishing to contact or collaborate with the IARAN can do so by emailing Michel, on maietta@iris-france.org.

Objectives

Taking these lessons learnt and our evolution into consideration, the objectives for the IARAN in 2019 are the following:

- To build on the success of our newly established agile network structure where practitioners can find resources, draw analysis from its combined and coordinated capacity, and invite others to join us.
- To continue to deliver high-quality, relevant and useful analysis across the humanitarian ecosystem, promoting collaborative approaches, long-term and systems thinking.
- To enrich the story of the reasoning behind the analysis developed. Creating a narrative to every piece of work will help to framework the complexities of the issue to the reader on a journey. This will be supported through further development of our 'Story Hub'.
- To write and publish the learning from the test and pilot phase, including the Strategic Foresight and Strategic Planning toolboxes with facilitation guides.
- To look for revenue generating opportunities for the IARAN.



Our IARAN Fellows in our first yearly meeting-

Financial Analysis

In 2018, the IARAN operated with a reduced income of 362,000 euros. 306,000 euros came from Action Against Hunger and the remaining 56,000 euros coming from IRIS.

The largest cost in 2018, equating to 348,000 euros, was human resources. In 2018 the IARAN had 4 full time staff and 2 part time staff. Both IRIS and Action Against Hunger managed portions of this account.

The remainder of 2018's costs went towards the establishment of the IARAN Fellowship Programme, events and communication materials for From Voices to Choices.



The IARAN would like to thank all our current partners for their continued support and we look forward to welcoming new members into our collaborative hub.

For more information or to get in touch:

Visit: www.iaran.org

Email: info@iaran.org

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