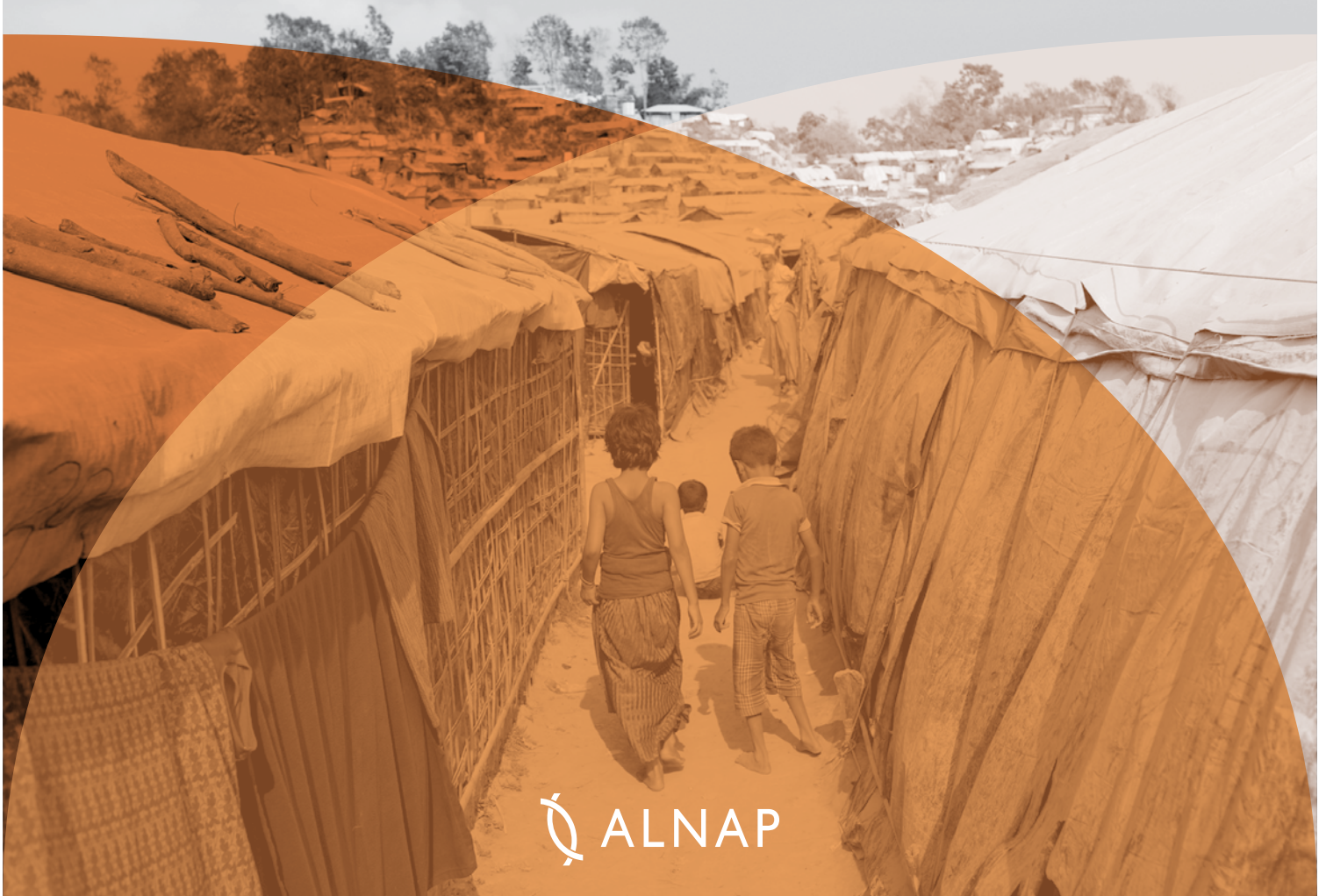


ALNAP STRATEGY 2019–2024

Improving learning, accountability & performance



Who we are

ALNAP is a global network of international and national non-government organisations, United Nations agencies, members of the Red Cross/Crescent Movement, bilateral and multilateral donor organisations, networks and academics – all dedicated to learning how to improve responses to humanitarian crises.





Our vision

Our vision is of an international humanitarian system that can deliver principled assistance and protection to the most vulnerable people affected by crises. We will move towards that vision through a systematic process of continuous learning through evidence-based research and the sharing and take-up of lessons across the ALNAP Membership and beyond.



Our aim and function

Our aim is to create a culture of learning in order to promote accountability and the continuous improvement of global humanitarian performance.

We will do this by improving the quality, availability and use of knowledge and evaluative evidence from previous responses and provide the humanitarian system with ongoing analysis of its performance.

To promote a shared understanding of how best to bring about improvements in humanitarian action, we will facilitate learning between our Network Members using a variety of digital communication channels and face-to-face meetings, including an Annual Meeting which brings all Members together in a unique setting.



Our Members

ALNAP was established over 20 years ago as part of the humanitarian community's follow-up on recommendations from the Joint Evaluation of Emergency Assistance to Rwanda. The aim was to establish a system-wide mechanism to generate evidence, bring people together to learn and to find collective ways of improvement. ALNAP has made significant strides in these areas, and with a Membership numbering more than 100 organisations, has now become a key part of the global humanitarian architecture.

Our Members are our greatest asset and our success is testament to their dedicated support. We will ensure that the guidance on roles, responsibilities and benefits of membership is clear, well communicated and kept up to date.

For a list of current ALNAP Members visit www.alnap.org/members



Our strategic approach to a changing world

We recognise the complexities and rapid pace of change in the humanitarian world, as well as increased expectations for change and improvement identified by the World Humanitarian Summit. In this respect, our strategy is based upon simple rules which allow us to adapt to new demands and changing circumstances. ALNAP will evolve using this strategy as a basis for making decisions to ensure we remain relevant and useful.



Our areas of strategic focus

To support learning for greater accountability and performance we will focus on four main areas:



Improving the quality and accessibility of evaluative evidence

Improving the quality and utility of the evaluative evidence base and providing an extensive open-source library in the form of the HELP (Humanitarian Evaluation, Learning and Performance) Library, the sector's first and largest library of resources on humanitarian learning, evaluation and performance. We will continue to develop and manage this during this five-year period.



Addressing key evidential gaps

Using the above data and analysis to identify and initiate areas of work that have the greatest potential to bring about positive changes and improvements.

ALNAP has a track record for identifying new and critical areas of work that can unlock better humanitarian performance. We are committed to strengthening this body of the work as well as illuminating new areas of interest.



Monitoring the performance of the humanitarian system

Providing a robust mechanism to systematically monitor and report on system-wide performance over time. ALNAP has now produced four editions of The State of the Humanitarian System report, which have all been widely appreciated. We will continue to develop and improve the methodology, content and dissemination of our flagship publication.



Supporting system-wide learning

Creating spaces for active learning by convening a programme of workshops, meetings, online events and digital communication platforms. We are committed to connecting Members with new products, tools and learning, and we will tailor products to address the specific learning needs and priorities of individual Members. Each research study and network activity will be accompanied by its own specific communications plan.



Our work

The ALNAP Secretariat will produce an annual work plan comprising a programme of activities that aim to advance the four strategic focus areas. The work plan will be implemented by the Secretariat in close cooperation with Members. Progress will be overseen by the ALNAP Steering Committee.

The allocation of resources to the strategic focus areas and the management of the programme of activities will be guided by set of five ‘simple rules’ which aim to define the direction, content and scope of the work without adversely confining it. The aim is to create a well-balanced portfolio of activities and to build in flexibility to respond and adapt to changing circumstances.

RULE 1.

Ensuring a balance between research and networking

The work plan will comprise research topics that produce tangible outputs in the form of reports, good-practice guidance, etc., as well as networking activities that create safe spaces and opportunities for Member exchange and shared learning. We will strive to develop an optimal balance between these two elements.



RULE 2.



Ensuring a representative set of topics

When formulating work plan content, the needs and priorities of ALNAP Members will be ascertained and considered. As far as possible, the portfolio of activities will be calibrated to reflect a representative set of issues and topics that are important to the Membership.

RULE 3.



Balancing existing and emerging topics

Core areas of ALNAP work, such as evaluation and monitoring and reporting on humanitarian performance, will remain an ongoing part of the annual portfolio of activities. There will also be room for new topics that have been identified as particularly important. We will therefore endeavour to ensure a prudent and mutually reinforcing balance between existing areas of work and newly emerging topics.

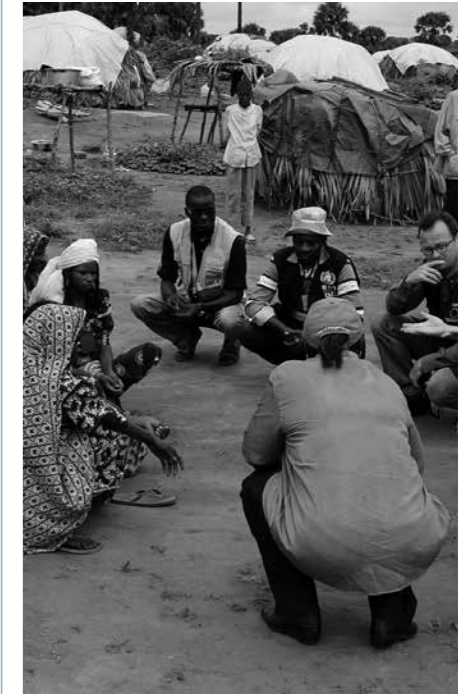
RULE 4.

Balancing primary and secondary research

Much of our work involves synthesising, analysing and distilling secondary data. At the same time, we acknowledge the importance of primary research, especially in the field. Given the high monetary value and human resource cost, we will apply certain conditions when deciding whether to commit resources to primary research. These include being aware of when there is a clear lack of attention to the issue across the system as a whole; when the issue is deemed of high importance by the Membership; and when Members are willing and able to support access to affected populations.



RULE 5.



Transition

Decisions about when to stop working on a specific topic will be made when the topic in question has been taken up by other agencies or groups and our ‘added value’ is seen to diminish. There may be opportunities to ‘hand over’ work, or in some cases continue to work in partnership with other groups. These judgement calls will be made on a case-by-case basis.

Our values



Impartiality

ALNAP Members come together as equals and are mutually respected as equal co-owners of the network.

We are committed to providing a safe learning environment where all experiences can be shared and discussed openly. We recognise that different Members may have different views and, to ensure that no single group dominates, we will not advocate for specific issues or causes.



Co-creation and working together

By utilising the capacities and skills of our diverse Membership alongside the work of the Secretariat, we can optimise the potential of the network by generating new ideas and producing a high volume of quality outputs. This also enhances shared ownership and increases the potential for bringing about positive change and improvements. We are committed to creating, developing and supporting positive working relationships both inside and outside of the network.



Inclusion and transparency

ALNAP is a diverse global network and membership is open to all humanitarian agencies. We are committed to expanding our global reach and will commit to holding at least one in three Annual Meetings in a regional location. All substantive reports will be put into the public domain and our work will be guided and overseen by a Steering Committee comprising elected Full Member representatives.

Our approach to communications



ALNAP's Membership is growing each year and diversity among Member organisations is increasing. To respond to the specific learning needs and priorities of all Members, we will tailor our products by using an expanded variety of publishing and online tools and formats. Each piece of research and

network activity will be accompanied by its own specific communications plan. To achieve more inclusivity, we will continue to reach out to the non-English-speaking world by translating key documents and ensuring that our online messaging and communications are as clear as possible.

In order to extend our reach and meet the needs of operational staff in the field, we will use our Associate Member networks to help us identify and connect with front-line agencies and other partners and groups.

Our approach to impact

Our goal is to make a significant contribution to the impact of humanitarian assistance and protection. We recognise the importance of diversity in work and will ensure the methodologies we develop are gender-sensitive and capture a range of different voices and experiences. We will also ensure our methods produce the most credible evidence-based results.

Through network relationships and outreach, we will promote new learning to bring about positive changes and improvements in policy and practice. We will monitor our progress by tracking the take-up and use of products and outputs from network activities and by using information on usage provided through our data and analytics. Under the guidance of the Steering Committee we will also monitor the progress of this strategy and keep Members informed.

The following impact model demonstrates a broad and high-level understanding of how our work contributes to the impact of humanitarian assistance and protection. We have differentiated between impact at two levels: impact regarding take-up and use of ALNAP outputs; and impact related to saving lives and protecting vulnerable people, as assessed in *The State of the Humanitarian System report*.

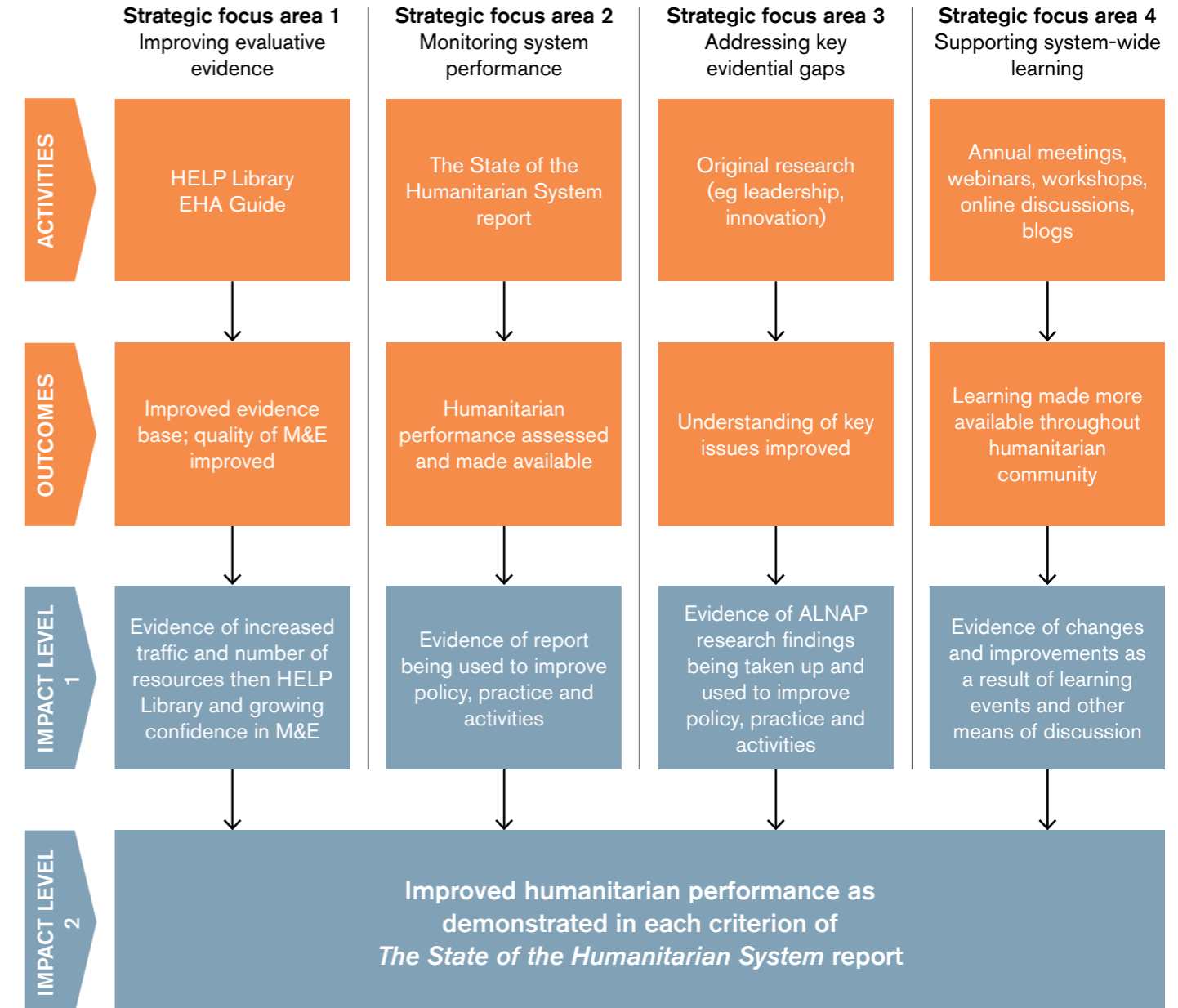




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