



Moving Minds Alliance

Annual Report

2025

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Abbreviations

ANECD	Arab Network for Early Childhood
ECD	Early Childhood Development
ELP	Early Learning Partnership
ECDAN	Early Childhood Development Action Network
FCDO	Foreign, Commonwealth & Development Office
GSF	Global Schools Forum
ISSA	International Step by Step Association
LLO	Locally-led organisations
MERLA	Monitoring, Evaluation, Research, Learning, and Adaptation
MMA	Moving Minds Alliance
PNECD	Palestinian Network for Early Childhood Development
RLO	Refugee-led organisations
SDGs	Sustainable Development Goals
N4G Summit	Nutrition for Growth Summit
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNWFP	United Nations World Food Programme

Section 1

About the Moving Minds Alliance

Brief History

Founded in 2017, Moving Minds Alliance (MMA) began as a coalition of philanthropic foundations committed to prioritising nurturing care and early childhood development (ECD) in crisis. Recognising the urgent needs of young children and caregivers in crisis, MMA focused on collaborative advocacy to influence global and national decision-makers.

Initially a donor collaborative, MMA evolved in 2020 into a multi-stakeholder alliance, launching its first advocacy strategy to drive change in donor financing, humanitarian coordination, and inclusive national ECD platforms.

Today, through its **2025–2030 Strategy**, MMA places **ECD in crisis advocacy** at the heart of its mission, leveraging its global reach to strengthen local systems in low and middle-income countries affected by conflict, displacement, and protracted emergencies. By advancing holistic, high-quality ECD services, MMA drives progress toward the Sustainable Development Goals (SDGs) while aligning with the ambition of the Pact for the Future, which underscores the needs of youth and future generations and calls for sustained investment in children and young people so they can realise their full potential as the world moves toward 2030.

Moving Minds Alliance Strategy Launch in Abuja, Nigeria.



Vision



We envisage a world in which families and communities affected by crisis can nurture the well-being and development of their young children and uphold their rights.

Mission



We advocate for better outcomes and equity for young children affected by crises everywhere.

Shared Purpose

We are a multi-stakeholder alliance advocating for early childhood development in every crisis response, leveraging the strengths of diverse local and global actors to unlock financing, promote policy change, and strengthen leadership across the ecosystem of early childhood development in crisis actors.



Values



- **Innovation:** We embrace creative, forward-thinking solutions to tackle complex challenges and adapt to changing needs.



- **Inclusivity:** We amplify diverse voices, ensuring equity and meaningful participation from affected communities.



- **Transparency:** We commit to openness and accountability, building trust through clear communication and shared progress.



- **Strategy:** We act with purpose, aligning efforts to long-term goals and evidence-based priorities for systemic change.

Strategic Goal and Priorities

Our goal is to strengthen and re-imagine crisis response to best meet the needs of young children through the following strategic priorities:



Strategic Priority 1

Foster an enabling environment of key actors for ECD in crisis

Strategic Priority 2

Accelerate innovation in crisis response through locally-led ECD in crisis advocacy

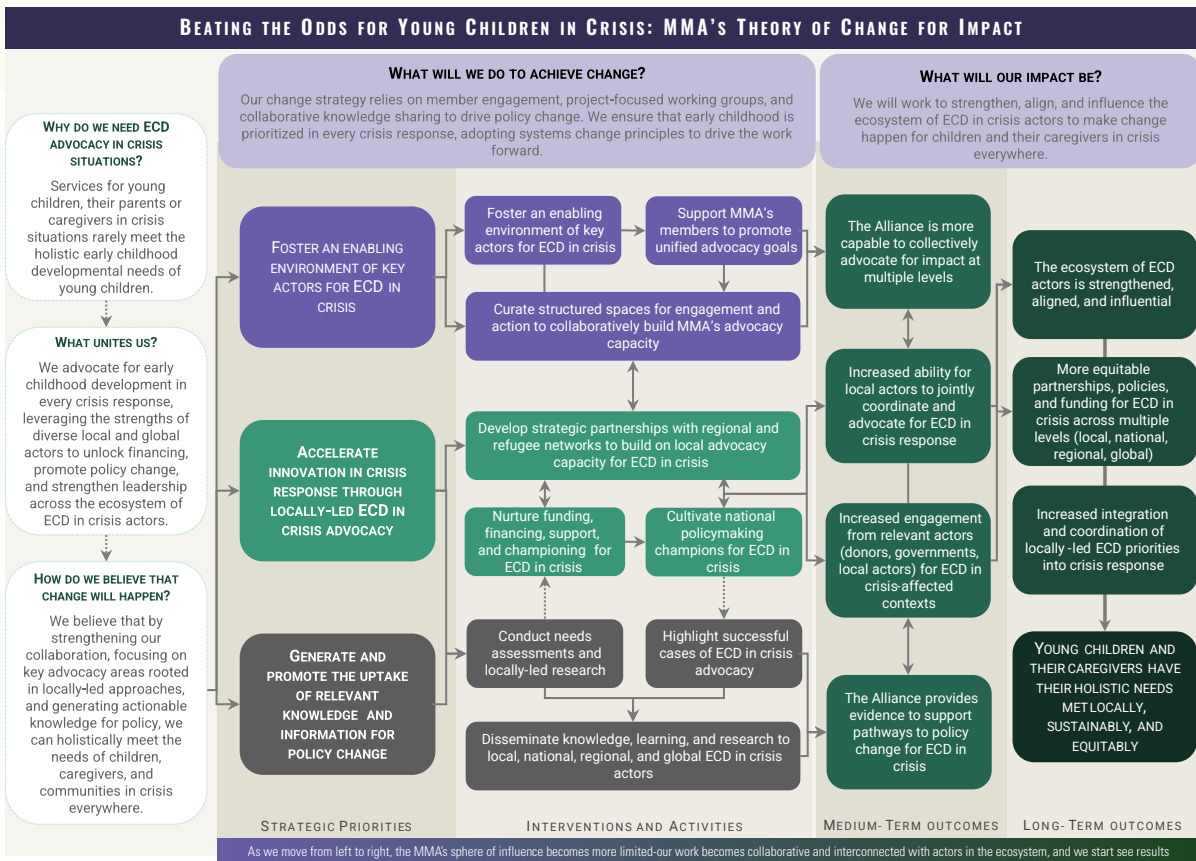
Strategic Priority 3

Generate and promote the uptake of relevant knowledge and information for policy change

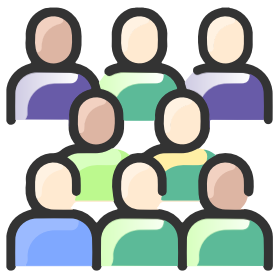
Theory of Change

Our Theory of Change translates mission and vision into actionable pathways by placing ECD in crisis at the center of strategy. We confront the persistent gap between what young children in emergencies need and what systems deliver by convening and strengthening a coordinated ecosystem: local responders, government institutions, funders, regional and global networks, to prioritise ECD in every response.

Through targeted advocacy and evidence-to-action initiatives, we generate insights that unlock financing, drive policy reform, and build enduring leadership capacity across the ECD-in-crisis community. Our MERLA framework anchors accountability with indicators mapped to the SDGs, ensuring progress aligns with globally recognised targets.



Membership



In 2025, MMA welcomed 2 refugee-led networks and 2 locally led networks to its membership:

1. **Newcomers with Disabilities in Sweden**
2. **Juzoor, hosting organisation for the Palestinian Network for ECD (PNECD)**
3. **Al-Tufula Center NNI**
4. **Coalición por Venezuela**

This growth brings our multistakeholder alliance to **44 members**, collectively working across **115+ countries** worldwide.

Message from the Interim Director and Co-chair

How do you measure a year like 2025?

Across multiple measures, 2025 was a devastating year for children and families living in crisis and conflict: fewer children surviving to see their fifth birthday; more conflicts, more children displaced, more childcare services and schools closed or destroyed; childhoods marked by violence, hunger, climate shocks, and the erosion of safety and nurturing care. The numbers and the facts matter, and we cannot ignore the gravity of this moment.

And yet, this is not the whole story. A year like 2025 is also measured in other ways: caregivers supporting and showing up for their children amidst impossible conditions; local leaders, researchers, journalists, and advocates refusing to let early childhood disappear from crisis response; and systems shifting, even slightly, toward delivering more predictable, responsive, and dignified care for children in crisis.

This is the space where Moving Minds Alliance focuses its work.

2025 demanded clarity, not about diagnosing familiar challenges, but about acting decisively in the face of them.

It was the year when a strategy that had been carefully shaped over time was finally put to work, providing a shared frame for action amidst extraordinary complexity. Across our community, there was a clear recognition that early childhood development in crisis cannot sit at the margins of humanitarian response, and that listening to those living these realities is not a courtesy, but a prerequisite for good policy and meaningful change.

Throughout the year, we worked to bring early childhood into rooms where decisions are made, and to ensure those conversations were grounded in lived experience. At global platforms such as the UN General Assembly and the Global Refugee Forum, and at the Nutrition for Growth Summit in Paris, we advocated for the youngest children to be recognized as central to recovery and resilience. At the national level, including through a multi-stakeholder advocacy convening in Nigeria, we supported dialogue that moved beyond statements of intent toward the practical work of coalition-building, financing, and coordination.

What stayed with me most, however, were the voices that ran through these discussions, connecting policy debates to lived realities, keeping conversations focused on what ultimately matters.

A 14-year-old girl in Nigeria named Rejoice, displaced since age three, spoke of wanting to become a doctor so her family would not have to pay every time someone was sick. Journalists in our REACH Network, working across eight countries confronting crises, reported on children facing floods, conflict, environmental hazards, and structural invisibility, while also documenting the important ways communities protect and care for their youngest members. We have paired ten research fellows with mentors, each drawing from lived experience.

Their findings and perspectives will add tremendous value, particularly in advancing meaningful approaches to mental health, climate change and early childhood development. Together, these voices sharpened our understanding of what was failing, and pointed us toward the changes required to restore dignity and care.

We deepened co-leadership with refugee- and locally-led experts, moving from consultation to shared stewardship. We strengthened standards for equitable partnership so that meaningful collaboration is the norm, not performative. We invested in domestic finance analysis in Colombia, Nigeria and Syria, acknowledging shrinking aid while identifying pathways that can sustain early childhood over time and inform credible, locally-grounded, country-led advocacy. And we sharpened how we learn, through a new monitoring, evaluation, research and learning framework aligned to our theory of change, so that evidence informs action in real time.

None of this minimises the gravity of 2025. The pressures facing young children and their caregivers are immense, and in many places, growing. What carried us through this year was not blind optimism, but a shared resolve: a commitment to be precise about what needs to change, and disciplined in how we work together to make that change possible, building on the strong foundations established by former Director Tricia Young, and the initial groundwork laid by MMA's first director, Neil Townsend.

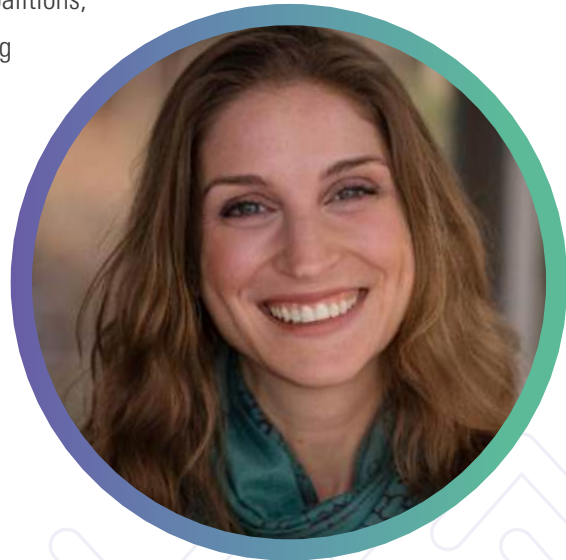
So how does the Moving Minds Alliance measure a year like this?

We measure it in the choices we made to keep early childhood visible when it risked being sidelined; in partnerships that crossed borders and power; and in the commitment to move from sympathy to systems, turning outrage and concern into policies, financing, and coordinated action that children and caregivers can count on.

As we look ahead to 2026, our task is clear: to ensure these efforts do not remain isolated projects, but become the foundations of lasting change. By continuing to build coalitions, financing pathways, and evidence channels, we are working toward a future in which children affected by crisis and conflict are not merely protected and nurtured in the short-term, but supported by systems that allow them to learn, grow, and thrive over time.

Katie Murphy

Interim Director & Co-chair



> Section 2

2025 in Review

Deder, Ethiopia. Three years ago, Fidiya developed bilateral pitting oedema, a dangerous condition caused by severe malnutrition, resulting in swelling across her body. After receiving treatment from an IRC health facility, she has fully recovered and is now back to playing.



Strategic Priority 1:

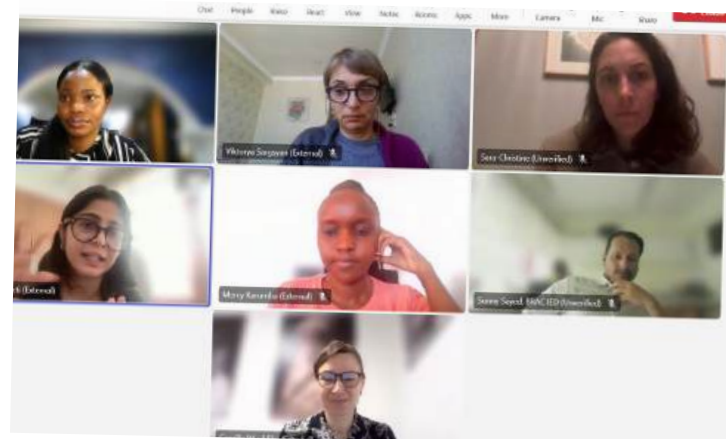
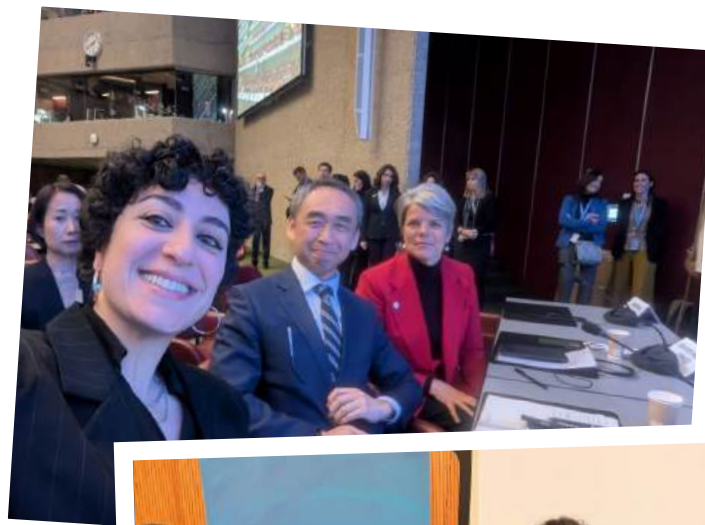
Foster an enabling environment of key actors for ECD in crisis

In 2025, the Moving Minds Alliance significantly revised its engagement model to create a more inclusive, equitable, and representative partnership. By refining our membership model and value proposition, we established clear expectations for an Alliance that prioritises diversity and localised leadership at its core.

1. Advancing Shared Agendas Across Networks and Movements

We conducted a comprehensive analysis of network goals and capacities to identify advocacy gaps, enabling high-impact collaborations and actionable agendas for ECD-in-crisis. These efforts delivered key milestones, including:

- The First Arab Region [Symposium](#) on Early Childhood Research in Crisis with ANECD.
- UNGA [ECD Financing Roundtable](#) co-hosted with ECDAN, during which MMA shared its new [financial analysis on humanitarian and development aid](#) for ECD in crisis.
- A [virtual mini-summit](#) and [thematic brief](#) titled “Building Resilience Through Play: Evidence-Based Approaches for Children in Crisis Settings” in collaboration with Plan International, World Vision International, and Global Schools Forum.
- As in the [Moldova Case Study](#) with ISSA.
- Prioritising Caregiver Mental Health in Crisis [Webinar](#) with GSF.



2. Centring Lived Experience and Local Leadership

MMA transitioned from consultation to genuine participation, embedding the voices of refugees and communities at the heart of decision-making.

- Through the **Expert Adversory Group**, three regional leaders with lived experiences now colead our project teams, ensuring advocacy reflects lived realities.
- **A Diversity Strategy**, shaped by consultations with refugee-led and local-led Organisations, identifies unique contributions and needs for sustainable engagement.
- In partnership with UNHCR, we finalised the **Meaningful Engagement Tip Sheet**, setting a global standard for ethical, refugee-led participation across the ECD sector.

3. Equity at the Core: Building Resilient Ecosystems

In Q3–Q4, MMA advanced equitable partnerships to strengthen the ECD-in-crisis ecosystem.

- **Unified Partnership Guidelines:** We co-developed standards for collaborating with Refugee-Led Organisations (RLOs) and Local-Led Organisations (LLOs), aligning values, ethical capacity-sharing, and accountability to affected communities.
- **Targeted Partner Mapping:** We commissioned expert consultants (Causal & Whole Child Advisors) to connect with strategic partners who can influence the financing and policy landscape of ECD in crisis.
- **High-Level Resource Mobilisation:** MMA engaged with the World Bank (ELP), FCDO, and the Government of Canada, contributing to Canada’s funding announcements for Gaza and World Bank commitments on early nutrition, a testament to MMA’s ability to shape global financing priorities even amid shrinking aid flows. However, with global aid contracting and donor priorities shifting, MMA is pivoting toward domestic and private sector financing to sustain its impact.



Kasi Bisimwa, refugee leader and member of the MMA Expert Advisory Group, speaking as a delegate of our Alliance on “Decommissioning What No Longer Works” in one of the cocreation labs at the 9th East Africa Philanthropy Conference in Kigali.

Strategic Priority 2:

Accelerate innovation in crisis response through locally-led ECD in crisis advocacy

In 2025, MMA successfully moved ECD from a humanitarian niche to a central pillar of human rights and multisectoral agendas, bridging the gap between global policy and national implementation to create pathways for unlocking sustainable financing and systemic change.

1. Elevating ECD in Global Human Rights Discourse

During the first half of the year, MMA focused on integrating ECD into high-level rights frameworks:

- **UN General Assembly & Child Rights:** MMA co-authored a joint [child rights report](#) with UNICEF and partners, positioning ECD as a core component of child-rights frameworks.
- **Human Rights Council:** Through direct submissions, MMA advocated for the [universal right to holistic ECD services](#), specifically for children living in conflict and displacement.
- **Inter-sectoral Integration:** [Our Nutrition for Growth efforts](#) successfully linked malnutrition prevention and treatment with nurturing care. This involved developing specialised [advocacy tools](#) and curating a [high-level panel](#) discussion that engaged refugee leaders, government representatives, INGOs, and UNWFP representatives outside the traditional ECD space to foster broader multisectoral ownership.



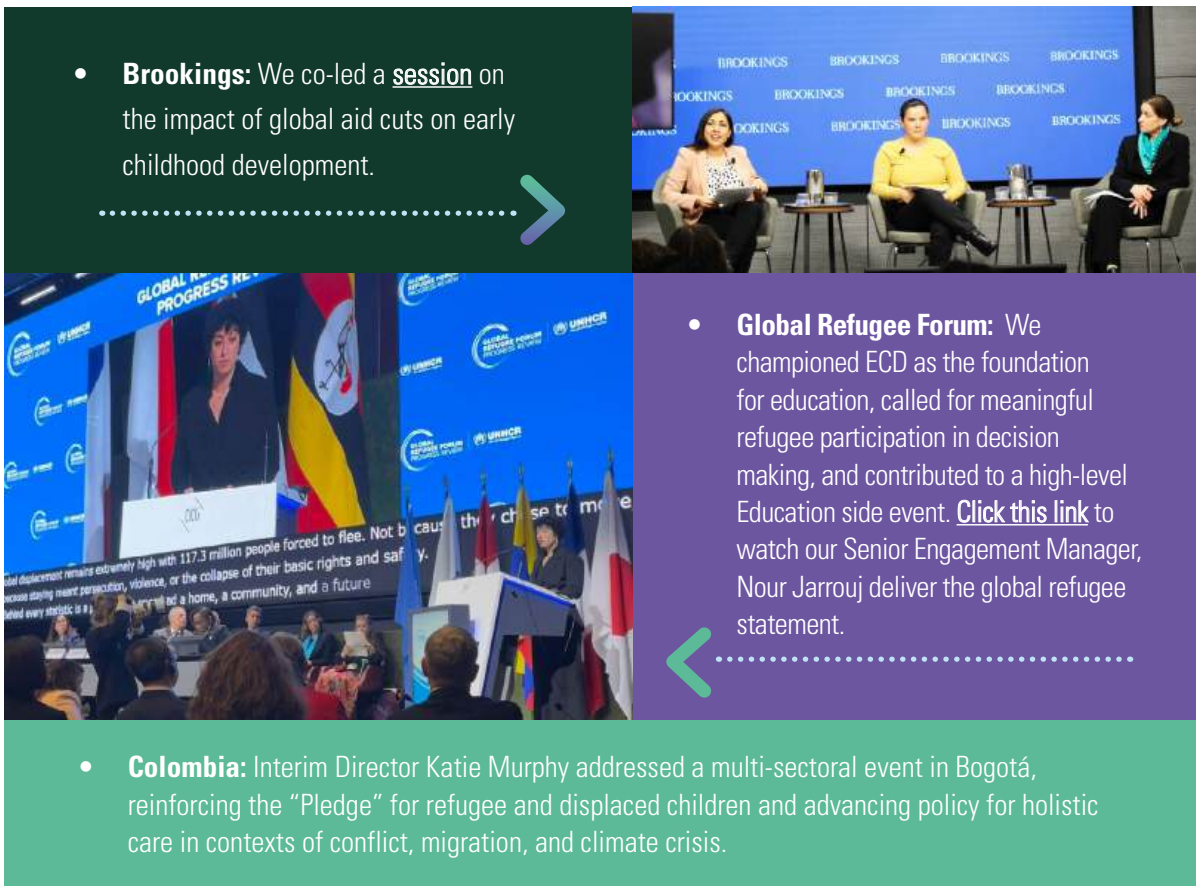
2. Bridging the Local-to-Global Advocacy Gap



In Q3–Q4, MMA advanced **country-focused** action through its Local-to-Global Advocacy & Resource Mobilisation Project Team.

- **UN General Assembly & Child Rights:** We commissioned Whole Child Advisors to map financing landscapes in Colombia, Nigeria, and Syria, identifying challenges, solutions, and opportunities to strengthen ECD in crisis.
- **Local Expertise:** We engaged dedicated consultants in each focal country to analyse funding flows, mobilise stakeholders, and shape national coalitions for sustainable ECD in crisis financing.
- **Field-Testing the Theory of Change:** In November, MMA convened a first-of-its-kind National Multi-Stakeholder Advocacy Consultative Meeting in Abuja, Nigeria, bringing together 50+ stakeholders, state and federal officials, RLOs, LLOs, UN agencies, and private impact investors. As the inaugural test of our new Theory of Change, the convening validated MMA's role as a neutral facilitator and systems convener, aligning local and global actors around a unified roadmap for ECD in contexts of conflict and displacement.

3. Expanding Global Reach Through Strategic Engagements

MMA ended the year with a strong global advocacy push:



- **Brookings:** We co-led a session on the impact of global aid cuts on early childhood development. 
- **Global Refugee Forum:** We championed ECD as the foundation for education, called for meaningful refugee participation in decision making, and contributed to a high-level Education side event. [Click this link](#) to watch our Senior Engagement Manager, Nour Jarrouj deliver the global refugee statement. 
- **Colombia:** Interim Director Katie Murphy addressed a multi-sectoral event in Bogotá, reinforcing the “Pledge” for refugee and displaced children and advancing policy for holistic care in contexts of conflict, migration, and climate crisis.

These high-level engagements expanded MMA’s visibility beyond traditional circles, positioning the alliance for **joint action and sustainable resourcing in 2026.**

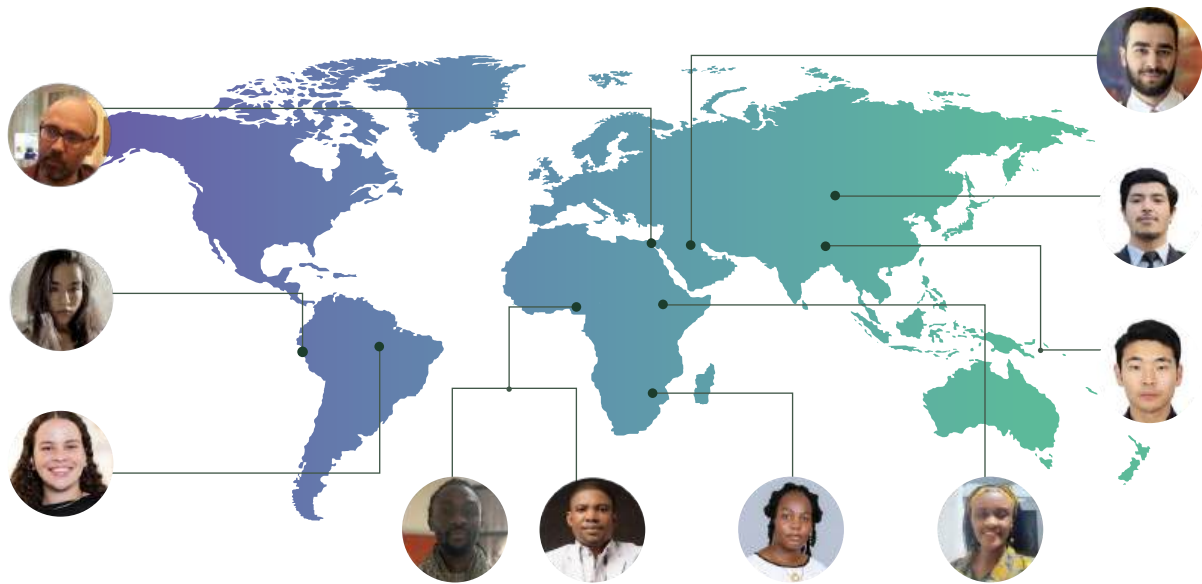
Strategic Priority 3:

Generate and promote uptake

of relevant knowledge and information for policy change

1. The Research Fellowship Programme

MMA launched its second cohort of researchers. Ten early-career researchers from nine countries (**Peru, Brazil, Nigeria, Malawi, Kenya, Iraq, Palestine, Bangladesh, and Mongolia**) are conducting research projects that explore the nexus between early childhood development, climate change emergencies, and the mental health of children, their caregivers, and communities.



2. The Research Forum

MMA strengthened its advisory role in advancing shared research and learning agendas across networks, delivering the [Moldova Humanitarian Response Case Study](#) with ISSA and co-creating the first Arab Regional [Symposium](#) on Scientific Evidence for Early Childhood Development with ANECD.

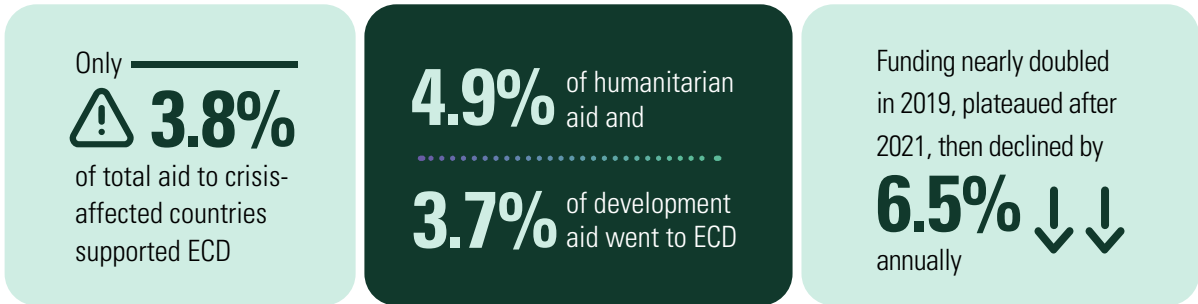


Panel discussion at the Arab Regional Symposium on Early Childhood Research Amid Crises, highlighting evidence and insights from across the region

3. Advocacy Resource

MMA commissioned a financing analysis to further strengthen evidence and advocacy for urgent investment in ECD in crisis.

Key Findings:

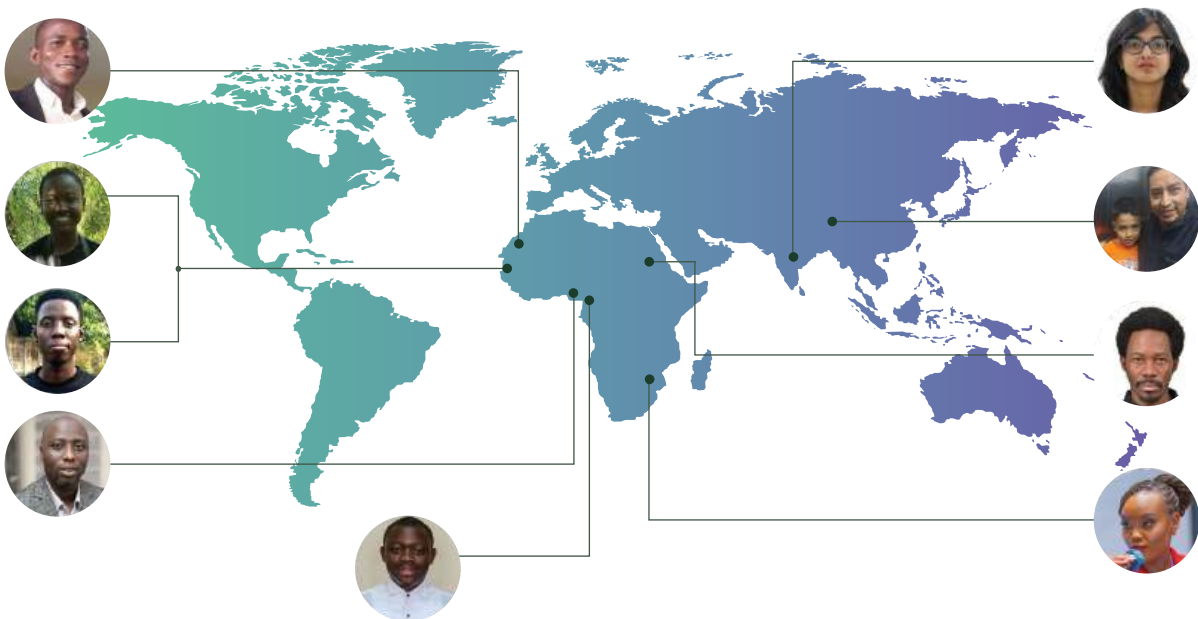


This data equips advocates and policymakers to push for **stronger, consistent, and equitable investment** in the youngest children living through crisis.

4. Journalistic Advocacy

This year marked the successful launch of **REACH Network**, a pioneering initiative connecting country-based journalists to elevate narratives on ECD in crisis. **Nine advocacy impact stories** were published, spotlighting urgent needs and solutions on ECD in crisis in Cameroon, India, Kenya, Nepal, Nigeria, Sierra Leone, Senegal and Sudan. Insights from these stories are being used to develop a handbook for journalists covering children’s stories in humanitarian context. Through the network and other engagements, MMA advocacy message and call to action were featured in 17 other news reports, amplifying local perspectives and policy conversations.

We envision the REACH Network evolving beyond amplifying the lived experiences of young children and families in humanitarian crises to actively influencing systemic responses, highlighting gaps, driving accountability, and urging governments and international agencies to prioritise ECD in crisis in policy and resource allocation.



> Strengthening Effectiveness for Impact

Beyond our strategic priorities, MMA focused on readiness for mission achievement. Project teams were formed with new structures and work plans to align with strategic priorities.

Monitoring, Evaluation, Research, Learning, and Adaptation

Our Theory of Change now forms the backbone of MMA's MERLA framework, guiding how we track progress and impact. Following the launch of our strategy in Q3 2025, we developed the MERLA framework to align with our strategic objectives and project teams. By consolidating activities, goals, and structures into a single system, we ensure consistency in measuring results across the Alliance. The framework tracks our progress in advancing our three strategic priorities. This integrated approach enables us to track project activities, outputs, and outcomes at global, national, and local levels, providing a clear picture of progress and impact.

Communication

Our communications focused on amplifying voices, fostering collaboration, and strengthening our digital footprint to advance the global conversation on ECD in crisis settings. Through innovation and strategic partnerships, we centred ECD in crisis as a global priority.

1. Expanding Thought Leadership

In the period under review, we strengthened our role as a thought leader in the ECD sector. Our goal was to move beyond sharing information and actively shape the global discourse on ECD in humanitarian contexts.

We created spaces for dialogue, learning, and influence through :

- The **Early Evidence Podcast** delivered two insightful episodes, featuring sector experts who unpacked and humanised thematic ECD in crisis research findings.
- **The Nurturing Futures Webinar** and **Showcase Series** brought together practitioners and advocates from local to global to exchange knowledge and inspire collective action.
- Our **revamped quarterly bulletin**, the Alliance Post, evolved into a sector-wide resource, offering thematic insights and thought leadership contributions to a global readership.
- We produced a series of knowledge products and resources (see annex) designed to inform policy, guide programming, and amplify shared learning and locally driven innovations across humanitarian contexts.

2. Digital Growth and Global Engagement

This year, our digital community surged by **41%**, growing from 5,362 to 7,584 followers across [LinkedIn](#), [Twitter/X](#), and [YouTube](#). By delivering dynamic, audience-centred content, we brought more people into the conversation and strengthened a global community committed to advancing ECD in crisis.

3. Strengthening Member Collaboration through the Communications Hub

Our Communications Hub continues to serve as a vibrant, collaborative space where communications leads from across our member organisations come together to amplify our shared voice on ECD in crisis. By pooling our strengths, insights, and creativity, we not only advance the Alliance's communications strategy but also unlock greater visibility, credibility, and impact for every member. Collaborators include the [Global Schools Forum](#), [Van Leer Foundation](#), [TheirWorld](#), [LABE Uganda](#), [International Step by Step Association](#), and [AVSI](#).



Panel discussion involving communities, as well as local and refugee led organisations, held during the national consultative meeting on ECD in crisis in Abuja.

Lessons Learned and Our Commitments for the Year Ahead

2025 was a year of meaningful progress, but also one of honest reflection. As an alliance committed to improving outcomes for young children and their families in crisis settings, we recognise that learning from what did not work is as important as celebrating what did. Several challenges surfaced across our collective work, offering valuable insights that will strengthen our strategy and partnerships moving forward.

1. Local Leadership Requires More Than Consultation; It Requires Genuine Co-Creation

We reaffirmed that local leadership cannot be reduced to consultation sessions or symbolic representation. There were instances, our engagement fell short of enabling true co-ownership. Local actors must be positioned not only as contributors but as architects of solutions. Our commitment is to deepen our investment in meaningful partnerships with local and refugee led organisations, ensuring that leadership and agenda-setting reflect genuine co-creation and shared power.

2. Driving Systems Change by Honouring Existing Structures and Enabling Champions

Our work taught us that mobilisation and effective influence requires honouring existing institutional structures, understanding political and operational realities, and cultivating champions who can lead change from within. At times, we underestimated the importance of these dynamics. We will prioritise relationship-building, invest in identifying and supporting internal champions, and approach systems change with humility, patience, and contextual intelligence.

3. Engaging Where Strategic Alignment Is Strongest

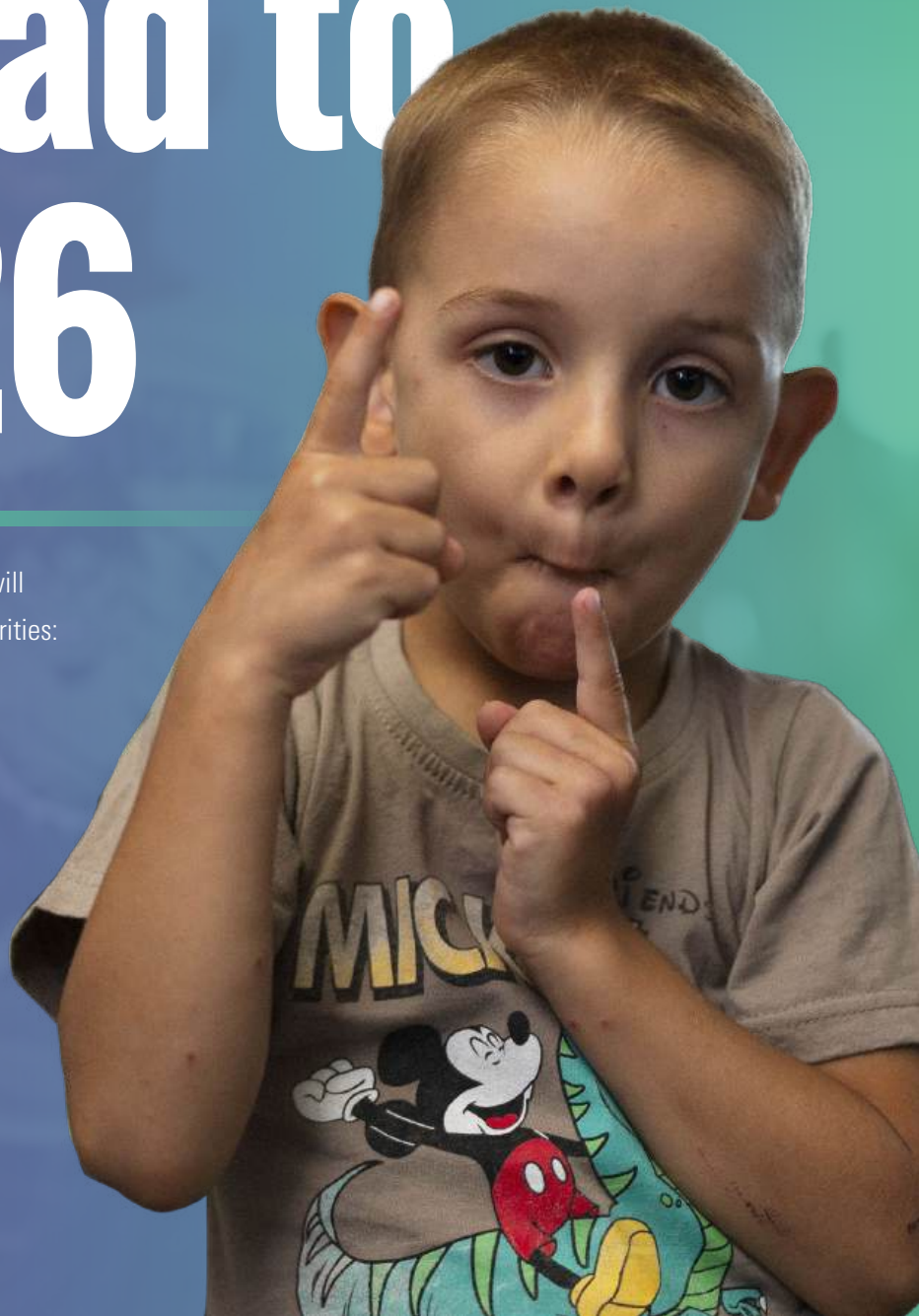
The sector is rich with initiatives, platforms, and conversations. In the first half of 2025, we engaged broadly and learned that our impact is greatest when we focus our energy where our contribution is most distinctive and catalytic. By Q3 we applied a sharper strategic lens to determine where, when, and how we engage. Every decision we made comes back to one question: Does it meaningfully contribute to tangible outcomes for the youngest children in crisis.

These lessons do not diminish our achievements; they strengthen our resolve. They remind us that transformation is iterative, and that impact requires both courage and humility. As we enter the year ahead, we do so with renewed clarity, deeper alignment, and a stronger commitment to the children and families at the heart of our mission.

> Section 3

Looking Ahead to 2026

Building on 2025 momentum, MMA will advance its strategy across three priorities:



Strategic Priority 1:

Grow, Develop & Diversify the ECD-in-Crisis Advocacy Community

1 Expand Membership

Targeted outreach to refugee-led and locally led ECD organisations to join MMA.

2 Meaningful Participation

Onboard new members and integrate them into project teams and strategy implementation.

3 Ethical Partnerships

Finalise and roll out guidelines for equitable collaboration across members and networks.

4 Local-Global Buddy System

Connect refugee and non-refugee ECD leaders at the national to global levels.

5 Country-Level Engagement

Deepen advocacy in focal countries (e.g. Nigeria and Syria), linking efforts to fiscal analysis and domestic financing pathways.



Group photo at the end of the national consultative meeting with stakeholders from the media, government, private sector, local organisations, and the UN in Abuja.

Strategic Priority 2:

Accelerate Innovation & New Ways of Working

- 1 National Coalition Activation**
Establish/strengthen inclusive ECD in crisis advocacy coalitions in Nigeria, Syria, and Colombia
- 2 Advocacy Toolkit**
Develop a flexible, adaptable toolkit for country-level coalitions.
- 3 Global Partnerships**
Collaborate with [TheirWorld](#) and other strategic partners in leveraging global campaign momentum to advance ECD in crisis advocacy.
- 4 Private Sector Engagement**
Build meaningful partnerships with domestic private actors in focal countries.
- 5 Local-to-Global Linkages**
Facilitate global advocacy platforms for national ECD in crisis coalition representatives.

Strategic Priority 3:

Generate & Promote Uptake of Evidence and Learning

- 1 Research Fellowship**
Launch the third cohort of 10 locally based early-career researchers in middle and low-income countries.
- 2 Research-to-Policy Strategy**
Identify pathways to translate evidence into policy effectively.
- 3 Showcase Best Practices**
Highlight successful advocacy models to strengthen policy, financing, and local leadership.
- 4 Local Campaigns**
Drive country-level action where it matters most for children in crisis through initiatives like ActForEarlyYears, connecting local efforts to global action.
- 5 Journalistic Advocacy**
Commission 10 country-level advocacy stories and strengthen the [REACH Network](#) to influence policy and public discourse on ECD in crisis.

Conclusion

Accelerating the next phase of change, MMA will harness strategic partnerships to amplify children's voices, shape global narrative, and mobilise action for the youngest members of communities in crisis.

The opportunity is clear: scale what works. In 2026, we will deepen country-level engagement, accelerate innovation in advocacy, and ensure research and lived experience translate into policy and financing decisions. With global partners and diverse membership, MMA is positioned to turn momentum into meaningful impact, as investing in young children in crisis is not only urgent and humane, it is smart economics.



Renk, South Sudan. Fairuz, 60, walks to the market with her grandchildren outside the Transit Center. Originally from Omdurman, Sudan, she moved to South Sudan in the 1990s to study at a university in Malakal. A trained nurse, she misses being able to work. She lost contact with several of her children during the war and has received psychosocial support from the IRC.

Annexes

Moving Minds Alliance Financial Statement

MMA is hosted by the International Rescue Committee (IRC) and oversees a pooled fund made up of membership fees and grants from philanthropic organisations. This fund supports the delivery of MMA’s programme activities and covers essential operational functions.

Each year, MMA submits its annual operating budget to the Steering Committee for approval ahead of the financial year. This financial report reflects performance against the most recently approved version of that budget. All figures for the reporting period are presented on an accrual basis of accounting.

1 January – 31 December 2025 Overview

	Budget 2025 (USD)	Amount 2025 (USD)
Core Alliance Operations	658,227	646,807
Core Alliance Mobilisation and Infrastructure	93,122	58,830
Strategic Priority Initiatives	345,807	274,442
Indirect Cost Recovery @ 10%	109,716	98,008
Total Cost	1,206,871	1,078,087

Direct costs totalled **\$980,079**, with **\$98,008** applied as Indirect Cost Recovery (10%), resulting in total expenditure of **\$1,078,087** for the financial year. Expenditure covers the full range of MMA’s activities, including advocacy, communications, knowledge and learning, and locally-led action, as well as core operational costs such as staff salaries, hosting fees, and business running expenses.

MMA ended the financial year on 31 December with an 11% underspend against the approved budget of **\$1,206,871**.

The underspend was primarily driven by re-phased activity costs to early January 2026 within Core Alliance Mobilisation and Infrastructure and Strategic Priority Initiatives. Specific budget lines that are expected to be fully spent with work completed include Locally-Led Action Workstream Fund, Domestic Resource Mobilisation Analysis, Best Practice Showcase, Donor Advocacy, and Research Forum Fellowship Programme.

There was also lower than anticipated spending under Core Mobilisation & Infrastructure, driven by requirements for Business Services and the re scheduling of design work associated with the website refresh. In addition, costs under the Strategic Priority Initiatives for Knowledge Resources and Products were lower due to adjusted scopes and revised timelines.

Operational expenditure remained broadly aligned with plan, with personnel costs variances likely reflecting leadership transitions and reflecting temporary staff support and during the year.

Income and Expenditure Year-By-Year Overview

	Amount 2025 (USD)	Amount 2024 (USD)	Amount 2023 (USD)
Income received	620,917	316,351	1,193,617
Expenditure reported	1,206,871	1,105,522	861,656

During the reporting period, MMA received income from the following organizations, listed in alphabetic order: LEGO Foundation and Porticus.

Acknowledgements

Our Valued Partners in Progress

We extend our heartfelt gratitude to our visionary funders whose generous support fuels our mission. In alphabetical order:

- **LEGO Foundation:** Building a future where all children thrive.
- **Porticus:** Contributing to a just and sustainable world where human dignity flourishes.
- **Van Leer Foundation:** Championing early childhood development for a more peaceful, prosperous world.

We thank our valued members whose expertise and commitment have been instrumental to our success:

NAME	ORGANISATION
STEERING COMMITTEE MEMBERS	
Andrea Torres	Van Leer Foundation
Dieuwerke Luiten	Porticus
Gabriella Brent	Amna
Joel Dieudonne (Co-Chair)	Unbounded Associates
Katie Murphy (Co-Chair)	International Rescue Committee
Liana Ghent	International Step-by-Step Association
Nadya Hossain	BRAC
OUTGOING STEERING COMMITTEE MEMBER	
Leah Anyanwu	The LEGO Foundation
THE CORE TEAM	
Katie Murphy	Interim Director
Lola Ayanda	Network Communications Manager
Nour Jarrouj	Senior Manager, Engagement (Advocacy)
Sarah Ul haq	Knowledge Management and Learning Lead
Victoria Murphy	Operations Officer
OUTGOING CORE TEAM MEMBERS	
Tricia Young	Director
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Resources List

This is a consolidated list of key resources published by Moving Minds Alliance in 2025. These resources reflect our commitment to advancing early childhood development in crisis contexts through evidence, advocacy, and collaboration.

TYPE	DATE OF PUBLICATION	TITLE/LINK
Bulletin	Oct 24	Alliance Post Vol 2, Issue 2 (ECD & Peacebuilding Edition)
Webinar	Oct 23	Refugee-Led Approaches to Transforming Early Childhood Development in Crisis Settings
Brief	Oct 5	Left Behind: The Funding Gap for Young Children in Crisis
Strategy	Sept 29	Moving Minds Alliance Strategy 2025-2030: Reimagining Early Years Crisis Response
Webinar	Sept 30	Reimagining Holistic Early Childhood Systems for Children with Disabilities in Crisis
Press Release	Sept 17	REACH-Network Urges Governments to Step Up, End Global Violence, and Deliver Holistic Support for Young Children in Crisis
Podcast	Sept 11	Why Early Childhood Development Matters in Peacebuilding
Bulletin	June 30	Alliance Post – Vol 2. Issue 1
Case Study	June 29	ECD in the Ukraine Refugee Emergency Context: Case of the Republic of Moldova
Report	June 29	Advocating for Early Childhood in France: Lessons from MMA's Movement Building Campaign
Webinar	June 26	From Crisis to Curiosity: Empowering Young Learners Through Play & STEAM
Podcast	June 25	Bridging Research and Realities in Early Childhood Development in Emergencies
Webinar	Jun 19	Remodelling Humanitarian Response in Protracted Crisis for Early Childhood Development
Brief	Jun 7	Building Resilience Through Play: Evidence-Based Approaches for Children in Crisis Settings
Communique	May 16	Children in Humanitarian Crises: We must act now to save childhood rights- REACH Network
Research	May 2	Compendium of Early Childhood Development in Emergencies Studies by Community-Based Researchers
Webinar	Apr 17	Optimising Evidence Uptake & Advocacy for ECD in Crisis Settings
Report	Apr 9	N4G Summit Paris Insights Report
Webinar	Mar 6	Showcase 5.0: Lessons from Sustainable Early Childhood Development Programmes in Crisis Settings
Advocacy Brief	Jan 30	The Early Years: A Critical Window for Nutrition and Development Available in English and French



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Website: movingmindalliance.org

LinkedIn: Moving Minds Alliance

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