

2021-2022

ANNUAL REPORT

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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, academics and think tanks. 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.

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. Meeting with our members is pivotal to our work. Since 2020, we have moved many of our events online, meaning we have

been able to reach even wider audiences. Every year, we convene our members and the wider humanitarian community to share ideas, reflect on practice and debate ways forward. Last year, this took place at the [2021 ALNAP Meeting, 'Learning from disruption: evolution, revolution or status quo?'](#). In late 2022, we will be holding a series of in-person events to present and discuss our flagship State of the Humanitarian System (SOHS) report.

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. The 5th edition will be launched on 7 September 2022.

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 21,837 documents, including 841 ALNAP publications and 3,126 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 members representing the different constituencies, as well a Chair.

Message from the Chair

In many ways, this has been a year of disruption. The protracted effects of the COVID-19 pandemic are exacerbating vulnerabilities and inequalities, and the impacts of climate change are becoming increasingly severe. The Russian invasion of Ukraine has led to extensive war damages, millions of people being displaced, and the triggering of a global food crisis. For ALNAP, the year has been one of flexing to react to new crises, while supporting our members to take stock after an exceptionally testing period.

The core of humanitarian action is repeatedly challenged in contexts of increasing need and complexity: war is conducted in grave and open violation of international humanitarian law; states treat refugees differently depending on their origin; and the power over humanitarian decisions and allocation of resources remains deeply imbalanced. Consequently, debates on decolonising aid – an issue touching the policy and practice of many ALNAP members – have gathered pace.

As demands and disruption have increased over the past year, ALNAP has sought to adapt. This Annual Report shows a busy agenda of activity and engagement with our members, including a welcome, albeit tentative, return to in-person events alongside our many online outputs.

The 2021 ALNAP Meeting drew together hundreds of members to explore virtually its theme of ‘Learning from disruption’. Many attended

our event on Real-Time Learning and Evaluation approaches during COVID-19, held jointly with the United Nations Evaluation Group (UNEG), and our workshop on the humanitarian-development-peacebuilding (HDP) nexus has prompted calls for further exchanges of learning.

In line with our mandate to make learning as accessible as possible, ALNAP launched the COVID-19 Response Portal – an online space for humanitarians to find evaluations, guidelines and lessons learned for responding to the pandemic – as well as a similar Ukraine Response Portal within weeks of the Russian invasion. One of ALNAP’s most high-profile and widely promoted publications of the year, ‘ALNAP Lessons Paper: Adapting humanitarian action to climate change’, was published in the lead up to the UN Climate Change Conference (COP26) in Glasgow.

In 2021, we thanked John Mitchell for his enormous contribution to learning in the humanitarian sector when he stood down as ALNAP Director after 19 years. We welcomed new Director Juliet Parker as ALNAP moved into its 25th anniversary year. The Secretariat will use this 25th anniversary to focus on learning; reflecting on what we know about humanitarian learning, exploring how and when the sector learns, and when it doesn’t. This will include providing practical resources to strengthen country-level learning and a suite of learning studies to understand how



Johan Schaar
ALNAP Chair

and when learning happens. ALNAP kicked off work in this area with a well-received blog series, 'Localisation Re-imagined', spanning late 2021 and early 2022.

This coming September, the 2022 edition of our flagship State of the Humanitarian System (SOHS) report will be launched and promoted globally through a series of diverse discussion events. Supporting locally

led humanitarian action, a priority for the sector not least in light of the decolonising aid debate, will be a major area of attention.

Drawing on and learning from the achievements of the past months, ALNAP will continue its mission to support learning and system improvement in the humanitarian sector. We hope you will join us.

Strategic Focus Area 1

Improving the quality and accessibility of evaluative evidence

A year of activity, energy and reflection

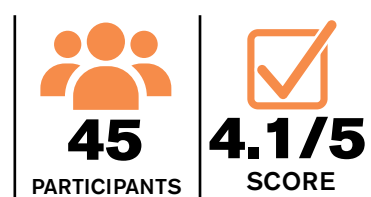
As the humanitarian sector adjusts to the impacts of the COVID-19 pandemic, ALNAP used this year to take stock and offer much food for thought on how evaluation can meet the existing and emerging challenges. From research papers to blogs, and workshops to a new COVID-19 Response Portal, our initiatives have stimulated high levels of interest and participation from across the sector. ALNAP is renowned for our emphasis on improving the quality and accessibility of monitoring and evaluation (M&E) evidence and learning. The highlights from this year's busy agenda demonstrate the energy and reflection that goes into our output in this strategic focus area.

Thought-provoking publications

A raft of fresh publications kicked off the new work year. ALNAP and CALP published the joint research paper 'Cashing in: Turning challenges into opportunities when evaluating humanitarian cash assistance' in April 2021, followed in May by a two-hour co-hosted learning exchange for evaluation and cash programming specialists. Among those presenting were representatives from Humanitarian Outcomes, the World Food Programme (WFP), CHAMEALEON/Norwegian Refugee Council (NRC) and the UN Food and Agriculture Organization (FAO), with several others from different organisations in active roles. The learning exchange was attended by 45 participants who scored the event highly in feedback.

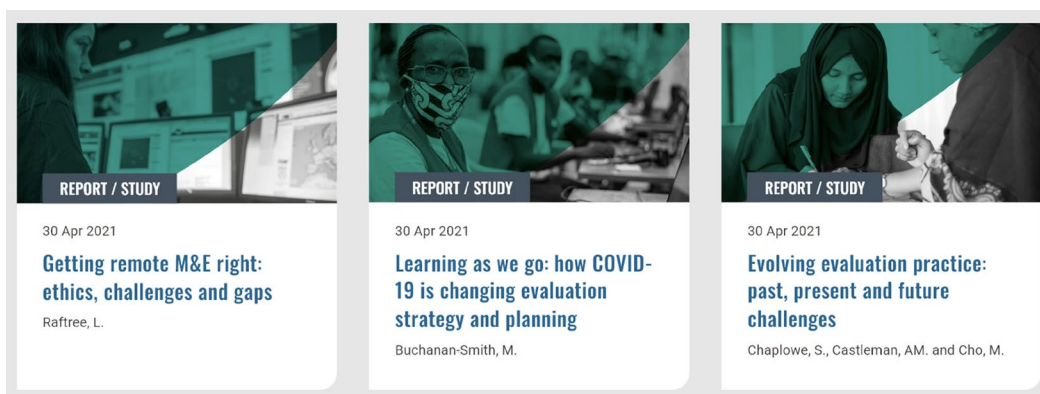
Focus has switched from rapid reviews of pandemic responses to the longer-term need

'Cashing in' exchange event



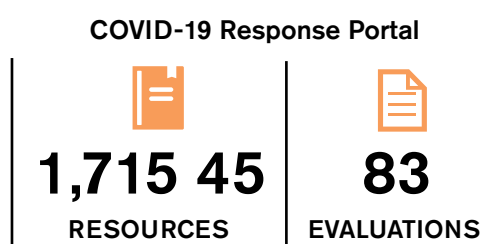
to adapt robust evaluation practices, particularly on the use of remote M&E and the inherent ethical issues, how organisations adapted their evaluation strategies, and how COVID-19 might continue to affect evaluation practices. A series of three influential reports contributing to that effort and referenced throughout the year were also published in April: 'Getting remote M&E right', 'How COVID-19 is changing evaluation strategy and planning' and 'Evolving evaluation practice'. All three drew on M&E skills-building workshops for humanitarian evaluation practitioners hosted by ALNAP. The papers, along with ALNAP's Real-Time Learning paper, were also presented at the American Evaluation Association in November with World Vision and the United Nations Children's Fund (UNICEF).

Four thought-provoking M&E blogs punctuated the year: In May, a jointly authored ALNAP-CALP piece offered [five things to consider when evaluating cash assistance](#), and ALNAP's Susanna Morrison-Metois debated with James Darcy on [whether humanitarian evaluations are fit for purpose](#). In July, Linda Raftree followed 'Getting remote M&E right', with [a blog addressing key challenges](#). Later in the year, Susanna asked '[How do we learn in the midst of a global pandemic?](#)'.



COVID Portal and Real-Time Learning

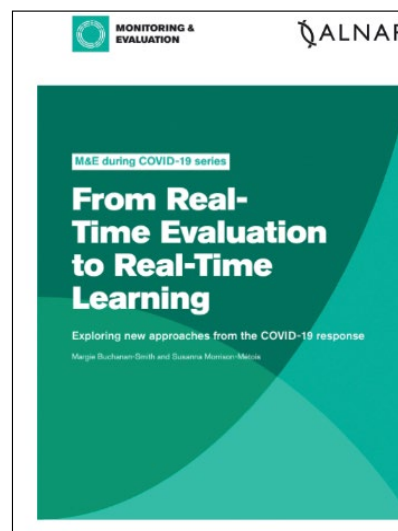
The COVID-19 Response Portal, including both humanitarian and development evaluations of responses, launched on ALNAP's website in August. The portal was hosted by ALNAP early in the pandemic and later jointly as part of our collaboration with the Global COVID-19 Evaluation Coalition. With 1,715 resources and 83 evaluations so far, the portal enables the Coalition to centralise and share evaluations, and also offers an opportunity to share others' guidelines and lessons learned that are relevant for responding to the pandemic. ALNAP is working to produce an evaluation synthesis of the humanitarian response to COVID-19, expected for publication in late 2022.



Coining a term inspired by Real-Time Evaluation, ALNAP published a major report on Real-Time Learning (RTL) in October 2021: 'From Real-Time Evaluation to Real-Time Learning: exploring new approaches from the COVID-19 response'.

This reviewed the ways in which organisations have adapted their approaches to Real-Time Evaluation and experiments with new Real-Time Learning approaches during the pandemic. The paper, which launched at the 2021 ALNAP Meeting, stirred much interest with around 626 downloads.

Approximately 80 participants attended the launch session, which was watched on-demand by close to 100 others and included speakers from UNICEF and the United Nations Population Fund (UNFP). ALNAP produced a social media clip with highlights of the session for Twitter audiences.

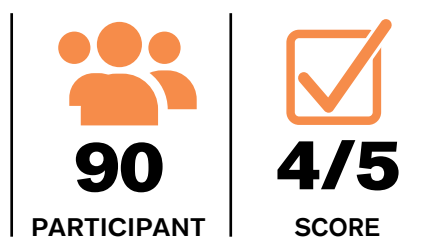


Promotion of the RTL paper continued in early 2022, with a well-attended joint learning event with UNEG for evaluation practitioners. Speakers included UNEG Vice-Chair Andrew Fyfe and evaluation experts from NRC, World Vision, UNICEF and FAO. More than 300 attended the event, which prompted positive feedback and requests for ALNAP to develop a training workshop and further exchanges on RTE/RTL.

ALNAP has also been serving in the management groups for the two largest joint humanitarian evaluations on the COVID-19 response. This includes an evaluation on Refugee Rights and Protection during COVID-19 with

UNHCR, the governments of Finland, Uganda and Colombia; and an Inter-Agency Humanitarian Evaluation (IAHE) on the wider humanitarian response to COVID-19, including the Global Humanitarian Response Plan. Both evaluations will be completed in 2022, with ALNAP co-hosting launch events and discussions with the broader sector.

HDP nexus workshop



“So heartening to see how much interest there is in this topic, and ALNAP absolutely working to its comparative advantage, pulling together such a big audience to do some cross-agency learning and reflection on RTLs and how evaluation is [and] has to adapt. It was great to be a part of it and have the opportunity to share the findings from the RTL research!”

- RTL learning event participant

By the end of 2021, ALNAP had analysed findings from evaluations on the HDP nexus to include in the SOHS report. A separate stand-alone evaluation synthesis on HDP nexus findings, exploring key issues, approaches, challenges and gaps in adopting HDP nexus approaches, based on 90-plus evaluations, will be published in late 2022.

‘Lots of organisations and so many key actors. I wish it lasted a week instead!’

- HDP nexus workshop participant

Wide interest in HDP nexus workshop

A highly popular workshop on the humanitarian-development-peacebuilding (HDP) nexus took place in September 2021. Run jointly by ALNAP and FAO, this interactive peer learning exchange attracted 90 participants who tuned in to share insights and learn from other practitioners with experience of implementing, monitoring or evaluating the nexus. Interest in the event, which lasted two hours, was very high. Many speakers volunteered to share their lessons. The workshop had positive feedback with approximately 90% of participants surveyed rating the event as four or five out of five.

Discussions explored defining the HDP nexus and concept, particularly for evaluation; perspectives of policymakers and operational actors when measuring the nexus; and the challenges in designing robust HDP nexus evaluation frameworks. Learning from the exchange also feeds into ALNAP's wider work on the HDP nexus, including a paper on designing robust approaches for evaluating the nexus, with a focus on sharing good practice.

Work also continued on another important area for delivery in the next year: an update to ALNAP's guidance on using the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC) evaluation criteria in humanitarian action. This project includes a literature review on the use of the criteria in humanitarian settings and a survey of evaluation practitioners to be launched in late 2022, followed by regional and global consultation events. ALNAP plans to include recent examples from real-time evaluations, and notes on good practices and learning to update its 2006 publication on using the DAC criteria in humanitarian settings.

At a glance: progress on Strategic Focus Area 1

- Published three reports based on earlier M&E skills-building workshops (April 2021)
 - Getting remote M&E right: ethics, challenges and gaps
 - Learning as we go: how COVID-19 is changing evaluation strategy and planning
 - Evolving evaluation practice: past, present and future challenges
- Delivered a session on M&E during COVID-19 at the American Evaluation Association conference (November 2021)
- Published a joint research paper with CALP 'Cashing in: Turning challenges into opportunities when evaluating humanitarian cash assistance' (April 2021)
- Co-hosted a learning exchange for evaluation and cash programming specialists related to the 'Cashing in' paper – 45 participants (May 2021)
- Launched the new COVID-19 Resource Portal for use by the whole sector – 1,759 resources and 83 evaluations as of 31 March 2022 (August 2021)
- Served as part of the management groups for two large joint evaluations on the humanitarian response to COVID-19
- Held a HDP nexus learning exchange workshop for practitioners implementing, monitoring or evaluating the HDP nexus – 90 participants (September 2021)
- Published major report on Real-Time Learning (RTL) 'From Real-Time Evaluation to Real-Time Learning: exploring new approaches from the COVID-19 response' with a launch event at the 2021 ALNAP Meeting – 80 attendees (October 2021)
- Held a joint learning event with UNEG for evaluation practitioners to promote the RTL report – 300+ attendees (February 2022)
- Work continued on: DAC criteria update; COVID-19 evaluation synthesis; and HDP nexus evaluation synthesis

Monitoring the performance of the humanitarian system

The State of the Humanitarian System report

The 5th edition of ALNAP's flagship report The State of the Humanitarian System (SOHS) report will be published in the autumn of 2022. The report gathers and synthesises evidence to form a picture of the global humanitarian system and assesses how well it is serving the needs of people affected by conflict and crises.

SOHS research surveys



Produced every three to four years, this unique, independent study combines latest statistics with structured analysis to offer the humanitarian sector an important basis for strategy development, decision-making and prioritisation. As such, interest in its findings is consistently high, and this edition is no exception. With important new elements, the 2022 edition of the SOHS aims to reach organisations working directly in or with the international humanitarian community as well as broader audiences.

New elements capture shifting contexts

The 2022 edition of the SOHS will cover the period of January 2018 to December 2021. The report

retains core elements of the existing methodology to enable comparison with findings in the four previous editions and to chart key trends covering a 12-year period. Our approach, however, has evolved in three important ways:

- 1. Looking outside the formal system:** The international humanitarian system is just one of many sources of support for people and communities in crisis. This report seeks to better recognise this wider array of resources, dedicating a section of the report to them for the first time.
- 2. Deepening the participation of affected people in SOHS research:** In assessing humanitarian action, the SOHS has always relied on interviews and focus group discussions with recipients of assistance. In the 2022 edition, for the first time, we consulted aid recipients on the design of the research itself, asking people in three different response contexts what should be included in the SOHS assessment. On the basis of the aid recipients views, we adjusted our preliminary research questions and data collection plans, which led to greater emphasis on their priority issues: targeting, corruption, do-no-harm and accountability to affected populations.
- 3. Presenting analysis in a policy- and practice-relevant format:** Previous editions of the SOHS have been organised around OECD DAC evaluation criteria, which provide a useful framework but a narrow perspective on humanitarian performance; in interviews with local NGOs and affected communities, there was the feeling that the system was assessing itself on its own terms. In response to this feedback, we present this edition's findings as answers

to a core set of policy and practical questions. A longitudinal overview of system performance against the OECD DAC criteria is also provided in the conclusion of the report.

Wide-ranging research basis

Research for the SOHS report has involved country-level work in several countries, collaboration with numerous consultants and organisations, and data-gathering among practitioners, host governments and crisis affected people. By late 2021, country-level research was completed by The Research People in six selected countries: Bangladesh, Democratic Republic of the Congo, Ethiopia, Lebanon, Venezuela and Yemen.

A survey in four languages (English, French, Spanish and Arabic) was used to gather perception-based data on the performance of humanitarian action from over 400 humanitarian practitioners and host-governments located globally. Similarly, ALNAP worked with GeoPoll, specialists in remote survey technology, to ask aid recipients in six countries about their perceptions of humanitarian action.

Global key informant interviews



ALNAP also conducted global key informant interviews with over 100 individuals, an evaluation synthesis of over 130 evaluations and literature reviews on 15 key themes. Other strands of research included: financial analysis by Development Initiatives, organisational mapping by Humanitarian Outcomes; work on locally led humanitarian action, with data collected from Somalia and Turkey, managed by the NEAR network; an innovation study by Catherine Komuhangi, Hazel Mugo, Lydia Tanner and Ian Gray; work on mortality statistics by The London School of Hygiene and Tropical Medicine (LSHTM); a study by Ground Truth Solutions on the implications of using different survey modalities with

crisis affected populations; and work on the HDP nexus by Sophia Swithern.

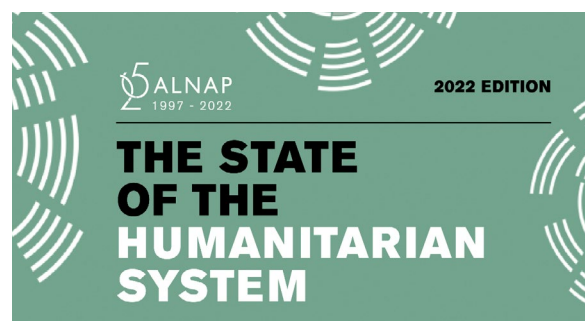
SOHS evaluation synthesis



In November 2021, ALNAP hosted the final data collection meeting at the ODI offices in London. This hybrid in-person and online event brought together all the consultants to look at emerging findings and identify any gaps in the research. It was led by the SOHS co-authors Alice Obrecht and Sophia Swithern, who finalised the written drafts of the report for peer-review by the Strategic Advisory Group in April 2022.

Global launch for SOHS

Interest among members and non-members in engaging with the SOHS report findings is expected to be higher than ever. An accompanying communications strategy and dissemination plan are dedicated to enabling maximum engagement with the report. The official launch takes place in September 2022, with up to 20 other discussion events – virtual and in-person – planned globally.



At a glance: progress on Strategic Focus Area 2

- Country-level research completed by The Research People in six countries: Bangladesh, Democratic Republic of the Congo, Ethiopia, Lebanon, Venezuela and Yemen
- 75% Data meeting held at ODI offices in London (November 2021)
- Survey in four languages completed among host government representatives and humanitarian practitioners – 400+ respondents
- Remote survey completed by GeoPoll among aid recipients in six countries
- Organisational mapping data collected by Humanitarian Outcomes
- Locally led humanitarian action data collected by the NEAR Network in Somalia and Turkey
- Innovation study completed by Catherine Komuhangi, Hazel Mugo, Lydia Tanner and Ian Gray
- Study on excess mortality completed by The London School of Hygiene and Tropical Medicine (LSHTM)
- Research on the HDP nexus completed by Sophia Swithern
- Study of survey modalities with affected populations completed by Ground Truth Solutions
- SOHS evaluation synthesis and literature review components completed
- Financial analysis completed by Development Initiatives

Strategic Focus Area 3

Addressing key evidential gaps

In this strategic focus area, ALNAP identifies critical aspects of humanitarian work where learning and understanding can be improved and where gaps exist in collective humanitarian knowledge. Our aim is to unlock better humanitarian performance – from nurturing positive change in policy and practice to improving how humanitarian assistance and protection are delivered at local level. Being more attuned to local needs and contexts has guided much of the work in this area this year, through strengthening country-level learning for in-country humanitarian staff, honing the final outputs of our long-running urban systems project, and sharing intelligence from our research to improve leadership.

Strengthening country-level learning

The daily implementation or monitoring of projects by frontline staff produces experiential – or tacit – knowledge of communities, contexts, programming challenges and positive approaches. This knowledge can play a vital part in producing an effective humanitarian response, as previous ALNAP research has shown. Yet during a response, humanitarian staff have little time, support or resources to reflect on their learning or to share it with peers to enable collective problem-solving or adopt alternative effective practices. Learning originating with less senior staff is also not always valued across the broader organisation or integrated into organisational decision-making and future programme design. These lost learning opportunities represent a barrier to improving humanitarian action.

To address this considerable gap, ALNAP has produced two sets of practical resources that support effective learning among frontline staff. The Action Learning Resource Pack and the Tacit Learning Resource Pack were both completed this year after extensive piloting and participatory

development since 2020. Videos to support the practical use of these resources are currently under development. In addition, a research study on effective approaches to supporting learning among frontline humanitarian staff has been produced. This set of frontline learning resources will be launched as part of the ALNAP 25th Anniversary Spotlight on Learning series.

The two resource packs offer different angles on harnessing the knowledge of frontline humanitarian workers. The Action Learning Pack presents a step-by-step guide that is designed to be easy to use and practical for frontline staff seeking to find solutions to challenges and share learning with their peers. The Tacit Learning Pack focuses on a more holistic approach to gathering and sharing the experiential knowledge of frontline staff at all stages of the project cycle and on creating an enabling environment within organisations to capture, share and use that knowledge in different ways. It offers a toolbox of multiple ways to do this – some retaining the tacit nature and others using documented approaches to allow broader sharing.

The Action Learning Pack incorporates findings from a pilot involving 26 individuals from 12 local, national and international organisations, who were each trained as action learning facilitators to implement the ALNAP approach with colleagues. Participants reported that the approach helped them to think through problems and learn from colleagues in a more participatory, inclusive way. They also adapted the approach to be even more practical in their time-constrained contexts. These useful adaptations were key when finalising the resource pack for wider use.

The Tacit Learning Pack was developed in participation with a steering group of humanitarian experts from national NGOs based in Bangladesh, India, Malaysia, Nigeria and South Sudan.

The steering group identified existing approaches and remaining gaps to support the generation, capturing and sharing of learning among operational staff in crisis situations, as well as helping to design resources. The steering group also piloted the pack among their own staff. As a follow-up, ALNAP will work on a broader reflection piece to consider what has been learned about frontline learning, drawing on the pilots and the steering group process.

Urban systems thinking

In recent decades, the number of people living in cities who are vulnerable to disasters or conflict has massively increased. Urban-based crises present significant challenges for humanitarian actors who must navigate complex systems and needs. ALNAP research in this area aims to improve humanitarian practitioners' understanding of urban contexts and identify how to translate that into improved action.

2022 marks the tenth and final year of our project dedicated to improving urban responses. In 2016, [ALNAP research found](#) that many people outside the humanitarian sector describe the complexity of urban contexts as 'systems'. Since then, through research, and participation in events and workshops, ALNAP has invested in its own understanding of systems thinking.

This year, the latest papers on systems thinking were written 'Systems thinking for humanitarians: An introduction for the complete beginner' and 'Systems thinking handbook for humanitarians'. These are the culmination of ALNAP's efforts to explain what systems thinking is, why it is so important, and how humanitarians can adopt it. The resources will be informed by ALNAP's work on urban crises and will be relevant for all humanitarians who encounter complexity in their work.

A case study on the International Committee of the Red Cross (ICRC)'s urban approach in its Gaza Resilience programme will be the last of three case studies highlighting examples of how humanitarians have adjusted ways of working to deliver context-appropriate programming in neighbourhoods and cities. The process of handing over the [ALNAP Urban Response Portal](#) to the Global Alliance for Urban Crises (GAUC) is also underway. GAUC is a

natural successor in continuing ALNAP's legacy on urban knowledge management, bringing together close to 100 members who have committed to the guiding the principles outlined in the Urban Crises Charter, and a vision of inclusive, safe, resilient and sustainable cities and towns.

Leadership

ALNAP has worked with a variety of stakeholders since 2011 to identify concrete ways to improve leadership, decision-making and coordination in operational humanitarian action and to share our learning with humanitarian leaders via various means. The Inter-Agency Standing Committee (IASC)'s transformative agenda and several donor strategies have highlighted leadership and coordination as central to effective humanitarian action, and as requiring improvement.

This year the priority has been the post-pilot finalisation of a workbook to share ALNAP's research and recommendations on humanitarian leadership with experienced humanitarian leaders. To be published in 2022, the workbook will aim to help those in leadership positions to consider how they can improve their impact in their roles and in the contexts in which they are working. Production of this workbook will mark the finalisation of this research workstream. Notwithstanding this, ALNAP recognises that the issue of leadership in the humanitarian sector will continue to be an area that simultaneously has significant impact on the quality of delivery of humanitarian assistance – yet is comparatively under-researched. As a result, we anticipate that leadership will likely emerge as a research issue in future ALNAP workplans.

At a glance: progress on Strategic Focus Area 3

- The Action Learning Resource Pack and Tacit Learning Resource Pack were both completed and are ready for publication
- Planning began on a video to accompany the Action Learning Pack
- Production began on the Action Learning study, to be published in 2022
- ALNAP's Urban Response project was brought to a close, and the process of transferring the [Urban Response Portal](#) over to GAUC was initiated
- Production began on three urban systems thinking resources:
 - Systems thinking for humanitarians: an introduction for the complete beginner
 - Systems thinking handbook for humanitarians
 - The Gaza Resilience Programme: ICRC's urban approach in practice
- Production continued and the pilot phase completed for the Leadership Workbook

Strategic Focus Area 4

Supporting system-wide learning

The humanitarian system is facing greater demands and disruption than ever – and the need for shared and supported learning is greater than ever. This strategic focus area is about meeting that need through initiatives that exchange ideas, build networks, and communicate what works well for responses across the system. As COVID-19, conflict, protests and climate change impacts continued to unfold, ALNAP had a busy year drawing out the learning through lessons papers, a new [Ukraine Response Portal](#) and a disruption-focused 2021 ALNAP Meeting.

2021 ALNAP meeting – Learning from disruption: evolution, revolution or status quo?

The 33rd ALNAP Meeting made disruption its focus for the three-day virtual event. Held from 19 to 21 October, the event drew together representatives from international and regional humanitarian organisations to share experiences and learn more about how change is happening in the system in the wake of disruption. As with all ALNAP Meetings, it created space for diverse actors across the humanitarian sector to reflect collectively on the changes that are occurring and how best to respond.

Discussions at the meeting were informed by the 2021 ALNAP Meeting Background Paper. Using the lens of 'learning from disruption', the Background Paper studied the disruptive potential of COVID-19 and the decolonising aid debate, both of which have emerged as key issues affecting policy and practice for ALNAP members since 2020.

Guest speakers included Jan Egeland of the NRC, Jeremy Konyndyk of USAID, Wafaa Saeed Abdelatef of the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), and Jagan Chapagain of the International Federation of Red Cross and Red Crescent Societies (IFRC), among other high-level contributors. Sessions covered technology, disrupting the balance of power, locally led leadership and disrupting humanitarian practice. To maximise accessibility, all plenary and broadcast sessions were made available in French, Spanish and Arabic, with additional interpretation and sign language for one session.

Also launched at the meeting and made publicly available on the ALNAP website was the short film series, Voices on Disruption. This featured voices and storytelling from the British Red Cross, GOAL Zimbabwe, Greenpeace, World Vision, Ground Truth Solutions and Integrity Global.

2021 ALNAP Meeting

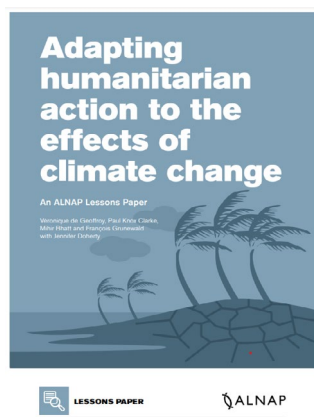


'The meeting was very relevant to my work. As a humanitarian focal person in my organisation I had the opportunity to listen to subject matter specialists around key topics such [as] localisation and risk, humanitarian adaptations to climate change, evaluation during COVID-19 etc.'

- 2021 ALNAP Meeting attendee

Feedback after the event praised the relevance and quality of the sessions, with most respondents feeling that they had learned from the meeting and could use ideas in their work. 346 unique attendees joined the event in real time.

Lessons paper on climate change



The ALNAP Meeting also saw the timely launch, ahead of COP26, of 'ALNAP Lessons Paper: Adapting Humanitarian Action to Climate Change' with a panel of international speakers. Promotion for the paper began during the panel webinar on climate change chaired by Jen Doherty at the Humanitarian Networks and Partnerships Week (HNPW) in April 2021. It was produced in partnership with Groupe URD, the All India Disaster Management Institute (AIDMI) and the Climate and Humanitarian Crisis Initiative.

Drawing on extensive expertise, the authors argued that humanitarian agencies need to actively imagine the near and increasingly threatening future humanitarian consequences of climate-related events. One of the authors, Mihir Bhatt of AIDMI wrote a blog for ALNAP on [lessons for humanitarian policymakers and programme planners on adapting to climate change](#), and co-author of the paper, ALNAP's Jen Doherty, wrote the ODI blog '[How humanitarians must adapt now to climate change](#)'. The International Humanitarian Studies Association (IHSA) and the Institute of Development Studies (IDS) both tipped the blog and paper as go-to resources in their newsletters.

Learning projects to mark ALNAP's 25th Anniversary

As part of its 25th Anniversary resource series shining a spotlight on learning, ALNAP initiated a suite of studies to understand better how and when the humanitarian sector learns – and when it doesn't. The work uses ALNAP's extensive experience in this area to frame discussions and enable critical conversations across the sector. Our understanding is that the learning challenge for the sector is less about capturing lessons and experiences – there is now a vast body of learning materials – and is more about the need to create space to absorb and act on what is known. Better understanding of how and when learning leads to change is also needed. These studies all have distinct but complementary focus areas and sit alongside the Action Learning products created this year.

Lessons of Lessons

Work began on a 'Lessons of Lessons' paper reflecting back on 20 years of ALNAP Lessons Papers – some of ALNAP's most downloaded resources. These concise, readable publications describe key lessons from past emergencies and are based on evaluation findings. The 'Lessons of Lessons' paper synthesises and presents the learning accumulated from the many previous editions to highlight the lessons and recommendations most consistently identified across time and crisis type. The paper, due to be launched in 2022, also provides reflections on the patterns of lessons over time and what this might reveal about how and when the sector learns, among other insights.

Communicating Humanitarian Learning

ALNAP also began investigating how best to communicate the wealth of research and knowledge produced in the humanitarian sector to maximise its impact. Recognising a distinct lack of evidence on this, ALNAP has conducted a scoping study on communicating humanitarian learning, with an overview of core concepts and literature aimed at producers and communicators of humanitarian knowledge. The paper reminds us that documented

evidence is a small contributor to change and that many humanitarians prefer tacit, networked knowledge. It also established that those aiming to share documented learning to improve policy and practice have no solid evidence base to guide them, and it proposed research to fill these evidence gaps.

System-based approach to understanding learning

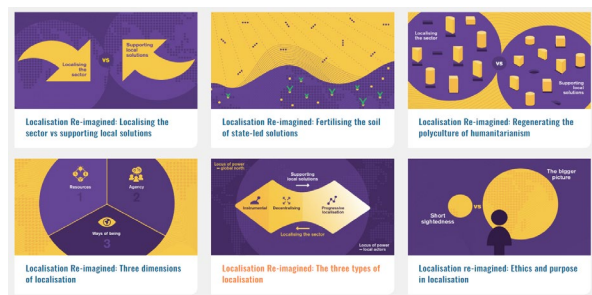
Preparations for the main study in the Spotlight on Learning series got under way this year. The study addresses some long-standing issues about learning, change and improvements in the humanitarian system. Much learning has taken place since ALNAP was first set up 25 years ago and the [ALNAP HELP Library](#) now holds over 20,000 learning resources, but what does that add up to? Why does some learning bring about change and improvement; whilst other learning does not? The study takes a systems approach to understanding how learning leads to change and improvements, what works, and why. The paper will be authored by John Mitchell and Ben Ramalingam. It will be published later in 2022.

ALNAP's communications team began planning and production of a range of initiatives to mark the 25th Anniversary. Among these are a film that highlights the importance of learning to the humanitarian sector and a digital interactive timeline telling ALNAP's story, highlighting how and when it has contributed to collective knowledge in the humanitarian sector over 25 years. A series of member events were also being planned for ALNAP's Secretariat to reconnect with members as COVID-related restrictions on in-person meetings have eased in some places.

Informing debates: localisation, Ukraine and COVID-19

A new essay format on our website explored locally led humanitarian action. Localisation Re-imagined, a series of six think-pieces, was written by Arbie Baguios, a researcher and founder of Aid Re-imagined, an initiative that advocates for a more effective and just aid system. The series sparked discussion and engagement across the sector,

particularly on social media. Individual essays were also highlighted as recommended reading by the IHSA's Humanitarian Blog Posts Selection newsletter.



Within weeks of Russia invading Ukraine, ALNAP launched its [Ukraine Response Portal](#) collating humanitarian learning resources about Ukraine and the region from 2014 onwards. [In a related blog](#), ALNAP's Director Juliet Parker and Special Advisor John Mitchell set out key lessons for agencies responding to the conflict – with the central message to plan for adaptation rather than scale-up.

Learning more from pandemic responses was the remit for an update this year to ALNAP's popular Rapid Learning Review on COVID-19 in humanitarian settings, published in April 2020. The revised paper includes new published evidence on reducing COVID-19 transmissions and mortality rates in low- and middle-income settings, as well as examples of good practice from responses worldwide.

The Rapid Learning Review documents and shares experiences and lessons learned from representatives of humanitarian organisations on how they adapted programmes to maintain routine health services during the pandemic. It reports 'bottom-up' learning from humanitarian actors who shared experiences that in most cases have not been evaluated. The review is primarily intended for humanitarian operational decision-makers responsible for developing and supporting their organisations' response to COVID-19, as well as frontline staff running humanitarian health programmes during the pandemic. The paper, to be published in 2022, aims to encourage other actors to reflect on the potential benefit of using the adaptations in their COVID-19 responses.

At a glance: progress on Strategic Focus Area 4

- The 2021 ALNAP Meeting ‘Learning from disruption: evolution, revolution or status quo?’ took place – 346 real-time attendees (October, 2021)
- The *Voices on Disruption* short film series launched at the 2021 ALNAP Meeting (October, 2021)
- *ALNAP Lessons Paper: Adapting humanitarian action to the effects of climate change* launched at the 2021 ALNAP meeting (October, 2021)
- Work began on papers for the ‘Spotlight on Learning’ series, including:
 - Development of paper on ‘Lessons of lessons’
 - Drafting of paper on learning and change in the humanitarian system
 - Scoping study begins for the paper on communicating humanitarian learning
- *Localisation Re-Imagined*, ALNAP’s first essay series, launched (October 2021)
- The *Ukraine Response Portal* launched (March 2022)
- Development began on the ALNAP 25th Anniversary activities, including a film on the importance of learning to the sector, a digital timeline of ALNAP, and a series of social media posts
- The COVID-19 Rapid Learning Review was updated

ALNAP at a glance 2021–2022

ALNAP carried out the following activities to strengthen humanitarian action through evaluation and learning during 2021–2022.

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

ALNAP Publications

- [Cashing in: Turning challenges into opportunities when evaluating humanitarian cash assistance](#) (April 2021)
- [Getting remote M&E right: ethics, challenges and gaps](#) (April 2021)
- [Evolving evaluation practice: past, present and future challenges](#) (April 2021)
- [Learning as we go: how COVID-19 is changing evaluation strategy and planning](#) (April 2021)
- [ALNAP Activities for 2021-2022](#) (May 2021)
- [Concept note | 2021 ALNAP Meeting](#) (July 2021)
- [Background paper | 2021 ALNAP Meeting](#) (October 2021)
- [Discussion starter | 2021 ALNAP Meeting](#) (October 2021)
- [From Real-Time Evaluation to Real-Time Learning](#) (October 2021)
- [ALNAP Lessons Paper: Adapting humanitarian action to the effects of climate change](#) (October 2021)

2021 ALNAP events

- [Humanitarian Networks and Partnerships Weeks 2021 | Climate and crisis – What do we need to know to improve response to the unknown future?](#) (April 2021)
- [ALNAP learning exchange: evaluating the Humanitarian-Development-Peace nexus](#)

(September 2021)

- [2021 ALNAP Meeting | Learning from disruption: evolution, revolution or status quo?](#) (October 2021)
- [ALNAP and UNEG event | Real-Time Learning and Real-Time evaluation approaches during COVID-19](#) (February 2022)

2021 ALNAP Meeting videos

- [2021 ALNAP Meeting | Opening Session](#) (October 2021)
- [2021 ALNAP Meeting | Decolonisation, power and racial justice: mitigating barriers to reporting misconduct](#) (October 2021)
- [2021 ALNAP Meeting | Learning to adapt humanitarian action to the effects of climate change](#) (October 2021)
- [2021 ALNAP Meeting | Health responses during COVID-19: documenting experiences from humanitarian actors](#) (October 2021)
- [2021 ALNAP Meeting | Why aren't digital technologies revolutionising accountability in humanitarian action?](#) (October 2021)
- [2021 ALNAP Meeting | Why isn't the system changing?](#) (October 2021)
- [2021 ALNAP Meeting | Is risk really shared between local and international humanitarian actors?](#) (October 2021)
- [2021 ALNAP Meeting | New training models emerging from the COVID-19 era](#) (October 2021)
- [2021 ALNAP Meeting | Disrupting funding flows: shifting power to support humanitarian research and innovation in LMICs](#) (October 2021)
- [2021 ALNAP Meeting | Exploring community-centred approaches to remote management](#) (October 2021)
- [2021 ALNAP Meeting | Older people and people with disabilities challenging dominant narratives in humanitarianism](#) (October 2021)

- [2021 ALNAP Meeting | Opportunities for indigenous leadership emerging through crisis](#) (October 2021)
- [2021 ALNAP Meeting | Community-led disruption: what happens when people are in charge?](#) (October 2021)
- [Voices on disruption: What are the challenges of remote evaluations?](#) (October 2021)
- [Voices on disruption: How has COVID-19 affected GOAL's work in Zimbabwe?](#) (October 2021)
- [Voices on disruption: How can we manage the effects of disruption in complex settings?](#) (October 2021)
- [Voices on disruption: How has COVID-19 disrupted children's lives in crisis contexts?](#) (October 2021)
- [Voices on disruption: Are affected communities sharing honest feedback?](#) (October 2021)
- [Voices on disruption: What are the phases communities go through during crisis?](#) (October 2021)

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 2021–2022.

Participating in strategic management and advisory groups

- Participated in the IAHE Steering Group meetings
- Served on the IAHE COVID-19 Evaluation management group
- Participated in the IAHE working group on evaluation synthesis
- Served on the management group for the Joint Evaluation of the Protection of the Fundamental Rights of Refugees during the COVID-19 Pandemic

- Supported the Global COVID-19 Evaluation Coalition via the COVID-19 Evaluation Portal
- Participated in a CaLP reference group on multipurpose cash outcome indicators
- Participated in IASC working group on Accountability and Inclusion
- Participated in the Advisory Committee for CHS Humanitarian Accountability Report
- Participated in the Reference Group for the Global Prioritisation Exercise
- Participated in the Advisory Group for new BHA-UNICEF initiative on integrating social science approaches into the humanitarian sector
- Participated in a group of independent reviewers for Publish What you Fund
- Participated in first meeting of Elrha working group on communicating research

Invited for comment

- Presented ALNAP's action learning approach at Solidarités' Learning Week
- Convened a panel on Climate and Crisis at HNPW 2021
- Designed and delivered a two-day workshop on adaptive management to PhilPREP
- Spoke at the WFP HNPW event 'Priority Questions for Impact Evaluations in Humanitarian Response'
- Interviewed for an IOM research project 'Data and Displacement: Assessing the Practical and Ethical Implications of Targeting Human Protection'
- Interviewed for consultancy on setting up a WASH severity classification system
- Served on select panel for the 2021 IHSA Conference
- Presented and joined the panel at BOND Conference on organisational learning
- Presented to the Danish Ministry of Foreign Affairs Government in Copenhagen
- Presented and joined the panel at a humanitarian learning event convened by the Expert Group on Aid studies and Sida
- Spoke on the panel of SEADS webinar 'Emergency Agriculture Projects – Do they work and how do we know?'

Partnering on initiatives

- Worked with the Global COVID-19 Evaluation Coalition to add evaluations of the COVID-19 response to the COVID-19 Response Portal
- Merged the COVID-19 portal with data from the COVID-19 Humanitarian Initiative, led by Johns Hopkins Center for Humanitarian Health, LSHTM and the Geneva Centre of Humanitarian Studies
- Hosted a joint interactive workshop on evaluating the HDP nexus with FAO
- Planned and delivered a joint event on Real-Time Learning with UNEG
- Organised a session on the use of the OECD DAC criteria in humanitarian action at the European Evaluation Society Conference with IFRC, Nepal Red Cross and WFP
- Signed a memorandum of understanding (MOU) with the Saudi Impact Centre for the translation of ALNAP's Evaluation of Humanitarian Action Guide into Arabic
- Began discussions with the Global Evaluation Initiatives on further collaboration to promote evaluation practice in fragile contexts
- Worked with UNHCR and the Governments of Uganda, Finland and Colombia to plan a joint event on the protection of refugee rights during the COVID-19 pandemic
- Worked with CartONG to develop and launch the Information Management Resource Portal

Governance and membership

Steering Committee

The Steering Committee included the following members as of 31 March 2022:

- Johan Schaar, Chair of ALNAP Steering Committee
- Joakim Nilsson, ECHO (Donor constituency)
- Svenja Meyer, German Federal Foreign Office (Donor constituency)
- Dan Maxwell, Feinstein International Center (Academic constituency)
- Bernard Vicary, American Red Cross (RC/RC constituency)
- Heng Aik Cheng, Mercy Malaysia (NGO constituency)
- Amelie Cardon, Solidarités (NGO constituency)
- Kelly David, OCHA, (UN constituency)
- Rein Paulsen, FAO (UN constituency)

Steering Committee meetings during 2021–2022

- 30 June 2021
- 24 September 2021
- 11 January 2022

ALNAP secretariat

The ALNAP secretariat team as of 31 March 2022:

- Juliet Parker, Acting Director
- John Mitchell, Special Advisor
- Alice Obrecht, Head of Research and Impact
- Geraldine Platten, Head of Communications
- Harriet Flower, Operations and Partnerships Manager
- Susanna Morrison-Metois, Senior Research Fellow – Evaluation, Learning and Accountability
- Samir Hafiz, Research Officer – Evaluation, Learning and Accountability
- Jennifer Doherty, Senior Research Officer
- Maria Gili, Communications Manager
- Daniel Squire, Project Manager
- Justine Kavanagh, Programme Officer
- Emmeline Kerkvliet, Research Assistant
- Zainab Moallin, Research Assistant

Table 1. Consultants ALNAP worked with in 2021–2022

Consultant	Role
Action Learning Associates	Delivering Action Learning training and pilot support to humanitarian field staff
Adeso	Measuring locally led humanitarian action for the 2022 edition of the State of the Humanitarian System (SOHS) report
Alex Glynn	Typesetting the M&E paper series
Alinea International	Author of 'Communicating Humanitarian Learning: What do we know?'
Amanda Farrant	ALNAP brand refresh and website redesign projects
Angela Whitney	Graphic design for 'Adapting humanitarian action to the effects of climate change'
Anna Brown	Copyediting the 2020-2021 ALNAP Annual Report
Arbie Baguios	Author of the 'Localisation Re-imagined' essay series
Ben Ramalingam	Co-author of 'Learning for change'
Brown Baker Ltd	Copyediting the M&E Skills-Building Workshop papers, the 'Localisation Re-imagined' essay series, and the Field Level Learning pack. Proofreading the Real-Time Evaluation paper
Challenge & Co	Advisory support for the Communicating Humanitarian Learning project Delivering ALNAP audience workshops
Charlie Dalrymple	Co-author of the 'Train the trainer' leadership materials Event consultant for the 2021 ALNAP Meeting
Chloe Sanguinetti	Production of the 2021 ALNAP Meeting videos and 'Voices of disruption' video series
Dan Farley Design	Graphic design for the 'Localisation Re-imagined' essay series
Deborah Eade	Copyediting the SOHS Inception report and 'From Real-Time Evaluation to Real-Time Learning'
Design to Print Solutions Ltd	Typesetting 'Systems thinking handbook for humanitarians'
Development Initiatives	Financial analysis for the SOHS report
Dominique Campbell	Transcriptions for the 2021 ALNAP Meeting, Urban workshops, ICRC case study and Kabul focus group discussions
Elizabeth Harrop	Supporting the revision of the ALNAP DAC guidance
Executive Speaking Success	Delivering a session on virtual leadership at the 2021 ALNAP Meeting
Fat Rat Films Ltd	The ALNAP 25th Anniversary film project
Fatimah Khan	Author of the 2021 ALNAP Meeting Background Paper and Meeting Summary Paper
Geopoll	Remote survey of affected populations for the SOHS report
Ghayda Mayahi	Translations for the SOHS government and practitioner surveys
Grace Evans	Action Learning research assistant Supporting the pilot of the leadership workbook
Ground Truth Solutions	Study on the implications of survey modalities for the SOHS report
Groupe URD	Co-authors of 'Adapting humanitarian action to climate change'
Hannah Caddick	Copyediting 'Adapting humanitarian action to climate change', 'Systems thinking for humanitarians: An introduction to the complete beginner', 'Systems thinking handbook for humanitarians', and the 2021 ALNAP Meeting Background Paper and Concept Note. Drafting the 2021 ALNAP Meeting Summary
Humanitarian Outcomes	Organisational mapping for the SOHS report Co-delivery of the ALNAP Cash paper learning exchange
Inkwell Communications and Design Studio Ltd.	Call-on contract for publication production

IRMA	Co-authors of the Humanitarian-Development-Peacebuilding synthesis Interpretation for the 2021 ALNAP Meeting
Jeeten Kumar	Interpretation for the 2021 ALNAP Meeting
Jess Alexander	Author of 'Lessons of lessons: A window into the evolution of the aid sector'
Jo Green	Transcriptions for the 2021 ALNAP Meeting sessions, 'The Gaza Resilience Programme: ICRC's urban approach in practice' and the urban systems thinking workshop
Julia Betts	Supporting the revision of ALNAP's DAC guidance
Juliette Flach	Research assistant for systems thinking work
Jumbo	Hosting the virtual platform for the 2021 ALNAP Meeting
Katie Chappell	Visual notetaking for the 2021 ALNAP Meeting stories
Katy Bobin	Author of the ALNAP COVID-19 synthesis
Leah Campbell	Research support for the 2021 ALNAP Meeting and ALNAP Leadership workstream Author of the SOHS Mortality report, 'Systems thinking for humanitarians: An introduction to the complete beginner' and 'Systems thinking handbook for humanitarians'
Lessons Learned Simulations and Training Ltd.	Delivery of a 2021 ALNAP Meeting session
LSHTM	Production of literature review and survey for the CHL project Updating ALNAP's COVID-19 lessons paper
Lucy Peers	Graphics for 'Systems thinking for humanitarians: An introduction to the complete beginner' and 'Systems thinking handbook for humanitarians'
Manta Ray Media	Hosting and maintenance of the ALNAP website Upgrading the web server Rebuilding the HELP Library Enhancing the COVID-19 Response Portal Setting up the Ukraine Response Portal Developing the SOHS microsite and manual E-Reader functionality
Margaret Griffiths	Copyediting 'The Gaza Resilience Programme: ICRC's urban approach in practice'
Margie Buchanan-Smith	Co-author of 'From Kosovo to Ukraine: lessons from the humanitarian response to conflict and displacement in Europe' Co-author of 'From Real-Time Evaluation to Real-Time Learning' Delivery of an M&E Skills Building Day workshop
Merryn Lagaida	Management of ALNAP HELP Library, Syria Evaluation Portal and Urban Response Portal
Neelofar Shahzad/ CWSA	Revision of ALNAP's Guidance on Evaluating Humanitarian Action Using the OECD DAC Criteria
Rebecca Steinbach	Statistical support for the SOHS report
Renee Goulet	Tagging support for the ALNAP HELP Library Transcriptions for the 2021 ALNAP Meeting Call on Contract: ALNAP Work Plan 2021-22
Rex Rui-Yuan Chen	Interpretations for the 2021 ALNAP Meeting
Sakdiyah Ma'ruf	Interpretations for the 2021 ALNAP Meeting
Sarah Filbey	Oversight of ALNAP Film production, social media audit and sourcing event management support
Sebastian Weishaupt	Coding and synthesis for the SOHS report Author of the ALNAP HDP nexus report
Shamdasani Publishing Services	Typesetting 'The Gaza Resilience Programme: ICRC's urban approach in practice'
Sis Ventures (Satu Elo)	Research support for the ALNAP-DAC guidance revision

Soapbox	Design and layout for the Leadership workbook Branding for the 2021 ALNAP Meeting Design of the Action Learning and Tacit Learning packs
Sophia Swithern	Co-leading research for the SOHS report Author of the SOHS Nexus report Facilitating the HDP nexus event
Suzanne Belliveau	Event consultant for the 2021 ALNAP Meeting
Stephen Wainwright	Delivering mindfulness sessions at the 2021 ALNAP Meeting
Sylvestre Musengimana	2021 ALNAP Meeting consultant
The Research People	Graphic design lead for Field Level Learning products Delivering the fieldwork component of the SOHS report Author of the SOHS innovation report
Translators Without Borders	Translation and transcription for the 2021 ALNAP Meeting
Unfold Stories Ltd	Updating ALNAP's logo for the 25th Anniversary

ALNAP members as of 31 March 2022

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



CAFORD UK



CALP Network



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)



The Center for Strategic and International Studies



Christian Aid



Coastal Association for Social Transformation Trust



Community World Service Asia



DanChurchAid



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 Organization 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



IIED



IKEA Foundation



IMPACT Initiatives



The Institute of International Humanitarian Affairs
Institute of International Humanitarian Affairs



Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)



ICRC

International Committee of the Red Cross (ICRC)



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)



ODI



OFADEC



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



Translators without Borders



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
International

Associate members



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 2021–2022

Activity	Expenses (budget)	Expenses monitoring	Staff costs budget	Staff costs expenditure	Total budget	Total expenditure
Monitoring and Evaluation (ECAP)	£134,348.85	£65,040.05	£126,993.99	£149,036.49	£261,342.84	£214,076.54
Sub-totals	£134,348.85	£65,040.05	£126,993.99	£149,036.49	£261,342.84	£214,076.54
State of the Humanitarian System Report (SOHS)	£495,146.55	£416,648.09	£320,116.68	£295,449.36	£815,263.23	£712,097.45
Sub-totals	£495,146.55	£416,648.09	£320,116.68	£295,449.36	£815,263.23	£712,097.45
Strengthening Field Level Learning (LFR)	£51,940.14	£27,820.48	£59,943.05	41,913.81	£111,883.19	£69,734.29
Locally Led Humanitarian Action (LLHA)	£24,700.00	£13,395.00	£61,004.36	£22,986.12	£85,704.36	£36,381.12
Leadership and Coordination (LEAD)	£25,696.25	£6,589.26	£13,941.61	£3,952.22	£39,637.86	£10,541.48
Responding to Urban Crises (URB)	£30,069.28	£22,510.50	£63,648.30	£46,591.58	£93,717.58	£69,102.08
Sub-totals	£132,405.67	£70,315.24	£198,537.33	£115,443.73	£330,943.00	£185,758.97
Lessons Papers General (LESS General)	£27,013.10	£28,513.11	£18,269.95	£5,666.93	£45,283.05	£34,180.04
Lessons Paper USAID (LESS)	£78,696.36	£45,882.92		£20,597.39	£78,696.36	£66,480.31
ALNAP Annual Meeting (MTG33)	£138,820.36	£149,041.78	£153,422.52	£180,299.88	£292,242.77	£329,341.66
Knowledge Management (KM)	£43,111.53	£37,807.02	£82,573.45	£43,485.11	£125,684.98	£81,292.13
Communicating Humanitarian Learning (CHL)	£30,866.23	£3,244.61	£39,788.56	£17,694.01	£70,654.79	£20,938.62
Sub-totals	£318,507.46	£264,489.44	£294,054.48	£267,743.32	£612,561.94	£532,232.76
Engagement with and support to the humanitarian system (SYS)	£150,827.56	£2,157.56	£185,575.84	£881,49.42	£336,403.40	£90,306.98
Secretariat and Steering Committee (SEC)	£102,554.30	£50,576.06	£331,157.65	£415,310.54	£433,711.95	465,886.60
25th Anniversary (ANV25)	£43,350.00	£61,564.80		£160,791.15	£43,350.00	£222,355.95
Sub-totals	£296,731.86	£114,298.42	£516,733.50	£664,251.11	£813,465.36	£778,549.53
Grand total	£1,377,140.40	£930,791.24	£1,456,435.97	£1,491,924.51	£2,833,576.36	£2,422,715.75

Table 3. Contributions per member organisation

Funder	Requested income	Received
Action Against Hunger	£3,600.00	
AECID: Ministerio de Asuntos Exteriores y de Cooperacion	£0.00	
Africa Humanitarian Action	£0.00	
All India Disaster Mitigation Institute	£109.00	£109.00
American Red Cross	£3,628.00	£3,628.00
Australia Department of Foreign Affairs and Trade	£282,402.91	£282,402.91
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	£0.00	
Centre of Disaster Preparedness	£530.00	
Christian Aid	£200.00	£200.00
COAST	£109.00	
Community World Service Asia	£208.00	£416.00
Danish Refugee Council	£3,462.00	£3,462.00
DFID/ FCDO	£0.00	
ECHO	£85,000.00	£84,679.51
Federal Foreign Office Germany	£242,770.00	£242,450.02
Food & Agriculture Organisation of the United Nations	£2,760.00	
Foreign Affairs, Trade and Development Canada	£56,409.53	£56,409.53
Global Emergency Group	£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	£0.00	
ICRC	£8,036.00	
ICVA	£1,597.20	£1,597.20
IFRC	£4,378.00	£4,378.00
Ikea Foundation	£1,350.00	
IMC Worldwide	£152.00	
International Rescue Committee	£6,145.00	
IOM	£10,000.00	£10,000.00
Irish Aid	£0.00	
Key Aid Consulting	£275.00	
Mercy Corps	£7,840.00	
MERCY Malaysia	£218.00	
Medecins Sans Frontieres International Evaluation Group	£2,000.00	£2,000.00
Ministry of Foreign Affairs Belgium	£42,600.00	£43,011.49
Ministry of Foreign Affairs Denmark	£30,000.00	£28,229.13
Ministry of Foreign Affairs Netherlands	£0.00	
Ministry of Foreign Affairs Norway	£0.00	
New Zealand Aid Programme	£2,640.00	

Funder	Requested income	Received
Norwegian Refugee Council	£6,145.00	£6,145.00
OFADEC	£109.00	£109.00
OCHA	£7,164.00	£7,511.00
OXFAM GB	£4,615.00	£4,615.00
RedR	£212.00	£212.00
Samuel Hall	£218.00	£218.00
Save the Children	£0.00	
Solidarites	£5,700.00	£5,700.00
SEEDS	£0.00	
Swedish International Development Cooperation Agency (Sida)	£205,000.00	£212,308.82
Swedish Red Cross	£3,000.00	£3,000.00
Swiss Agency for Development and Cooperation (SDC)	£155,000.00	£85,000
Tearfund	£6,000.00	£6,000.00
Transparency International	£0.00	
Transtec	£0.00	
Trocaire	£0.00	£4,078.00
UNFPA	£3,500.00	£3,522.41
UNICEF	£7,300.00	
UNHCR	£11,244.00	£11,244.00
USAID/BHA contracted (including GLI)	£1,516,793.57	£1,516,793.57
War Child	£4,000.00	£4,000.00
WFP	£10,247.00	£10,247.00
World Vision	£6,442.00	£6,442.00
2021 ALNAP Meeting income		£5,830.00
Total requested/received from funders	£2,773, 829.21	£2,678,518.59

Figure 1. ALNAP's top five funders 2021–2022

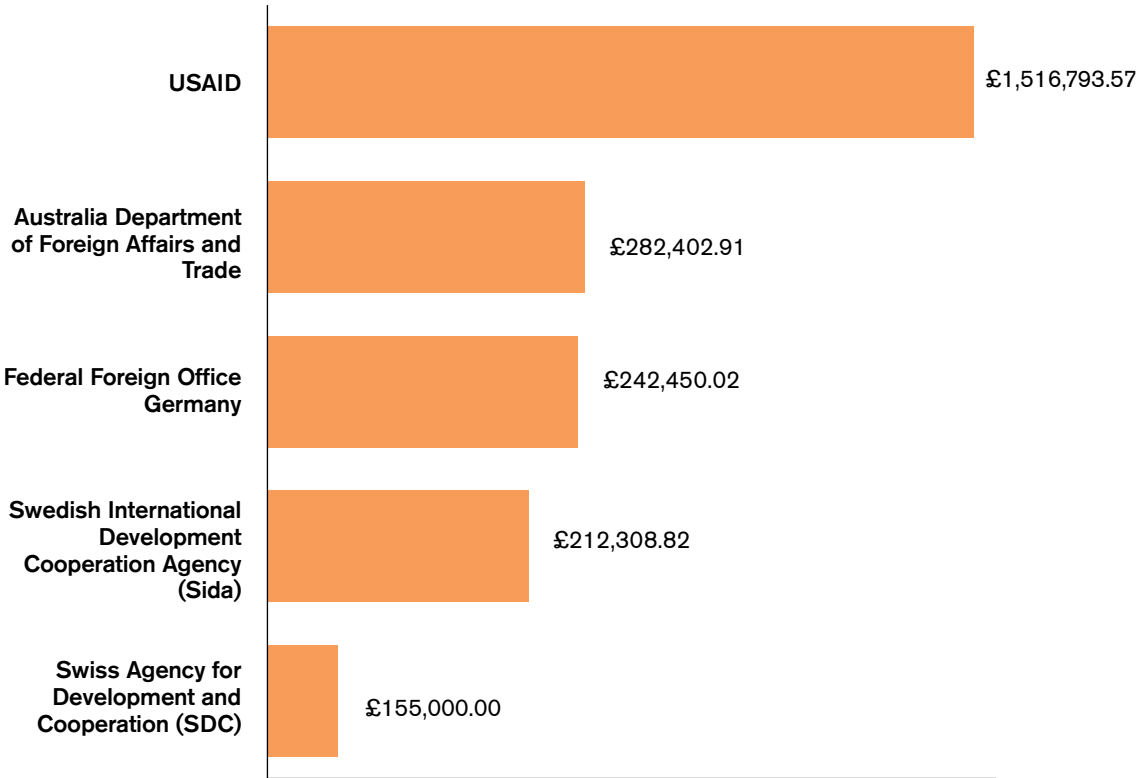


Table 4. Income and expenditure

Membership contributions and funding received	£2,678,518.59
Carry forward from previous period	£223,934.42
Total income and carry forward	£2,902,453.01
Expenditure	£2,422,715.75
Balance at end of year	£479,737.75



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