2022–2023

ANNUAL REPORT

ALNAP

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

www.alnap.org

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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-governmental 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.

> **In a sector often seen as painfully devoid of the collaborative impulse, ALNAP shines out.**

Ben Ramalingam, in 'Voices from ALNAP's first 25 years'

ALNAP stands for the **A**ctive **L**earning **N**etwork for **A**ccountability and **P**erformance in humanitarian action. We are the global network for advancing humanitarian learning. Our goal is for all humanitarians to benefit from our sector's collective experiences, so that they can have a greater impact for communities in crisis.

Our vision to improve performance

Humanitarians everywhere want every crisis response to deliver the best possible outcomes for people who are most affected. The vision guiding ALNAP's work is of an international humanitarian system that can deliver principled assistance and protection to the most vulnerable people. We collate learning from past responses so that humanitarians can apply their insights to current crises and learn for the future.

ALNAP was established in 1997, as part of the humanitarian community's response to the Joint Evaluation of Emergency Assistance to Rwanda, following the country's 1994 genocide. The sense was that the system had failed in its response to that crisis. It became clear that more rigour was needed when evaluating what worked and what did not, with better communication of learning and practice. For the 26 years since then, ALNAP has sought to improve the quality, availability and use of knowledge, learning and evaluative evidence from humanitarian responses, and to continually assess the performance of the humanitarian system.

ALNAP connects humanitarians with the evidence and learning they need, when they need it. We also collate and share knowledge and learning via events and meetings, webinars, blogs, online platforms and many other forums. We rigorously distil learning from across the system, helping humanitarians to make sense of the vast amounts of evidence available. And we undertake research to address gaps in humanitarian evidence on subjects of critical interest to our members; this research is often conducted with our members' help.

In September 2022 we published the fifth edition of our *State of the Humanitarian System* (SOHS) report, covering the years 2018–2021. This unique and independent report is renowned across the sector for its comprehensive information about the size, scope and shape of the humanitarian system, and its rigorous assessment of overall progress and performance. It's a health check of the system, shining a light on how the sector is performing, and where it needs to improve.

ALNAP brings together disparate parts of the sector, creating collaborative spaces where humanitarians can exchange insights, experience and practical ideas. Meeting with our members and the wider humanitarian community is pivotal to our work. Most of our events are held wholly or partly online, allowing us to reach even wider audiences. Throughout this year we have held

nearly 60 events and briefing sessions with members, partners and colleagues from all parts of the humanitarian sector.

ALNAP is also home to the sector's largest library of learning resources: the Humanitarian Evaluation, Learning and Performance (HELP) Library. This extensive digital repository of resources – a public good available to the entire humanitarian sector – holds more than 22,000 documents, including 850-plus ALNAP publications and more than 3,000 evaluations.

ALNAP's secretariat manages, organises and implements all ALNAP activities, aided by its members. Hosted by ODI, the secretariat is a small team of individuals who support learning across the network and who 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 nine elected full members: a chair of the committee plus eight representatives from our membership constituencies.

Message from the Chair

The fourth quarter of this Annual Report coincides with my first quarter as ALNAP's Chair. When I took up this position in January 2023, I wrote about the principal challenges facing humanitarians in these times of intensified conflict and escalating needs, and how I believed ALNAP might be able to contribute to the changes that are urgently necessary. As I settle into my new role, this report is a useful guide to the range of ALNAP's work, and shows how the organisation is adapting to the developing needs of the sector in challenging times.

ALNAP's fifth *State of the Humanitarian System* report provided a compelling and comprehensive assessment of the ways in which the sector is succeeding, and the ways in which it needs to do better. It sent a message with which you are undoubtedly already familiar. The report shows that while the humanitarian system performs well in many important areas, progress has stalled in others. In localisation, in reforming the humanitarian architecture, in coping with specific challenges raised by conflict situations including protracted and forgotten conflicts, and in listening to crisis-affected people, we are not seeing significant improvement. The consequences for the people we serve are grave.

Change is stalling because the sector as a whole finds it demonstrably difficult to engage with the lessons of previous crises. As the report describes in the section on 'Supporting system-wide learning', ALNAP has spent considerable time this year assessing the efficacy of different kinds of learning and their relationships with change. Some interesting conclusions are drawn about the efficacy of technical learning and bite-size, practical lessons, and the comparative stubbornness of more transformative system-wide issues. We also discovered that there is still much we don't know about how humanitarians learn, an evidence gap we are now addressing in a focused way through our research.

In identifying these learning challenges and addressing them systematically, ALNAP demonstrates its unique value to the sector. It has a laser focus on the critical importance of collective learning and provides a vital collaborative space for reflection and assessment.

Fittingly, 2022–2023 has been a year of learning for the ALNAP Secretariat as well as for me as Chair. Our new Director, Juliet Parker, has completed her first full year in the post, and I know she has felt supported by the warmth and generosity of ALNAP's membership, and energised by ALNAP's mission to support humanitarian learning. We have also engaged in a purposeful strategy to make our secretariat more global, adding talented staff from around the world who enrich our perspectives and bring us closer to critical regional issues. And, as Juliet outlines in her message below, we are constantly testing new ways to bring ALNAP's outputs to humanitarians in the most effective and practical forms. We welcome any ideas for improvement.

Hesham Youssef
ALNAP Chair

I am in no doubt about the scale of the challenge facing the humanitarian sector, but I know that the ALNAP Steering Committee and secretariat team are entirely committed to playing their part, working with our valued members, our partners and the broader community. We look forward to yet another year of collaborative learning and improvement, and we hope you will join us and support our effort.

Message from the Director

The period covered by this Annual Report included ALNAP's 25th anniversary, the end of my first full year as ALNAP's Director, and the welcome arrival of Hesham Youssef as our new Chair. Among many other outputs this year we published the fifth edition of our flagship *State of the Humanitarian System* (SOHS) report. We also produced a suite of reports, events and editorials under the theme 'Spotlight on Learning' in recognition of ALNAP's 25th anniversary.

These publications tell a story about our twin focal points over 2022–2023. In the SOHS report we collated a wealth of evidence and learning to produce a valuable snapshot of the performance of the humanitarian system. And in our 'Spotlight on Learning' products we analysed fundamental learning processes to create a better understanding of how and when humanitarians learn, and to find out more about the blockages and accelerators that affect the implementation of learning to achieve positive change.

In part, this is a story about evidence, and why – in itself – it's not enough. When ALNAP was set up, the problem lay in a lack of evidence to inform learning. That isn't the challenge now. Whilst some important evidence gaps remain, we are richer in evidence, knowledge and documented learning, than ever before and we have a strong understanding of good practice in many areas. Yet we know – despite the availability of evidence, and notwithstanding important areas of

positive change – that in many areas the sector is not progressing in the way it wants to. Recommendations for improvements in localisation and accountability to affected populations are the same – almost word-for-word – as they were 20 years ago. The SOHS report depicts a sector that has committed itself to become more diverse and decentralised, but in which resources and funding decisions are actually becoming more concentrated.

The challenge now is to find out how to instrumentalise learning to drive change. ALNAP's role is to act as the institutional memory of the sector: to curate learning, and make it accessible and usable. We are increasingly being asked to help members make sense of the vast array of evidence for humanitarians who have limited time and space for learning.

This year we have produced rapid evidence reviews and briefings to support the responses in Ukraine, Pakistan, Türkiye and Syria, and Somalia. The feedback we have received on these briefings and evidence reviews, and on the tailored briefings and presentations we have delivered on the SOHS report, has been strikingly positive. It's becoming ever clearer that making sense of evidence in a timely and accessible way will be an increasingly important part of our evolving role.

I'd like to thank all of our members and stakeholders for their generous and focused engagement over the past year. We look forward to working closely with you in the year to come.

Juliet Parker
Director, ALNAP

Improving the quality and accessibility of evaluative evidence

Bringing focus and energy to critical issues

ALNAP is renowned for focusing on the quality and accessibility of monitoring and evaluation (M&E) evidence and learning. This year has seen our team going deep on three issues of critical significance: the learning emerging from the global COVID-19 pandemic response; the humanitarian-development-peace (HDP) nexus; and the use of OECD Development Assistance Committee (DAC) criteria in humanitarian evaluation.

> **ALNAP's core competencies in research, evaluation and monitoring enable it to look at the whole ecosystem, analysing the roles played by all the actors.**

Loreine De La Cruz, Executive Director at the Centre for Disaster Preparedness Foundation, in 'Voices from ALNAP's first 25 years'

We approached these areas with characteristic energy and attention to detail – and this continues in 2023–2024, with major outputs and stakeholder engagement exercises in the pipeline.

Capturing and sharing key learning

With UNHCR and the COVID-19 Global Evaluation Coalition, ALNAP co-hosted a high-level learning event in July 2022 on protecting refugee rights amid pandemic responses.

This initiative highlighted findings, lessons and recommendations from a global evaluation under the auspices of the COVID-19 Global Evaluation Coalition, managed by UNHCR, the governments of Finland, Uganda and Colombia, and ALNAP. High-profile speakers included Gillian Triggs (United Nations Assistant Secretary-General and Assistant High Commissioner for Protection at the Office of the United Nations High Commissioner for Refugees [UNHCR]), and Susanna Moorehead (OECD DAC Chair). A panel of experts also shared insights and lessons on how to improve protection and respond to COVID-19 while respecting refugee rights and international law. Our Senior Research Fellow Susanna Morrison-Métois was also a part of the management group for the IAHE evaluation of the humanitarian response to COVID-19, the results of which were published in March 2023.

Our COVID-19 Evaluation Synthesis work meanwhile delved into a large and rich trove of evaluative evidence, with more than 70 evaluations (selected after quality scoring) subjected to qualitative narrative analysis.

The upcoming final evaluation synthesis will summarise key findings and lessons for the broader humanitarian policy community.

On another very timely issue, evaluators have reached out to ALNAP for advice on how to develop strong evaluation frameworks and robust methodology for humanitarian-development-peace (HDP) nexus evaluations. ALNAP members (and those within the Inter-Agency Humanitarian Evaluation [IAHE] group) have also asked ALNAP to look at existing nexus evaluations to uncover relevant lessons and findings and on implementing nexus approaches. In response, our nexus workstream is turning hundreds of pages of evidence into an evaluation

synthesis and a paper outlining 'How to evaluate the HDP nexus'. That work builds on our meta-analysis of humanitarian evaluations undertaken for the 2022 SOHS report, which included an in-depth review of evaluations covering HDP nexus topics.

Updating the OECD DAC criteria guidance

How, and on what basis, the humanitarian sector decides to measure its performance is an important and sensitive discussion of concern to humanitarians across the world. Evaluation criteria – such as the OECD DAC criteria – offer a reflection of how the humanitarian system addresses learning and change, and of the key values and concerns held by many humanitarian actors.

ALNAP has been a long-standing point of reference for OECD DAC evaluation criteria, having published guidance on its use in 2006. As part of our work to update this guidance, this year saw planning for a global, inclusive consultation process to include events and a multi-language survey. This year, we worked towards the publication of a full paper, 'OECD DAC Criteria for Evaluating Humanitarian Action: A mapping of literature, guidance and practice', as well as a paper summarising the key issues. A supporting advisory group includes representatives of the key constituencies of ALNAP's membership.

We held a successful first consultation event seeking feedback to help guide our thinking on key issues relating to the OECD DAC criteria at the European Evaluation Society Conference in June 2022, with speakers from the International Federation of Red Cross and Red Crescent (IFRC), UN World Food Programme (WFP), the Nepalese Red Cross and ALNAP.

Looking ahead through 2023–2024, ALNAP will convene the sector through a range of consultation processes across the world to foster further wide-ranging and detailed discussion on how evaluation criteria should be defined and framed for humanitarian settings. Also on the agenda will be suggestions for additional cross-cutting issues or criteria that are of strong relevance for humanitarian programmes and evaluations. These consultations will go to the heart of key questions around how the sector understands and defines 'quality', and who gets to shape those decisions.

ALNAP is the only actor that focuses primarily on humanitarian evaluation and brings together the entire sector. As a global network, and as the publisher of existing guidance that is still widely used, we are uniquely well placed to manage this process.

The resulting ALNAP guidance and training will be critical in supporting the sector's collective action on learning and performance.

OECD DAC Criteria: ALNAP Guidance Update Report

175 documents reviewed, including 43 guidance documents and standards

As travel and face-to-face interaction became more feasible, our M&E engagement work this year has included both in-person and virtual events to discuss work in progress and capture feedback and learning from a huge variety of stakeholders across the humanitarian system.

In June 2022, Our Senior Research Fellow Susanna Morrison-Métois moderated a session on humanitarian evaluation in Ukraine at the European Evaluation Society conference. We worked with the Ukrainian Evaluation Association to facilitate and promote their event, which was one of the best attended at the conference.

The following month, ALNAP took part in a UK Evaluation Society event, 'Evaluation Guidance: What Makes the Difference?'. Focused on ensuring that evaluation guidance is of maximum utility to practitioners, the event discussed the factors that make evaluation guidance useful, influential and effective.

And in September, ALNAP contributed to two sessions at the biennial South African Monitoring and Evaluation Association conference, sponsored by UNICEF, CARE, CLEAR Anglophone Africa and the Global Evaluation Initiative. We presented key findings from ALNAP's Real-Time Learning paper to a packed session audience, and also participated in a panel, drawing on our paper on digital M&E during COVID-19.

At a glance: progress on Strategic Focus Area 1

- Completed quality scoring and selection of COVID-19 evaluations and qualitative narrative analysis of 80-plus evaluations for the evaluation synthesis of humanitarian responses to COVID-19

- Completed the drafting of the forthcoming ALNAP HDP nexus synthesis paper, based on findings from 90 evaluations, with the paper in the process of being finalised now

- Held a successful consultation event on the OECD DAC criteria guidance at the European Evaluation Society Conference with speakers from IFRC, WFP and the Nepalese Red Cross (June 2022)

- Reviewed 175 documents, including 43 guidance documents and standards, for our forthcoming mapping publication on the use of the OECD DAC criteria

Monitoring the performance of the humanitarian system

The State of the Humanitarian System report

The fifth edition of the State of the Humanitarian System (SOHS) report was published in September 2022. This independent report – based on evidence from frontline practitioners, populations affected by crises, academics, policy-makers and donors – provides the only longitudinal assessment of the size, shape and performance of the humanitarian system against key criteria over time.

5,487

People responded to our survey about receiving humanitarian aid

In just over 350 pages, the SOHS report looks at the period from January 2018 to December 2021, as well as drawing comparisons with previous editions to take a 15-year long view. It takes account of a mixture of qualitative and quantitative data from primary and secondary sources, including evaluation syntheses, quantitative reviews, surveys, interviews and focus group discussions, and a longitudinal analysis of our unique dataset. Feedback and research outputs from affected populations form a significant part of the report.

A global launch for the SOHS report was held in Nairobi in September 2022. Alice Obrecht,

ALNAP's Head of Research and Impact and co-lead author of the report, delivered the keynote presentation. A panel discussion involved representatives from the International Committee of the Red Cross (ICRC), WFP, Pastoralist Girls and BHA/USAID, and was chaired by Dr Asha Mohammed of the Kenya Red Cross Society. This was a hybrid event, with an audience in the room and a global audience online. It was the first in a series of launch events and tailored briefings that have now reached hundreds of organisations.

Ten public launch events have been held at locations across the world, and briefings or panel presentations have been given to more than 40 organisations, senior leaders, inter-agency forums and 14 of the 20 largest (by ODA volume) humanitarian donors.

> **The State of the Humanitarian System reports have made the whole system more accurately aware of who we are, where we perform well and where we do not.**
>
> **Mihir Bhatt, Director at All India Disaster Mitigation Institute, in 'Voices from ALNAP's first 25 years'**

Since publication, the various formats of the SOHS report – a downloadable PDF, an in-browser e-reader, and an accompanying 50-page summary – had together been accessed more than 8,000 times by the end of March 2023. Heat maps from Google Analytics show the report being downloaded across the world, reaching even more people in a greater spread of countries than the 2018 edition. The e-reader format offers easy navigation for people looking for specific information. We developed

animations, videos, and short, topic-specific briefing papers that are hosted on our website and these have been proactively shared via email with key partners and contacts.

Engagement with SOHS 2022 compared to SOHS 2018 (in the three weeks following their respective publication dates)

33% Report downloads

67% Summary downloads

52% Site sessions
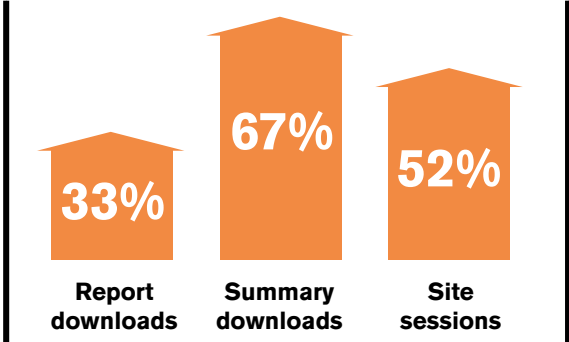
A strong media engagement strategy led to SOHS research being directly covered or quoted in more than 30 articles and podcasts, from global policy outlets and international news sources to specialist humanitarian websites. (This figure does not include citations in academic journals.) A concerted social media strategy produced nearly 1,000 visits to the SOHS pages, and outreach to prominent influencers in the sector led to well-read articles on blog sites, most notably Duncan Green's 'From Poverty to Power'.

90
Key informant interviewees

500+
Evaluations assessed for the evaluation synthesis

6
Countries selected for in-country research

State of the Humanitarian System: some coverage highlights

- La Repubblica
- Global Policy
- Washington Institute for Near East Policy
- Défis Humanitaires
- AllAfrica.com
- The Fiji Times
- From Poverty to Power
- The New Humanitarian: newsletter, article and UNGA preview
- Rethinking Humanitarianism
- Down To Earth magazine
- Peace Research Institute Oslo
- Start Networks
- Elrha

" This report has been useful on multiple fronts [in] internal discussions on our reflections on progress on different commitments. In particular, the chapters on system size [and] how it's changing gave us food for thought in our reflections on decolonising. It's been a good moment for us to take stock with a broader analysis that includes others – and see where others are doing better, and get inspired and challenged. "

Executive Director of leading international NGO

Working towards the next edition of SOHS

We have conducted an after-action review to identify what worked well in producing and disseminating this edition of the report, and what we would like to do differently. As we engage in early planning and consultation for the sixth edition, our ambition is to make some key changes to drive impact and practical application, including a structured process for offering agency-specific recommendations, improving the evidence base for humanitarian action, and deepening community-based research.

At a glance: progress on Strategic Focus Area 2

- State of the Humanitarian System 2018–2021 report published in September 2022

- 10 launches worldwide and 40+ briefings and presentations

- More than 30 pieces of coverage in global news and humanitarian outlets

- 8,000+ views and downloads of the report, summary and e-reader as at end-March 2023

- In its first three weeks, SOHS was read online and downloaded nearly 4,000 times

- Downloads of the report were 33% higher, downloads of the summary were 67% higher and sessions on the site were 52% higher than in the equivalent three weeks after the publication of SOHS 2018

Strategic Focus Area 3

Addressing key evidential gaps

ALNAP's intent in this strategic focus area is to identify gaps in collective humanitarian knowledge and critical aspects of humanitarian work in which learning and understanding can be improved. From nurturing positive change in policy and practice to improving how humanitarian assistance and protection are delivered at the local level, our aim is to unlock better humanitarian performance.

> **ALNAP has helped us by providing a neutral space, somewhere that gathers the hard evidence we need for our negotiations on locally-led responses.**

Manu Gupta, Co-Founder at the Sustainable Environment & Ecological Development Society, in 'Voices from ALNAP's first 25 years'

Strengthening frontline learning

Previous ALNAP research identified frontline knowledge as an important component in effective humanitarian response. However, frontline staff have limited time, support and resources for engaging in learning during a response and for sharing their learning across crises. This impedes the extent to which their knowledge can have a positive impact on humanitarian action. In our Frontline Learning workstream this year we aimed to:

- support effective learning among frontline staff during humanitarian responses;
- support effective sharing of learning between frontline staff across different crisis contexts;
- encourage increased support and respect for frontline learning among humanitarian actors at local, national and international levels; and
- increase ALNAP's engagement with local

and national NGOs to understand and share their learning approaches.

To address this considerable gap, ALNAP launched two sets of practical resources – the Action Learning Resource Pack and the Tacit Learning Resource Pack – in November 2022 as a part of our 25th Anniversary Spotlight on Learning series. The purpose of the packs is to support opportunities for learning among frontline staff and to enable organisations to engage with and value the knowledge of their frontline staff. They were produced following extensive piloting and participatory development stretching back to 2020.

The two resource packs offer different angles on harnessing the knowledge of frontline humanitarian workers. The Action Learning Pack is an easy-to-use, step-by-step guide that helps frontline workers to find solutions 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 and on creating an enabling environment within organisations to capture, share and use that knowledge. Both packs were published in Arabic, French and Spanish as well as English.

In April 2022 we published a research study on 'action learning', interrogating the results of ALNAP's project to pilot both the Action Learning Resource Pack and an accompanying training package with 26 frontline staff from 12 different local, national and international non-governmental organisations. The study tracked how they used action learning in practice over the subsequent six months. It found that action learning produced several benefits, including:

- the stimulation of learning, reflection and active problem-solving in teams;
- sharing best practice and innovative approaches among peers;

- co-creating solutions to collective problems with people both within and outside their organisations; and
- creating learning opportunities between disparate formal monitoring, evaluation, accountability and learning (MEAL) exercises.

Some participants in the piloting process also identified and implemented practical changes to improve programming. However, some frontline staff encountered challenges when implementing action learning as originally intended. Due to the fast-moving environments in which frontline staff implement processes, it was difficult for them to make time to hold dedicated action learning sessions. Instead, piloting staff mainly used action learning approaches in more ad hoc and light-touch ways, such as integrating them into conversations with team members and in existing meetings. This illustrates the extent to which strong organisational buy-in and less stringent organisational hierarchies are required to strengthen frontline learning.

To support the resource pack publication in late 2022, ALNAP Research Fellow Jen Doherty produced a blog reflecting on what we learned from the project, and hosted a webinar held in December with contributions from Solidarités International, The Research People and the COAST Foundation. Munir Mujibal Haque from COAST also wrote a blog for our site reflecting on the lessons learned from testing the Tacit Learning Pack.

❝ I have to say this is the best panel discussion I have listened to in 2022. ❞

Comment in webinar chat channel, December 2022

Frontline learning remains a challenge. We will continue to look for future opportunities to champion this work, link it with other initiatives

and develop new guidance and resources.

Locally led humanitarian action

Localisation has been the subject of focused debate in the humanitarian sector for several years, much of it focused around the Grand Bargain (struck at the 2016 World Humanitarian Summit) and related international agreements. In the debates around 'who is local' and the focus on the need for change within larger organisations, the existing aid architecture has been at the centre of the discussion. But locally led action is already happening in many affected areas and communities, and only some of this is aided by the formal international humanitarian aid architecture.

The overarching objective of the Locally Led Humanitarian Action workstream is to build a broader understanding of the added value of locally led action, one that will help to inform approaches in the sector and ultimately help to deliver better programmes.

This year saw the initiation of the scoping phase of this workstream. It has focused on capturing current understanding around localisation and locally led concepts, and the existing learning gaps. As such, the scoping questions focus on the terminology and attributes, the value-add and challenges of locally led action, and areas where the respondents feel that learning focus would be helpful.

We've carried out an extensive review of the literature and spoken to 23 organisations from across the sector to inform this work.

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Among the emerging findings is that practitioners differentiate between localisation as an interior system change process, and locally led action as a broader approach that at its heart builds on existing assets in crisis-affected areas.

Anecdotally, locally led action seems to bring in many different points of value, from greater effectiveness to a less siloed humanitarian approach.

The scoping has also brought out some of the key challenges (and opportunities) that exist for the sector, including trialling less cumbersome due diligence requirements or approaches to designing programming that reflects community needs. The magnitude of the change required will require organisations at all levels of the sector to reflect on the potential complementarity of their roles, both as implementors and as intermediaries with donors and others. Very little sector-wide learning, however, approaches the issue from this angle. Learning and evidence tend to focus on the progress made towards modifying the existing formal system, and the extent to which commitments have been fulfilled. This lack of storytelling around the value of locally led action and its linkage to performance is one of the major gaps that we have identified.

The intent is to publish the scoping study in October 2023. This study will set out where the sector is in its push for change; examine the understanding of terminology; and identify learning gaps. It will also consider possible research streams and methodology for the next phase of the project.

Accountability to affected populations (AAP)

Over the past decade the sector has increasingly discussed accountability to affected populations (AAP) as a goal for humanitarian actors. An abundance of tools and guidance now exists on how to create effective feedback mechanisms and how to engage communities. However, ALNAP's 2022 *State of the Humanitarian*

System report indicates limited satisfaction among communities that are affected by crises on accountability, participation and aid that is relevant to their needs.

There is a need to understand the key challenges holding the system back from progressing on accountability and the promising practices that could help the system move forward. This workstream is producing a scoping study to analyse these issues based on a literature review and interviews with members and non-members across the sector to understand their experiences, priorities and areas of support. The study will also highlight key learning and evidence gaps that need to be filled to help the system move forward on accountability.

ALNAP has also continued to provide inputs to several advisory groups, initiatives and research projects on the topic of accountability to affected populations and has provided briefings to agencies and donors on related issues. We have reviewed the CHS accountability report; we are a member of IASC Task Force 2 on AAP; and we are a member of the advisory group for the BHA/UNICEF social science in community engagement initiative.

Frontline learning: uptake

100+
Views of webinar
(attendees & views
of recording)

450+
Downloads of
resource packs &
research report

At a glance: progress on Strategic Focus Area 3

- Launched the Action Learning Resource Pack and Tacit Learning Resource Pack in four languages and disseminated these via blogs, social media posts and newsletters, and published the research study on Action Learning

- Held a webinar on the Frontline Learning resource packs (December 2022)

- Key Frontline Learning resources downloaded and viewed nearly 600 times

- Conducted multiple KIIs to inform our scoping work on locally led action

- Contributed learnings so far from our AAP workstream to the Inter-Agency Standing Committee Task Force 2, the Belgian Ministry of Foreign Affairs, a Dutch Relief Alliance learning event, and the BHA/UNICEF Initiative for Social Science in Community Engagement

Supporting system-wide learning

The heightened demand on the humanitarian system means that resources to support and enable learning are more important now than they have ever been. 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.

> **Sometimes when you're in the thick of it you don't have the headspace to reflect, or search through mounds of evidence to pull out the most relevant pieces of information. This is where an ALNAP lessons paper or synthesis can be exactly what you need.**

Madara Hettiarachchi, Director of Programmes and Accountability at the Disasters Emergency Committee, in 'Voices from ALNAP's first 25 years'

Our analysis – drawn from consistent feedback and evidence – is that members and stakeholders need ALNAP to assume a sense-making role. Important gaps in evidence remain, and ALNAP is determined to address these in line with our broader commitments in this area. Throughout 2022–2023, we sought new ways to enhance system-wide learning while also providing timely, well-evidenced and focused outputs that are designed to be put to practical use.

Anniversary initiative: telling our story and shining a spotlight on learning

Our 25th anniversary in 2022 provided an opportunity to share our origin story with a new generation of humanitarians and shine a spotlight on learning.

Throughout the year we shared a range of online content that told our story as a network and explained our role in the sector. Our digital timeline, published in the lead up to the launch of the fifth edition of the State of the Humanitarian System report, recorded high visitor rates in its first three months and visitor page durations of up to nine minutes (well above the average web page duration of between one and two minutes). Our blog post marking the end of our anniversary year by sharing perspectives on ALNAP's value and impact ('Voices from ALNAP's first 25 years') registered one of our highest ever engagement rates on LinkedIn (over 43% – the average engagement rate being between 3% and 6%).

It is commonly accepted in the sector that change and improvements happen slowly. Incremental improvements have been identified in some key areas, but a frustrating degree of inertia persists. The Spotlight on Learning project aimed to understand the relationship between different types of learning and how they have affected key changes and improvements in the humanitarian system over the past 25 years.

The project includes the Spotlight on Learning series, which in September saw the publication of 'Lessons of Lessons', a paper reflecting on 20 years of ALNAP Lessons Papers. Throughout those years, ALNAP Lessons Papers have brought together findings and recommendations from a range of different contexts and disaster types, laying out lessons from previous responses in concise and readable ways. Lessons papers are aimed at staff who design and evaluate humanitarian responses, and are largely based on evaluation findings. They provide a wealth of learning and evidence for the sector and are a consistently popular ALNAP product.

'Lessons of Lessons' worked through a selection of lessons papers to identify where and how the humanitarian system has evolved over time, as well as the areas in which progress has been weaker and further attention is needed. It found that structural, system-wide themes appeared with increasing frequency as time went by, and that the evolution from 'observational' to 'instructional' information was most marked in

recommendations related to technical learning – and was least observable in those related to localisation, community engagement and accountability.

> **The nuts and bolts of what is delivered – the more technical aspects of aid – have improved. The humanitarian sector looks a lot more effective and professional than it did more than two decades ago. But the aid system fumbles when it aims big, and lofty reform promises largely go unrealised. Perhaps it's time for the sector to press pause on ambitious, expensive, transformational system-wide change efforts. Instead, let's acknowledge that less ambitious but more focused and technical attempts at change have been successful. Taken together, these bite-sized, practical shifts may start to dislodge the underlying problems that have long beset the sector.**

Jessica Alexander, author of 'Lessons of Lessons'

Aspects of learning: communication, change, leadership

In August, our 'Communicating Humanitarian Learning' study investigated the existing evidence about how the sector communicates learning when aiming to inform policy and practice. It found that there are prominent gaps in the evidence base for communicating humanitarian learning. We don't have sufficient evidence to know which approaches to communicating learning are most effective at influencing humanitarian policy or practice. To address this gap, ALNAP is taking forward Communicating Humanitarian Learning as a research agenda, working with partners to analyse the preferences of humanitarians when consuming and sharing knowledge and evidence.

Our 'Learning to Change' paper, published in December, made the case for systemic learning strategies in the humanitarian sector. Written by Ben Ramalingam and John Mitchell, it showed that organisational learning has tended to reinforce existing ways of working and has not produced a shift in the prevailing culture, which values action over reflection. To interrogate this further, the paper looked at the contribution of learning – or lack thereof – to progress in four case studies, using a systems lens: cash-based programming, localisation, participation and the use of mobile phones. The findings showed that learning has played a critical role in many key change efforts but has often not been part of wider organisational learning efforts. The paper's conclusion suggested that the humanitarian sector needs to rethink its rationale and approach to learning, and that the research and explorations in the paper can underpin this approach. It proposed a number of steps for how this might be taken forward. To accompany this work we published a blog by John Mitchell in December.

As we investigated the links between leadership and change, we saw an opportunity to explore the implications for humanitarian leadership. Our December blog 'What do we mean when we talk about humanitarian leadership?' addressed the problems of definition and delineation. In March 2023, John Mitchell contributed a chapter – co-authored with Ben Ramalingam – on 'Learning for Humanitarian Leadership' to the publication *Leadership and Humanitarian Change*, a compilation of studies published by the Global Executive Leadership Initiative (GELI) and the Centre for Humanitarian Action (CHA).

> **"Leadership is elusive: we know it when we see it, but it's difficult to define. Although a 'leadership gap at all levels of the system' was identified nearly 20 years ago, we were no nearer to agreeing on an overarching definition."**

John Mitchell, 'What do we mean when we talk about humanitarian leadership?'

These projects, together with Frontline Learning (Strategic Focus Area 3), all have distinct focus areas, but are complementary in their purpose of supporting the sector to understand how and when learning happens – and when it doesn't. They provided an exciting focus for our 25th anniversary, and will inform how we share learning in the future.

Sharing timely lessons for emerging crises

This year we continued to experiment with publishing shorter communications products for emerging crises, collating learnings and communicating them in a condensed and accessible way. Our synthesis of lessons on the Somalia drought crisis (March) and its associated briefing were accessed nearly 250 times. We also sent the briefing to operational colleagues in relevant organisations and key regional staff in donor governments, an initiative that drew warm feedback.

> ### Responses to ALNAP's synthesis of lessons on the Somalia crisis
>
> **'I saw the three-pager and read it this morning, and have already started sharing it internally and externally. I have a media interview tomorrow and will also use some of the recommendations.'**
>
> *INGO regional humanitarian lead*

> **'Many thanks for sharing this recent piece of research from ALNAP on the Somalia crisis. I've shared it with other humanitarian colleagues who lead on this at our end – much appreciated for flagging the important messages for donors.'**
>
> *Donor government programme officer*

In 2023, as two cyclones hit the Indian Ocean region in quick succession, we moved swiftly to gather useful lessons for response. After Cyclone Batsirai swept Madagascar in February, we published and promoted a list of relevant items from our Help Library. Following the devastating earthquake in Türkiye and Syria, we published a suite of curated learning resources in February to help inform the humanitarian response efforts. A piece about key considerations highlighted the most relevant lessons from previous responses, and our '16 lessons to inform earthquake responses' factsheet summarised key takeaways on one page. Both resources were published in Turkish and Arabic as well as English; they were downloaded more than 400 times.

To complement our longstanding Lessons Papers series, this year we also published lessons in shorter formats. Our report 'From Kosovo to Ukraine' (May 2022) looked at lessons from the humanitarian response to conflict and displacement in Europe. Drawing from the three-volume 'Independent Evaluation of Expenditure of DEC Kosovo Appeal Funds' and ALNAP's meta-evaluation of the Kosovo response, this nine-page report highlights important lessons from the international humanitarian response to the 1999 Kosovo crisis that could have relevance to the response in Ukraine. It has been downloaded nearly 200 times. In July, we co-hosted a webinar on challenges and opportunities for change in Ukraine with the United Kingdom Humanitarian Innovation Hub and Humanitarian Outcomes. This hotly anticipated event drew more than 200 attendees.

Knowledge management

ALNAP's Humanitarian Evaluation, Learning and Performance (HELP) Library – which contains more than 22,000 resources – has always been key to our mission to support learning by making knowledge, evidence and learning more accessible. Our knowledge management project aims to ensure that we maximise the utility of the HELP Library for our audiences. The project tests our assumptions about how ALNAP's different constituencies use the HELP Library in order to ensure that our approach to curating, sharing and managing knowledge and information is serving the sector as effectively as possible.

This year we have mapped out what we know currently about the HELP Library, current processes, observed issues and associated risks.

We continue to explore the possibilities and risks presented by artificial intelligence methods and seek to ramp up this project over the coming year.

HELP Library in numbers

22,318	3,198	230,000+
Resources	**Evaluations**	**Page views annually**
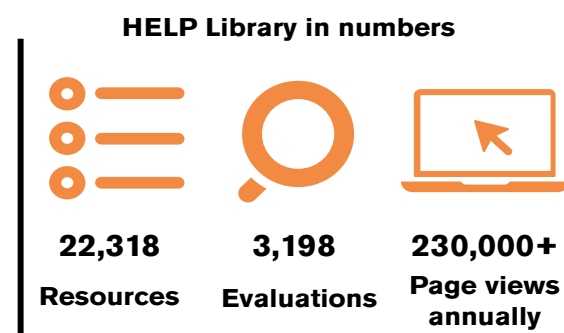
At a glance: progress on Strategic Focus Area 4

- Spotlight on Learning series: published six blogs and two pieces of guidance, as well as four reports and studies -

  - 'Learning Where it Matters: piloting action learning with frontline humanitarian staff'

  - 'Learning to Change: the case for systemic learning strategies in the humanitarian sector'

  - 'Communicating Humanitarian Learning: what do we know?' and

  - 'Lessons of Lessons: a window into the evolution of the humanitarian sector'

- Published nine-page report 'From Kosovo to Ukraine' on lessons from the humanitarian response to conflict and displacement in Europe

- 200 people attended our webinar about challenges and opportunities for change in Ukraine

- Responded to audience need with short, targeted learning products focused on emerging crises:

  - Our set of rapid briefings on earthquake response to inform crisis response in Türkiye and Syria were viewed nearly 1,700 times and our briefing was downloaded over 100 times

  - Our set of rapid lessons to inform the response in Somalia were viewed over 1,000 times and downloaded nearly 200 times

Maximising ALNAP's impact

Strong, effective communications processes are vital to ensure our learning products achieve impact and influence. In 2022–2023 we set resources aside to focus on this area, in order that we understand existing and potential audiences, reach them with products that meet their needs, communicate ALNAP's qualities and differences, and strengthen our network.

> **ALNAP's dedication to learning how to improve responses to humanitarian crises is truly important. We are too often confronted by deceptive and dangerous logic, with assumptions all-too-often embraced as common wisdom. Responses and solutions that are based on unfounded assumptions lead to shortsighted policy responses and implementation strategies that heighten the vulnerability of affected populations.**

Ignacio Packer, Executive Director at ICVA, in 'Voices from ALNAP's first 25 years**'**

Audience research

Understanding the needs of different audiences is an essential component in ALNAP's role as a learning organisation. Our 'Spotlight on Learning' work revealed how little is known about the way that humanitarian professionals prefer to engage with learning products and activities. Finding out more about this would enable the targeted and efficient use of resources to deliver a more consistent uptake of learning, leading to more effective humanitarian action.

Following the August publication of 'Communicating Humanitarian Learning' (Strategic Focus Area 4), we signposted ALNAP's members and stakeholders, as well as the broader humanitarian community, towards a survey about learning preferences. Undertaken by Devex, this survey was designed to address the gaps in knowledge identified by our research. This survey gathered nearly 1,000 responses and the results are now being analysed.

The findings of the Devex research confirm the importance that all humanitarians place on learning, regardless of their role or location, as a means to deliver better outcomes for communities affected by crises. However, the research also highlights that humanitarians often find relevant and timely knowledge difficult to find; that they have limited time and capacity to engage with learning; and that the format of evidence and learning is critical to the level of uptake.

We also commissioned Marble Global to undertake a social listening project, analysing professional humanitarian audiences and conversations on Twitter, and segmenting them according to characteristics, affinities, interests and behaviours. We received the findings and ALNAP is now analysing the data to consider how best to make use of this research for the humanitarian sector.

Brand refresh

Our brand refresh project gathered pace this year. We appointed a creative branding agency, Spencer duBois, to guide us through the development of new messaging and brand concepts and designs that convey the quality, rigour and responsiveness of ALNAP's work. Informed by responses to a survey taken in February 2023 of Steering Committee members, member organisation representatives and the secretariat, these new designs will begin to appear in the next financial year.

ALNAP at a glance 2022–2023

ALNAP publications

Learning where it matters: piloting action learning with frontline humanitarian staff (April 2022)

ALNAP activities for 2022–2023 (May 2022)

From Kosovo to Ukraine: lessons from the humanitarian response to conflict and displacement in Europe (May 2022)

Communicating humanitarian learning: what do we know? (August 2022)

The State of the Humanitarian System (September 2022)

Lessons of lessons: a window into the evolution of the humanitarian sector (September 2022)

Resource pack: action learning for frontline humanitarians (November 2022) (French) (Arabic) (Spanish)

Resource pack: sharing tacit knowledge for humanitarians (November 2022) (French) (Arabic) (Spanish)

Learning for humanitarian leadership: what it is, how it works and future priorities (November 2022)

Learning to change: the case for systemic learning strategies in the humanitarian sector (December 2022)

Essays, scoping studies, blogs and factsheets published on the ALNAP website

Why communicating learning is vital for the humanitarian sector by Jo-Hannah Lavey (August 2022)

How the humanitarian sector can learn from its past by Jessica Alexander (reprinted from The New Humanitarian) (October 2022)

Lessons for the 2022 Pakistan flood response: past reflections and new considerations by Jennifer Doherty (October 2022)

10 insights about frontline learning in humanitarian response by Jennifer Doherty (November 2022)

Why add action learning to your existing learning processes? Our piloters' reflections (November 2022)

Learning about learning: what did COAST learn from testing ALNAP's tacit learning resource pack? by Munir Mujibul Haque (December 2022)

Systemic approaches to learning: what are they and why are they important? by John Mitchell (December 2022)

Continuing the conversation: participant insights from our recent webinar on frontline learning by Jennifer Doherty (December 2022)

Putting learning to work: voices from ALNAP's first 25 years (December 2022)

What do we mean when we talk about humanitarian leadership? by John Mitchell (December 2022)

Ten challenges facing humanitarians: a message from Hesham Youssef, ALNAP's new Chair (January 2023)

Key considerations for the response to the Türkiye & Syria earthquake by Jennifer Doherty and Helene Juillard (February 2023) (Turkish) (Arabic)

Factsheet/Summary: 16 lessons to inform humanitarian responses to earthquakes (February 2023) (Turkish) (Arabic)

Briefing: 15 essential lessons for humanitarian responders in Somalia (March 2023)

Digital animations and explainers

The State of the Humanitarian System: key facts and figures (September 2022)

ALNAP 25th anniversary timeline (September 2022)

Events, panel discussions and webinars

Webinar and dialogue: learning for Ukraine (July 2022)

High-level learning event: refugee rights and protection during COVID-19 (July 2022)

Nairobi: *The State of the Humanitarian System* global launch event: keynote presentation (September 2022)

Geneva: State of the Humanitarian System regional launch (October 2022)

Canberra: *State of the Humanitarian System* panel discussion at the Australasian Aid Conference (November 2022)

Brussels: *State of the Humanitarian System* panel discussion (November 2022)

Washington: *State of the Humanitarian System* panel discussion at the Washington Humanitarian Forum (November 2022)

Bangkok: State of the Humanitarian System regional launch (December 2022)

ALNAP webinar: are humanitarians paying enough attention to learning on the frontline? (December 2022)

ALNAP webinar: learning for Pakistan: flood response challenges and opportunities (December 2022)

Stockholm: *State of the Humanitarian System* panel discussion (December 2022)

Manila: *State of the Humanitarian System* panel discussion (March 2023)

Governance and membership

Steering Committee

The Steering Committee included the following members as of 31 March 2023:

- Hesham Youssef, Chair of the ALNAP Steering Committee
- Kelly David, OCHA (UN constituency)
- Elizabeth Bellardo, BHA/USAID (Donor constituency)
- Amelie Cardon, Solidarités (NGO constituency)
- Heng Aik Cheng, Mercy Malaysia (NGO constituency)
- Rein Paulsen, FAO (UN constituency)
- Pascal Richard, SDC (Donor constituency)
- Bernard Vicary, American Red Cross (Red Cross/Red Crescent constituency)
- Karin Wendt, HERE Geneva (Academic constituency)

Steering Committee meetings during 2022–2023

- 17 May 2022
- 7 October 2022
- 24 January 2023

ALNAP secretariat

The ALNAP secretariat team as of 31 March 2023:

- Hana Abul Husn, Senior Research Officer
- Aaron Acuda, Research Assistant
- Mae Albiento, Research Officer
- Ellarene Cummings, Programme Assistant
- Jennifer Doherty, Research Fellow
- Sarah Gharbi, Research Fellow
- Maria Gili, Communications Manager
- Emmeline Kerkvliet, Research Officer
- Molly Maple, Communications Officer
- John Mitchell, Special Advisor
- Susanna Morrison-Métois, Senior Research Fellow – Evaluation, Learning and Accountability
- Alice Obrecht, Head of Research and Impact
- Juliet Parker, Director
- Geraldine Platten, Head of Communications
- Daniel Squire, Project Manager
- Vijayalakshmi Viswanathan, Senior Research Officer

ALNAP members as of 31 March 2023

Full members

AECID: Ministerio de Asuntos Exteriores y de Cooperacion

Action Against Hunger

Africa Humanitarian Action

All India Disaster Mitigation Institute

American Red Cross

Australia Department of Foreign Affairs and Trade

Bioforce

British Red Cross Society

CAFOD/CARITAS

Canadian Research Institute on Humanitarian Crisis and Aid (OCCAH)

CARE International

CDA Collaborative Learning Projects

Centre for Development and Emergency Practice (CENDEP), Oxford Brookes University

Centre of Disaster Preparedness

Center for Strategic and International Studies (CSIS)

Christian Aid

Clear Global (Formerly Translators Without Borders)

COAST

Community World Service Asia

Crossroads Global Hand

DanChurchAid

Danish Refugee Council

DARA

Development and Humanitarian Learning in Action (DAHLIA)

Development Initiatives (DI)

DT Global

ECHO

Evidence Aid

Federal Foreign Office Germany

Food and Agriculture Organization (FAO)
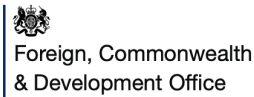
Foreign, Commonwealth and Development Office (FCDO)

Geneva Centre of Humanitarian Studies

Global Affairs Canada

Global Emergency Group

Global Public Policy Institute (GPPi)

GOAL

Ground Truth Solutions

Groupe URD

Harvard Humanitarian Initiative

HERE-Geneva

Human Appeal International

Humanitarian and Conflict Response Institute

Ikea Foundation

IMPACT Initiatives

Institute of International Humanitarian Affairs

Instituto de Estudios sobre Conflictos y Acción Humanitaria (IECAH)

International Committee of the Red Cross (ICRC)

International Federation of the Red Cross and Red Crescent Societies (IFRC)

International Humanitarian Studies Association

International Institute for Environment and Development (IIED)

International Organization for Migration (IOM)

International Rescue Committee

Irish Aid

Mercy Corps

MERCY Malaysia

Ministry of Foreign Affairs Belgium

Ministry of Foreign Affairs Denmark

Ministry of Foreign Affairs Netherlands

Ministry of Foreign Affairs Norway

MSF International Evaluation Group

New Zealand Aid
Programme

Norwegian Refugee
Council

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

OFADEC

ODI

OXFAM GB

RedR

Samuel Hall

Save the Children

Solidarites

Sustainable
Environment
Ecological
Development Society
(SEEDS)

Swedish
International
Development
Cooperation Agency
(Sida)

Swedish Red Cross

Swiss Agency for
Development and
Cooperation (SDC)

Tearfund

Transparency
International

Trocaire

Tufts University

United Nations Development Programme (UNDP)

United Nations Population Fund (UNFPA)

United Nations High Commissioner for Refugees (UNHCR)

UNICEF

USAID/BHA

War Child

World Food Programme

World Health Organization

World Vision International

Associate members

CALP Network	CDAC Network	CHS Alliance	Cowater International (Formerly Transtec)
Disasters Emergency Committee (DEC)	Elrha	InterAction	International Council of Voluntary Agencies (ICVA)
Key Aid Consulting	Sphere	Start Network	Steering Committee for Humanitarian Response
The Humanitarian Health Ethics Network	VOICE		

Financial statements

Table 1: ALNAP expenditure 2022–2023

	2022-23
Staff costs plus overheads	£1,216,500
Strategic area 1	£155,663
Strategic area 2	£240,502
Strategic area 3	£50,506
Strategic area 4	£215,237
A strong functioning secretariat & network	£359,400
Total	**£2,237,808**

Table 2: Contributions per member organisation

Organisation	Forecasted	Received
Action Against Hunger	£3,960.00	£3,960.00
AECID: Ministerio de Asuntos Exteriores y de Cooperacion	£0.00	£0.00
Africa Humanitarian Action	£0.00	£0.00
All India Disaster Mitigation Institute	£120.00	£480.00
American Red Cross	£3,991.00	£3,991.00
Australia Department of Foreign Affairs and Trade	£0.00	£0.00
British Red Cross Society	£6,760.00	£22,260.00
CAFOD/CARITAS	£11,583.00	£11,583.00
CARE International	£4,026.00	£4,026.00
Centre of Disaster Preparedness	£583.00	£583.00
Christian Aid	£5,850.00	£5,850.00
COAST	£120.00	£0.00
Community World Service Asia *	£0.00	£0.00
Crossroads Global Hand	£1,285.00	£1,285.00
DanChurchAid	£5,000.00	£5,000.00
Danish Refugee Council	£3,808.00	£3,808.00
DT Global (former IMC)	£167.00	£167.00

ECHO	£85,000.00	£88,012.67
Federal Foreign Office Germany	£0.00	£0.00
Food and Agriculture Organization (FAO)	£3,036.00	£20,246.00
Foreign, Commonwealth and Development Office (FCDO)	£0.00	£0.00
Global Affairs Canada	£0.00	£0.00
Global Emergency Group	£165.00	£165.00
GOAL	£814.00	£814.00
Ground Truth Solutions	£120.00	£120.00
Human Appeal International	£0.00	£0.00
ICVA	£0.00	£867.43
Ikea Foundation	£0.00	£0.00
International Committee of the Red Cross (ICRC)	£8,840.00	£8,840.00
International Federation of the Red Cross and Red Crescent Societies (IFRC)	£4,816.00	£4,816.00
International Organization for Migration (IOM)	£11,000.00	£11,000.00
International Rescue Committee	£6,760.00	£6,760.00
Irish Aid	£0.00	£0.00
Key Aid Consulting	£303.00	£303.00
Mercy Corps	£10,000	£10,000.00
MERCY Malaysia	£240.00	£240.00
Ministry of Foreign Affairs Belgium **	£42,000.00	£85,969.55
Ministry of Foreign Affairs Denmark	£31,455.00	£31,861.71
Ministry of Foreign Affairs Netherlands	£0.00	£0.00
Ministry of Foreign Affairs Norway	£0.00	£0.00
MSF International Evaluation Group	£2,200.00	£2,200.00
New Zealand Aid Programme	£2,904.00	£2,904.00
Norwegian Refugee Council	£6,760.00	£6,760.00
OCHA	£11,000.00	£11,000.00
OFADEC	£120.00	£0.00
OXFAM GB	£4,615.00	£4,615.00

RedR	£233.00	£233.00
Samuel Hall	£240.00	£0.00
Save the Children	£10,000.00	£10,000.00
SEED India ***	£120.00	£0.00
Solidarites	£6,270.00	£6,270.00
Swedish International Development Cooperation Agency (Sida) **	£201,403.38	£395,608.31
Swedish Red Cross	£3,300.00	£3,300.00
Swiss Agency for Development and Cooperation (SDC)	£0.00	£0.00
Tearfund	£6,600.00	£6,600.00
Transparency International	£0.00	
Transtec	£0.00	
Trocaire	£0.00	
UNFPA	£5,499.00	£4,249.16
UNHCR	£12,368.00	£12,368.00
UNICEF	£8,030.00	£15,836.88
USAID/BHA contracted (including GLI)	£1,111,977.40	£1,098,979.98
War Child	£4,400.00	£4,400.00
World Food Programme	£11,272.00	£11,272.00
World Vision International	£7,086.00	£7,086.00
Credit note for previous year income		-£1,004.00
Total Requested / Received from Funders	**£1,653,584.78**	**£1,935,686.69**

Notes

* Contribution for 2022–23 was made in 2021–22

** Includes contribution for 2023–24

***Contribution for 2022–23 will show in 2023–24 accounts

Table 3: ALNAP's top five funders 2022–2023

Organisation	Amount
USAID/BHA	£1,098,979.98
Swedish International Development Cooperation Agency (SIDA)	£395,608.31
ECHO	£88,012.67
MFA Belgium	£85,969.55
MFA Denmark	£31,861.71

Table 4: Top line finance

Membership contributions and funding received	£1,935,686.69
Carry forward from previous period	£478,837.22
Total income and carry forward	£2,414,523.91
Expenditure	£2,237,807.82
Balance at end of year	£176,716.09

ALNAP

ALNAP