

A photograph of two children walking away from the camera on a dirt path. The child on the left is wearing a blue school uniform and carrying a large metal pot on their head. The child on the right is wearing a green shirt and a dark skirt, also carrying a large metal pot on their head. The background shows a lush green field and a forested hillside under a clear sky. The image is partially overlaid by a teal geometric shape on the right side.

ANNUAL REPORT

2023-2024



ALNAP is the global network for advancing humanitarian learning. Our goal is for all humanitarians to benefit from our sector's collective experience.

www.alnap.org

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WHAT IS ALNAP?

[ALNAP](#) is the global network for advancing humanitarian learning. Our goal is for all humanitarians to benefit from our sector's collective experience.

ALNAP stands for **A**ctive **L**earning **N**etwork for **A**ccountability and **P**erformance in humanitarian action. We support humanitarians everywhere to improve humanitarian action by exchanging evidence, experience and practical ideas.

ALNAP's network is made up of 100 members, including national and international non-governmental organisations (NGOs), United Nations agencies, Red Cross/Crescent Movement members, bilateral and multilateral donor organisations, networks, academics and thinktanks.

We rigorously distil learning from across the humanitarian system, helping you make sense of the vast amounts of evidence available. We also ask challenging questions on 'how' we learn.

We produce research and guidance where there are gaps in humanitarian knowledge on subjects of critical interest to our members. This is often conducted with our members' help.

ALNAP regularly undertakes a health check of the system, shining a light on how the sector is performing and where it needs to improve. Every three to four years we publish our [State of the Humanitarian System \(SOHS\) report](#). This unique, independent report is renowned for its comprehensive information about the size, scope and shape of the humanitarian system.

We convene events and meetings, webinars, communities of practice (CoPs) and many other forums where humanitarians can come together to reflect, share insights and build confidence to accelerate change.

[The Humanitarian Evaluation, Learning and Performance \(HELP\) Library](#) holds more than 23,000 digital resources, including 850 ALNAP publications and more than 3,000 evaluations. It is available to the entire humanitarian sector.

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 are here to connect you to the evidence and learning you need, when you need it.

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

For the 27 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.

We are here to connect you to the evidence and learning you need, when you need it.

ALNAP's Secretariat manages, organises and implements all ALNAP activities, aided by its members. Hosted by ODI, the Secretariat is a small global team of individuals who support learning across the network and who conduct and commission research. They follow an annual workplan 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

In the 12 months since I wrote my introduction to last year's annual report, the world has changed rapidly, immeasurably and with reasons for deep concern.

The crisis in the Middle East and the atrocities in Gaza have reached unthinkable new levels. The war in Ukraine has entered a third year, and is regaining attention after it has all but dropped off the news agenda. Coups and conflict have beset areas of West Africa. War and climate emergencies are a constant threat in the continent's East and in other areas around the world.

In many places, we have seen a further ideological shift to the right, countries and politics becoming more inward-looking, set against the backdrop of a continued destabilisation around the world.

Zooming into our own sector, there has been a further scaling back in funding commitments for vital life-saving and development work around the world. This will surely contribute to the emergence and escalation of more humanitarian crises as time goes on.

In one way or another, we must all – as organisations, communities and individuals – emotionally grapple with the very serious implications of these shifts and uncertainties. Humanitarians, by the very nature of their work, often find themselves at the sharpest end of such situations.

As the world moves on, ALNAP must also evolve. Our role and mandate are as critical as they have ever been, but the fundamental challenges we are facing are now more complex and nuanced.

ALNAP's rebrand in 2023-24 represents a deep evolution of the organisation: what ALNAP is, what we stand for, what we are aiming to achieve and for whom.

Through the process, we talked extensively to our stakeholders – our members and the broader sector – with a commitment to better understand our audiences and get the balance of ALNAP's offering right for current realities and anticipated changes.

Something that came across strongly was humanitarians' desire for a network that would draw them together, creating space for different organisations to collaborate for the benefit of all, rather than as entities that sit apart.

Our stakeholders wanted us to be more visible around learning and, expressly, its greater purpose. To move away from learning for its own sake, and centre it instead on the needs of people.



Hesham Youssef
ALNAP Chair

it is vital for humanitarians to learn so they can deliver better for the people and communities who need assistance.

I hope you have seen this come through in our recent effort and activities.

I would like to express my deep gratitude to the high calibre ALNAP Secretariat, which has been more dynamic and flexible than ever. Within the team and their workstreams, I see new and exciting connections and synergies being formed.

This is a new chapter for ALNAP. Our story has taken an important and necessary turn. I am confident this new direction puts us on track to support humanitarians to meet the pressing challenges of our time head-on.

MESSAGE FROM THE DIRECTOR

I used to think humanitarian learning lived within a neat and tidy, objective, protected bubble. In truth, it must wrestle with the same political and power dynamics as the rest of the sector.

The language of learning is not nearly as universal as we would like to think. It can be an exclusive club – many people don't feel 'qualified' to engage in learning conversations because they don't feel up-to-date on issues or fully understand all the terms.

We know the humanitarian sector is rich in learning and evidence. The greatest learning challenge for our sector – and for ALNAP, as the global network for advancing humanitarian learning – is increasingly about creating spaces for humanitarians to absorb what is already known to improve the performance of humanitarian action.

In the year covered by this report, ALNAP has been firmly focused on unlocking the potential of learning. We have sought to demystify humanitarian learning, make it more accessible, act as a sense-maker for the sector, diversifying learning points and bringing far more people into the conversation.

We know from audience analysis, conducted as part of our recent rebranding exercise, that 46% of humanitarians don't have enough time for learning.

So, on this year's extra day – Thursday, 29 February – we encouraged humanitarians everywhere to take time out of their busy schedules to learn. This *Day for Learning* was the first milestone in the collective, collaborative and interactive *With learning comes change* initiative. We encouraged colleagues, ALNAP members, other organisations and humanitarians everywhere, to get creative with their learning ideas, and actively celebrate the learning achievements of others.

Further research, carried out with our friends at the UK Humanitarian Innovation Hub, found the sector wanted more spaces for exchange with peers in safe, honest, inclusive learning spaces.

ALNAP's Explain series was designed to communicate knowledge tailored to the needs, expectations and preferences of humanitarians with the least time to engage with vital new learning and evidence.

Deliberately brief briefings – on the 'sticking point' topics of localisation, accountability to affected populations, the humanitarian-development-peace nexus and the climate crisis – were prepared and presented at a live event in July 2023, attended by more than 25 operational decision-makers from agencies across Europe.



Juliet Parker
Director, ALNAP

We went deeper into each of these 'sticking points', with events and publications released across the following months.

At events like the Regional Humanitarian Partnership Week in Bangkok, I have been reminded again just how interesting and vibrant learning discussions are at the amazing intersection between national and crisis-specific experiences and global-regional learning perspectives.

Perhaps the biggest privilege of my job is always to engage with so many smart, interesting, perceptive people, asking them questions and trying to understand their experiences of how they learn individually and as organisations, and how this informs their decisions and actions. For ALNAP to be true champions of learning, we must have the humility to listen before we talk.

We know we don't have to convince humanitarians of the importance of learning. The challenge is to support and enable them to do more of it. Our goal is for all humanitarians to benefit from our sector's collective experience.

ALNAP is committed to continue working alongside our members and the wider sector at all levels, setting key goals to help shift humanitarian learning approaches and cultures to recognise and respond to the evolving complexity of crises, the urgency of need, and the nature of learning itself.

STRATEGIC**FOCUS AREA 1**

IMPROVING THE QUALITY AND ACCESSIBILITY OF EVALUATIVE EVIDENCE



CREATING SPACES AND OPPORTUNITIES FOR M&E PROFESSIONALS FROM ACROSS THE SECTOR

A key element of ALNAP's mandate is to create opportunities and spaces for monitoring & evaluation (M&E) practitioners to come together to review and analyse available evidence and exchange insights into the mechanisms by which it can be gathered and interpreted.

This year, ALNAP has held numerous consultations on the development of guidance for using the [OECD Development Assistance Committee \(DAC\) criteria](#) in humanitarian evaluation. We also launched a revitalised M&E community of practice to encourage more regular exchange on experience and learning.

An in-depth synthesis of current learning on the humanitarian-development-peace (HDP) nexus was published, and learning from the COVID-19 pandemic was further developed, through a thorough peer review, undertaken with key stakeholders. A new workstream was established to deepen understanding of locally led evaluation, to support and promote its practice among evaluation stakeholders.

UPDATING THE OECD DAC CRITERIA GUIDANCE

How our sector measures its performance is an important and sensitive discussion for 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 the OECD DAC criteria, having originally published guidance on their use in 2006.

Ahead of a year of global consultations on updating the criteria, ALNAP launched a review and survey that aimed to reach up to 300 M&E specialists globally. Given the importance of gathering the widest possible range of views from across the sector, the materials were published in Arabic, English, French and Spanish.

Strong engagement has been demonstrated by the number of downloads (684) and page views (1,632) of related resources and publications over the year, in four different languages.

ALNAP hosted or presented the OECD DAC criteria consultation at nine global events:

- An online global launch in June 2023, attended by 150 participants.
- A Canadian Evaluation Community event.
- The Forum international francophone de l'évaluation, held live in Luxembourg, brought together a diverse group of M&E specialists, with the majority from the Global South.
- An online consultation event, held jointly with the Asia and Pacific Evaluation Association (APEA). Building on the success of this event, ALNAP then spoke on a panel at the APEA conference in the Philippines, presenting the review and inviting feedback from 150 participants.
- ALNAP was invited to deliver an in-person consultation at the Regional Humanitarian Partnership Week (RHPW) – Asia Pacific conference, in Thailand, co-organised with our partners the Humanitarian Advisory Group (HAG).
- The consultation process was completed with twin online events: for the Francophone humanitarian evaluation community, in partnership with Groupe URD, Key Aid Consulting, World Food Programme (WFP) and UNICEF Evaluation Bureau; and for the Middle East and North Africa (MENA) evaluation community, in partnership with 360 Consulting and LEBEVAL. Both events were highly interactive, supported by simultaneous translations and use of breakout rooms to facilitate open and frank discussion.

In addition to the public consultations, a face-to-face event was organised at the UNEG EvalWeek in Spain, in January 2024, for United Nations evaluation staff. A range of UN agencies were represented, including UNHCR, UNICEF, WFP, UNRWA, OCHA, UNFPA, UNEP and IOM, bringing meaningful discussions across a variety of topics.

To enable the evaluation community to provide detailed feedback and ask questions throughout the consultation process, a dedicated email address was set up.

Well over 500 people participated in the various events and more than 300

CONSULTATION FOR UPDATING ALNAP'S OECD DAC GUIDANCE



530 people attended online and in person events and over **300** survey responses

people responded to the survey, providing a wealth of feedback and opinions to inform the drafting of the guidance.

Support from the sector for this piece of work has been very positive. At a recent EvalNet meeting, UNHCR applauded the work being undertaken, emphasising the critical need for guidance on how the criteria can be effectively applied in humanitarian contexts, and the need to integrate the humanitarian principles in evaluation approaches.

Analysis of all the data collected through surveys, events and other input is underway and two co-authors have been contracted to support the writing of the guidance, which will be published early in 2025.

UNHCR applauded the work being undertaken, emphasising the critical need for guidance on how the OECD DAC criteria can be effectively applied in humanitarian contexts.

The OECD DAC evaluation criteria guidance advisory group is chaired by John Mitchell, an ALNAP special advisor. Members include:

- Helene Julliard, evaluation consultant
- Henri Van den Idsert, UNHCR
- Kassem El Saddik, independent
- Katy Bobin, independent
- John Mitchell, ALNAP Special Advisor (Chair)
- Margie Buchanan-Smith, evaluation consultant
- Megan Kennedy-Chouane, OECD
- Michael Carbon, World Food Programme
- Miki Tsukamoto, International Federation of Red Cross and Red Crescent Societies (IFRC)
- Neelofar Shahzad, independent
- Olivia Roberts and Michele Tarsilla, UNICEF
- Sylvestre Musengimana, evaluation consultant

SUPPORTING AND CONVENING THE M&E COMMUNITY

During the year covered by this report, ALNAP re-established its M&E community of practice (CoP) to engage this vital community in horizontal exchanges and learning. A series of bilateral meetings with ALNAP members' M&E representatives and a review of other evaluation networks' approaches, as well as ALNAP's own audience research, informed the design of the revitalised group.

The resulting LinkedIn group, **The M+Eeting Place**, has been a significant success, with quarterly meetings bringing members together around self-suggested topics of interest. The group is a place for sharing useful resources, with the ALNAP team monitoring and contributing to the page regularly, keeping content fresh and relevant. The M+Eeting Place also provides a platform to bring together M&E consultants, who have few other spaces in which to convene with colleagues working independently.

The first two **M+Eet Up** events addressed the topics of: Locally led M&E (see section below) and What happens with evaluation findings?, with discussions focusing

on communicating evaluation findings with communities; better evaluation ethics, accountability, governance and learning from the perspective of a group of consultants; and participatory project review as a methodology for light-touch, internally led evaluations.

The success of The M+Eeting Place community of practice has been illustrated not only in consistent participation but also in the partnerships that have developed as a result. The Global Evaluation Initiative (GEI) and ALNAP are collaborating on a project to curate resources and create a resource page on M&E in fragile, conflict and violent contexts, which GEI is leading on.

The success of The M+Eeting Place community of practice has been illustrated not only in the consistent participation but also the partnerships that have developed as a result.

Finally, ALNAP was given the opportunity, in October, to present on “Demystifying real-time evaluations” to the European Bank for Reconstruction and Development (EBRD), drawing from ALNAP’s previous papers on this topic. The EBRD is leading a working group within the Evaluation Cooperation Group (the International Development Bank’s evaluation group) on methods and approaches for real-time evaluations and has drawn heavily from ALNAP’s publication. Opening remarks by the EBRD’s Director of Evaluation were followed by a lively Q&A and discussion session.

LOCALLY LED EVALUATION

An initial scoping event on “Locally led M&E: Experiences and practices from around the world” was the first M+Eet Up in October 2023. It featured two ALNAP members (the Ukrainian Evaluation Association and the Start Network) and two external specialists (a development practitioner from Global Fund for Children, based in India, and an independent consultant who is co-Chair of EvalIndigenous and a researcher).

The four panellists shared their perspectives on the ethical responsibility of evaluators to recognise the importance of relationships when they work with Indigenous people, and how to avoid causing harm through the evaluative process; key findings from a report summarising the experience of community-led MEAL projects in El Salvador, India, Jordan, Malawi, Tonga and Zimbabwe; a development perspective on the power of appreciation and deep listening, using a specific participatory approach; and the importance of cooperation between INGOs and local national associations to support ownership of the evaluation process in crisis settings.

The event helped to outline opportunities and barriers for locally led M&E and was also used to introduce ALNAP’s intention to conduct a review of current practices in this area of work.

AT A GLANCE: PROGRESS ON STRATEGIC FOCUS AREA 1

- A year of global consultations on [updating guidance on the OECD DAC criteria for humanitarian evaluation](#). Nine global events, including an online global launch attended by 150 participants.
- ALNAP launched a [review and survey on the OECD DAC criteria](#), aiming to reach 300 M&E specialists globally. The materials were published in Arabic, English, French and Spanish.
- Analysis of all the data collected through surveys, events and other input is underway and will be published early in 2025.
- ALNAP re-established its M&E community of practice to engage this vital community in horizontal exchanges and learning. The M+Eeting Place LinkedIn group has been a significant success.
- The first two M+Eet Up events addressed Locally-led M&E and What happens with evaluation findings?

STRATEGIC

FOCUS AREA 2

MONITORING THE PERFORMANCE OF THE HUMANITARIAN SYSTEM

THE STATE OF THE HUMANITARIAN SYSTEM REPORT

ALNAP's *State of the Humanitarian System (SOHS)* provides the only independent longitudinal assessment of the size, shape and performance of the humanitarian system against key criteria over time.

Produced since 2010 and now in its 5th edition, *SOHS* draws together a huge body of quantitative and qualitative evidence, including exclusive research with crisis-affected people and practitioners, and a synthesis of evaluations of humanitarian response.

SOHS is an indispensable resource for humanitarian policymakers, practitioners, operational decision-makers and users of evidence, providing a robust assessment and a comprehensive picture of the trends in funding, resource flows, staffing and organisations, and performance of the system, in meeting the needs of people affected by crisis.



"Thanks to ALNAP, we can look at ourselves in the mirror every few years in the *State of the Humanitarian System* report."

Hugo Slim, Senior Research Fellow at Las Casas Institute for Social Justice, University of Oxford

The 5th edition of *SOHS* was published in September 2022. In 2023, work began on the 6th edition, which is to be published in 2026.

SOHS LAUNCHES, PRESENTATIONS, INFORMATION EVENTS AND COMMENTARY

During 2023, launches of the 5th edition took place in India and Bangladesh.

The All India Disaster Mitigation Institute (AIDMI) and ALNAP held a joint event in April to share the global findings of the 2022 *SOHS* with the humanitarian community in Delhi and to discuss them in relation to the Indian context.

This *SOHS* launch event helped spark conversations about the humanitarian system in India, casting light on where India is doing well, where it is not doing well, and how it can serve its affected citizens better, faster and more adequately.

The participants in the event came from a wide section of India's humanitarian community, including local and national NGOs, INGOs, CSOs, academics and UN agencies, the private sector, tech firms and others.

The COAST Foundation hosted ALNAP at an event in May to explore the findings of the 2022 *SOHS* report with the humanitarian community in Dhaka. Moderated by Rezaul Karim

Chowdhury from COAST and with a keynote presentation by ALNAP's Jennifer Doherty, the session focused on the report's key findings and their implications for humanitarian action, particularly in Bangladesh, where the Rohingya crisis has posed significant challenges to the humanitarian system.

Further reflections on these events can be found in the commentary on the [Bangladesh](#) and [India](#) launches.

In addition to these report launches, ALNAP's research partners, who provided the country specific evidence that informed the *SOHS* report, presented 'findings sessions' in the Democratic Republic of Congo (DRC), Lebanon, Venezuela and Yemen. These events targeted the communities that participated in the research, including people affected by crisis and aid practitioners.

Information events for people that informed the research are an essential part of the dissemination of the *SOHS* report, ensuring that those who take the time to provide input are informed about the research findings and how their inputs have been used. Some people affected by crises found the sessions useful for understanding the bigger picture of how their own experiences of living through crisis were shared by others around the world.

To mark the first anniversary of the launch of the 2022 edition of *SOHS*, a commentary on the Venezuela case study was published in English and Spanish: "[How Politics is challenging humanitarian principles in Venezuela \(Cómo la política desafía los principios humanitarios en Venezuela\)](#)", as well as a [reflection piece](#) looking back at the past year of over 10 international launches and 40 further presentations/briefing events.

The final event, a year after the publication of the 5th edition of *SOHS*, was held in Oslo for the Ministry of Foreign Affairs and Norad (Norwegian Agency for Development Cooperation), co-hosted by our partner PRIO. At this event, the report's authors [reflected back on what they had learned from a year of discussing the *SOHS* findings](#).

Despite coming to the end of *SOHS*-focused events, the findings continued to influence policy discussions. ALNAP also had the opportunity to present on the key macro trends informed by the *SOHS* 2022 report to the [Estonian Refugee Council's conference](#).

The final product produced from the 2022 [SOHS report](#) was the review of the impact of innovation on the humanitarian sector over the last 10 years. The publication of the report was accompanied by an event held in partnership with Elrha.

In the year covered by this annual report, the *SOHS* website had 47,843 pageviews and 3,734 downloads. The full report was downloaded more than 1,200 times.

STATE OF THE HUMANITARIAN SYSTEM, 6TH EDITION

While the *SOHS* 5th edition launches were being wrapped up, planning began for the 6th edition of *SOHS*, due to be published in 2026. The process of planning for the next edition is also being informed by wide-ranging input received from across the sector during the launch of the previous edition. The hopes and ambitions provided to the ALNAP team during the year covered by this annual report were captured in a summary commentary, presenting some of the [priorities for the next edition](#). To complement those reflections, a series of bilateral meetings were held towards the end of the year.

Invitations were sent out for consultation and exchange events in the first quarter of the new work-plan period. Concept notes, on a variety of potential themes, were created to share with participants at a series of multi-stakeholder roundtables, planned for April 2024.

The initial extensive consultation is helping ALNAP to shape the next edition, seeking views on priority themes that the sector is both facing and expecting to emerge over the next few years.

THE STATE OF THE HUMANITARIAN SYSTEM 2022 REPORT



47,843 visits to the SOHS website



3,734 downloads of the SOHS report

AT A GLANCE: PROGRESS ON STRATEGIC FOCUS AREA 2

- The 5th edition of the *State of the Humanitarian System (SOHS)* report was launched in India and Bangladesh.
- ALNAP partners presented 'findings sessions' in DRC, Lebanon, Venezuela and Yemen for communities that participated in the research, people affected by crisis and aid practitioners.
- [Report on the impact of innovation on the humanitarian sector over the last 10 years](#) published at an event held in partnership with Elhra.
- The SOHS website had 47,843 pageviews and 3,734 downloads. The full report was downloaded more than 1,200 times.

STRATEGIC

FOCUS AREA 3

ADDRESSING KEY EVIDENTIAL GAPS

ALNAP's goal is for all humanitarians to benefit from our sector's collective experience. Our focus in this strategic area is to find gaps in collective knowledge and to identify the vital areas of humanitarian work where learning, knowledge and understanding can be improved. Our aim is to unlock better humanitarian performance, by encouraging positive change in policy and practice and improving locally led humanitarian assistance and protection.

ACCOUNTABILITY TO AFFECTED POPULATIONS

According to The Inter-Agency Standing Committee (IASC), accountability to affected populations (AAP) is an active commitment to using power responsibly, by taking account of, giving account to, and being held to account by, the people humanitarian organisations seek to assist.

Humanitarians across the system have been talking for decades about the need to be more accountable to people affected by crisis. Despite this, communities and practitioners alike report little change.

This is despite growing evidence showing that implementing effective accountability practices increases humanitarian performance on a range of measures. These include improved relevance of assistance and increased dignity for communities affected by crises.

ALNAP's extensive work on AAP in the year covered by this annual report recognised the challenges of the humanitarian sector in responding to and acting upon evidence, by not only framing the topic for audiences already entrenched in the subject, but also for decision-makers at operational and policy level.

The topic was a key pillar presented at ALNAP's Explain event in July 2023. Subsequent briefings and the published paper – [From tick box to turning point](#) – have made a significant contribution to framing this issue, the latter identifying three key system-level challenges holding back progress on accountability and providing 12 practical recommendations for humanitarian leadership to address this major sticking point within the sector.



"I have read your paper *From tick box to turning point* and found it brilliant."

INGO team member, Lebanon

The [event](#) in November that accompanied the publication, brought together senior actors in the sector to interrogate key challenges and explore potential solutions for making meaningful change on accountability to people affected by crisis. Moving beyond discussions on how to implement complaints and feedback mechanisms, the event focused on leadership-level decisions, changes

and investments that could create a supportive structure to implement an accountable humanitarian system.

It was followed by a [commentary](#) piece exploring how to make the sector more accountable to the communities it serves.

ALNAP presented the findings to the International Committee of the Red Cross's (ICRC) conference on [people-centred humanitarian action](#) and the findings of the research were referenced in a blog related to the event. The findings were also tailored for a lecture provided to MA students at New York University.

The paper was also shared by the Norwegian Refugee Council's (NRC) Community Engagement Forum and used to inform the facilitation of a donor roundtable.



"We have constantly been looking to ALNAP's expertise on AAP and the question of how to act better as a donor and raise donors' responsibility in this area."

ALNAP donor member

LOCALLY LED HUMANITARIAN ACTION

Supporting locally led humanitarian action has become a priority for many in the sector. For some, this shift is driven by an ethical imperative. For others, it is a practical reality.

Yet the pace of change on locally led action and localisation has fallen far short of the rhetoric of international actors and the hopes of national and local organisations.

Localisation refers to an ambitious, broad-ranging policy agenda to increase

the power and funding of local actors in humanitarian response. Locally led action describes approaches where programmes are conceived, shaped and delivered closer to the communities facing crisis; designed in accordance with local norms and needs; and which may occur with or without support from the formal international system.



"ALNAP has been a great partner in our push for the localisation agenda."

Manu Gupta, co-founder, Sustainable Environment and Ecological Development Society (SEEDS)

ALNAP's scoping paper on [locally led humanitarian action](#) identified the evidence and perspectives around localisation and locally-led action, helping to differentiate and define the two approaches, as well as providing a framework to guide ALNAP's future research activity on this topic.

Key findings and discussion points were developed as part of the briefings, initially presented at the Explain event in July 2023. The briefing note was picked up in a blog by an external partner, while the definition of locally led action versus localisation was also quoted by the CALP Network in a workshop reflecting on locally led and people-centred cash and voucher assistance.

The scoping study was promoted at an event, "[A practitioner-donor dialogue on mutual aid and locally-led responses](#)", co-hosted with Christian Aid and Local2GlobalProtection, in October.

In every crisis, affected people, their neighbours and communities, are always the first responders. The response is

often spontaneous and informal – known as mutual aid – such as setting up a community kitchen or the local pharmacist serving as de facto doctor. At other times, it is more organised, with initiatives being run by grassroots organisations, local NGOs or even local government (locally led action).



“You pretty much covered all key topics, and I really can’t wait for when we are able to share this widely with our colleagues. Your report will give so much to think about and discuss. This will be a great push towards having frank conversation around the future of localisation in this region.”

Asian Disaster Reduction & Response Network (ADRRN)

These ideas are not new, but they are starting to gain traction in the formal humanitarian sector, with growing discussions around localisation and accountability, concerns over the persisting gap between humanitarian need and support provided, and the practical realities of international agencies unable to access certain contexts.

The webinar explored mutual aid and locally led action, opening up a dialogue between frontline practitioners from Myanmar, Sudan and Kenya, who provide this support, and donor representatives (USAID, FCDO and Irish Aid). 127 people attended. Two commentaries followed the event, written by partners: [Mutual Aid in Sudan: the future of aid?](#) and [Mutual Aid in crises](#), and one by the ALNAP team: [Supporting locally led action](#).

In early 2024, ALNAP began working with two donor members to support their own strategy development around

localisation, undertaking projects that will inform ALNAP’s developing research strategy on this topic.

THE HUMANITARIAN, DEVELOPMENT AND PEACE (HDP) NEXUS

Strengthening links between humanitarian, peace and development efforts – referred to as the HDP nexus – continues to be a dominant policy priority. Given greater momentum by the 2019 OECD DAC recommendation on the nexus, recent years have seen an expansion of country-level pilots and global initiatives. ALNAP’s work on the HDP nexus has two principle aims: to support the M&E community in developing strong evaluation frameworks and methodology to evaluate the success of nexus programmes, and to draw out the main findings and learnings from the wealth of existing nexus evaluations to inform future programming.

ALNAP’s nexus evaluation synthesis, which reviewed the existing state of evidence on how organisations are evaluating their nexus work and highlighted gaps in common understanding of how to monitor and evaluate programming, was published in December.

Understanding the need to have a clear presentation of the key issues in this complex matter, ALNAP prioritised the subject as one of its [Explain briefings](#), initially presented at an event in July 2023.

At the [“Working across the HDP nexus: What have we learned?”](#) event in December, ALNAP and key nexus stakeholders reflected on the evidence to date and on what these efforts have achieved, where there are gaps and challenges, and what is needed to move these issues forward. ALNAP

presented findings from their evidence synthesis on the HDP nexus, followed by a moderated panel discussion on what actions can be taken to further advance HDP nexus ways of working.

As part of its work on the nexus, ALNAP joined forces with members of the IASC Task Force 4 on humanitarian development collaboration and its linkage to map out good practices in implementing HDP nexus approaches across various responses. ALNAP co-lead the development of a synthesis methodology to capture the learning and the implementation of a survey with humanitarian country teams, and another with local and national actors, to ensure their perspectives were reflected in the global-level discussions.

The data was formulated into 11 country briefs, including three developed by ALNAP and eight others coordinated alongside UNICEF, as well as a full synthesis report that will be published later in 2024.



“Knowledge and capacity you have been building will deeply influence the next steps in the HDP nexus work area. ALNAP is on our radar to tap for relevant research and collaborative work opportunities.”

Asian Development Bank – feedback on nexus presentation at Regional Humanitarian Partnership Week in Bangkok, December 2023

ALNAP also contributed to the [World Bank Fragility Forum](#), with a session exploring the current gaps and opportunities in making work across the HDP nexus more locally led. The session emphasised learning from perspectives that sit mainly outside international development, peace and humanitarian institutions: from government, local civil society, Red Cross/Crescent national societies, a global-national NGO network and a philanthropic funder of locally led action.

AT A GLANCE: PROGRESS ON STRATEGIC FOCUS AREA 3

- Accountability to affected populations (AAP), localisation and the nexus were key pillars at ALNAP's Explain event in July 2023.
- [From tick box to turning point](#) is published, providing 12 practical recommendations for humanitarian leadership to address AAP as a major sticking point in the humanitarian sector. An accompanying event interrogated key challenges and explored potential solutions for making meaningful change on accountability to people affected by crisis.
- Scoping paper on [Locally led humanitarian action](#) identified evidence and perspectives around localisation and locally led action to guide ALNAP's future research. It was promoted at the "[A practitioner-donor dialogue on mutual aid and locally led responses](#)" event.
- ALNAP began working with two donor members to support their own strategy development around localisation.
- ALNAP's [nexus evaluation synthesis](#) was published in December at the "[Working across the HDP nexus: What have we learned?](#)" event.
- ALNAP joined forces with members of the IASC Task Force 4 to map out good practices in implementing HDP nexus approaches across various responses.
- ALNAP contributed to the [World Bank Fragility Forum](#), with a session exploring gaps and opportunities in making work across the HDP nexus more locally led.

STRATEGIC

FOCUS AREA 4

SUPPORTING SYSTEM-WIDE LEARNING

Throughout 2023-24, ALNAP has been challenging itself, its members and the wider sector to unlock the full potential of humanitarian learning. Our mission is to shift approaches and cultures in ways that better recognise and respond to the evolving complexity of humanitarian crises and the urgency of need.

When ALNAP was established, its mandate was to develop and implement a process of systematic learning to improve the quality of international humanitarian assistance. Since then, the learning landscape has been transformed. There have been successes and considerable achievements in humanitarian learning, but also well-documented, ongoing frustrations and challenges.

As the nature of crises evolves and humanitarians are challenged to work differently, our sector's ability to learn and change must be equally adaptive and dynamic. This means transforming our thinking: stepping off well-trodden linear learning paths, unpicking power relations within the system, creating a more inclusive learning environment and accelerating the pace of change.

Humanitarians need to be bolder in increasing and diversifying learning spaces across the sector, embracing approaches more suited to different learning experiences. The reality of learning and change is complex. It relies on countless interactions – formal and informal,

planned and unplanned – where evidence, opportunity and leadership coincide to create change. The humanitarian sector's traditional learning approaches fall short of enabling the kind of changes the sector is now asking of itself.

The sector has more knowledge and experience than ever before. A wealth of quality evidence, research and learning, tools and guidance already exists to help us learn better.

We need to embrace systemic approaches that will better enable learning throughout the sector, making learning more inclusive, accessible and positioned as close as possible to the decisions that need to be made. Critically, we must create an environment that is receptive to learning and changing in response to what emerges. Every humanitarian organisation should be committed to learning and improving our individual and collective performance to better serve people affected by crises. We know that with learning comes change.

ALNAP has worked alongside our members and the sector at a more structural level, setting key goals to help shift humanitarian learning approaches and cultures to recognise and respond to the evolving complexity of crises, the urgency of need, and the nature of learning itself.



"I do believe many actors including ALNAP are working to ensure we do things better, in a more dignified and effective way."

Hibak Kalfan, executive director, Network for Empowered Aid Response (NEAR Network)

EXPLAIN – ESSENTIAL BRIEFINGS FOR HUMANITARIAN DECISION-MAKERS

Operational decision-makers, at all levels, are often the people with the least time to engage with vital new learning and evidence.

That's why, in 2023, ALNAP piloted new approaches to communicating knowledge tailored to the needs, expectations and preferences of the busiest humanitarians.

Following previous analysis into the best ways to support the humanitarian system with making sense of the key challenges, ALNAP launched Explain at an event in July for European-based operations and policy decision-makers, representing INGOs, donors, the UN and the Red Cross.

Explain was an optimal mix of focused presentations, discussion and sharing of perspectives, with a range of high-quality supporting materials. It gave senior operational leaders a better understanding of what's out there and what they really need to know.



"I found the meeting most useful. As much for the content/briefings as the opportunity to extend my network. I will be sharing the Explain briefings with colleagues."

Operational decision-maker

Explain offered straightforward communications to help humanitarian decision-makers make sense of, and exchange on, current evidence and discourse, bringing them more up-to-date on latest developments, increasing awareness on the implications for their work, and creating confidence as part of continuous professional development.

EXPLAIN BRIEFINGS



Accountability to affected populations



Locally-led humanitarian action



The HDP nexus



Climate change

Accessed over **2,500** times

With key learning and links all in one place – sourced, checked and curated by ALNAP's highly-respected global research team – the briefings offered rich and accessible content in a time-efficient way, in a comfortable and open environment.

Briefings and presentation videos can be found [here](#), covering some of the key sticking points currently faced by the system (AAP, localisation and the nexus), as well as newer challenges (such as financing climate responses). The briefing collection is one of the most popular resources produced by ALNAP in the last year.



“I found it really quick to skim the [Explain] summaries online and love how they pull out the high-level issues.”

Operational decision-maker

LESSONS AND NEW EMERGENCIES

To support ALNAP’s exploration into the best way to provide useful and accessible lessons papers to inform new crisis response, ALNAP partnered with the UK Humanitarian Innovation Hub to investigate how humanitarians learn best in emergency contexts. A series of key informant interviews helped to

illustrate the interplay between formal learning structures and sharing of experience between peers. The study guided ALNAP’s internal decision to create both long- and short-form lessons papers – to be of use to different audience segments involved in a response.

To guide our approach to lessons work in the future, this was complemented by a thorough mapping of existing lessons papers, and identification of the most likely recurring crises in the coming years (based on reports published by INFORM and IARAN). These crises were identified as: natural hazards, conflict and epidemics – with potential for them to overlap.

Based on this mapping, ALNAP will be developing a portfolio of long-form lessons papers, focusing on eight types of crisis:

- droughts
- floods
- cyclones
- earthquakes
- heatwaves
- conflict
- displacement
- epidemics

These papers should be regularly updated and serve as a basis for shorter publications when a new crisis occurs. A detailed research plan for the paper on droughts was put together, and shared with external experts, including a researcher from Tufts University, experts from the Red Cross Climate Centre and OCHA staff.

In response to crises that occurred during the year, an article on [heatwaves](#) was published and the brief on [earthquakes](#) updated.

ALNAP’s new website now features a whole section on [Lessons for response](#), highlighting [learning from different types of crisis](#) and providing links to [context-specific examples](#), with up-to-date papers and blogs from ALNAP’s partners.

DAY FOR LEARNING 2024

The [Day for Learning](#) was the first milestone in our [With learning comes change](#) initiative. This initiative was conceived as part of the launch of our refreshed brand identity, aiming to breathe new life and purpose into the mission and vision of the ALNAP network.

People from across the humanitarian sector got involved, on Thursday 29 February, by sharing and reading reports, articles and resources, collectively championing the need to unlock the rich learning that already exists within our sector, and taking a step back for some much needed and long overdue reflection on the challenge of learning – with people sharing their thoughts on social media.

ALNAP created shareable and adaptable social media assets to encourage other organisations to amplify the campaign messaging.

We were overwhelmed by the support and energy we received from organisations across the sector, with more than 30 getting on board with the initiative and helping us promote the day to their global audiences, including ODI, Tandem, Ground Truth Solutions, Humanitarian Policy Group, Centre for Humanitarian Leadership and Humanitarian Leadership Academy.



“Happy Day For Learning! We’re spotlighting the ALNAP campaign in our Elrha newsletter. Really love this initiative, it’s been great to engage with it. Hope it goes well!”

Elrha

Our [With learning comes change](#) initiative is collective, collaborative and interactive, so we encouraged colleagues, members, other organisations and humanitarians, wherever they were, to be creative with their learning ideas, and actively celebrate the learning achievements of others.

NEW DOCUMENTARY FILM

ALNAP released a new documentary film in February, with humanitarians from across the world offering fresh, deep insight on current crises and how we can better work together as a sector to improve future responses.



“Your beautiful video made me cry. Learning has never made me cry before. Bravo.”

Lucy Puentes, Start Network

Featuring interviews with AIDMI, the Disasters Emergency Committee (DEC), the Norwegian Refugee Council (NRC) and SEEDS India, [Improving humanitarian action: Learning for the future](#) explores what the future of humanitarian aid might look like, what we can learn from different crises together and how ALNAP can help the sector chart a way forward.

The film – which comes in 25-minute, full-length, and 10-minute, abridged, versions – was officially released on the Day For Learning, with a live-streamed premiere, and quickly racked up more than 1,000 views on YouTube and via social media.



“Powerful new documentary developed by ALNAP urging the humanitarian sector to continue learning and improving on our work.”

Emily Vooris, UNWFP

We are grateful to the contributors and collaborators who worked with us on the film, included Sarah Filbey, freelance project manager/producer; Fat Rats Films, production company; Eric Kabera and team at the Kwetu Film Institute; Jan Egeland, Leena Nassar and teams at the NRC; Nada, Zaatari, refugee camp resident; Dr Manu Gupta and team at SEEDs; Mihir Bhatt and team at AIDMI; Madara Hettiarachchi and team at the DEC; staff at Kigali Memorial Centre and members of the community at Kabartal Wetland.

LEARNING COMMENTARIES

In the year covered by this report, noted humanitarians and organisations contributed insights, covering key aspects of learning, in a series of commentary pieces. These included:

- [*We need learners and thinkers on the humanitarian frontline*](#): Sudanshu Singh, founder and CEO of Humanitarian Aid International, on the importance of tacit learning and learning on the frontline.
- [*Q&A with the Humanitarian Leadership Academy’s Kamila Wujec: six ways*](#)

[*humanitarian learning could be more effective*](#), based on her experiences of working in the regional humanitarian response for Ukraine.

- [*Humanitarian learning: your fountain of youth?*](#) Alice Obrecht, ALNAP’s Head of Research and Impact, on age as a barrier to learning.
- [*When do humanitarian action evaluations trigger change?*](#) Riccardo Polastro, Chief Evaluation Officer at WHO, on learnings for evaluations.
- [*Taking risks and innovating is our role, now the wider sector must reap the rewards*](#) Alex Gray, Centre for Disaster Philanthropy, on how the humanitarian sector can leverage philanthropy.

ACADEMIC PARTNERSHIPS

This year, ALNAP produced its first resource pack for our academic audience, with the aim of collating and regularly updating useful resources for teachers and students of humanitarian studies.

The content was guided by a survey shared with key stakeholders in the academic sector, and the first Learning Links packs were distributed in July to academic partners, ALNAP’s M&E community of practice, and more widely on ALNAP’s social media channels. The Learning Links packs have been accessed by around 500 people so far.

AT A GLANCE: PROGRESS ON STRATEGIC FOCUS AREA 4

- ALNAP piloted new approaches to communicating knowledge, tailored to the needs, expectations and preferences of the busiest humanitarians. This included the [Explain](#) event for European-based operations and policy decision-makers.
- ALNAP partnered with the UK Humanitarian Innovation Hub to investigate how humanitarians learn best in emergency contexts. Based on this mapping, ALNAP will be developing a portfolio of long-form lessons papers, focusing on eight types of crisis.
- We developed [Lessons for response](#) – a specific page for crises – on our new website.
- On Thursday, 29 February, ALNAP's [Day for Learning](#) encouraged humanitarians everywhere to take time out to learn. More than 30 organisations got on board with the initiative, helping us promote the day to their global audiences.
- ALNAP released a new documentary film [Improving humanitarian action: Learning for the future](#).
- Noted humanitarians and organisations contributed insights covering key aspects of learning, in a [series of commentary pieces](#).
- ALNAP produced [Learning Links](#), its resource pack for our academic audience, to collate and regularly update useful resources for teachers and students of humanitarian studies.

MAXIMISING ALNAP'S IMPACT

An ongoing priority for ALNAP is to support system-wide learning by making it more available and accessible throughout the humanitarian community. To do this effectively, ALNAP has invested in understanding who makes up our audience and how we can better tailor our work to different segments of it.

Stemming from the [findings](#) from our initial research into communicating humanitarian learning, we have sought to increase the range and type of products that we publish and to test different ways of promoting and encouraging the dialogue on learning in the sector. Our work on communicating humanitarian learning will continue to develop under the next workplan period, and to date it has been a key part of informing our brand refresh and website development projects.

Following on from a survey and a series of interviews on the way ALNAP presents its key messages, ALNAP's brand refresh embraces an updated way to communicate the importance of humanitarian learning. It incorporates clearer and more accessible language to help explain how we support system-wide learning for improved performance.

BRAND REFRESH AND NEW ALNAP WEBSITE

Modern technological advances and progress in international coordination present huge opportunities for ALNAP to make our work more relevant to humanitarians beyond our usual membership base.

While we have had a digital presence for many years, ALNAP has traditionally brought the formal humanitarian sector together to learn from collective challenges through relatively exclusive face-to-face events. This has limited our reach and ambition. With events moving online during the global pandemic, we now see ALNAP primarily as a global digital brand and, in recent years, we have been trying to engage new audiences in learning activities, especially those on the frontlines of humanitarian action. We recognised that we needed a re-energised brand and digital presence to achieve this.

The website redesign was an opportunity to review current strengths, weaknesses and gaps in the digital delivery of ALNAP's core business activities, and implement cost-effective and sustainable solutions to deliver our goals.

Our aim was to improve the accessibility of the learning we collate and make sense of it for the sector through our website, to make it more easily navigable and to ensure that the mandate granted to us by the sector comes through strongly in the way we explain our work.

Following our work to refresh the ALNAP brand identity, completed with the creative agency Spencer du Bois, we started on a phased approach to redesigning our website on a new, simpler and future-proof system. The new website reflects our refreshed brand proposition, tone of voice and visual identity. The website redesign has also helped us strengthen our digital offerings, as well as move other core activities firmly into the

digital environment so as to reach more humanitarian audiences around the world. Our new website launched at the same time as our *With learning comes change* initiative in February 2024.

In the next workplan period, we will extend our digital update to the HELP library, the largest repository of system-wide humanitarian knowledge and evidence, which is seen as a public good for the sector.

ALNAP AT A GLANCE 2023-24

ALNAP carried out the following activities to strengthen humanitarian action through evaluation and learning during 2023-24.

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

OECD DAC evaluation criteria guidance

[Review of the OECD DAC criteria for evaluating humanitarian action: a mapping of literature, guidance and practice](#)

[Summary Brief: Review of the OECD DAC criteria for evaluating humanitarian action](#)

[Récapitulatif: Revue des critères de l'OCDE CAD pour l'évaluation de l'action humanitaire](#)

[Resumen: Revisión de los criterios del CAD-OCDE para la evaluación de la acción humanitaria](#)

[Summary Brief: Review of the OECD DAC criteria for evaluating humanitarian action – Arabic version](#)

Lessons and emerging crises

[Heatwaves briefing paper](#)

[Earthquakes – essential lessons for humanitarian responders](#)

Climate crisis

[The climate crisis and humanitarian action: current approaches and discourse | Summary](#)

Locally led humanitarian action

[A more localised aid system: current status and discourse | Summary](#)

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

Accountability to affected populations

[Putting people at the centre: accountability to affected populations | Summary](#)

[From Tick Box to Turning Point: Getting accountability right for improved humanitarian action](#)

[Briefing: Getting accountability right for improved humanitarian action](#)

The humanitarian-development-peace nexus

[The humanitarian-development-peace nexus: current status and discourse | Summary](#)

[Working across the Humanitarian-Development-Peace Nexus: What can we learn from evaluations?](#)

System change

[Humanitarian Systemic Learning Framework Toolkit](#)

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

Explain briefings

[The climate crisis and humanitarian action: current approaches and discourse | Briefing](#)

[A more localised aid system: current status discourse | Briefing](#)

[Putting people at the centre: accountability to affected populations | Briefing](#)

[The HDP nexus: current status and discourse | Briefing](#)

Commentary published on the ALNAP website

[How do we yearn to learn? – ALNAP](#)

[A humanitarian system fit for the future – Juliet Parker, Director, ALNAP](#)

[Taking risks and innovating is our role – Alex Gray, Director of International Funds, Centre for Disaster Philanthropy](#)

[Why does learning from the pandemic still matter? – Emmeline Kerkvliet, Research Officer, ALNAP](#)

[When do humanitarian evaluations trigger change? – Riccardo Polastro, Chief Evaluation Officer, WHO](#)

[Community reflections on the state of the humanitarian system report: returning findings to research participants – contributed to by Malak Abdulghafour, Yves Badesire, Anagabriela Centeno, Carlos Pedraja Araujo, and by researchers in Yemen who have chosen to remain anonymous for security reasons.](#)

[How politics is challenging humanitarian principles in Venezuela – Carlos Pedraja Araujo and Anagabriela Centeno](#)

[Humanitarian learning: your fountain of youth? – Alice Obrecht, Head of](#)

Research and Impact, ALNAP

[Join us on a journey to transform humanitarian learning – Juliet Parker, Director, ALNAP](#)

[We need learners and thinkers on the humanitarian frontline – Sudanshu Singh, Founder and CEO, Humanitarian Aid International](#)

[A findings wishlist for the next SOHS – Alice Obrecht, Head of Research and Impact, ALNAP](#)

[Moving humanitarian accountability from a tickbox to a turning point – Jen Doherty, Research Fellow, ALNAP](#)

[Reflections on locally led M&E – Hana Abul Husn, Senior Research Officer, ALNAP](#)

[Four locally led adaptation recommendations for humanitarian actors for COP28 – Aaron Acuda Opeto, climate change researcher](#)

[From localising the international system to actually supporting locally-led action – Vijayalakshmi Viswanathan, former Senior Research Officer, ALNAP](#)

[Adapting to the needs of the humanitarian sector in challenging times – Hesham Youssef, Chair of the ALNAP Steering Committee](#)

[7 ways to localize funding practice – Centre for Disaster Preparedness, the Philippines](#)

[A year on the road with the State of the Humanitarian System – Alice Obrecht, Head of Research and Impact, ALNAP, Jen Doherty, Research Fellow, ALNAP, and Sophia Swithern, independent consultant](#)

[With Learning Comes Change – Juliet Parker, Director, ALNAP](#)

[Learning about learning in humanitarian urban operations](#) – ICRC

Created video outputs:

[ALNAP documentary film](#)

[The HDP Nexus - Explain](#)

[Accountability to people affected by crisis - Explain](#)

[A more localised aid system - Explain](#)

[HLC 2023 | Learning for humanitarian leadership leadership: What it is; how it works and future priorities](#)

[HLC 2023 | Learning on localisation: why COVID-19 wasn't the tipping point it could have been](#)

Hosted events and webinars, and represented at conferences/panels:

April 2023

HNPW 2023: *Starting as you mean to go on: the importance of learning from the beginning of your career in the humanitarian sector*

HNPW 2023: *Learning on localisation: why COVID-19 wasn't the tipping point it could have been*

HNPW 2023: *Working across the humanitarian-development-peace nexus: What have we learned?*

ICRC-OCHA conference: *People-centric humanitarian response in conflict: strategies, insights and dilemmas*

May 2023

Presentation to ICRC on SOHS

Ukraine Evaluation Association conference: *Learning and evaluation in crisis*

Dhaka SOHS launch: panel discussion

GLOCAL: Ensuring balance between using monitoring data for accountability and reporting and to inform programme learning?

June 2023

IRC senior leadership briefing on SOHS

ACF international conference: *Adapting to trends in the humanitarian sector*

Launch event OECD DAC evaluation criteria: [Shaping new guidance for the evaluation of humanitarian action together](#)

Canadian Evaluation Society Conference 2023: *Review of the use of the OECD DAC criteria for evaluating humanitarian action*

July 2023

[Explain event: Essential briefings for humanitarian decision makers](#)

September 2023

Centre for Global Development: *Adaptive management in protracted crises: what we're learning and where to next*

State of the Humanitarian System: *Challenges and Norway's leadership*

October 2023

ICRC's Near and Middle East Heads of Delegation Regional Planning meeting, closing session: *Navigating the people and the letter of people-centric*

[A practitioner-donor dialogue on mutual aid: Supporting crisis-affected communities to help each other](#)

Asia Pacific consultation: [Shaping new guidance for the evaluation](#)

[of humanitarian action together](#)
[| Asia Pacific consultation](#)

Humanitarian and leadership academy: Sector learning

DRC conference: Keynote address on the nexus and localisation

Moderation for SIDA: *Time to reflect on access*

AidEx 2024 - Conference Agenda (aid-expo.com): System change

National Evaluation Capacity Conference: National Evaluation Systems: Engaging Youth, Addressing Crisis and Building Resilience

November 2023

[The State of Humanitarian Innovation: What has it achieved and where is it going?](#)

Going further than feedback: Changing the humanitarian system to support accountability

Presentation to DRC country managers on SOHS

Speaker, FCDO closed door roundtable: Putting the furthest behind first

Estonian Refugee Council humanitarian conference: [Keynote speech on macro-trends in humanitarian assistance](#)

December 2023

Working across the HDP nexus: What have we learned?

RHPW Asia Pacific Presentation on the HDP nexus

March 2024

Locally led M&E COP: Locally-led M&E

European Humanitarian Forum: *The narrative of need 2.0: what does it take to make the humanitarian system future proof?*

World Bank Fragility Forum: *Shaking off the silos: how to make the HDP nexus work for local actors*

GOVERNANCE AND MEMBERSHIP

Steering Committee

The Steering Committee included the following members as of 31 March 2024:

- **Hesham Youssef**, Chair of the ALNAP Steering Committee
- **Anne-Claire Luzot**, WFP (UN constituency)
- **Elizabeth Bellardo**, BHA/USAID (Donor constituency)
- **Heng Aik Cheng**, Mercy Malaysia (NGO constituency)
- **Karin Wendt**, HERE Geneva (Academic constituency)
- **Pascal Richard**, SDC (Donor constituency)
- **Richard Cewers**, Swedish Red Cross, American Red Cross (Red Cross/Red Crescent constituency)
- **Simone Di Vicenz**, Christian Aid (NGO constituency)

Steering Committee meetings during 2023-24

- 30 May 2023
- 18 September 2023
- 16 January 2024

ALNAP Secretariat

The ALNAP Secretariat team as of 31 March 2024:

- **Alice Obrecht**, Head of Research and Impact
- **Anna-Louise van der Merwe**, Senior Programme Manager
- **Daniel Squire**, Project Manager
- **Ellarene Cummings**, Programme Assistant
- **Emmeline Kerkvliet**, Research Officer
- **Hana Abul Husn**, Senior Research Officer
- **Jennifer Doherty**, Research Fellow
- **John Mitchell**, Special Advisor
- **Juliet Parker**, Director
- **Mae Albiento**, Research Officer
- **Molly Maple**, Communications Project Manager
- **Sarah Gharbi**, Research Fellow
- **Susanna Morrison-Metois**, Senior Research Fellow – Evaluation, Learning and Accountability
- **Wairimu Wanjau**, Digital Communications Manager

ALNAP members (as of 31 March 2024)

American Red Cross
American Red Cross

Australian Government
Department of Foreign Affairs and Trade
Australia
Department of Foreign Affairs and Trade

bioforce
Bioforce

BritishRedCross
British Red Cross Society

CAFOD
Catholic Agency for Overseas Development
CAFOD/CARITAS

OCCA
Canadian Research Institute on Humanitarian Crisis and Aid (OCCA)

care
CARE International

CDA
PRACTICAL LEARNING for INTERNATIONAL ACTION
CDA Collaborative Learning Projects

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

CDP
Centre for Disaster Preparedness

CSIS
Center for Strategic and International Studies (CSIS)

christian aid
Christian Aid

CLEAR Global
Clear Global (formerly Translators Without Borders)

COAST
COAST

community
WORLD service ASIA
peace resilience dignity
Community World Service Asia

Crossroads Global Hands
Crossroads Global Hands

DCA
actalliance
DanChurchAid

DANISH REFUGEE COUNCIL
Danish Refugee Council

dara
DARA

dahlia
Development and Humanitarian Learning in Action (DAHLIA)

development initiatives
Development Initiatives (DI)

DT Global
DT Global

ECHO
ECHO

evidence aid
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

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 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

Evidence 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 Ministry of Foreign Affairs and Trade



Norwegian Refugee Council (NRC)



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



OFADEC



ODI



OXFAM GB



RedR



Samuel Hall



Save the Children



Solidarites



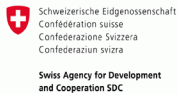
Sustainable Environment Ecological Development Society (SEEDS)



Swedish International Development Cooperation Agency (Sida)



Swedish Red Cross



Swiss Agency for Development and Cooperation (SDC)



Tearfund



Transparency International



Trocaire



Tufts University



Ukraine Evaluation Association



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 (WFP)



World Health Organization (WHO)



World Vision International

Associate members



CALP Network



CDAC Network



CHS Alliance



Disasters Emergency Committee (DEC)



Dutch Relief Alliance



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 2023-24

Staff costs plus overheads	£1,176,430
Strategic area 1	£76,414
Strategic area 2	£24,335
Strategic area 3	£6,304
Strategic area 4	£40,739
A strong functioning secretariat & network	£347,778
Total	1,672,000

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	
All India Disaster Mitigation Institute*	£120.00	
American Red Cross	£3,991.00	
Australia Department of Foreign Affairs and Trade	£0.00	
British Red Cross Society	£6,760.00	£6,760.00
CAFOD/CARITAS	£11,583.00	£11,583.00
CARE International	£4,026.00	£4,026.00
Centre for Disaster Preparedness	£583.00	£583.00
Christian Aid	£6,435.00	£6,435.00
COAST **	£120.00	£360.61
Community World Service Asia	£229.00	£229.00
Crossroads Global Hand	£1,285.00	£1,285.00
DanChurchAid	£5,000.00	£5,000.00

Organisation	Forecasted	Received
Danish Refugee Council	£3,808.00	£3,808.00
DT Global (former IMC)	£167.00	£167.00
ECHO	£85,723.59	£85,723.59
ELHRA		£70.00
Federal Foreign Office Germany	£0.00	
Food and Agriculture Organization (FAO)	£3,036.00	
Foreign, Commonwealth and Development Office (FCDO)	£0.00	
Global Affairs Canada	£90,917.00	
Global Emergency Group	£165.00	
GOAL	£814.00	£814.00
Ground Truth Solutions	£120.00	£120.00
Global Support and Development (GSD)	£395,396.50	£395,316.50
ICVA	£0.00	
Ikea Foundation	£0.00	
International Committee of the Red Cross (ICRC)	£10,000.00	£8,840.00
International Federation of the Red Cross and Red Crescent Societies (IFRC)	£5,000.00	£5,000.00
International Organization for Migration (IOM)	£11,000.00	£11,000.00
International Rescue Committee	£6,760.00	
Irish Aid	£129,500.00	£130,878.63
Key Aid Consulting	£303.00	£303.00
Mercy Corps	£10,000.00	£0.00
MERCY Malaysia	£240.00	£240.00
Ministry of Foreign Affairs Belgium	£43,999.00	
Ministry of Foreign Affairs Denmark	£32,535.00	£31,634.72
Ministry of Foreign Affairs Netherlands	£0.00	
Ministry of Foreign Affairs Norway	£0.00	
MSF International Evaluation Group	£2,200.00	£2,200.00
New Zealand Aid Programme	£2,904.00	£2,904.00

Organisation	Forecasted	Received
Norwegian Refugee Council	£6,760.00	£6,760.00
OCHA	£11,000.00	£11,000.00
OFADDEC	£120.00	
OXFAM GB	£9,230.00	£9,230.00
RedR	£233.00	
Samuel Hall	£240.00	
Save the Children	£10,000.00	
SEEDS India	£120.00	
Solidarités	£6,270.00	£6,803.60
Swedish International Development Cooperation Agency (Sida)*		
Swedish Red Cross	£3,300.00	£3,300.00
Swiss Agency for Development and Cooperation (SDC)		£2,772.00
Swiss Agency for Development and Cooperation (SDC)	£70,000.00	£50,000.00
Tearfund	£3,760.00	
Translators Without Borders (Clear Water)	£0.00	
Trocaire	£4,078.00	£8,156.00
UK Innovation Hub		£20,900.00
UNDP	£10,000.00	£10,000.00
UNFPA	£4,300.00	£4,279.48
UNHCR	£12,368.00	£12,368.00
UNICEF	£8,030.00	
USAID/BHA contracted (including GLI)	£550,000.00	£523,589.94
War Child	£4,400.00	£4,400.00
World Food Programme	£11,272.00	£11,272.00
World Health Organization (WHO)	£12,000.00	£12,000.00
World Vision International	£7,086.00	£7,086.00
Total	£1,623,247.09	£1,423,158***

* Paid in advance, included in buffer/multi-year funding

** Three years' funding

*** Figures corrected in light of ODI Global's audited accounts

Table 3: ALNAP's top five funders 2023–2024

USAID/ BHA	£523,589.94
Global Support and Development (GSD)	£395,316.50
Irish Aid	£130,878.63
ECHO	£85,723.59
Swiss Agency for Development and Cooperation (SDC)	£52,772.00

Table 4: Top line finance

Membership contributions and funding received	£1,423,158
Carry forward from previous period	£190,000
Historical difference	£60,215
Rounding	- £1,373
Total income and carry forward	£1,672,000
Expenditure	£1,672,000
Balance at end of year	(£0)

