



ALNAP Learning Links

Academic resources and teaching tools
for Humanitarian courses and
programmes

Welcome to ALNAP's academic resource pack.

[ALNAP](#) is a global network dedicated to improving humanitarian action through learning. For the past 25 years, ALNAP has produced high quality research, learning and guidance on a range of issues related to humanitarian performance. These materials range from long-form analytical reports to shorter blog entries, how-to guidance on humanitarian programming, skills-based materials and audio-visual content from our many webinars, events and meetings.

Learning is central to our mission, and we want to provide the next generation of humanitarians with a set of materials that shed light on practical humanitarian experience and policy application.

We are eager to share these with you and hope that you can use them as teaching tools or for background reading and course exercises.

[ALNAP Learning Links](#) contains over 800 ALNAP reports, analyses, blogs and video content, broken down into subject areas that align with the course offerings of many humanitarian academic programs. This way, you can browse through the topics and choose ALNAP resources relevant for your syllabi, your own background reading, or as part of in-class presentations and assignments.

We would be happy to try to help find guest lecturers if you're interested, either staff at ALNAP who can speak on some of these issues or from our network.

As a living document we will be regularly fine tuning and updating it with new materials. If there are areas that you think we should add, or if you have suggestions for further improving this resource pack, please let us know at m.albiento@alnap.org.

Note that this resource pack reflects products made by the ALNAP Secretariat and is not comprehensive of all of the materials in the [ALNAP HELP Library](#). If you can't find a relevant resource here, we encourage you to browse our library of over 22,000 humanitarian learning materials from the past two decades.

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The past decade has seen rapid urbanisation, with more and more displaced people seeking shelter and employment in towns and cities rather than camps. But there has also been a sharp rise in crises affecting cities. What are the unique challenges when it comes to operating in urban settings and how has the humanitarian sector adapted to these realities?

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Section 6: How is the humanitarian system performing and progressing over time?

Track progress through ALNAP's State of the Humanitarian System reports

The most comprehensive independent study assessing the size, shape and performance of the humanitarian system against key criteria over time, based on evidence from on-the-ground practitioners, crisis-affected populations, academics, policy-makers and donors.

- [State of the Humanitarian System, 2022; Reader's Guide to ALNAP's 2022 State of the Humanitarian System Report](#),
- [State of the Humanitarian System, 2018](#)
- [State of the Humanitarian System, 2015](#)
- [State of the Humanitarian System, 2012](#)
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Section 7: ALNAP's most popular blogs

See a selection of [ALNAP's most popular blogs](#)

Section 1: Humanitarian basics and current landscape

1.1 Types of humanitarian crises and response setting

Explore the different kinds of crises that humanitarians respond to - sudden onset emergencies, slow-onset disasters, protracted conflict, and urban crises. What are the characteristics of each, what are the unique challenges of responding to and preventing/ mitigating each, how do they differ in terms of response options and where are there good practices?

ALNAP resources

Climate-related disasters

- [Climate crisis and humanitarian action: current approaches and discourse, Summary](#) [5pp] and [Briefing](#) [2pp], 2023

The climate crisis has been described as a 'game changer' for the humanitarian system. Read these short overviews on why, the threat it poses to the system and how humanitarians are gearing up in the face of the climate crisis.

- [ALNAP Lessons Paper: Adapting humanitarian action to the effects of climate change](#) [77pp], 2021

Reflecting on the past, learning from the present and imagining the near and increasingly threatening future due to climate-related disasters.

- Blog: [Feeling the heat: lessons for humanitarian policymakers and programme planners on adapting to climate change](#), 2021

Three lessons on how humanitarians can adapt programming to heatwaves.

- [Responding to Flood Disasters: Learning from previous relief and recovery operations](#) [34pp], 2014

Lessons learned from previous flood responses to help determine when and how to intervene after a flood.

- [ALNAP Lessons Paper: Humanitarian action in drought-related emergencies](#), [31pp], 2011
- Seventeen lessons on Humanitarian Action in Drought-Related Emergencies.*

- [Flood Disasters: learning from previous relief and recovery operation](#) [16pp], 2008
- Synthesis of key lessons from evaluations of relief and recovery/humanitarian response to flooding in the last 20 years from Africa, Asia and the Americas.*

- [ALNAP Lessons Paper: Slow-onset disasters; drought and food and livelihoods insecurity](#), [19pp], 2007

Synthesis of key lessons learnt from evaluations of relief and recovery responses to slow-onset disasters – particularly drought, and food and livelihoods insecurity.

Audio-visual material:

- ALNAP Meeting Session: [Learning to adapt humanitarian action to the effects of climate change](#) [1:29:09], 2021

Disruptions caused by climate change and how humanitarian actors can evolve their operations, strategies and partnerships to anticipate and respond to threats – both known and uncertain.

Sudden-onset disasters

- [ALNAP Lessons Paper: Responding to Earthquakes](#) [38pp], 2019 and [Summary Brief](#) [3pp], 2023

Learnings from past earthquake experiences and attempts to 'build back better'.

- [Nepal Earthquake Response: Lessons for operational agencies](#) [30pp], 2015

Lessons drawn from previous comparable earthquake disasters for operational responders.

- [Responding to Earthquakes: Learning from earthquake relief and recovery operations](#) [40pp], 2008

Lessons drawn from 30 years of humanitarian response to earthquakes.

- [Tsunami Emergency - Lessons from Previous Natural Disasters](#) [11pp], 2005

Seven generic lessons from other natural disasters, specifically floods and earthquakes.

Pandemics/epidemics

- [Responding to COVID-19: Guidance for humanitarian agencies](#) [66pp], 2022

14 actions, insights, and ideas for humanitarians related to COVID-19.

- [ALNAP Lessons Paper: Responding to Ebola epidemics](#) [72pp], 2020

Lessons from the responses to the Ebola epidemic outbreaks since 2014 including around coordination, funding and economic recovery.

Case study:

- ALNAP Meeting Session: [Voices on disruption: How has COVID-19 affected GOALs work in Zimbabwe?](#), 2021 [5:23]

How GOAL Zimbabwe adapted their ways of working to address challenges during the pandemic.

Conflict and migration

- [From Kosovo to Ukraine: lessons from the humanitarian response to conflict and displacement in Europe](#) [9pp], 2022

How the Kosovo crisis could have relevance to the response in Ukraine.

- [Deepening Crisis in Gaza: Lessons for Operational Agencies](#) [25pp], 2009

15 lessons from the Gaza conflict response about establishing humanitarian space, information and planning, coordination, logistics and technical programming.

- [Key Lessons from Evaluations of Humanitarian Action in Liberia](#) [5pp], 2003

Lessons and examples of good practice from past experiences in Liberia.

Case studies:

- [Bangladesh](#) [39pp], 2019

Focuses on coverage, relevance, effectiveness, accountability, connectedness, coherence and complementarity in the response to the Rohingya refugee crisis.

- [Lebanon](#) [66pp], 2019

Examines the protracted displacement of Syrian refugees in Lebanon, in particular, issues with host populations in a largely urban context with a high level of political and legal complexity.

- [Mali](#) [41pp], 2019

Examines the humanitarian-development-security-migration nexus in Mali, specifically areas of efficiency, effectiveness, coverage and coherence.

- [Yemen](#) [72pp], 2019

Examines issues of effectiveness, relevance, timeliness and preparedness of response in Yemen's protracted and complex conflict crisis.

Group assignments/class discussion

What are the distinct features of disasters?

In groups, assign each a kind of disaster. Using the relevant readings, each group presents back to class:

- What are the unique defining features of this kind of crisis (for example little early warning, early warning but slow to produce humanitarian conditions, restraints on access to the affected population, clear transition to recovery phase)? What do you see as the top 5 lessons emerging from this kind of crisis? If you were a humanitarian being deployed to a similar context, what lessons would you keep in mind?
- After each group presents its findings, compare the lessons across the different crises - where are there similarities, where are there differences? Are there elements to crises that are universal? What are the unique features of others?

Has anything changed?

In groups, assign each a kind of disaster. For each kind of disaster, assign a more recent lessons paper and an earlier one. Identify three areas that have changed or evolved, and three where issues are repeated and progress stagnated.

1.2 Who makes up the humanitarian system?

Multiple stakeholders are involved in any one humanitarian response - from the traditional aid system, to the private sector, to military actors, governments and civil society groups. Explore the various roles that each of these plays, the unique value that each adds to a humanitarian response and the kinds of contexts in which they more or less likely to be active?

ALNAP resources

- [Support beyond the system](#), Section of State of the Humanitarian System [22pp], 2022
Overview of multiple actors involved in humanitarian response: "Focusing on the international humanitarian system to understand how people survive and recover from a crisis is akin to viewing a large landscape through a pin-sized hole."
- Blog: [Exploring support beyond international humanitarian aid](#), Medium Blog, 2002
Short reading, focusing on the role of survivor/community led crisis response (Survivor and community led response, religious organisations, the private sector and diasporas).
- [How can we better involve national actors in humanitarian coordination?](#) [20pp], 2016
Key issues and questions related to the participation of national actors in humanitarian coordination.
- [How can we improve humanitarian coordination across a response?](#) [16pp], 2016
Short paper outlining key issues and questions related to cross-coordination in a humanitarian response.
- [Better together? The benefits and challenges of coordination in the field](#) [88pp], 2015
How organisations coordinate and work together at the country level.

Group assignments/class discussion

Assign small groups a specific actor (private sector, military, host government, etc). Ask each group to come up with an example of where this actor responded effectively to a humanitarian crisis and discuss:

- What was this actor's role?
- What were the benefits/ comparative advantages that this actor brought to the response?
- Where do you see them being challenged or their work compromised in a humanitarian setting?
- How could the more traditional humanitarian sector complement the work of this group?

1.3 Today's humanitarian landscape

Global trends have been consistent for some time: humanitarian needs are only rising and the system - its architecture, funding and relief oriented approach - struggles to keep up. How did the humanitarian sector get to where it is today with skyrocketing needs and a system perpetually overstretched?

ALNAP resources

- [Global trends and crises](#), State of the Humanitarian System, Chapter 1 [8pp], 2022

Overview of the issues driving humanitarian crisis including Covid-19, climate change, conflict, displacement and the global social and political shifts including geopolitics and civic space.

- [What is the shape and size of the humanitarian system?](#), State of the Humanitarian System, Chapter 2 [18pp] 2022

Overview of the configuration of the humanitarian system, looking at sources of funding, the shape of the humanitarian delivery system and the make-up of the humanitarian workforce.

- [Is there enough aid?](#), State of the Humanitarian System, Chapter 3 [16pp] 2022

Analysis of the sufficiency of humanitarian funding and what is known about the impacts of shortfalls for humanitarian response.

Audio-visual materials:

- Video animation: [The state of humanitarian system 2018-2022](#) [2:40], 2022

An animation highlighting key points from the 2022 edition of The State of the Humanitarian System.

- Keynote presentation: [The state of humanitarian system](#) [23:35], 2022

Presentation of key take-aways from the SOHS 2022 report with implications for future humanitarian response.

Group assignments/class discussion

- Size and shape of the humanitarian system: Break into groups/ or as an individual assignment and choose one of the graphs in [Chapter 2: What is the shape and size of the humanitarian system?](#). Describe what the graph is telling about trends over time. What are some of the reasons for this trend? What do you find surprising? What other questions does this raise for you about the humanitarian system?
- [Gap between the best- and worst-funded appeals](#): Look at the highest and lowest funded crises over time. Discuss the reasons behind that - what drives this imbalance? Can we say aid is truly impartial given this imbalance?
- This data doesn't include Ukraine - launch into the funding disparities present in the Ukraine crisis. Show and discuss the webinar: [Learning for Ukraine: Challenges and Opportunities for Change](#) which highlights some of the challenges and hypocrisies of the system.

1.4 Aid's evolution and attempts at change

To understand where the system is today, it's important to know where it's come from. Resources and materials which explore the shifts and adaptations the aid sector has made over the past 25 years.

ALNAP resources

- [Lessons of Lessons: A window into the evolution of the humanitarian sector](#) [23pp], 2022

An examination of ALNAP Lessons Papers across 20 years, exploring how the humanitarian system has evolved over time, and areas where progress has been stagnant.

- [Learning to change: The case for systemic learning strategies in the humanitarian sector](#) [60pp], 2022

The contribution of learning to the most significant changes in the humanitarian sector.

- Blog: [Systemic Approaches to Learning: what are they and why are they important?](#), 2022

Why do some humanitarian learning contributes to powerful systemic change while other, equally important lessons remain unimplemented?

- [Learning from disruption: revolution, evolution or status quo?](#) [45pp], 2021

An exploration of the disruptive potential of COVID-19 and the decolonising aid debate. Where and to what extent have COVID-19 and the 'decolonisation of aid' debate driven change – both positive and negative – within the humanitarian system?

- [Shifting Mindsets: Creating a more flexible humanitarian response](#), [113pp], 2019

Flexibility and adaptation in contemporary humanitarian action.

- [Changing humanitarian action?](#) [49pp], 2017

How change happens within the humanitarian system during a time of significant change initiatives and calls to reform humanitarian action.

- [Global Forum for Improving Humanitarian Action Summary Paper](#) [119pp], 2016

On the eve of the World Humanitarian Summit 2016 - the most significant international conference for humanitarian action since the Geneva conventions - ALNAP hosted a global consultation of humanitarian actors to select the areas for change they wanted the Summit to address. This report offers a snapshot of the thinking of the humanitarian system at the time - its hopes and aspirations for the future.

Audio-visual materials:

- ALNAP Presentation: [Modern humanitarian history in six evaluations](#) [8:39], 2021

ALNAP's Special Advisor and former Director John Mitchell outlines six humanitarian moments in which evaluations helped write history and shape future improvements.

- Data Visualisation: [ALNAP's timeline looking at 20 years of change in humanitarian action](#), 2017

An overview of major humanitarian crises and humanitarian initiatives and evolutions in the ways of working from 1997 - 2017.

Group assignments/class discussion

- Study ALNAP's [timeline looking at 20 years of change in humanitarian action](#). Continue this time line which goes until 2017 to fill in major humanitarian events, policy initiatives and other global milestones of the past five years. Each group takes a year and presents back to class their findings.
- What does the humanitarian system's experiences with reform and change movements tell us about how change happens - how is it similar to wider social change movements, and how is it different?
- Some would argue that the aid system is unable to improve itself adequately from the inside and should therefore be defunded - Do you agree? What would be an alternative mechanism for providing international solidarity to people affected by crises that could replace the current international humanitarian system?

Section 2: Core policies and underlying approaches

2.1 Humanitarian principles

An introduction to humanitarian principles and their relevance for aid today. What are the humanitarian principles, why are they important? How do they distinguish humanitarianism with other forms of aid? How are they being challenged by today's humanitarian contexts? Are they still relevant and applicable to today's crises?

ALNAP resources

- [Does the system uphold its principles?](#) State of the Humanitarian System, Chapter 11 [10pp], 2022

Overview of key challenges and issues in upholding humanitarian principles of humanity, impartiality, neutrality and independence amidst growing constraints, restrictions and attacks on aid and other complex operating environments.

- Blog: [What's happened to principled humanitarian action in conflicts?](#) The case of Tigray, 2022

Blog post on how humanitarian principles are being challenged in the Tigray conflict.

- Blog: [We need to talk about principles](#), 2020

Balancing the need to protect humanitarian principles amidst the rapidly changing international aid structure.

- [Good humanitarian action is apolitical and adheres to international law and the humanitarian principles](#) [16pp], 2015

Overview of the obstacles to apolitical humanitarian action and adhering to international law and the humanitarian principles.

- [Where to Now? Agency Expulsions in Sudan: Consequences and Next Steps](#) [18pp], 2009

A snapshot of activities of expelled agencies, the challenges they faced and the implications of their expulsion.

Group assignments/class discussion

- Discuss how the humanitarian principles are being challenged by today's crisis landscape. Give examples of where the humanitarian principles - and which ones - are necessary to operate and why, where they have been challenged and where the lines are increasingly blurred
- Debate - Take each of the principles and using examples from [ALNAP's Help Library](#), debate whether the principles of impartiality, neutrality and independence are/are not appropriate for today's crises. Cite specific cases and examples of where they are challenged or being upheld and the compromises humanitarians are often forced to make.

2.2 Localisation and decolonisation of aid

Explore recently accelerated humanitarian policy shifts to decolonise and localise practices, as the humanitarian sector reckons with its colonial roots. Have these shifts in policy and rhetoric made a difference to those organisations working in crisis-affected countries? What have been the obstacles to truly shifting power and where are there examples of good practice?

ALNAP resources

- [Learning to be more 'locally-led'? Current practice and evidence gaps in the international humanitarian sector](#) [43pp], 2023

Summary of the evidence and perspectives to date around the issues of localisation and locally led action.

- [A more localised aid system: current status and discourse, Summary](#) [5pp] and [Briefing](#) [2pp], 2023

Overview of the state of play of the localisation discourse.

- [Does the international system enable local action?](#) State of the Humanitarian System, Chapter 9 [15pp], 2022

Progress and continued roadblocks when it comes to localising humanitarian response.

- Essay series: [Localisation Re-Imagined](#), 2021-2022

6-part essay series on locally-led humanitarian action exploring dichotomies of the localisation debate.

- 2021 ALNAP Meeting Background Paper: [Learning from disruption: evolution, revolution or status quo?](#) [45pp], 2021

Disruptive potential of COVID-19 and the decolonising aid debate, key issues affecting humanitarian policy and practice.

- [We know our wounds: National and local organisations involved in humanitarian response in Lebanon](#) [48pp], 2016

Understanding, perceptions, motivation and experiences of 11 national and local organisations active in humanitarian response in Lebanon.

- [Learning from disaster: How governments gain insight and how regional and international bodies can help](#) [67pp], 2014

How national disaster management authorities and other state actors learn and improve their humanitarian response activities.

- [How governments learn](#) [4pp], 2013

Discussions about the challenges and lessons learnt among governments about emergency response.

- ALNAP Meeting Paper: [The role of national governments in international humanitarian response](#) [40pp], 2011

Relationships between international humanitarian actors and national governments and how these are shifting in response to changes both in national capacities and in the causes of crisis and vulnerability.

Audio-visual materials:

- Webinar: [A practitioner-donor dialogue on Mutual Aid: Supporting crisis-affected communities to help each other](#) [1:31:23], 2023

Webinar exploring mutual aid and locally-led action through a dialogue between frontline practitioners who provide this support and donor representatives.

- Video Presentation: [A more localised aid system: current status discourse](#) [23:09], 2023

Discussion of the current state of play of the localisation discourse.

- Panel discussion: [The rise in local leadership: because of, or in spite of the Grand Bargain?](#) [1:24:33], 2021

Civil society leaders from the global south explain how they are driving change rather than waiting for change to happen.

- 2021 ALNAP Meeting: [Disrupting funding flows: shifting power to support humanitarian research and innovation in LMICs](#) [49:30], 2021

Disruptive practices in funding for humanitarian research and innovation in the Global South.

2.3 Community engagement and accountability to affected people

Examining efforts over the years to close the accountability gap for affected people in humanitarian crises – providing them with information, but also listening to their feedback and including them in decisions that affect their lives.

ALNAP resources

- [From Tick Box to Turning Point: Getting Accountability Right for Improved Humanitarian Action](#) [64pp] and [Briefing](#) [2pp], 2023

Identifies key challenges and essential issues that need to be addressed to create positive change for people affected by crisis and presents key evidence and learning gaps to which agencies could contribute by documenting and sharing their learning. It also offers key recommendations for humanitarian leaders within donor organisations and operational agencies on areas that they should invest in.

- [Putting people at the centre: accountability to affected populations, Summary](#) [5pp] and [Briefing](#) [2pp], 2023

Overview of the current discourse and practice on accountability to affected people.

- [Does humanitarian support reach the right people?](#) State of the Humanitarian System, Chapter 4 [21pp], 2022

Key challenges in equitable distribution of humanitarian support.

- [Does the system cause harm?](#) State of the Humanitarian System, Chapter 7 [19pp], 2022

Examines how the humanitarian system addresses direct harm, focusing on protection from sexual exploitation and abuse, digital harm. Also addresses aid's indirect negative impacts on conflict and social cohesion, aid dependency and the environment.

- [Does the system treat people with dignity?](#) State of the Humanitarian System, Chapter 8 [16pp], 2022

Explores how the actions and inactions of the humanitarian system, particularly around communication and consultation, opportunities for feedback to influence decision-making, and the ability to hold agencies to account, can support or undermine the dignity of and respect for affected people.

- [More Relevant? 10 ways to approach what people really need](#), [64pp], 2020

A framework for understanding what relevance means in practice for humanitarian action.

- [Rhetoric or reality? Putting affected people at the centre of humanitarian action](#), [4pp], 2014

Overview of how affected people are currently engaged in humanitarian responses, identifies constraints to greater engagement and suggests ways to improve.

- [Engagement of Crisis Affected people in humanitarian action](#) [32pp], 2014

Summary of methods and approaches to engaging with people on the receiving end of humanitarian assistance.

- [Closing the loop: Effective feedback in humanitarian contexts](#), [36pp], 2014

Guidance on designing /or implementing feedback mechanisms in humanitarian response.

- [What makes feedback mechanisms work?](#) [56pp], 2014

Why and how humanitarian agencies process feedback from affected populations and the effective elements of a feedback mechanism.

Audio-visual materials:

- Webinar: [Going further than feedback: Changing the humanitarian system to support accountability](#), [1:27:53], 2023

Interrogation of some of the key challenges and explore potential solutions to making meaningful change on accountability to people affected by crisis from the perspective of different humanitarian actors across the sector

- Video Presentation: [Putting people at the centre: accountability to affected populations](#) [22:38], 2023

Discussion of the current discourse and practice on accountability to affected people.

- Webinar: [Why isn't the system changing?](#) [1:24:10], 2021

Explore the problem of sexual abuse and exploitation (SEA) and steps that humanitarians can take to increase transparency and justice for survivors.

- ALNAP Meeting: [More Relevant? 10 ways to approach what people really need](#) [1:32:12], 2020

Discussion with practitioners and researchers on findings of the paper 'Relevant for who? Responding to diverse perspectives and priorities in humanitarian action'.

- Global Forum Film: [The voices of crisis-affected people Part I](#) [5:19], [Part II](#) [6:41] and [Part III](#) [5:20], 2015

Short videos of people on receiving end of aid on their preferences and impressions of aid.

- Video: [I want you to hear me - voices of Syrian refugees](#) [6:45], 2014

Syrian refugees in Lebanon speak about their experiences.

Case studies:

- ['We are here' - IFRC's experience with communication and feedback channels for affected populations in Haiti](#) [41pp], 2014

Outlines the IFRC's work in Haiti on the use of technology to enhance and expand communication and feedback loops following the 2010 earthquake.

- [Investing in listening - IOM's experience with humanitarian feedback mechanisms in Sindh Province, Pakistan](#) [46pp], 2014

IOM's shelter programme feedback mechanism and the feedback loops within the Shelter Cluster.

- ['We are committed to listen to you' - World Vision's experience with humanitarian feedback mechanisms in Darfur](#) [40pp], 2013

World Vision's experience of setting up and using a feedback mechanism as part of the food assistance programme in South Darfur.

Group assignments/class discussion

- Using the case studies - what do you see as the benefits of these feedback mechanisms? What are the limitations? Do these achieve real accountability? What else would be needed for that to happen?

2.4 Cash programming

Cash is considered an efficient, quick and more dignified humanitarian response option and has grown considerably in recent years. Explore the benefits but also challenges of using cash in humanitarian operations.

ALNAP resources

- [Do humanitarian provide the right kind of support](#), State of the Humanitarian System, Chapter 5 [17pp], 2022

Examines the evidence of how well the humanitarian system has performed in providing aid that fits with what affected people say they most need.

- [Does humanitarian action work?](#) State of the Humanitarian System, Chapter 6 [21pp], 2022

How effective are humanitarians at achieving outcomes and improving the well-being of crisis-affected people.

- [Does the system use resources efficiently?](#) State of the Humanitarian System, Chapter 10 [17pp], 2022

Efficiencies but also trade-offs when it comes to using cash.

- [Cashing in: Turning challenges into opportunities when evaluating humanitarian cash assistance](#) [50pp], 2021

Challenges and issues faced by humanitarian teams and evaluators when evaluating cash assistance.

- Blog: [Five things to consider when evaluating cash assistance](#), 2021

Capturing the range of cash and voucher assistance (CVA) outcomes, and evaluating: multipurpose cash assistance; collaborative approaches; programmes linking CVA with social protection; and service provider partnerships and data responsibilities.

Case study:

- [Yemen case study: Understanding effectiveness in a food crisis](#) [4pp], State of the Humanitarian System, 2022

Explores the use and impact of cash and voucher assistance in Yemen's food crisis.

Group assignments/class discussion

- Debate - Divide the class into two and assign one group to argue for cash and voucher assistance and one group to argue against it. Round up the debate by discussing things to consider when using cash programming.

2.5 Humanitarian financing

The humanitarian system is a multi-billion dollar industry charged with responding to today's most pressing, challenging and complex crises. Where does the money come from? To whom does it go? Is it enough to meet the needs of the spiralling humanitarian caseload?

ALNAP resources

- [What is the shape and size of the humanitarian system?](#), State of the Humanitarian System, Chapter 2 [18pp], 2022

An overview of the configuration of the humanitarian system, with sources of funding, the shape of the humanitarian delivery system and the make-up of the humanitarian workforce.

- [Is there enough aid?](#), State of the Humanitarian System, Chapter 3 [16pp], 2022

Trends in humanitarian funding - where the money comes from, to whom it goes and whether it is sufficient to cover needs.

- [Does humanitarian action work?](#) State of the Humanitarian System, Chapter 6 [21pp], 2022

Key issues related to humanitarian effectiveness in achieving outcomes and improving the well-being of crisis-affected people.

- [Does the system use resources efficiently?](#) State of the Humanitarian System, Chapter 10 [13pp], 2022

Efficiencies but also trade-offs when using cash.

- [Learning from disruption: evolution, revolution or status quo?](#) [45pp], 2021

How the Covid-19 pandemic and #Blacklivesmatter movement have impacted the humanitarian system, including its financing.

- [Shifting mindsets: Creating a more flexible humanitarian response](#), Section 5 [24pp] 2019

Types of humanitarian funding and their relationship to flexibility, characteristics of funding mechanisms that support flexible and adaptive humanitarian action, and the future of flexible bilateral funding.

- [Using Evidence to Allocate Humanitarian Resources: Challenges and Opportunities](#) [44pp], 2017

Paper exploring how donors should go about financing reforms, including clarifying priorities, investing in evidence, coordinating and consolidating current data sets.

Audio-visual materials:

- ALNAP Meeting Session: [Disrupting funding flows: shifting power to support humanitarian research and innovation in LMICs](#) [49:30], 2021

Explores disruptive practices in funding for humanitarian research and innovation in the Global South.

- Webinar: [Putting money where it matters: What can humanitarians learn from other sectors? Part 1](#) [40:46] and [Part 2](#) [47:51], 2017

Humanitarian donors and agencies face challenges when gathering and using evidence to allocate resources. Experts from the health and charity evaluation field weigh in on what humanitarians can learn from other sectors.

- Webinar: [Using Evidence in Humanitarian Resource Allocation](#) [1:29:27], 2016

How evidence is used in donor decision making and priority setting, and the approaches that some donors have taken to improve the use of evidence in their funding allocations.

Group assignments/class discussion

- For discussion: what would an equitable financing system look like? How much, to whom, from where would financing come? What are the barriers to that?
- Exercise: Follow the money - try to map where the funding starts and where it ends up and the multiple transaction costs along the way.

Section 3: Contextual challenges

3.1 Human mobility and forced displacement

The number of forcibly displaced people continues to grow and is now estimated at over 100 million worldwide, the highest number ever recorded. Explore specific issues related to responding to people on the move and refugee populations through case studies and recent analysis.

ALNAP resources

- [Focus on: Forced Displacement](#), State of the Humanitarian System [10pp], 2022
Overview of global displacement and migration trends and current efforts and challenges in responding to forced displacement.

Case studies:

- [Bangladesh case study](#), State of the Humanitarian Report [39pp], 2018
Focuses on the Rohingya refugee crisis looking at DAC criteria: coverage, relevance, effectiveness, accountability, connectedness, coherence and complementarity.
- [Lebanon case study](#), State of the Humanitarian Report [68pp], 2018
Examines the protracted migration crisis of Syrian refugees in Lebanon and issues with host populations in a largely urban context with a high level of political and legal complexity.
- [Learning from the Ebola Response in cities: Population movement](#) [24pp], 2017
Explores the urban dimensions of population mobility, including forces for and drivers of mobility and the implications for humanitarian response.

3.2 Food security/ hunger

Famine and hunger crises have resurged in recent years due to climate change and conflict. Explore how humanitarians grapple with the implications and challenges including the politicisation and manipulation of food security data, insufficient funds and, in some cases, an overemphasis on food aid that is seen as potentially undermining other forms of support.

ALNAP resources

- [Focus on Hunger](#): State of the Humanitarian System [5pp], 2022

Explores the current challenges in addressing food crises, with a case study on Yemen.

Case studies:

- [Yemen case study: Understanding effectiveness in a food crisis](#) [4pp], State of Humanitarian System, 2022

Looks at the enabling and hindering factors to addressing the food crisis in Yemen's fragile context.

- [Adapting According to Plan: Early action and adaptive drought response in Kenya](#) [60pp], 2019

The relationship between organisational adaptiveness and the ability of humanitarian and state actors to respond effectively to slow-onset cyclical disasters, focusing on the early action undertaken in response to drought conditions in Kenya.

- [Kenya](#), State of Humanitarian System [35pp], 2018

Examines the effectiveness, coordination, and coverage of Kenya's government-led humanitarian response to severe food crisis in 2016-2017.

- [Learning from the 2017 Guatemala City Urban Food Security Needs Assessment Exercise](#) [16pp], 2018

Key learnings from WFP's "Adapting to an Urban World" initiative which sought to better understand the nature of vulnerability and food insecurity in urban environments.

3.3 Urbanisation and humanitarian response in urban settings

The past decade has seen rapid urbanisation, with more and more displaced people seeking shelter and employment in towns and cities rather than camps. At the same time, there has been a sharp rise in crises affecting cities. What are the unique challenges when it comes to operating in urban settings and how has the humanitarian sector adapted to these realities?

ALNAP resources

- [Humanitarian response in urban contexts](#) [244pp], 2019

A good practice review of humanitarian response options in urban contexts drawing on practical guidance and case studies.

- [What's Missing? Adding context to the urban response toolbox](#) [134pp], 2018

Can tools to understand context improve humanitarians' ability to think and act more effectively in urban environments? Also comes in [3-page version](#)

- [8 steps to get you started: Using context tools in urban response](#) [11pp], 2018

Simple guide to using context tools to increase effectiveness of humanitarian response in complex urban areas.

- Policy Brief: [The case for understanding context](#) [3pp], 2018

The importance of understanding context in urban humanitarian response and the role of donors not only as funders, but as incentivisers too.

- [Working with people and communities in urban humanitarian crises](#) [32pp], 2017

Practical challenges and approaches in targeting and communicating with urban populations, and in the mobilisation of urban communities.

- [Stepping back: Understanding cities and their systems](#) [76pp] 2016

Also in [Arabic](#) and [Spanish](#)

Looks at the different systems and stakeholders in urban areas, and outlines what humanitarians should know when responding in a complex urban environment.

- [Humanitarian Interventions in Settings of Urban Violence](#) [28pp], 2014

In [French](#) and [Spanish](#)

Lessons on responding to the range of urban violence scenarios - from interpersonal and criminal violence, to gang violence, to urban warfare conducted by recognised armed actors.

- [Meeting the Urban Challenge: Adapting humanitarian efforts to an urban world](#) [29pp], 2012

How the nature of urban space and of urban populations influences disasters in cities and how humanitarian community is adapting to address the challenges posed by urban areas.

- [Responding to urban disasters](#) [32pp], 2012

Case studies on disaster response in urban contexts from Typhoon Ketsana in the Philippines (2009), the Haiti earthquake of 2010 and the Northeast Japan earthquake and tsunami of 2011.

- [Learning from urban disasters: learning from previous response and recovery operations](#) [31pp], 2009

Lessons from earthquake responses in Bam (Iran); Bhuj (India), Izmit (Turkey), and Kobe (Japan); storm and hurricane in Gonaives (Haiti) and New Orleans (United States), and conflict responses in Angola and Mostar (Bosnia-Herzegovina), on the specific challenges of addressing and responding to disaster risks in urban environments.

Audio-visual materials:

- ALNAP Video: [What is context? Why does it matter for urban humanitarians?](#) [6:41], 2018
Explores the importance of understanding the context of an urban crisis, and looks at the different ways it can impact on humanitarian programming.
- ALNAP Video: [Which tools help us understand urban context?](#) [7:06], 2018
Explores tools for analysing the context of a crisis.
- ALNAP Video: [How to make the most of an analysis of context](#) [7:22], 2018
Considerations before using urban context analysis tools.
- Webinar: [What's missing? Adding context to the urban response toolbox](#) [1:24:28], 2018
This webinar features presentations from Concern and International Rescue Committee, two organisations using these tools.

Case studies:

- [The Gaza Resilience Programme: ICRC's urban approach in practice](#) [53pp], 2022
Enabling factors and challenges when applying context appropriate approaches.
- [One Neighbourhood: CARE's humanitarian response in Tripoli](#) [41pp], 2020
How CARE overcame obstacles in operating effectively in Tripoli's complex urban environment.
- [Barrio Mio and Katye: PCI's neighbourhood approach in cities](#) [70pp], 2019
Identifies how Project Concern International (PCI) worked differently to navigate complexity in Guatemala City and Port-au-Prince and what obstacles and enablers influenced their ways of working.
- [Learning from the Ebola Response in Cities: Responding in the context of urban quarantine](#) [19pp], 2017
Explores how humanitarians navigated the context of urban quarantine in West Africa - what worked and what didn't, and what can be learnt for future public health emergencies in urban contexts.

Section 4: Operational considerations

4.1 Humanitarian leadership and decision-making

Humanitarian leadership is considered one of the most important factors underpinning performance and effectiveness in the sector. How are decisions made by humanitarian leaders, and what are the factors and barriers to flexibility and adaptation in contemporary humanitarian action.

ALNAP resources

- [Learning for Humanitarian Leadership: What it is, how it works and future priorities](#) [10pp], 2022

Drawing on available evidence from different sources across the sector to explain the elements of strong humanitarian leadership.

- [Beyond Assumptions: How humanitarians make operational decisions](#) [108pp], 2019

Exploration of decisions needed in humanitarian contexts, the different types of decisions that they require, and the most suitable approaches to making these decisions.

- [Making Operational Decisions in Humanitarian Response](#) [73pp], 2018

Literature review on how humanitarians can make effective decisions in situations of urgency and/or uncertainty.

- [How can we improve decision-making in humanitarian coordination?](#) [18pp], 2016

Outlines key issues and questions related to decision-making in humanitarian contexts, specifically within the Inter-Agency Standing Committee (IASC), the cluster system and humanitarian country teams.

- [Who's in charge here?: A literature review of approaches to leadership in humanitarian operations](#) [92pp], 2013

Investigates alternative approaches to leadership, and how they might be implemented in the international humanitarian system.

- [Leadership in Action: Leading Effectively in Humanitarian Operations](#) [80pp], 2011

Eleven case studies showcasing what effective leadership looks like.

Audio-visual materials:

- ALNAP Meeting: [The rise in local leadership: because of, or in spite of the Grand Bargain?](#) [1:24:33], 2021

Panel discussion with civil society leaders from the global south explaining how they are driving change rather than waiting for change to happen.

- Animation: [Humanitarian Heroes](#) [2:00], 2015

A short animation about what makes effective leadership in humanitarian response.

4.2 Adaptive management

Today's humanitarian system is responding to more complex, continually changing, uncertain and long-term crises. Flexibility and adaptation are essential and how programmes adapt to shifting waves of need.

ALNAP resources

- [Shifting Mindsets: Creating a more flexible humanitarian response](#) [113pp], 2019

Supporting factors and barriers to flexibility and adaptation in contemporary humanitarian action. Also comes with an [audio companion](#).

- [Ready to Change? Building flexibility into the triple nexus](#) [42pp], 2019

What does flexibility look like for operational leaders, how it can be achieved, and what are the outcomes it can lead to.

- [User-Centered Design and Humanitarian Adaptiveness](#) [60pp], 2019

Explores the utility, applicability and effectiveness of User-Centered Design (UCD) in supporting humanitarian adaptiveness.

- [Making humanitarian response more flexible: Challenges and questions](#) [53pp], 2018

Situations which lead humanitarian organisations to try to change what, where and how they operate, and explores the challenges they face in making these changes happen.

Case studies:

- [Adapting According to Plan: Early action and adaptive drought response in Kenya](#) [60pp, 2019

Relationship between organisational adaptiveness and the ability of humanitarian and state actors to respond effectively to slow-onset cyclical disasters in Kenya.

- [Dynamic gridlock: Adaptive humanitarian action in the Democratic Republic of Congo](#) [51pp], 2018

Maps how programmes and donors have tried to adapt in a setting of complex protracted conflict in DRC.

4.3 Safeguarding and protection

Explore efforts by the humanitarian system to enhance protection from abuse and exploitation for both humanitarian staff and affected people.

ALNAP resources

- [Does humanitarian action work?](#) State of the Humanitarian System, Chapter 6 [21pp], 2022
How effective are humanitarians at achieving outcomes and improving the well-being and protection of crisis-affected people.
- [Does the system cause harm?](#) State of the Humanitarian System, Chapter 7 [19pp], 2022
Examines how the humanitarian system addresses direct harm, focusing on protection from sexual exploitation and abuse, digital harm. Also addresses aid's indirect negative impacts on conflict and social cohesion, aid dependency and the environment.
- [Evaluation of Protection in Humanitarian Action](#) [133pp], 2018
Presents the planning, data management and analysis phases of evaluation and addresses a range of challenges that – whilst not all unique to protection – are often exacerbated by the contexts in which protection activities typically take place.
- [Protection: An ALNAP guide for humanitarians](#) [118pp], 2005
Outlines a framework and key principles for protection-focused humanitarian work.

Audio-visual material:

- ALNAP Meeting: [Why isn't the system changing?](#), 2021
Webinar exploring the problem of sexual exploitation and abuse and steps that humanitarians can take to increase transparency and justice for survivors.

Case studies:

- [Bangladesh case study: Covid-19 in Cox's Bazar](#), State of the Humanitarian System [4pp], 2022
Focuses on the impacts of the Covid-19 pandemic on safeguarding and protection in Rohingya refugee camps.
- Blog: [Four things humanitarians need to know about LGBTIQ+ exclusion and its consequences](#), 2019
Accounts the exclusion of the third-gender Aravani community from relief following the Indian Ocean Tsunami - one of the first detailed accounts of LGBTIQ+ exclusion.

4.4 Information and evidence

The lack of evidence makes humanitarian action less effective, less ethical and less accountable. But what do we mean with evidence and what do we need it for? How good is the evidence that is currently available? How can we improve the quality and use of evidence? How does evidence get used by decision-makers? Explore the issue of evidence quality and key challenges and approaches to using evidence for humanitarian response.

ALNAP resources

- Working Paper: [Using Evidence to Allocate Humanitarian Resources: Challenges and Opportunities](#) [44pp], 2017

Suggests ways forward which can be incorporated into ongoing reform efforts: clarifying priorities, investing in evidence, coordinating and consolidating current data sets, and adapting.

- [Insufficient Evidence? The Quality and Use of Evidence in Humanitarian Action](#) [87pp], 2014

Reviews the quality of evidence available today to support humanitarian action and considers the degree to which actors in the humanitarian system actually use evidence to guide their operational decisions and policy formulation.

Audio-visual materials:

- Webinar: [Putting money where it matters: What can humanitarians learn from other sectors? Part 1](#) [40:46] and [Part 2](#) [47:51], 2017

Humanitarian donors and agencies face challenges when gathering and using evidence to allocate resources. Experts from the health and charity evaluation field weigh in on what humanitarians can learn from other sectors.

- Bridging the Gap Webinar Series 1: [Planning with Evidence: Cutting edge practices](#), [1:29:28], 2016

Organizations 3ie, Oxfam GB and the Feinstein International Center at Tufts University, and International Rescue Committee discuss their ground breaking work, the challenges they've faced, and the practical relevance of these tools for humanitarian policy and programming staff.

- Bridging the Gap Webinar Series 2: [Using Evidence in Humanitarian Resource Allocation](#), [1:29:28], 2016

Looks at how evidence is used in donor decision-making and priority setting, and the approaches that some donors have taken to improve the use of evidence in their funding allocations.

- Bridging the Gap Webinar Series 3: [Flying Blind? Gathering and using quality information in situations of constrained access](#), [1:28:16], 2016

Tackles the question of how to gather accurate data on needs and programming when access is constrained.

- Bridging the Gap Webinar Series 4: [Who's out there? Getting an accurate picture of humanitarian presence](#), [1:19:32), 2017

Looks at Humanitarian Outcomes work on mapping the presence of local and international humanitarian actors.

- Bridging the Gap Webinar Series 5: [Up to standard: The role of evidence in the Sphere Standards revision process](#), [5:50], 2017

ALNAP and key actors in the Sphere revision process discussed the sources behind the standards and discuss the gaps in evidence for informing quality standards.

4.5 Innovation and technology

Innovating humanitarian action has become an important issue for the sector, with new technologies and dynamic ideas changing the way it provides critical assistance to disaster and conflict. Understanding how to get innovation right in humanitarian action is very important.

ALNAP resources

- [Assessing the promise of innovation for improving humanitarian performance: A 10-year review for the State of the Humanitarian System report](#) [41pp], 2023

Explores the contribution and impact of innovations to the performance of the humanitarian system over the period 2011–2021.

- [Evaluating Humanitarian Innovation: HIF-ALNAP working paper](#) [48pp], 2017

Looks at evaluating humanitarian innovation, from the perspective of both the evaluator and the innovator.

- [Monitoring Humanitarian Innovation: HIF-ALNAP working paper](#) [24pp], 2017

Looks at monitoring of humanitarian innovation, and proposes a new framework that can aid innovation managers and teams in the monitoring of their innovation's progress.

- [More than just luck: Innovation in humanitarian action](#) [107pp], 2016

Synthesized findings of 15 case studies which offer insights into what successful innovation looks like in the humanitarian sector.

- [Innovations in international humanitarian action: ALNAP's 8th Review of Humanitarian Action](#) [88pp], 2009

Explores how ALNAP members and the wider sector might prioritise innovation and risk-taking in policy and practice and recommends ways to promote and enable positive innovation in humanitarian action.

Audio-visual resource:

- [The State of Humanitarian Innovation: What has it achieved and where is it going](#) [1:58:20], 2023

Leading thinkers and agencies who have led the agenda on humanitarian innovation over the past decade step back and review what these investments have meant for humanitarian action, and what this means for the future, as humanitarian budgets shrink.

Case studies:

- [Using mobile voice technology to improve the collection of food security data: WFP's mobile Vulnerability Analysis and Mapping](#) [36pp], 2016

Looks at WFP's innovation into Mobile Vulnerability Analysis and Mapping (mVAM), a programme that integrates mobile technology, including SMS, Interactive Voice Response (IVR) and live calls, into WFP's established food security monitoring systems.

- [Improving menstrual hygiene management in emergencies: IFRC's MHM Kit](#) [33pp], 2016

Explores IFRC's innovation process in developing and testing a comprehensive relief item to meet more effectively and appropriately the menstrual hygiene needs of women and girls in emergencies.

- [Standardising humanitarian data for a better response: The Humanitarian eXchange Language](#) [37pp], 2016

Explores how OCHA led the innovation process in developing and testing HXL, a data standard which aims to facilitate the exchange and merging of data across agencies to create a more complete and accurate operational picture of a crisis.

- [Mapping a response: Using satellite images to aid humanitarian action](#) [32pp], 2016

Explores how Humanitarian OpenStreetMap Team (HOT), a non-profit organisation established in 2010, created and provided maps to support humanitarian organisations in their response to conflict or natural disasters.

- [Understanding the performance of emergency feeding programmes: Save the Children's CMAM Report](#) [35pp], 2016

Looks at Save the Children UK's Community-based Management of Acute Malnutrition (CMAM) Report, a technology-based product innovation designed to facilitate more reliable reporting of data which is part of a broader paradigm aimed at changing how humanitarian actors measure the performance of acute malnutrition programming.

- [Linking communities to mine action: Innovating in active conflict](#) [31pp], 2015

Offers lessons on the role of context and relationship building in successful piloting based on the Danish Demining Group's experience in implementing the Mine Action Application (MAApps) project, a digital portal aimed to increase access to mine action information for people living in areas contaminated with mines and other explosive remnants of war.

- [Supporting disabled people in emergencies: Motivation's appropriate and affordable wheelchairs](#) [28pp], 2015

Describes how Motivation, in partnership with Handicap International (HI) and Johanniter International (JUH), developed a wheelchair and training package for use in emergency response contexts.

- [Words of Relief: Translators without Borders' local language translation for emergencies](#) [32pp], 2015

Looks at the experience of Translators without Borders (TWB) Words of Relief project designed to provide local language translation services to non-governmental organisations (NGOs), UN agencies and other actors during humanitarian response.

- [Improving water quality and quantity in emergencies: The Inclined Plate Settler water treatment system](#) [32pp], 2015

Describes how Université Laval, in partnership with Oxfam GB developed the Inclined Plate Settler kit, a water treatment system that increases the supply of water in an emergency, at a significantly reduced cost.

- [A community financing mechanism for disaster risk reduction: The Bio-rights approach](#) [28pp], 2015

Presents a Bio-rights project carried out in partnership by CARE Netherlands and Wetlands International in western Guatemala. Bio-rights is a microcredit finance mechanism that unites community and ecosystem-based approaches to disaster risk reduction (DRR).

Section 5: Need a case study?

Cash programming

- [Yemen case study: Understanding effectiveness in a food crisis](#), State of the Humanitarian System [4pp], 2022

Provides context for a situation in which cash and voucher assistance was connected to food aid in Yemen.

Community engagement and accountability to affected people

- ['We are here' - IFRC's experience with communication and feedback channels for affected populations in Haiti](#) [41 pp], 2014

Outlines the IFRC's work in Haiti on the use of technology to enhance and expand communication and feedback loops following the 2010 earthquake.

- [Investing in listening - IOM's experience with humanitarian feedback mechanisms in Sindh Province, Pakistan](#) [46pp], 2014

IOM's shelter programme feedback mechanism and the feedback loops within the Shelter Cluster.

- ['We are committed to listen to you' - World Vision's experience with humanitarian feedback mechanisms in Darfur](#) [40pp], 2013

World Vision's experience of setting up and using a feedback mechanism as part of the food assistance programme in South Darfur.

Conflict and migration

- [Bangladesh](#), State of the Humanitarian Report [39pp], 2018

Focuses on the Rohingya refugee crisis looking at DAC criteria: coverage, relevance, effectiveness, accountability, connectedness, coherence and complementarity.

- [Lebanon](#), State of the Humanitarian Report [68pp], 2018

Examines the protracted migration crisis of Syrian refugees in Lebanon and issues with host populations in a largely urban context with a high level of political and legal complexity.

- [Mali](#), State of the Humanitarian Report [41 pp], 2018

Examines the humanitarian-development-security-migration nexus in Mali, specifically areas of efficiency, effectiveness, coverage and coherence.

- [Yemen](#), State of the Humanitarian Report [46pp], 2018

Examines issues of effectiveness, relevance, timeliness and preparedness of response in Yemen's protracted and complex conflict crisis.

Food security/hunger

- [Yemen case study: Understanding effectiveness in a food crisis](#), State of the Humanitarian System [4pp], 2022

Looks at the enabling and hindering factors to addressing the food crisis in Yemen's fragile context.

Case studies continued...

- [Adapting According to Plan: Early action and adaptive drought response in Kenya](#) [60pp], 2019

The relationship between organisational adaptiveness and the ability of humanitarian and state actors to respond effectively to slow-onset cyclical disasters, focusing on the early action undertaken in response to drought conditions in Kenya.

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- [Learning from the 2017 Guatemala City Urban Food Security Needs Assessment Exercise](#) [16pp], 2018

Key learnings from WFP's "Adapting to an Urban World" initiative which sought to better understand the nature of vulnerability and food insecurity in urban environments.

Human mobility and forced displacement

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Focuses on the Rohingya refugee crisis looking at DAC criteria: coverage, relevance, effectiveness, accountability, connectedness, coherence and complementarity.

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Explores the urban dimensions of population mobility, including forces for and drivers of mobility and the implications for humanitarian response.

Innovation

- [Using mobile voice technology to improve the collection of food security data: WFP's mobile Vulnerability Analysis and Mapping](#) [36pp], 2016

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Case studies continued...

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Explores how Humanitarian OpenStreetMap Team (HOT), a non-profit organisation established in 2010, created and provided maps to support humanitarian organisations in their response to conflict or natural disasters.

- [Understanding the performance of emergency feeding programmes: Save the Children's CIMAM Report](#) [35pp], 2016

A technology-based product innovation designed to improve measurement of acute malnutrition programming.

- [Improving water quality and quantity in emergencies: The Inclined Plate Settler water treatment system](#) [32pp], 2015

Inclined Plate Settler kit, a water treatment system that increases the supply of water in an emergency, at a significantly reduced cost.

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Case studies continued...

Pandemic/epidemics

- [Bangladesh case study: Covid-19 in Cox's Bazar](#), State of the Humanitarian System [3pp], 2022

Focuses on the impacts of the Covid-19 pandemic on safeguarding and protection in Rohingya refugee camps.

- ALNAP Meeting: [Voices on disruption: How has COVID-19 affected GOALs work in Zimbabwe?](#), 2021 [5:23 mins]

How GOAL Zimbabwe adapted their ways of working to address challenges during the pandemic.

- [Learning from the Ebola Response in cities: Population movement](#) [24pp], 2017

Explores the urban dimensions of population mobility, including forces for and drivers of mobility and the implications for humanitarian response.

- [Learning from the Ebola Response in Cities: Responding in the context of urban quarantine](#) [19pp], 2017

Describes approaches to quarantine in West Africa and how humanitarians navigated the context of urban quarantine, what worked and what didn't, and what can be learnt for future public health emergencies in urban contexts.

Safeguarding and protection

- [Bangladesh case study: Covid-19 in Cox's Bazar](#), State of the Humanitarian System [4pp], 2022

Focuses on the impacts of the Covid-19 pandemic on safeguarding and protection in Rohingya refugee camps.

- [Blog: Four things humanitarians need to know about LGBTQI+ exclusion and its consequences](#), 2019

Accounts the exclusion of the third-gender Aravani community from relief following the Indian Ocean Tsunami - one of the first detailed accounts of LGBTQI+ exclusion.

Urbanisation and humanitarian response in urban settings

- [The Gaza Resilience Programme: ICRC's urban approach in practice](#) [53pp], 2022

Enabling factors/challenges in applying context appropriate approaches in Gaza's urban context.

- [One Neighbourhood: CARE's humanitarian response in Tripoli](#) [41pp], 2020

Obstacles and enabling factors in operating effectively in complex urban environments.

- [Barrio Mio and Katye: PCI's neighbourhood approach in cities](#) [70pp], 2019

Identifies how Project Concern International (PCI) worked differently to navigate complexity in Guatemala City and Port-au-Prince and what obstacles and enablers influenced their ways of working.

- [Learning from the Ebola Response in Cities: Responding in the context of urban quarantine](#) [19pp], 2017

Explores how humanitarians navigated the context of urban quarantine in West Africa - what worked and what didn't, and what can be learnt for future public health emergencies in urban contexts.

Section 6: How is the humanitarian system performing and progressing over time?

Track progress through ALNAP's State of the Humanitarian System reports

The most comprehensive independent study assessing the size, shape and performance of the humanitarian system against key criteria over time, based on evidence from on-the-ground practitioners, crisis-affected populations, academics, policy-makers and donors.

- [State of the Humanitarian System 2022](#) [358pp], see also [Reader's Guide to ALNAP's 2022 State of the Humanitarian System Report](#)
 - Blog: [The humanitarian system on the high wire: a year on the road with The State of the Humanitarian System](#), 2023
Draws together conclusions from a year of talking to humanitarians about the State of the Humanitarian System report and what the sector is grappling with
- [State of the Humanitarian System 2018](#) [331pp]
- [State of the Humanitarian System 2015](#) [140pp]
- [State of the Humanitarian System 2012](#) [104pp]
- [State of the Humanitarian System 2010](#) [76pp]

Section 7: ALNAP's most popular blogs

- [Remote M&E: 5 key challenges and how to address them](#), 2021
- [Feeling the heat: lessons for humanitarian policymakers and programme planners on adapting to climate change](#), 2021
- [Decolonisation and localisation: new dawn or old history?](#), 2021
- [4 steps for surviving COVID-19 as an NGO](#), 2020
- [Cash-based transfers: 6 reasons why they work](#), 2021
- [The Humanitarian Global Colour Line](#), 2020
- [Are humanitarian evaluations fit for purpose?](#), 2021
- [A thought for World Humanitarian Day](#), 2017
- [Five things to consider when evaluating cash assistance](#), 2021
- [Why the Syria crisis shows us the Triple Nexus is a myth](#), 2020
- [What does the Haiti Prostitution scandal tell us about accountability in the humanitarian sector?](#), 2018
- [Four things humanitarians need to know about LGBTQI+ exclusion and its consequences](#), 2019
- [Sexual exploitation: abusing a position of vulnerability](#), 2019
- [Inclusion: the ultimate irony](#), 2020
- [A job well done is the best possible humanitarian motivation](#), 2015
- [5 reflections on evidence-informed decision-making from ALNAP's new study](#), 2020
- [Protocols over politics: 3 lessons on coordination from the 10th Ebola outbreak in DRC](#), 2021
- [Mortality emergency threshold: A case for revision](#), 2018
- [How technology is bridging refugee inequalities under COVID-19](#), 2020