

2020–2021

ANNUAL REPORT



ALNAP is a global network of NGOs, UN agencies, members of the Red Cross/Crescent Movement, donors, academics, networks and consultants dedicated to learning how to improve response to humanitarian crises.

www.alnap.org

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COVID-19 emergency response activities, Dhaka, Bangladesh (UN Women/Fahad Abdullah Kaizer)

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ISBN 978-1-913526-21-4

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What is ALNAP?

ALNAP is a global network of more than 100 members dedicated to strengthening humanitarian action through evaluation and learning. ALNAP's members are our greatest asset. They include national and international non-government organisations (NGOs), United Nations agencies, Red Cross/Crescent Movement members, bilateral and multilateral donor organisations, networks and academics. Through their support and input, ALNAP has become a key part of the global humanitarian architecture.

ALNAP stands for the **A**ctive **L**earning **N**etwork for **A**ccountability and **P**erformance in humanitarian action. Every word in our name counts.

Our aim is to create a culture of learning across the humanitarian sector in order to promote accountability and the continuous improvement of global humanitarian assistance to crisis-affected communities.

Our vision to improve performance

The vision guiding ALNAP's work is of an international humanitarian system that can deliver principled assistance and protection to the most vulnerable people affected by humanitarian crises.

ALNAP was established in 1997, as part of the humanitarian community's response to the Joint Evaluation of Emergency Assistance to the genocide in Rwanda. The sense was that the system had failed in its response to that crisis. It became clear that more rigour was needed when evaluating what worked and what did not, with better communication of learning and practice.

For nearly 25 years, ALNAP has sought to improve the quality, availability and use of knowledge, learning and evaluative evidence from humanitarian responses, and to continually assess the performance of the humanitarian system.

Activities, resources and the secretariat's role

ALNAP collates and shares knowledge and learning across our membership via events and meetings, communities of practice, webinars, blogs, online discussion forums and platforms. We undertake research to address gaps in humanitarian evidence on subjects of critical interest to our members, which is often conducted with their help – including the development of our flagship *The State of the Humanitarian System* (SOHS) Report.

ALNAP's meetings are pivotal to this work. Once a year, our members and the wider humanitarian community gather for two or three days to share ideas, reflect on practice and debate ways forward. The COVID-19 Pandemic has interrupted ALNAP's rhythm of hosting these meetings in person. However, by moving our 2020 meeting – and many other events – online, we have been able to reach even wider audiences.

Our SOHS Report is renowned across the humanitarian sector. This unique, independent study compiles the latest statistics on the size, scope and shape of the humanitarian system, and assesses overall progress and performance. Published every three to four years, the report is a valuable resource for setting humanitarian policy and research priorities.

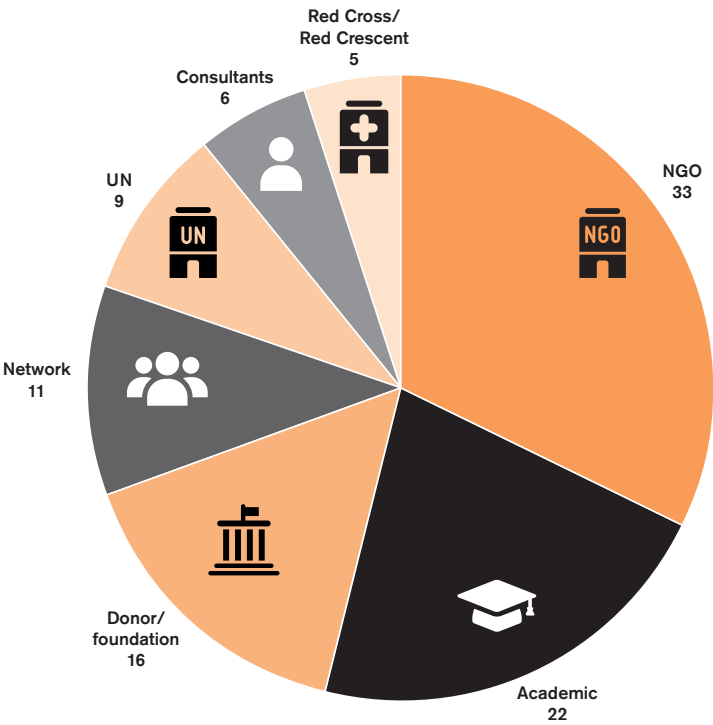
ALNAP is also home to the sector's largest pool of learning resources – the Humanitarian Evaluation, Learning and Performance (HELP) Library. This extensive digital repository of resources is a public good available to the entire humanitarian sector, holding 20,659 documents, including 810 ALNAP publications and 3,019 evaluations.

ALNAP's secretariat manages, organises and implements all ALNAP activities, aided by its members. Situated at ODI in London, UK, the secretariat is a compact team of individuals who engage and support learning across the network and conduct and commission research. They follow an annual work plan that advances ALNAP's four strategic focus areas:

- 1. Improving the quality and accessibility of evaluative evidence
- 2. Monitoring the performance of the humanitarian system
- 3. Addressing key evidential gaps
- 4. Supporting system-wide learning

Progress across these focus areas is overseen by ALNAP’s Steering Committee, comprising eight elected full members: a chair of the committee plus seven representatives from our membership constituencies.

Figure 1. ALNAP member constituencies (in numbers)



Message from the Chair

Last year's annual report was drafted a few months into the COVID-19 Pandemic, presenting an unprecedented challenge for societies around the globe, also for humanitarian workers having to address a crisis with limited preparedness or relevant experience. A pandemic had been on the horizon for many years, but its actual manifestations, mode of transmission and patterns of morbidity were new, and in many ways more complex than the viral diseases known to us.

Learning in crisis happens quickly for those accustomed to work under uncertainty, if given the right support. Much good practice related to the pandemic has been developed and shared across the humanitarian community during 2020-21. At ALNAP we have adapted our own planned activities and lead in the contribution to this common effort.

This past year's challenges go beyond the direct impact of the pandemic. Humanitarian action has become more complicated because of the risk of COVID-19 transmission among crisis-affected people with limited protection, particularly among those displaced. The familiar man-made and "natural" disasters continue unabated but funding and access are more problematic. Climate-induced extreme weather events are becoming steadily more serious and unpredictable. And the pandemic has revealed glaring inequalities in access to vaccines and social protection coverage for the many who have lost their

livelihoods in protracted lockdowns. Again, a humanitarian crisis uncovers fundamental structural flaws and injustices that cause suffering and misery, and which demonstrate the limits of humanitarian action. But since the beginning of the pandemic, advocacy based on the experience of local and international humanitarian actors has played an important role in giving attention to these unacceptable conditions.

ALNAP's achievements during 2020-21 represent a collaborative effort between its members and the secretariat, with a focus both on issues tailored to pandemic response but also on a range of topics that are core to humanitarian accountability and performance. Particularly worth mentioning are

- our COVID-19 [Rapid Learning Review](#), published together with the London School of Hygiene and Tropical Medicine and the Geneva Centre for Education and Research in Humanitarian Action, extensively downloaded and providing clear guidance for humanitarian staff working on international and national responses to the pandemic;
- the [ALNAP COVID-19 Response Portal](#), updated on a daily basis and providing a wide range of learning resources from our membership and beyond, related to COVID-19 and epidemics/pandemics more widely;
- a strengthened [HELP Library](#) which remains the world's largest and most complete resource library for



Johan Schaar
ALNAP Chair

evaluation and learning related to humanitarian action;

- action learning workshops run with international, national and local staff in crisis-affected countries in Africa, Asia and the Middle East, to explore new and empowering learning approaches based on participants' own experiences;
- a two day remote [2020 ALNAP meeting](#) – “Focusing on the Unknown” – exploring challenges from working in uncertainty, and timed to allow members in both hemispheres to participate.

In addition, and less visible, ALNAP's secretariat plays an active and important advisory role and contributed to over 30 sector-wide high-level events and initiatives throughout the year.

As we look ahead mid-year in 2021, we see reignited conflicts, renewed displacement and a series of major climate-induced emergencies – from heat waves, to floods and forest fires, with the far-from-overcome pandemic as a troubling undercurrent. The need for continuous learning to underpin adaptive and principled humanitarian action has never been greater.

Strategic Focus Area 1

Improving the quality and accessibility of evaluative evidence

Setting the standard for high quality monitoring and evaluation

Throughout the past year and amid pandemic-related disruption, ALNAP has continued to provide the high-quality monitoring and evaluation (M&E) learning that makes us a leader in the humanitarian sector. Our work across this strategic focus area – such as the M&E skills workshops, the revamp of our community of practice and update to online resources – all contributed to improving the quality and utility of evaluative evidence. They offered ALNAP members and other humanitarian actors opportunities to strengthen M&E practices, share experiences and connect with practitioners in M&E around the world.

M&E skills-building workshops

With COVID-19 restrictions in full force, the ALNAP M&E skills-building workshop went online in February 2021, expanding to a three-part series, each exploring a different issue related to the implications of the pandemic for humanitarian M&E policy makers and practitioners.

Each event targeted specific stakeholders within the humanitarian M&E community: our workshop on the history and trends in humanitarian M&E was designed for young and emerging evaluators, a high-level workshop on evaluation policy focused on senior evaluators, and a workshop on ethical

practices and challenges of remote digital M&E was aimed at humanitarian MEAL staff. Three background papers supported the sessions and were later re-issued more widely, integrating observations from workshop participants.

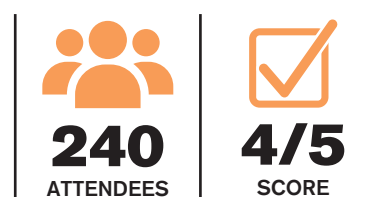
A total of 115 participants joined the sessions – expanding the usual (in-person) reach for these events. Feedback surveys showed high levels of satisfaction, with an average score of 5 out of 6.

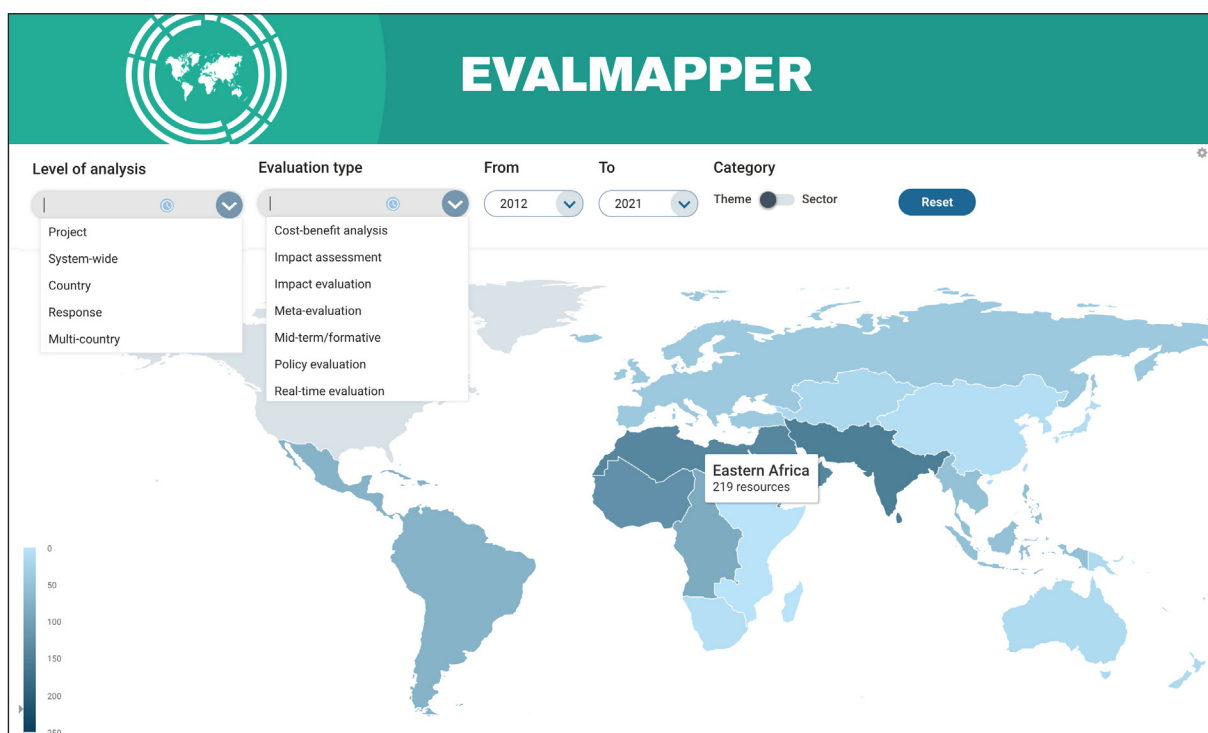
M&E skills-building workshops



ALNAP also ran an open-registration [webinar on how COVID-19 has impacted M&E practice](#) in March 2021. Over 240 people attended the session. Webinar satisfaction scores averaged at over 4 out of 5.

Webinar: How is COVID-19 transforming M&E?





Evalmapper tool

Community of practice revamp and new Evalmapper tool

Two new developments boosted ways to access M&E learning this year: the relaunched ALNAP M&E community of practice (CoP), and the new online Evalmapper tool. Both platforms harness ALNAP’s experience on M&E to share evaluation evidence and support improved M&E practices, while promoting exchange and connections among practitioners in the sector.

ALNAP’s [M&E CoP](#) is a forum for networking, sharing and collaboration amongst humanitarian M&E practitioners at all levels. Thanks to a major redesign and a move to a more dynamic platform in early 2021, the CoP now offers more ways for members and the wider evaluation community to share learning and good practice.

Further work is planned to improve accessibility of content and engagement with the CoP, and to promote it as the main platform for exchange on humanitarian M&E topics. It will also provide a pipeline for more member-driven content.

ALNAP’s newest online evaluation tool – Evalmapper – went live in October 2020. The tool

makes it much easier for users to see the wealth of evaluation reports in the Humanitarian Evaluation, Learning and Performance (HELP) Library, and to filter these by criteria, such as region, sectors, theme and evaluation type, amongst others. The number of documents added to the HELP Library during 2020/21 grew by 10 percent. It continues to be the sector’s largest pool of resources on humanitarian evaluation, learning and performance.

ALNAP’s [Evalmapper](#) was launched in October 2020 via a lively, well-attended webinar on how evaluation can support system-wide learning, with speakers from WFP and Norad, among other senior evaluation professionals. It was also presented at the UN World Food Programme’s (WFP) Eval Xchange (October 2020).

ALNAP’s Evalmapper launch event



126
ATTENDEES



Susanna Morrison-Métois (ALNAP), in discussion with Anette Wilhelmsen (NORAD), Andrea Cook (World Food Programme), Ziad Moussa and James Darcy (both independent evaluation experts) for Evalmapper webinar launch

Two major new projects on M&E

During 2020–2021, ALNAP began work on two major M&E projects that will continue in 2021–2022. The first is a COVID-19 synthesis evaluation, and the second is an update to guidance on the revised OECD Development Assistance Committee (DAC) evaluation criteria.

COVID-19 evaluation synthesis and ongoing work on COVID-19 evaluation

The pandemic affected humanitarian M&E practices in many ways. Initial calls for rapid evidence reviews gave way to a longer-term need to adapt evaluation practices to assess COVID-19 responses, such as:

- adopting remote digital M&E practices and the ethics involved in this;
- the greater use of real-time evaluation and real-time learning approaches; and
- increased use of local evaluation practitioners.

ALNAP began researching real-time learning approaches during COVID-19, in 2020–2021. In a forthcoming paper we have captured the experiences of a dozen humanitarian organisations who conducted real-time evaluations and other real-time learning exercises during their COVID-19 response. This research builds on ALNAP's previous work and 2009 guidance on conducting real-time evaluations. The paper offers key insights, tips and guidance for evaluation practitioners to keep in mind for future real-time learning exercises.

ALNAP has a key role to play in system-wide learning and is supporting the secretariat functions

of the Global COVID-19 Evaluation Coalition. It is represented in the management groups for the Inter-Agency Humanitarian Evaluation (IAHE) of the humanitarian response to COVID-19 and on the Global COVID-19 Refugee Protection evaluation, with UNHCR, Uganda, Finland and Colombia. The Evaluation Coalition will use the dedicated COVID-19 portal created by ALNAP early in the pandemic to centralise and share both humanitarian and development evaluations in line with the broader focus of the Coalition's work.

Update to OECD DAC evaluation criteria

Work was also under way during 2020–2021, to update ALNAP's guidance on using the OECD DAC evaluation criteria in humanitarian settings. Since it was first published in 2006, this guidance has been a key reference for humanitarian professionals and one of ALNAP's most cited publications.

Through a series of consultations, this project is updating the guidance to incorporate the DAC revisions and wider changes in evaluation practice – for instance, the move from linear log frames to more adaptive management and complexity-aware approaches and increased attention to inclusion, equity and other cross-cutting issues.

A global advisory group has been formed to advance this work, with 12 members from the UN, OECD, Red Cross, plus NGOs and independent evaluators. Such was the level of interest, that a wider reference group will also be formed to feedback on key points during the process. Members will be invited to join a wider consultation later in 2021 and early 2022.

At a glance: progress on Strategic Focus Area 1

- Built and launched ALNAP's [EvalMapper](#), an interactive evaluation mapping tool
- Redesigned the [M&E community of practice](#), moving it to a more dynamic platform in early 2021
- ALNAP webinar '[Rising to the challenge: how can humanitarian evaluation better support system-wide learning?](#)' – 126 attendees (26 October 2020)
- ALNAP skills building workshops – 115 attendees (22 February – 2 March 2021)
 - 'Exploring the challenges, gaps and ethics in remote M&E and data collection' (23 and 25 February)
 - 'Understanding evolving evaluation practices: current and future challenges' (24 February and 2 March 2021)
 - 'Rethinking evaluation strategy and evaluative functions during a pandemic' (26 February 2021)
- Completed three background papers relating to the M&E skills-building workshops (to be launched 2021-22)
- [ALNAP webinar: 'How is COVID-19 transforming M&E?'](#) – 130 attendees (25 March 2021)
- Expanded ALNAP's [HELP Library](#) by around 10 per cent, to hold 20,067 resources
- [Syria portal](#) – new resources uploaded. Now contains 2,156 evaluations and learning resources on the Syria regional emergency
- ALNAP is working with the Global COVID-19 Evaluation Coalition on the management groups for the IAHE of humanitarian response to COVID-19 and Global COVID-19 Refugee Protection Evaluation
- Creation of a new [COVID-19 Resource Portal](#) for use by the whole sector
- ALNAP formed the global advisory group for the OECD DAC Evaluation criteria project
- Concept note published: 'Updating ALNAP's guidance on evaluating humanitarian action using the OECD DAC criteria' (February 2021)
- Completed paper on evaluating cash assistance and an interactive workshop on evaluating cash interventions, working jointly with CALP (to be launched 2021-22)
- Conducted research: 'From Real-Time Evaluation to Real-Time Learning: Exploring new approaches to learning from the COVID-19 response' (to be launched 2021–2022)

Strategic Focus Area 2

Monitoring the performance of the humanitarian system

The State of the Humanitarian System Report

The primary aim of this strategic focus area is to systematically monitor and report on the performance of the humanitarian system. The *State of the Humanitarian System* (SOHS) Report is ALNAP's flagship publication and, as such, is an integral part of our monitoring and reporting role.

Produced every three to four years, the SOHS Report is a unique, independent study that assesses the overall performance and progress of the global humanitarian response. It combines the latest statistics on the size and scope of the humanitarian system with structured analysis to create a readable, accessible resource for those working in or with the humanitarian sector.

The SOHS Report has become a valuable input for decision-making over the years. It enables humanitarian actors to make better decisions about where and how to make improvements, and makes them more accountable to their stakeholders.

Adapting to changing times

Economic, geopolitical and social changes – particularly those influenced by the COVID-19 Pandemic – plus climate-related and technological changes are all affecting humanitarian responses.

In recognition of this, ALNAP has taken a more open-ended and adaptive approach to the fifth edition of the SOHS Report, covering January 2018 to December 2021 and due to be published in 2022. This new approach aims to help ALNAP highlight emerging themes in humanitarian performance while making the overall methodology more participatory. At the same time, it will retain core elements of the existing methodology to support longitudinal comparison across previous editions.

Some major changes are being introduced to improve the study framework for the report.

New thematic research components will enable a greater depth of analysis on trends and issues in humanitarian performance, with an emphasis on outcome data rather than perception-based data.

ALNAP completed the inception phase of the SOHS Report in 2020–2021. Views from crisis-affected people on assessing humanitarian entities were incorporated in the inception phase in 2020 through focus group discussions in three countries: The Democratic Republic of the Congo, Venezuela and Yemen. Findings from these fed into the 'kick-off' planning meeting for the fifth edition in November.

Focus group discussions and fieldwork for the SOHS Report

Early-stage focus group discussions with aid recipients took place in October 2020 in the Democratic Republic of the Congo, Venezuela and Yemen. Five countries were also selected for fieldwork (with a sixth to be added in 2021), local research assistants and supportive host organisations were also identified.

The first thematic studies have begun on areas identified in previous editions as evidential gaps: localisation, innovation and technology, mortality statistics and the humanitarian–development–peace-building nexus.

A highly adaptive research approach ensures that the report reflects the exceptional rate of change in the humanitarian context, not least the effects of COVID-19. Space for ongoing monitoring of emerging events and trends is being included, with periodic reviews to adapt the research framework accordingly.

Taking the long view of assessment

For 12 years, ALNAP has been tracking how well the humanitarian system responds to the needs of people in conflicts and crises. This long-term

commitment to gathering and synthesising evidence on performance established ALNAP's unique monitoring and reporting role within the humanitarian sector.

The fifth edition of the SOHS Report will build on this track record. The breadth and depth of components feeding into the overall report have widened in scope, providing an unprecedented evidence base. These changes will give the SOHS a broader appeal beyond the sector, as well as inform the work of organisations that work in or with the sector.

In other new departures, the structure of the report has been altered to organise findings explicitly in terms of contemporary policy and practice questions facing the humanitarian system. Virtual and in-person launches will take place around the world in 2022 to disseminate the report.

At a glance: progress on Strategic Focus Area 2

- SOHS methodology agreed and content co-lead contracted
- SOHS Support and Advisory Group established
- The State of the Humanitarian System Fifth Edition: [Inception report](#) (April 2020) completed
- Research phase initiated

Strategic Focus Area 3

Addressing key evidential gaps

Evidence – and its potential for change

This strategic focus area aims to bring about concrete changes in humanitarian policy and practice that will lead to improvements in how humanitarian assistance and protection is delivered. The evidence gaps addressed through this work touch on issues that may have been neglected by the system as a whole or are viewed as barriers to improved performance. Two examples of ALNAP's work under this area delivered during 2020–2021 are described here, namely: improving learning for practitioners in crisis situations and making urban responses more fit for purpose. Both have aimed to support gaps in context-appropriate learning.

Strengthening learning in crisis situations

It is no surprise that staff working in crisis situations struggle to find the time, resources or support to learn and share learning during a humanitarian response. Yet situation-specific knowledge and learning are known to be vital components for producing an effective response. This leads to wider gaps in humanitarian knowledge, as useful learning from responses is not shared beyond single individuals, teams or organisations. Since 2019, ALNAP has led research on learning approaches that can empower in-country staff to learn more consistently and explicitly from their experiences in responses.

During 2020–2021, ALNAP piloted new approaches to supporting effective learning processes among operational staff and to sharing that learning among staff across different crisis situations. These

have centred on the ALNAP action learning resource pack, an associated training package, plus other resources to support learning for individuals and organisations working in crisis-affected contexts, created with direct input from response staff.

Action learning workshops were run with 10 staff from local and national NGOs in Africa, Asia and the Middle East, and 16 national and international staff from international NGOs who were based in crisis-affected countries during the final quarter of 2020–2021. A pilot group of 15 humanitarian practitioners were trained as action learning facilitators using ALNAP's action learning resource pack – equipping them to implement action learning processes with their colleagues during humanitarian responses and to apply that learning to enhance ongoing work. Further workshops were underway in Africa and the Middle East during the final quarter which will result in an additional 11 trained facilitators across different countries.

A monitoring, evaluation and learning framework was created to assess the resource pack and training package, based on feedback from the workshop participants. This data will be used in 2021 to revise the package accordingly and produce an accompanying research report.

A steering committee comprising members from local and national organisations was established to identify additional approaches that could support the generation, capturing and sharing of learning among operational staff in crisis situations. Their input will heavily influence the creation of additional resources that are designed to support learning among operational staff in other local and national organisations and to underline the value of such learning.

“I was really glad of the opportunity to attend the learning event. I relied on the group and I went back to the resources. I used them for a number of reasons: for example, to persuade my line manager of an approach or idea and to work with staff to motivate them. I liked that the material was ... a resource that I could use from beginning to end. It helped me to get results and it contributed to the team’s growth.”

Action learning participant from Jordan

2021–2022 will see ALNAP develop practical resources and materials to support self-directed learning – possibly a more useful fit than traditional training programmes for staff in fast-changing situations and with heavy humanitarian workloads. A new learning hub will be launched on the ALNAP website for staff working in these situations to share learning experiences. This will be part of communication and dissemination activities for the overall project.

Urban systems thinking

As several crises have shown over the past decade - for example, conflict in Syria and the Haiti earthquake - the humanitarian sector is failing to understand and connect to the urban contexts in which practitioners operate.

Since the 2012 ALNAP Meeting on urban humanitarian response, ALNAP has emerged as a thought leader and convener on this issue. Over the past nine years, ALNAP has worked to provide evidence and findings to support humanitarian responses that are more appropriate to complex, interconnected and dynamic urban environments.

In practical terms, the aim of ALNAP’s urban research is to improve humanitarian practitioners’ understanding of urban contexts and identify how to translate that into improved action. ALNAP’s urban activities over the past year have stepped up efforts to exchange and disseminate learning on urban contexts, ahead of finalising the project during January 2022.

Out of Sight webinar & Urban Briefing



ALNAP held a webinar on reaching vulnerable populations in urban environments during April 2020. Attended by more than 100 people, the webinar discussed how to better serve populations with mental health challenges and those identifying as LGBTQ+.

“Really liked the two very different contexts and the two examples of unique types of programming (we don’t often hear about mental health programs and we don’t often hear about LGBTQ-focused programs).”

‘Out of Sight’ webinar event attendee

Two virtual focus group discussions with 11 practitioners took place in Athens in February 2021, in an adapted format due to the COVID-19 Pandemic. These discussions will feed into a final ‘how to’ guide for urban contexts in 2022, aimed at donors and practitioners.

Systems Thinking in Urban Crises: The Basics



Illustration from the systems thinking workshop

In March 2021, 28 systems thinking experts, humanitarian and development practitioners from nine countries joined an online learning event on systems thinking for urban humanitarian crises. Participants fed back that they gained a better understanding of systems and systems maps. They also welcomed the visualisation and gaming elements of the learning event.

“I really liked how you were using illustration/graphic art to capture discussions. This would be extremely useful beyond workshops, but also with communities. Also, loved the causality mapping and simplifying system-thinking to be more accessible.”

Systems thinking online learning event participant

Systems thinking workshop



The final case study in ALNAP's series on effective approaches to context-appropriate response within complex urban crises will be completed in summer 2021. It completes a trio of studies that explored approaches in Guatemala/Haiti and Lebanon.

More than 950 subscribers now receive 'Urban Briefing', a monthly newsletter that ALNAP set up at the start of 2020 to provide round-ups of key learning materials on urban crises.

At a glance: progress on Strategic Focus Area 3

Strengthening learning in crisis situations

- Delivered action learning workshops with 10 staff from national NGOs and 16 from INGOs
- Trained pilot group of 15 humanitarian practitioners as action learning facilitators using ALNAP action learning resource pack
- Began training a further 11 humanitarian practitioners as facilitators (due to complete training in 2021–2022)
- Created MEAL framework to assess resource pack and training package
- Established steering committee of local and national organisations

Urban systems thinking

- ALNAP webinar '[Out of sight? Responding to marginalised people in urban crises](#)' – 104 attendees (2 April 2020)
- ALNAP case study '[One neighbourhood: CARE humanitarian response in Tripoli](#)' (April 2020, Arabic translation to be published in 2021–2022)
- ALNAP urban learning exchange: systems-thinking in humanitarian response – 28 attendees (29–30 March 2021)
- Expanded the [Urban Resource Portal](#) to hold more than 3,000 resources.
- 950 subscribers to the Urban Briefing
- Completed focus group discussions with 11 practitioners in Athens to inform ALNAP's upcoming guide for donors and practitioners (February 2021)

Leadership

- Work began in 2020–2021 to develop a workbook to share ALNAP's research on humanitarian leadership with experienced humanitarian leaders. The workbook which will be published in 2021–2022, aims to help those in leadership positions consider how they can apply ALNAP's research findings in their roles and the contexts in which they are working.

Strategic Focus Area 4

Supporting system-wide learning

Creating spaces to learn, share and rethink

The pandemic has shown in stark relief the importance of sharing learning across the humanitarian system. This strategic focus area is dedicated to that goal, through activities that foster exchange of ideas, networks and the good communication of relevant, usable tools and information.

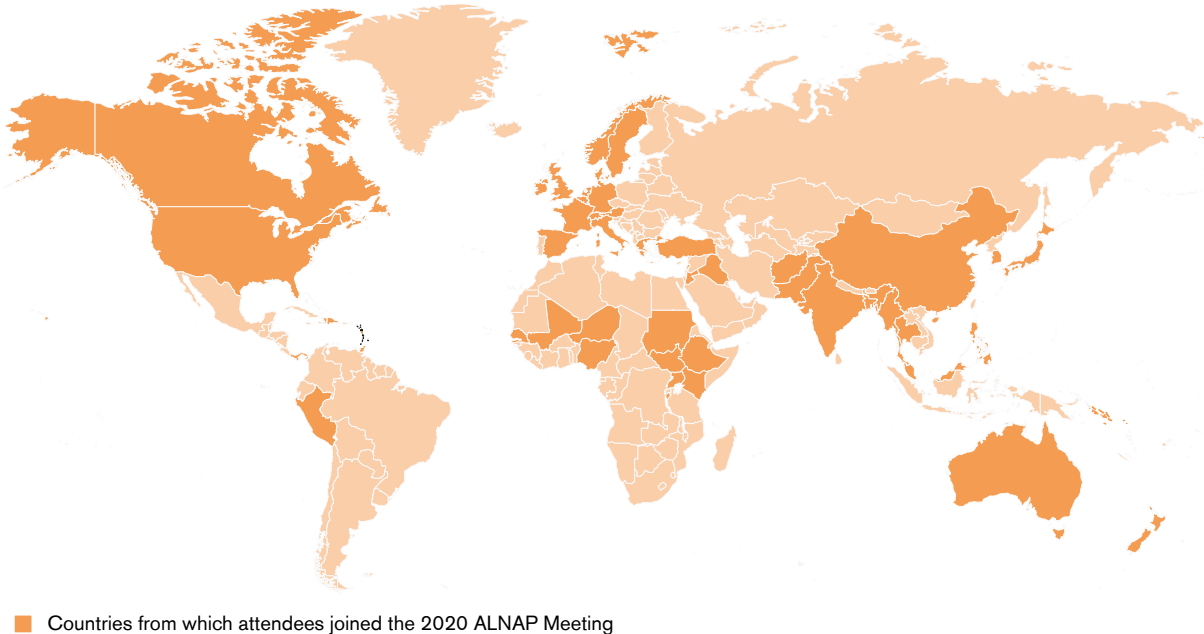
During 2020–2021 COVID-19 and associated restrictions on travel and rules on social distancing meant workshops and conferences had to move online. We found this led to an increase in our reach as more people were able to participate in events without the cost and time involved in travelling to event locations.

The ALNAP Meeting

ALNAP’s meetings demonstrate our commitment to system-wide learning and our values of inclusion, transparency and co-creation. We convene donors, UN, NGOs, academics, consultancies, Red Cross and Red Crescent members and other networks, to exchange ideas and fresh thinking.

In November, the ALNAP 2020 Meeting – ‘Facing the unknown: Managing uncertainty in humanitarian action’ – explored the challenges posed by uncertainty and asked what humanitarians can do to better respond within this context. We convened 240 people for two days of online sessions. Guest speakers included Rezaul Chowdhury, Eilidh Kennedy, Aarathi Krishnan, Mark Lowcock and Robert Mardini. Participants debated ways of navigating the pandemic in the immediate term and pooled experiences and views of how humanitarian action could be re-imagined in light of the many difficulties presented by the virus.

Figure 2. The 2020 ALNAP Meeting registered attendees from 51 countries



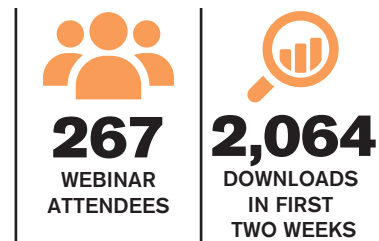


Mark Lowcock (UN USG for Humanitarian Affairs and Emergency Relief Coordinator) discussed the humanitarian system's response to COVID-19 with John Mitchell (Director, ALNAP) at the 2020 ALNAP Meeting

“As we are all struggling with the same issues and also looking for positive solutions and opportunities during this crisis, it was very interesting to hear what other organisations and different actors were doing, learning and prioritising”

2020 ALNAP Meeting participant

COVID-19 Rapid Learning Review



2020 ALNAP Meeting



Lessons Papers

Lessons Papers are one of ALNAP's most downloaded resources. Aimed at staff who design and evaluate humanitarian responses, these concise, readable publications describe key lessons from past emergencies and are based on evaluation findings.

In the early weeks of the pandemic, very little evidence was available on responding to COVID-19 in low and middle-income settings. ALNAP reacted quickly, seeking to plug the gap by publishing a [Rapid Learning Review](#) in April 2020, based on the Lessons Paper methodology and drawing on emerging literature and previous learning from epidemic responses in humanitarian settings.

The Rapid Learning Review was launched with a [webinar](#) attended by 267 people, featuring panelists from the International Medical Corps, UK Foreign, Commonwealth & Development Office (FCDO), World Health Organization and the London School of Hygiene and Tropical Medicine. The paper was downloaded 2064 times in the first two weeks following publication.

As evidence has since grown on the most effective approaches to managing COVID-19 in humanitarian settings, ALNAP decided to update the highly popular review in early 2021, working with the London School of Hygiene and Tropical Medicine. The updated paper will include new published evidence on reducing COVID-19 transmissions and mortality rates in low- and middle-income contexts and will be launched during 2021–2022.

With high demand for learning on infectious disease outbreaks, ALNAP issued a [revised Lessons Paper on Ebola epidemics](#) during 2020–2021. This version drew on practitioner and expert perspectives to refine and prioritise lessons to make



Part of the set of images captured for ALNAP's 'Responding to COVID-19' paper, this picture features volunteers taking details as part of the community-led response in Bhopal, India. Photo credit: Biju Nair, Sambhavna Clinic, The Bhopal Medical Appeal

them more relevant for humanitarian staff. A blog on the Ebola response helped to launch the updated Lessons Paper.

We also began work on a new Lessons Paper on adapting humanitarian action to climate change, due to be published in the run-up to COP26 in November 2021. The paper will be aimed at local, national and international humanitarian actors with a focus on preparedness, adaptation and response to climate-related disasters.

In response to member feedback, ALNAP has developed an updated Lessons Paper methodology, which will be shared with members during 2021–2022. The new methodology aims to maintain rigour while making the Lessons Papers more relevant and practically applicable for humanitarian actors responding to future crises.

At a glance: progress on Strategic Focus Area 4

ALNAP meeting

- ALNAP 2020 Meeting '[Facing the unknown: managing uncertainty in humanitarian action](#)' – 240 attendees (18 November 2020)

Lessons Papers

- ALNAP Rapid Learning Review published '[Responding to COVID-19: guidance for humanitarian agencies](#)' (April 2020)
- ALNAP brief published based on the COVID-19 Rapid Learning Review: '[14 actions and 7 principles](#)' – 2064 downloads (April 2020)
- ALNAP webinar '[14 actions for humanitarians responding to COVID-19](#)' – 267 attendees (12 May 2020)
- Initiated work on an updated COVID-19 Rapid Learning Review paper with LSHTM to capture new learning emerging
- ALNAP lessons paper published: '[Responding to Ebola epidemics](#)' – 204 downloads in the first month (December 2020)
- Lessons paper methodology updated during 2020–2021. To be published during 2021–2022
- Initiated work on a new lessons paper on adapting humanitarian action to climate change. The paper will be published during 2021–2022, in the lead up to COP26

Humanitarian learning resources

- Expanded the [HELP Library](#) by around 10 per cent, to hold 20,067 resources
- Expanded the [Urban Resource Portal](#) to hold more than 3,000 resources
- Expanded the [COVID-19 Response Portal](#), a single site for resources relevant to humanitarians responding to COVID-19, and now holds more than 1,400 resources
- Updated [Syria Portal](#) content, a single site for evaluations and learning resources related to the Syria regional emergency, now containing 2,156 resources
- Launched a [new portal](#) with the Inter-Agency Standing Committee (IASC) Results Group 2 on accountability and inclusion for practitioners who strive to implement people-centred approaches. The portal contained over 400 resources as at 31 March 2021

Sector-wide engagement

- The ALNAP website registered 623,009 page views and 330,667 users between April 2020 and March 2021
- ALNAP published [13 blogs](#), the majority of these were from guest bloggers
- ALNAP regularly shared invitations to member events and links to publications with over 20,000 social media followers during 2020–2021

ALNAP at a glance 2020–2021

ALNAP carried out the following activities to strengthen humanitarian action through evaluation and learning during 2020–2021.

Prepared and published research and guidance and shared learning from the sector

ALNAP Publications

- [Responding to COVID-19: Guidance for humanitarian agencies](#) (April 2020)
- [One Neighbourhood: CARE's humanitarian response in Tripoli](#) (April 2020) (Arabic translation in August 2020)
- [The State of the Humanitarian System Fifth Edition: Inception report](#) (April 2020)
- [Responding to COVID-19: 14 actions and 7 principles](#) (brief) (April 2020)
- [ALNAP Lessons Paper: Responding to Ebola epidemics](#) (December 2020)
- [Missing the point? Reflections on current practice in evaluating humanitarian action](#) (December 2020)
- Workshop background paper – Evaluation strategy and planning in the time of COVID-19 (February 2021)
- [Concept note – Updating ALNAP's guidance on evaluating humanitarian action using the OECD DAC criteria](#) (February 2021)

ALNAP 2020 Meeting videos

- [2020 ALNAP Meeting | Interview with Rebecca Bryant \(DFAT\)](#) (October 2020)
- [2020 ALNAP Meeting | Interview with Elisabet Hedin \(SIDA\)](#) (October 2020)
- [2020 ALNAP Meeting | Interview with Robert Mardini \(ICRC\)](#) (October 2020)
- [2020 ALNAP Meeting | Interview with Rezaul Chowdhury \(COAST\)](#) (October 2020)

- [2020 ALNAP Meeting | Flexible funding in humanitarian assistance \(local\)](#) (October 2020)
- [2020 ALNAP Meeting | Going remote for good](#) (October 2020)
- [2020 ALNAP Meeting | Staff well-being: From 'duty of care' to 'duty to care'](#) (October 2020)
- [2020 ALNAP Meeting | Learning from systems thinking](#) (October 2020)
- [2020 ALNAP Meeting | Learning from predictive analytics](#) (October 2020)
- [2020 ALNAP Meeting | Addressing Uncertainty: Interview with Mark Lowcock, UN USG for Humanitarian Affairs & ERC](#) (October 2020)
- [2020 ALNAP Meeting | Women peacebuilders and COVID-19](#) (October 2020)
- [2020 ALNAP Meeting | Lilian Lekoo's family in Marsabit, Kenya](#) (October 2020)
- [2020 Annual Meeting | Mainstreaming Cash: Colombia and West Africa examples](#) (October 2020)
- [2020 ALNAP Meeting | Flexible funding in humanitarian assistance \(INGO\)](#) (October 2020)
- [2020 ALNAP Meeting | Red Cross National Societies](#) (October 2020)

ALNAP secretariat contributions to system-wide initiatives and events

Throughout the year, the ALNAP secretariat offers our members and the wider sector valuable support by engaging with their humanitarian learning and performance agendas in a variety of ways. In doing so, ALNAP supports humanitarian actors to improve the quality of assistance provided to crisis-affected populations. This is a snapshot of the system-wide initiatives and events we have supported during 2020–2021.

Participating in strategic management and advisory groups

- Served on advisory group for UNHCR evaluation of its Innovation Fund

- Invited to chair Elrha's Global Prioritisation Exercise for Humanitarian Research and Innovation (ALNAP has instead agreed to join the Reference Group for this effort)
- Joined the International Humanitarian Studies Association Ethics Committee
- Ongoing participation in the UN OCHA-led Leading Edge Programme (this is the organising group for the Humanitarian Networks and Partnerships Week)
- Steering Committee for the World Humanitarian Action Forum (WHAF)
- Invited to join the WHAF Research Advisory Group
- Participated in the United Nations Evaluation Group annual meeting and in IAHE meetings
- Participation in the Humanitarian Policy Group's Advisory Group
- Participation in the OCHA Policy Forum
- Participation in the OCHA Global Humanitarian Overview
- Participated in the Global COVID-19 Evaluation Coalition as a member and supported the Coalition secretariat functions
- Serving on the management group for a Global Evaluation on Refugee Protection during COVID-19
- Participated in IAHE Steering Group meetings and also serving on the management group for the IAHE COVID-19 Evaluation
- Participated in the Global Executive Leadership (GELI) Technical Advisory Group
- Participated in the Centre for Strategic and International Studies (CSIS) Task Force for 'Tackling Access Problems in an Evolving Humanitarian Landscape'
- Participation in Elrha's Research Uptake in INGOs working group

Invited for comment

- Fed into the revisions of the OECD DAC evaluation criteria
- Peer-reviewed the Humanitarian Accountability Report
- ALNAP's Director and the Head of Research and Impact were interviewed for an article published in *The New Humanitarian* on rethinking humanitarianism
- Invited for interview for Elrha's Pathways to Uptake research project
- Participated in HPG Advisory Group meeting on the Ebola response
- Advisor to project, State of the Humanitarian System in India

Partnering on initiatives

- Asked by Carte-ONG to host a portal – three-year project on information management of NGOs
- Gave a presentation on remote evaluations at a Bond Monitoring, Evaluation and Learning session in March
- Designed and delivered an Adaptiveness Learning Session for the Philippine Preparedness Partnership, a multi-stakeholder platform of government, civil society and private sector organisations
- Supported planning for PHILPREP national level workshop on improving the flexibility of disaster response in the Philippines (see case study below)

ALNAP assistance to CDP/PhilPrep

Since publication of its final report on adaptive management, ALNAP has responded to several member requests to provide tailored advice and support on adopting adaptive management practices and other solutions identified in the research. Here is feedback on support provided by ALNAP's Head of Research and Impact, Alice Obrecht, to the Centre for Disaster Preparedness (CDP) Foundation in the Philippines during 2020–2021.

“ALNAP through its Head of Research and Impact, Ms. Alice Obrecht has worked with the Centre for Disaster Preparedness (CDP) since mid-2020 in order to bring the concept of adaptive and flexible programming into local action in the Philippines.

“What started as internal capacity building for one of CDP's platforms, the Philippine Preparedness Partnership (PhilPrep), turned into capacity building for national and local partners across the three major islands of the country.

“The peer learning workshop served as a means to understand approaches to adaptive and anticipatory action that can improve flexibility and how it can be applied across the four areas of the national framework for response: alert; mobilize; report; and recover. It also identified barriers to adaptive and flexible humanitarian action at the collective level as well as their causes.

“The initiative led to the co-creation of new ways of working and next actions to improve flexibility in coordination and collaboration mechanisms.

“The appreciation for the new approach was tremendous and spurred clamour for its mainstreaming both within CDP's ranks and with PhilPrep's national partners. Participants expressed interest in echoing and applying their learnings in programming for their respective localities and networks.

“CDP and PhilPrep states with confidence that ALNAP's guidance has been timely and invaluable, especially in the persistent pandemic context within the Philippines.”

Emmanuel Victor Dela Cruz Serrano (Program Officer, The Centre for Disaster Preparedness Foundation, the Philippines)

Governance and membership

Steering Committee

The Steering Committee included the following members as of 31 March 2021:

- Johan Schaar, Chair of ALNAP Steering Committee
- Joakim Nilsson, ECHO (Donor constituency)
- Daniel Ramge, German Federal Foreign Office (Donor constituency)
- Dan Maxwell, Feinstein International Center (Academic constituency)
- Bernard Vicary, American Red Cross (RC/RC constituency)
- Masahiro Igarashi, Food and Agriculture Organization (UN constituency)
- Andrea Cook, World Food Programme (UN constituency)
- Heng Aik Cheng, Mercy Malaysia (NGO constituency)
- Anne-Lise Lavaur, Solidarités (NGO constituency)

Steering Committee meetings during 2020–2021

- 18 June 2020
- 15 October 2020
- 4 February 2021

ALNAP secretariat

The ALNAP secretariat team as of 31 March 2021:

- John Mitchell, Director
- Juliet Parker, Deputy Director
- Alice Obrecht, Head of Research and Impact
- Charlotte Skinner, Operations and Partnerships Manager
- Susanna Morrison-Metois, Senior Research Fellow – Evaluation, Learning and Accountability
- Samir Hafiz, Research Officer – Evaluation, Learning and Accountability
- Leah Campbell, Research Fellow
- Jennifer Doherty, Senior Research Officer
- Maria Gili, Communications Manager
- Danny Liu, Communications Officer
- Saoirse Docherty, Communications Officer
- Daniel Squire, Project Manager
- Justine Kavanagh, Programme Assistant

Table 1. Consultants ALNAP worked with in 2020–2021

Consultant	Role
Action Learning Associates	Action learning training and pilot support for humanitarian field staff
Add Two Digital Limited	Media/communications advice for SOHS Report
Alex Glynn	Typesetting
Ann Marie Castleman, Minji Cho, Scott Chaplowe	Skills-building day: evolving evaluation practices – understanding past, present and future challenges
Ben Ramalingam	Rapid response guidance on the COVID-19 outbreak
Brown Baker Ltd	Writing and editing ALNAP Annual Report 2019–2020. Copy-editing for skills-building workshops papers
Challenge & Co	Advisory support to communicating humanitarian learning project. Preparation and facilitation of ALNAP audience workshops
Charlie Dalrymple	Leadership training materials: train the trainer design and delivery. Design and production of leadership workbook; 2020 ALNAP Meeting design consultant
Chloé Sanguinetti	2020 ALNAP Meeting videos: pre-production, recording and editing
Deborah Eade	Copy editing of SOHS Inception Report. Copy editing of Leadership Workbook
Groupe URD	Climate Change LP USAID
Hannah Caddick	Copy editing of: COVID-19 lessons paper, 2020 ALNAP Meeting concept note, Foundations Revisited paper, action learning exercises, Ebola lessons paper and cash paper
James Darcy	Evaluation advisor: humanitarian evaluation foundations
Jessica Alexander	2020 ALNAP meeting research consultant
Katie Chappell	Graphic recorder for virtual event: systems thinking in urban humanitarian response
Key Aid Consulting	Revision to ALNAP lessons paper on epidemics
Lessons Learned Simulations and Training Ltd	Communicating humanitarian learning literature review and survey design
Linda Raftree	Skills-building day: ethics, challenges and emerging practices in data for remote monitoring and evaluation
Manta Ray Media	Development of evaluation map (extension), website hosting, maintenance and support, newsletter RSS feed of resources, discourse integration to ALNAP website, short-term digital projects discovery and requirements gathering
Margie Buchanan-Smith	Skills-building day: evaluation strategy during a global pandemic
Merryn Lagaida	HELP library management, SYR portal management, URB portal management, scoping for evaluation gap mapping tool tagging, tagging of evaluations in HELP library for Evalmapper
Renee Goulet	Multi-workstream: bibliography, video editing and transcription with SOHS key informant interview transcriptions
Romy Rahal	Translation of Tripoli urban case study
Soapbox	Cover design for COVID-19 Paper, branding for SOHS 2022, ALNAP strategic communications development, 2020 ALNAP meeting branding, flagship audience mapping exercise, 2020 ALNAP meeting video assets and template tweaks, involvement in audience mapping discussions at SOHS Meetings, edits to action learning interactive PDF and templates, Leadership Workbook: design, typeset and layout
Sophia Swithern	ALNAP State of the Humanitarian System Report 2022 edition research co-lead
Suzanne Belliveau	Virtual learning event organiser – systems thinking in urban humanitarian response
The Research People	Design lead for field level learning, SOHS fieldwork component

ALNAP members as of 31 March 2021

Full members



Action Against Hunger



AECID



Africa Humanitarian Action



All India Disaster Mitigation Institute (AIDMI)



American Red Cross



Australia Department of Foreign Affairs and Trade



Bioforce



British Red Cross Society



CAFOD UK



Canadian Research Institute on Humanitarian Crisis and Aid (OCCA)



CARE International



Catholic Relief Services



CDA Collaborative Learning Projects



Center for Disaster Preparedness Foundation



Centre for Development and Emergency Practice (CENDEP)



Christian Aid



Coastal Association for Social Transformation Trust



Community World Service Asia



Danida



Danish Refugee Council (DRC)



DARA



Development and Humanitarian Learning in Action (DAHLIA)



Development Initiatives



European Commission



Evidence Aid



Federal Foreign Office, Germany



Food and Agriculture Organisation of the United Nations (FAO)



Geneva Centre of Humanitarian Studies



Global Affairs Canada



Global Hand



Global Public Policy Institute



GOAL



Ground Truth Solutions



Groupe URD



Harvard Humanitarian Initiative



HERE-Geneva



Human Appeal



Humanitarian and Conflict Response Institute



ICRC



IIED



IKEA Foundation



IMPACT Initiatives



Institute of International Humanitarian Affairs



Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)



International Humanitarian Studies Association



International Organization for Migration (IOM)



International Rescue Committee



Irish Aid



Médecins Sans Frontières (MSF)



Mercy Corps



MERCY Malaysia



Ministry of Foreign Affairs, Belgium



Ministry of Foreign Affairs, Netherlands



New Zealand Aid Programme



Norad



Norwegian Refugee Council (NRC)



OFADEC



ODI



Oxfam



RedR UK



Samuel Hall



Save the Children



Solidarites International



**Sustainable
Environment Ecological
Development Society
(SEEDS)**



**Swedish International
Development Agency**



**Swedish Red Cross
Society**



**Swiss Agency for
Development and
Cooperation (SDC)**



Tearfund



**The Cash Learning
Partnership (CaLP)**



**Transparency
International**



Trocaire



Tufts University



**UK Commonwealth,
Foreign and
Development Office
(FCDO)**



**United Nations
Children's Fund
(UNICEF)**



**United Nations
Development
Programme (UNDP)**



**United Nations High
Commissioner For
Refugees (UNHCR)**



**United Nations Office
for the Coordination
of Humanitarian
Affairs (OCHA)**



**United Nations
Population Fund
(UNFPA)**



USAID/OFDA



VOICE



War Child



**World Food
Programme (WFP)**



**World Health
Organization (WHO)**



World Vision

Associate members



Avenir Analytics



CDAC Network



CHS Alliance



Disasters Emergency Committee



Elrha



Global Emergency Group



IMC USA



InterAction



International Council of Voluntary Agencies (ICVA)



Key Aid Consulting



Sphere



Start Network



Steering Committee for Humanitarian Response



The Humanitarian Health Ethics Network



Transtec

Financial statements

Table 2. ALNAP expenditure 2020–2021

Activity	Expenses - updated budget	Expenses - expenditure	Staff costs - updated budget	Staff costs - expenditure	Total - updated budget	Total expenditure
Evaluation Capacities and EHA Guide (ECAP)	£79,784.50	£56,108.13	£111,387.78	£159,723.07	£191,172.29	£215,831.20
Syria Evaluation Portal (SYR)	£3,200.00	£3,192.00	£1,397.31	£390.09	£4,597.31	£3,582.09
HELP Library (HELP)	£5,825.02	£5,472.00	£10,380.79	£5,889.60	£16,205.80	£11,361.60
Sub-totals	£88,809.52	£64,772.13	£123,165.88	£166,002.76	£211,975.40	£230,774.89
State of the Humanitarian System Report (SOHS)	£111,608.51	£66,818.68	£260,005.70	£201,857.16	£371,614.21	£268,675.84
Lessons Papers (LESS)	£117,760.07	£50,290.36	£34,162.65	£33,620.37	£151,922.72	£83,910.73
Sub-totals	£229,368.58	£117,109.04	£294,168.34	£235,477.53	£523,536.93	£352,586.57
Leadership and Coordination (LEAD)	£27,250.02	£15,918.69	£30,648.10	£17,294.39	£57,898.13	£33,213.08
Responding to Urban Crises (URB)	£36,415.82	£11,891.53	£67,200.68	£39,465.57	£103,616.51	£51,357.10
Strengthening Field Level Learning (LFR)	£90,310.96	£51,787.81	£76,728.07	£52,703.25	£167,039.03	£104,491.06
Global Humanitarian Executive Leadership Initiative (GELI)	-	-	-	-	-	-
Sub-totals	£153,976.80	£79,598.03	£174,576.85	£109,463.21	£328,553.66	£189,061.24
Communicating Humanitarian Learning (CHL)	£9,500.99	£5,980.00	£36,209.13	£22,570.23	£45,710.12	£28,550.23
ALNAP Meeting (MTG33)	£110,909.49	£30,471.48	£110,758.76	£116,761.80	£221,668.25	£147,233.28
Sub-totals	£120,410.48	£36,451.48	£146,967.89	£139,332.03	£267,378.37	£175,783.51
Communications and Knowledge Management (COMM)	£104,784.77	£33,301.35	£72,294.31	£44,516.73	£177,079.08	£77,818.08
Engagement with and support to the humanitarian system (SYS)	£9,600.00	£806.65	£48,163.33	£36,109.93	£57,763.33	£36,916.58
Secretariat and Steering Committee (SEC)	£47,400.00	£24,596.43	£349,043.41	£399,139.99	£396,443.41	£423,736.42
Sub-totals	£161,784.77	£58,704.43	£469,501.06	£479,766.65	£631,285.83	£538,471.08
Grand total	£754,350.16	£356,635.11	£1,208,380.03	£1,130,042.18	£1,962,730.19	£1,486,677.29

Table 3. Contributions per member organisation

Funder	Funds Requested	Funds Received
Action Against Hunger	£3,600.00	£3,600.00
AECID: Ministerio de Asuntos Exteriores y de Cooperacion		
Africa Humanitarian Action		
All India Disaster Mitigation Institute	£109.00	£208.00
American Red Cross	£3,628.00	
Australia Department of Foreign Affairs and Trade	£261,711.59	£261,711.59
Avenir Analytics	£218.00	£218.00
British Red Cross Society	£6,145.00	£6,145.00
CAFOD/CARITAS	£10,530.00	£10,530.00
CARE International	£3,660.00	£3,660.00
Catholic Relief Services		
Centre of Disaster Preparedness	£530.00	£530.00
Christian Aid	£5,850.00	£5,850.00
COAST	£109.00	£109.00
Community World Service Asia	£208.00	£208.00
Danida	£30,304.87	£30,304.87
Danish Refugee Council	£3,462.00	
DFID/ FCDO		
Federal Foreign Office Germany	£255,653.53	£255,653.53
Food & Agriculture Organisation of the United Nations	£2,760.00	£2,760.00
Foreign Affairs, Trade and Development Canada	£58,280.49	£58,280.49
Global Emergency Group	£150.00	£150.00
Global Hand	£1,168.00	£1,168.00
GOAL	£740.00	£740.00
Ground Truth Solutions	£109.00	£109.00
Human Appeal International		
ICRC	£8,036.00	£8,036.00
ICVA		
IFRC	£4,378.00	£4,378.00
Ikea Foundation		
IMC Worldwide	£152.00	£152.00
International Rescue Committee	£6,145.00	£6,145.00
IOM	£10,000.00	£10,000.00
Irish Aid		
Key Aid Consulting	£275.00	£275.00
Medecins Sans Frontieres International Evaluation Group	£2,000.00	£2,000.00
Mercy Corps		
MERCY Malaysia	£218.00	£218.00
Ministry of Foreign Affairs Belgium	£45,551.45	£45,551.45
Ministry of Foreign Affairs Netherlands	£50,000.00	£50,000.00
Ministry of Foreign Affairs Norway		
New Zealand Aid Programme	£2,640.00	

Funder	Funds Requested	Funds Received
Norwegian Refugee Council	£6,145.00	£6,145.00
OFADEC	£109.00	£109.00
OCHA		
OXFAM GB		
RedR	£212.00	£212.00
Samuel Hall	£218.00	£218.00
Save the Children		
Solidarites	£5,700.00	£5,700.00
SEEDS		
Swedish International Development Cooperation Agency (Sida)	£215,090.77	£215,090.77
Swedish Red Cross	£3,000.00	£3,000.00
Swiss Agency for Development and Cooperation (SDC)	£20,000.00	£20,000.00
Tearfund	£6,000.00	£6,000.00
Transparency International		
Transtec		
Trocaire		
UNFPA	£4,056.43	£4,056.43
UNHCR	£11,244.00	£11,244.00
UNICEF	£7,087.30	£7,087.30
USAID/BHA contracted (including GLI)	£601,549.11	£582,153.88
War Child	£4,000.00	£4,000.00
WFP	£10,247.19	£10,247.19
World Vision	£6,442.00	£6,442.00
Total Requested / Received from Funders	£1,679,422.73	£1,650,396.50

Figure 3. ALNAP's top five funders 2020–2021

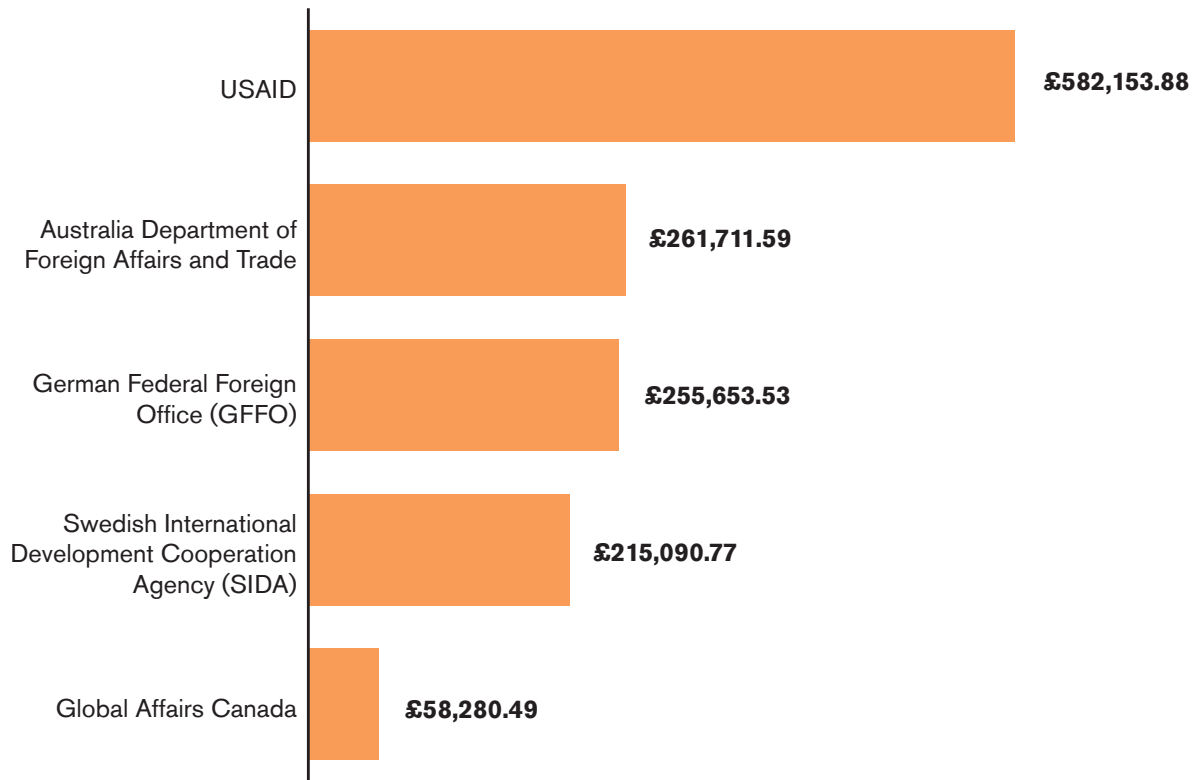


Table 4. Income and expenditure

Membership contributions and funding received	£1,650,396.50
Carry-forward from previous period	£60,215.21
Total income and carry-forward	£1,710,611.71
Total Spending for 2020/2021	£1,486,677.29
Balance at year-end	£223,934.42



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