The Humanitarian Lessons Learned Genome project 1.0
University of Groningen – department of Sociology

Facilitating the full use of evaluative processes in the humanitarian sector:
A digital tool based on Soluto’s PC Genome Technology

SECTION 1: PARTNERSHIP AND COOPERATION

The lead and co-applicant combine extensive management and research experience in academic and applied research projects with good contacts in the field. The Faculty of Behavioural and Social Sciences, from which the project will be managed, has an excellent project management infrastructure for financial management, computer facilities and statistical and methodological consultancy. The technological component of the project is in the hands of an ICT company, Soluto. The humanitarian expertise required for the project is guaranteed through the full partnership of the Emergency Capacity Building Project (ECB) as well as through cooperation with ICCO, the Dutch branch of the Acting with Churches network (ACT). Content advisors with extensive evaluative and hands-on experience in humanitarian action as well as with academic statistical and text analysis backgrounds will provide further needed expertise to the project. The Computational Linguistics research group of Groningen University will also be involved in the project. All actors involved are detailed below.

Dr. Liesbet Heyse | Researcher, Assistant professor in Sociology.
Heyse is an expert in decision-making, professionalization and performance in humanitarian organizations and text analysis techniques. Heyse will function as the overall project manager and primary contact person for the Humanitarian Innovation Fund. Liesbet Heyse’s ability to coordinate the project and the associated consortium shows from her experience in previous applied research and consultancy projects for the Dutch Ministry of Foreign Affairs, the UNDP and MSF Holland. In addition, she has successfully managed previously acquired funds with a total budget of over 70.000 euro.

Chamutal Eitam-Afek, MA | Researcher & Humanitarian practitioner
Eitam is an expert in organizational learning and evaluations and has 12 years of work experience both in project coordinating and evaluation positions in the humanitarian sector. She is a RedR trainer and currently in her final year of her PhD research that investigates obstacles and facilitators of organizational learning in three key international NGOs (World Vision, Save the Children and Care). Eitam will function as the daily project manager. Her abilities for this function show from her project coordinator positions in the past as well as in her ability to conduct a large-scale PhD research project.

PARTNERSHIPS

Digital product development: ICT partnership with Soluto (Ishay Green)
Soluto | Ishay Green | Co-Founder, Chief Technology Officer. Green has vast experience in ICT development and software programming processes, acted as
a content advisor to the project proposal and will be the leader of the ICT team that is responsible for the development of the prototype of the Humanitarian Lessons-Learned Genome and its software contents.

**Humanitarian sector partnerships**

The Emergency Capacity Building Project (ECB). The ECB and its respective members (CARE International, Catholic Relief Services, International Rescue Committee, Mercy Corps, Oxfam GB, Save the Children and World Vision International) will be a full partner in the project. The ECB project has been investigating ways of improving access to lessons from evaluations and participating agencies are currently in the process of integrating their database into ALNAP’s Evaluation Report Database to further improve the utilization of lessons learned. The proposed innovation project will add to these efforts by providing a structured format based on academic insights that will increase the utility value of the existing databases. The ECB brings real-world experiences, data and knowledge to the project through its evaluation reports and the prospective users.

**ICCO & Kerk in Actie (member of the ACT Alliance).** ICCO & Kerk in Actie have expressed willingness to explore possibilities to participate in the project and to discuss the project with the ACT Alliance headquarters in Geneva to see if further cooperation with this network is possible. ICCO/Kerk in Actie is a Dutch development aid organization with extensive experience in working with local partners on development aid and humanitarian aid programs. Kerk in Actie is the diaconal program of the Dutch Protestant Church, which in 2007 merged with the foreign departments of ICCO. The ACT Alliance (Action by Churches Together Alliance) is an alliance of over 100 churches and church-related organizations that work together in humanitarian assistance, development and advocacy. ACT works in 140 countries and has over 33,000 global staff.

**EXISTING COOPERATION**

**Humanitarian and evaluative content advisors**

1) **Adriaan Ferf | Independent Management Consulting Professional.** Evaluator and independent consultant with vast experience in the humanitarian and development sector. Ferf is an economist with 30 years’ experience in development and humanitarian assistance with a focus on institutional and organisational development processes. He was involved in a wide range of evaluations and policy studies, mainly as team leader of often-large international teams. He has led the evaluations of the humanitarian assistance programme of the Belgian Government, the tsunami programmes of Oxfam International in Sri Lanka and of HIVOS in India, Indonesia and Sri Lanka, the Mid Term Review of the ECB programme and the post conflict reconstruction programme of IRC, CARE and ICCO in the DR Congo and Burundi. Ferf will act as an advisor with regard to the humanitarian and evaluative contents in the various project stages.

2) **Leonie Barnes | Deputy Programme Manager, UN Mine Action Office at United Nations Mission in Sudan.** Experienced practitioner, evaluator and independent consultant in the humanitarian and development sector. She will act as an
advisor with regard to the humanitarian and evaluative contents in the various project stages.

**Quantitative Text Analysis and Statistical Expertise**

*Dr. Roel Popping | Researcher | Assistant professor Department of Sociology of the University of Groningen.* Popping has extensive expertise of quantitative text analysis and related statistical techniques and will advise the project team regarding the further development and use of coding schemes, the testing of coding reliability, and other specific text analysis matters.

**Computational linguistic expertise**

*The Computational Linguistics Research Group – University of Groningen*  
This research group focuses on natural language processing by computers, from theoretical, experimental and applied perspectives. As such, this group will assist the project in exploring opportunities for developing an automatic coding device.

**ENVISIONED COOPERATION**

**ACT Alliance and Médecins sans Frontières network**

The project applicants are in the middle of exploring opportunities for additional humanitarian partnerships with, the **ACT Alliance** (through contacts with ICCO/Kerk in Actie) as well as with the **Médecins sans Frontières network**, so that a broad spectrum of relevant humanitarian networks and organizations is included in the project.

**Access to empirical data**

ALNAP has granted this innovation full access to its public evaluation database. As its database is the most comprehensive collection of evaluations these are desirable as empirical data by the innovation. As ALNAP is a decision-making member of the HIF initiative, we feel it is necessary to make clear that this proposed project would in no way financially benefit the ALNAP secretariat. The project's involvement with ALNAP will be limited to accessing and analysing the membership evaluation database.

We also aim to approach Google/Microsoft for their knowhow, using existing tools, and to explore the possibilities for additional funding, as well as the **Bill and Melinda Gates Foundation** to acquire funding for adding functions to the tool.

**Computer Aided Text Analysis Expertise**

The reports will be coded with the computer software *Atlas.ti*. Atlas.ti will be approached for maximizing the use of this software for the purpose of the project.  

**SECTION 2: BACKGROUND INFORMATION AND RATIONALE FOR INNOVATION/PROJECT**

**Need of innovation**

The evaluation is the key, well-established, and widely practiced organizational learning tool in the humanitarian sector, which aims at improving future and ongoing humanitarian endeavours. Despite many good initiatives in the
humanitarian sector in the realm of organizational learning (see for example, ALNAP’s and CARE’s publicly accessible evaluation databases), the sector is still regularly criticized for a deficiency in learning and for inappropriately using evaluations (Hallam 1998; Hilhorst 2002; Waal 2000; Wood et al. 2001; Donahue & Tuohy 2007). This said, the humanitarian sector has in the past decades invested heavily in rigorously developing various initiatives aimed at promoting and supporting the achievement of better organizational learning for higher quality of humanitarian assistance. Some examples of such initiatives are:¹

1) Wide networks of organizations such as ALNAP’s Quality Pro Forma, The Sphere Project, HAP’s Humanitarian Accountability and Quality Management Standard, and Group URD’s Sigmah’ software for project management;
2) Donors and coordinating bodies such as The Good Humanitarian Donorship and IASC’s OneResponse coordination;
3) Groups of INGOs, such as the ECB, and individual organization initiatives such as CARE’s open access evaluation database and Action Aid’s Organizational Effectiveness campaign.

Even though tremendous human and monetary efforts have been invested into these practices and thousands of reports have been produced, still these reports are not used to their full potential. Often-mentioned reasons evolve around the use of reports and their quality; a deficiency in institutional memory due to high turnover rates and time to process such documents, and the event driven approach of humanitarian actors which prevents the possibility to conduct ‘classic rigorous’ evaluations (ALNAP 2001, Karan 2009). Subsequently, evaluations are often not used where they are needed most or they are not sufficiently structured to quickly navigate to relevant topic areas or to allow swift and valid comparisons between project settings. Consequently, the sector is missing opportunities to apply lessons learned in the past to prevent repetitive mistakes and to improve its performance. The Humanitarian Gnome Project 1.0 aims to contribute to overcome these problems by making available an expert system that will deliver structured overviews of previous problems and solutions in comparable humanitarian project settings.

DEMAND BY PRACTITIONERS
The demand by practitioners is very well demonstrated by the partners of the project itself: one of the leading networks in the humanitarian sector, the Emergency Capacity Building Network, as well as the interest shown by ICCO-Kerk in Actie, Dutch member of the international Action by Churches Together (ACT) Alliance. The ECB project has already identified the need for improving their ability to analyse and distil lessons from evaluative processes and documentation. In phase 1 of the ECB project an initiative began to develop tools to do this from members’ evaluations. The ECB has invested substantially in the past years to improve the accessibility of evaluative material by developing an evaluative database that provides short summaries of lessons learned and is

now working with ALNAP to expand this work to include the most significant evaluation database in the humanitarian community, which is hosted by ALNAP. The ECB project is partnering with this innovation precisely because of its potential to provide an innovative solution to a problem the ECB has been facing.

**IMPACT ON HUMANITARIAN ACTION**

This innovation project takes the possibility to learn from evaluative activities a step further by facilitating easily accessible, rapid, focused and constructive evaluation knowledge that is generated from information extracted from years of experience of humanitarian actors. Unlike long evaluation reports and complex information management tools which are often left unread or unused especially in times of urgency, our innovation will enable the user to swiftly select the type of project-related data he or she wishes to be informed about. Consequently, users will receive a user-friendly short report of the most relevant and appropriate knowledge on the topic requested, which can be elaborated upon according to wish of the user. Such a tool will promote fast and frequent learning throughout the sector so that repetition of error can be prevented and performance in humanitarian aid enhanced. In addition, the tool will generate general overviews of the state of the art of the humanitarian system in terms of, for example, its performance, learning and management structures.

**LEVEL OF ENGAGEMENT AND INVOLVEMENT OF STAKEHOLDERS**

The key stakeholders, and their level of engagement and involvement in this project, are described below

1) **Prospective users of the tool (demand side)**

The partnerships with ICCO/ACT and ECB ensure that a wide range of practitioners are directly involved in the design of the tool ensuring that the tool is tailored to the wishes and experiences of its prospective users. These partners will also be actively involved in testing and piloting the prototype. In addition, two humanitarian content advisors will advise the project team about the appropriate content and format of the tool.

2) **Prospective suppliers of evaluative information (supply side)**

The input of evaluative information into the tool is stored in various humanitarian networks and single organization databases, such as the ALNAP evaluation database and CARE’s open access evaluation archive. The project’s partnership with the ECB project will ensure that evaluative data and information are available to the project, both from the ECB members and from the most important humanitarian evaluation database hosted by ALNAP.

3) **Implementers: ICT company Soluto**

Soluto will have the lead in the technical dimensions of the project. Soluto and the project management of the innovation team will draw a cooperation agreement in which the details of the bilateral obligations will be specified.

4) **Coordination & research component: University of Groningen**

The University of Groningen is a key stakeholder in the project in various ways. First, through the position of Liesbet Heyse (department of Sociology) and Chamutal Eitam (department of International Relations) as the project managers. Heyse will act as the overall project manager. Her contribution to the project is estimated on 1 day per week for the full 18 months (72 days), of which 20 days are calculated in the budget. Chamutal Eitam’s daily project management
position and content-related work will require a part-time contract (2 days a week for 18 months, 144 days). Second, the quantitative text analysis and statistical expertise of Roel Popping will be available on call and in-kind, for approximately 5 days. Third, the Computational Linguistics Research Group of the Groningen University Faculty of Arts will provide input in a pilot that explores options for an automatic coding device. Finally, additional services and expertise offered through the University of Groningen will be the support of a faculty financial advisor (in kind) and the computers, workspace and ICT infrastructure provided for the coding of reports (in kind).

WORK UNDERTAKEN & CURRENT STAGE OF THE INNOVATION
The Humanitarian Genome will be based on insights from academic research about evaluation utilization, organizational learning in and performance of humanitarian organizations. Demonstrating a credible commitment, the University of Groningen has in the past years substantially invested in the development of a baseline database originating from two related research projects of the applicants (project A and project B, see details below). This resulted in comprehensive coding schemes that are currently applied to over 80 evaluation reports. The coding results allow the generation of meta-patterns of evaluation use, organizational processes, key learning and unlearning points, tailored to specific project settings.

Project A - performance of humanitarian INGOs
Since 2007, Liesbet Heyse has a 1.6 day per week research assignment to study organizational issues in the humanitarian sector as part of her contract at the Department of Sociology. Part of this time has been spent in the past four yours to develop baseline input for the innovation proposed here, which approximately equals an investment of 100.000 euro. Also, in 2007 the Groningen Faculty of Behavioural and Social Sciences granted her a strategic fund grant of over 27.000 euro to further analyse the link between the management of humanitarian aid efforts and the performance in humanitarian projects of international non-governmental organizations. The grant allowed the hiring of coders so that evaluation reports could be analysed. So far, this project generated the following output:

- Development of coding scheme consisting of, amongst others 1) a variety of evaluation criteria, i.e. appropriateness, coverage, efficiency, etc.; 2) organizational factors, e.g. human resource management aspects, information and external management elements, and organizational cultural aspects, etc; 3) external factors, e.g. security or a changing project environment.
- Coding and resulting database of 20 evaluation reports of 2 INGOs
- Two paper presentations at social science academic conferences
- Two draft manuscripts to be submitted to academic journals before the end of the summer of 2011.

**Project B - Organizational learning & evaluations in humanitarian INGOs**

In 2008 the Groningen ICOG research school and the Network of Humanitarian Action (NOHA) granted Chamutal Afek-Eitam a 4-year PhD scholarship to investigate the enabling and disabling factors for organizational learning through evaluative activities conducted by INGOs delivering humanitarian assistance. The research investment is equivalent to over 100,000 EUR, which provides the proposed innovation with solid preliminary base-line data to build upon. So far, this project generated the following output:

- The development and testing of coding scheme consisting of, amongst others, information about the actors involved, the evaluation methodology applied, the project stage to which the evaluation was related, etc
- Current coding of 60 evaluation reports
- The establishment of evaluation influence on policy & the learning histories of three key international NGOs

The above investments have facilitated the recognition of the need of the Humanitarian Lessons-Learned Genome Project, resulted in the theoretical backing for the project and the completion of a conceptual framework for understanding organizational learning and professionalization processes in humanitarian organizations. In addition, a typology of lessons and other output has been researched, tested and developed into searchable codes.

**APPROACH & METHODOLOGY**

As the recognition and invention phase of this endeavour have been established, the time has come to develop and implement a tool that translates these insights to humanitarian practice. The project’s approach is to first develop a baseline database of reports that have been coded by hand on the basis of the already existing coding schemes. The coded reports will then be used to trace for general patterns in the data (i.e. ‘Humanitarian Genome patterns’), which is the input for an attempt to develop the contours of automatic coding device. The project’s methodology consists of the following elements:

**Text analysis methods:** Coders will code the first 500 evaluative documents by means of qualitative text analysis techniques and software program Atlas.ti. The lead and co-applicant will train the coders. Inter-coder-reliability will be monitored with help of the quantitative text analysis expert. The coding schemes have already been tested and applied to a sub-sample of reports and the applicants have experience in training coders.

**Statistical analysis techniques:** The results of the above coding process will be analysed by means of statistical techniques to search for (Humanitarian Lessons Learned Genome) patterns in the data. Especially cluster and correspondence analysis techniques are appropriate for this.

**Programming software** will be developed to design a digitally available search engine as well as a served side and a web interface.

---

3 One manuscript focuses on the method of text analysis of evaluation reports to be submitted to the academic Organizational Research Methods (prospective deadline: end of Summer 2011) and another on the first results of the evaluation report analysis, to be submitted to a special issue about the art of the state of Crisis and Disaster Management of the academic journal Public Management Review (deadline 1 August 2011).
Interviews, surveys and (online) focus group discussions will be conducted as part of a ‘customer study’ with a sample of prospective users in order to pilot the prototype and investigate the wishes and demands of practitioners over content, format and design of the tool.

Computational linguistics methods: After humanitarian lessons-learned genome patterns have been identified, it will be studied whether it will be possible to develop contours of an automatic coding device, so that in the future any new report might be uploaded to the tool to be coded automatically.

SECTION 3: CONTEXT ANALYSIS AND LITERATURE REVIEW

Organizational learning is defined as the detection and correction of error (Argyris & Schon 1995) and “an experience-based process through which knowledge about action-outcome relationships develops, is encoded in routines, is embedded in organizational memory, and changes collective behaviour” (Barnett 2001, p.8). The humanitarian sector has invested substantial amounts of money to improve its learning capacity, yet it is still regularly criticized for its lack of progress in this field. The operational level of INGOs is criticised for repetition of error (Donahu and Tuohy, 2007), whereas INGO headquarters are condemned for its tendency to prioritise hierarchical accountability towards donors and public (Edwards & Hulme, 1996; Najam, 1996; Smillie, 1996). The donor level is condemned for its inaptness of its either loose, over demanding or hierarchical evaluations requirements (Ebrahim, 2002; Smith, 1999; Ossewaarde, Nijhof and Heyse, 2008). Furthermore, while the evaluation process is used as the chief learning tool by the above bodies, it is denounced for its tendencies to either repeat information and/or be poor in quality and/or be non cost effective (Apthorpe. 2001; Ebrahim, 2006; Donahu and Tuohy. 2007). Researchers of organizational learning and evaluations therefore often call(ed) for the need of authentic organizational case studies and empirical data in both the public and INGO spheres (Hulme & Edwards 1997; Hilhorst 2002; Murphy 2007; Ebrahim 2005) to enhance our insight into learning processes in these sectors, also because the utilization of lessons learned remains a challenge due to a number of obstacles as mentioned in section 3. The innovative tool proposed in this proposal aims to overcome these obstacles and to contribute to enhanced insight into learning. Based on our own market research (see below), we conclude that such a tool does not yet exist.

The current market: related ICT tools & the Genome’s niche

The humanitarian sector is rapidly moving forward to use ICT tools to address particular problems in the sector. In addition, there are new tools in other sectors of relevance to the humanitarian sector. We have identified the following existing tools: Alerts, Coordination, Real time learning and Evaluative Material.

Alerts
Near real-time alerts about natural disasters around the world. See also http://demo.ushahidi.com/main

Coordination and transparency
A focus on where and what different agencies are doing through maps, such as:
The Global Disaster Alert and Coordination System - provides near real-time alerts about natural disasters around the world and tools to facilitate response coordination, including media monitoring, map catalogues and Virtual On-Site Operations Coordination Centre. See http://www.gdacs.org/

http://www.ushahidi.com/products/ushahidi-platform

Real time information sharing/ learning
The sector is moving forward to provide real time information, such as:

- Relief web, administered by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), encourages the exchange of humanitarian information by all governments, relief agencies and non-governmental organizations. See http://reliefweb.int/
- Alertnet by Reuters, the world's humanitarian news, http://www.trust.org/alertnet

In addition, there are applications available in the for-profit domain that could potentially be of interest to the humanitarian sector:

- Swift Web Services (SWS) is a cloud platform that offers different Application Programming Interfaces to developers so that one can easily build up your applications with natural language processing & active learning, reverse geocaching, distributed reputation, content filtering and web analytics. See http://swiftly.org/
- MobileActive.org's vision is to help organizations make use of the most ubiquitous communications technology in the world with data, tools, and how-to resources; build a network of practitioners and technologists in a supportive community of practice; and highlight and explore the many innovative campaigns and projects -- their lessons learned. http://www.mobileactive.org/

As of now, nothing exists in the market to easily process and access what has already been learnt. Nevertheless, there are various invaluable existing memory storages, which the Genome can build upon:

- http://www.alnap.org/resources/erd.aspx
- http://www.unhcr.org/pages/4a1d28526.html

SECTION 4: TARGET BENEFICIARIES
The target beneficiaries are humanitarian INGOs at the individual, team and organizational level, both in management and operational positions, in headquarters and country offices. More specifically, the target beneficiaries are

- Assessment teams and other humanitarian workers preparing project proposals;
- Headquarters and field management reviewing project activities and organizational strategies;
- Headquarters offices briefing new staff for projects;
- Evaluators preparing for evaluative activities;
- Trainers preparing for specific humanitarian expertise.
The target beneficiaries will be consulted in the project through approaching representatives of these groups to participate in interviews, surveys and focus group discussions (see methodology) in order to ensure user-friendliness of the tool and to pilot the tool. Additionally, the Humanitarian Lessons-Learned Genome will be of use for academics and humanitarian researchers, since it will allow access to a vast amount of information, which is often difficult to access.

SECTION 5: PROJECT DESCRIPTION

AIMS AND OBJECTIVES
The overall Humanitarian Genome project aim is

To overcome barriers to the full utilization of large portions of already available evaluative information by developing, testing and making available a prototype of a user-friendly electronic learning tool for the humanitarian sector.

In doing so, the project’s aims to achieve the following objectives:
1. To support the production of quickly desired comprehensible information about humanitarian aid provision issues;
2. To enhance the speed, frequency and intensity in which humanitarian workers use and apply information from the past in current operations;
3. To support efficient knowledge management in and amongst humanitarian organizations
4. To contribute to the reduction of repetitive errors in humanitarian action
5. To bring more and more INGOs towards transparency and enhanced intra-organizational learning
6. To facilitate the collection and analysis of sector-wide information relevant to initiatives to improve learning and performance in humanitarian action.

PROJECT ACTIVITIES AND CONTRIBUTION TO HUMANITARIAN SECTOR
The Humanitarian Gnome 1.0 will be the first version of a free, digital, open source and globally accessible application for all types of computers, which will not require constant connection to the Internet. The project’s objectives will be achieved through five deliverables:

1. An expert system/database with coded information based on substantive theoretical reasoning and practical insights from humanitarian action. This system provides crucial input for deliverables 2 to 5.
2. A search engine for lessons learned in humanitarian aid: Users are delivered easy accessible lessons learned such as recurring mistakes, creative solutions and organizational determinants of project performance in comparable project settings (i.e. similar project activities, emergency types and countries). These lessons can be tailored to the specific wishes of the user.
3. Generation of shared patterns (Humanitarian Lessons-Learned Genome Patterns): Users can also be delivered more general patterns in humanitarian aid work, derived from the evaluations in the database. For example, one could study what human resource management aspects positively or negatively impact on project performance.
4. **A server side** in the Cloud based in Google App Engine as well as a **web interface**. Google AppEngine cloud solution is very cheap and simple to collect huge amounts of data in an organized fashion.

5. **Contours of an automatic evaluation report-coding device**: it will be explored to what extent the tool could offer the opportunity to upload new evaluation reports that will be automatically coded, so that new lessons learned are quickly accessible.

**Expected impact & level of contribution to the sector as a whole**

At the least, the impact of the project will be the availability of the prototype of the Humanitarian Genome to the humanitarian sector. The associated expert database, aggregated sector-wide patterns and related search engine, will be free and immediately available, to all humanitarian workers and researchers interested, and is expected to enhance utilization of lessons learned. In the best-case scenario, the project also delivers the contours of an automatic coding device, which would provide insight in future possibilities to automatically upload and code all existing and future evaluative information onto the Genome. This would mean a first step towards a tremendous efficiency gain for the sector, allowing the sector to continuously and automatically feed in evaluative information. The academic, statistical, and ICT work that is behind the tool will create opportunities for learning that can facilitate the development of new or related ICT innovations in the humanitarian sector and beyond.

**JUSTIFICATION OF PROJECT ACTIVITIES & TIMELINE (18 MONTHS)**

The project will start with a preparation phase (month 1-3) in which coding schemes are prepared, reports are collected and prepared, prospective users are asked for their opinion, coders are recruited and trained, and the ICT company starts exploring the requirements for the programming process (see the attached work plan). Coders will then code 500 evaluation reports with text analysis software ATLAS ti (4-9 months). Then computerized statistical techniques will be applied to trace meta-patterns in lessons learned (i.e., Humanitarian Genome Patterns), followed by the design of the user interfaces, the piloting of the tool and the exploration of options for an automatic coding device (months 10-18). The specified project activities and timeline are presented in the attached work plan. Please notice that some stages in the project will run simultaneously.

**LEVEL OF ENGAGEMENT WITH BENEFICIARIES**

Due to the close collaboration with the ECB and single organizations during the development and implementation phase of the Genome, we expect to deliver an appropriate user-friendly tool to be disseminated to large networks in the sector. We strongly believe that the proof of the pudding is in the eating and that therefore those who tested and piloted the tool are the best to inform colleagues about their experiences with the tool.

**ADDRESSING GAPS, COMPLEMENTING OTHER INITIATIVES AND AVOIDING DUPLICATION**

As described previously, the Humanitarian Genome builds upon and complements existing lesson-learning initiatives. Already during the formulation of this project proposal we have been in contact with representatives of ECB, and single organizations (ICCO/Kerk in Actie) and ALNAP in order to see how we can combine forces and avoid duplications. Continuation of these contacts, a
proactive search for new and additional initiatives and tools, and constant information sharing with others, will prevent duplication of our efforts.