

A healthcare worker in a white coat and face mask is using a megaphone to address a group of people in a community setting. The worker is standing in front of a building with a corrugated metal roof. Several people, including children, are gathered around. One child in the foreground is wearing a green and orange striped shirt. Another child is wearing a purple shirt. A woman in a white coat and sunglasses is standing to the right. The scene is outdoors and appears to be in a developing area.

2021–2022

# WORK PLAN & BUDGET



# Contents

---

<b>ALNAP work plan and budget 2021–2022</b>	<b>3</b>
ALNAP's strategic approach to the 2021–2022 work plan	3

---

<b>Strategic focus area 1:</b>	
<b>Improving the quality and accessibility of evaluative evidence</b>	<b>5</b>
Guidance on using DAC Evaluation criteria	5
COVID-19 Evaluation	6
Evaluation of the Humanitarian–Development–Peacebuilding (HDP) Nexus	7
Monitoring and Evaluation (M&E) Capacities	8

---

<b>Strategic focus area 2:</b>	
<b>Monitoring the performance of the humanitarian system</b>	<b>11</b>
State of the Humanitarian System (SOHS) Report	11

---

<b>Strategic focus area 3:</b>	
<b>Addressing key evidential gaps</b>	<b>14</b>
Strengthening field-level learning	14
An evidence agenda for locally led humanitarian action	15
Humanitarian Leadership and Coordination	16
Responding to Urban Crises	16

---

<b>Strategic focus area 4:</b>	
<b>Supporting system-wide learning</b>	<b>18</b>
Lessons Papers	18
ALNAP Annual Meetings	19
Knowledge Management	19
Communicating Humanitarian Learning (CHL) project	21
ALNAP's 25th Anniversary – a spotlight on learning	22

---

<b>Governance, management and membership</b>	<b>24</b>
Strengthening ALNAP's communications capacity	24
ALNAP Network Engagement and Membership relations	25
Monitoring, impact and learning	25
Engagement with and support to the wider humanitarian system	26
Governance and Secretariat Steering Committee	27
Table 1: ALNAP Budget 2021–2022	28



# ALNAP work plan and budget 2021–2022

## ALNAP's strategic approach to the 2021–2022 work plan

In 2021–2022, ALNAP will continue to work to improve the quality and performance of humanitarian action through evidence-based research and improved evaluations, and through the sharing and uptake of lessons across the ALNAP Membership and beyond. This work will ultimately contribute to ALNAP's vision of creating an international humanitarian system that can provide principled assistance and protection to the most vulnerable people affected by crises.

This work plan and budget have been guided by [ALNAP's 2019–2024 strategy](#). The work plan describes the activities that ALNAP will undertake in four strategic focus areas:

### 1. 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 Humanitarian Evaluation, Learning and Performance (HELP) Library, the sector's largest repository of resources on humanitarian learning, evaluation and performance.

### 2. Monitoring the performance of the humanitarian system

Providing a robust mechanism to systematically monitor and report on system-wide performance over time, most notably the fifth edition of The State of the Humanitarian System (SOHS) Report, ALNAP's flagship publication.

### 3. Addressing key evidential gaps

Using the data and analysis produced through strategic areas 1 and 2 to identify and initiate areas of work that have the greatest potential to bring about positive changes and improvements to the humanitarian system.

### 4. Supporting system-wide learning

Creating spaces for active learning by convening workshops, meetings, online events and providing digital communication platforms. This will connect Members with new products, tools and learning, which will be tailored to address Members' specific learning needs and priorities.

**Strategic focus area 1:**

**Improving the  
quality and  
accessibility of  
evaluative evidence**

# Strategic focus area 1: Improving the quality and accessibility of evaluative evidence

## Guidance on using DAC Evaluation criteria

The evaluation criteria of the OECD DAC (Development Assistance Committee of the Organisation for Economic Co-operation and Development), established in 1991, have formed the backbone of evaluation design, thinking and conceptualisation ever since. In 2006, ALNAP published guidance on using the OECD DAC evaluation criteria in humanitarian settings. The guidance was designed to help evaluation professionals better understand and use the OECD DAC evaluation criteria in humanitarian settings and has since served as a key reference for humanitarian professionals. It remains one of ALNAP's most popular publications and has been cited in thousands of evaluations and research reports.

In 2021–2022 ALNAP will update the original publication in response to the 2019 revision of the OECD criteria. This project will enable ALNAP to further explore evaluation issues specific to humanitarian action, including common constraints and challenges experienced in applying the criteria in humanitarian settings over the past 15 years. ALNAP will include recent examples from real-world evaluations, notes on good practices and learning since the 2006 publication, and the updated guidance will also reflect changes in evaluation practice such as the move away from linear log frames, the greater emphasis on adaptive management, wider use of theories of change, and complexity-aware evaluation approaches, among others. Similarly, limited data availability, access constraints and shorter time horizons in humanitarian settings present obstacles to the quality of evaluation and may limit evaluation scope and methods. The updated guidance will address how to apply the criteria in evaluating humanitarian partnerships, nested interventions, wider policy-level issues, and in conducting joint and system-wide evaluations.

The process to update the guidance will engage ALNAP Members through a series of consultations as well as through a formal advisory group. ALNAP expects that the process will generate significant debate and discussion, which will inform other workstreams areas such as the Monitoring and Evaluation (M&E) Community of Practice (CoP).

## COVID-19 Evaluation

COVID-19 has had (and will continue to have) a broad range of impacts on humanitarian M&E practices, including disruption to travel, greater use of remote M&E, an increased move to working with local evaluators, and the integration of COVID-19-related topics and questions into planned evaluation.

Initially, many humanitarian actors pushed to conduct rapid evidence reviews and synthesis studies to look for lessons in responding to the Pandemic. Since this initial push, there is now a greater need to focus on adapting robust evaluation practices, particularly in relation to the use of remote M&E and the inherent ethical issues. This is in addition to the need for further development of evaluation capacity to encourage greater use of local evaluation practitioners. Many humanitarian organisations have also faced funding issues and restructuring; hence, evaluation experts have been called upon to offer a range of evidence and learning for internal use related to organisational performance and the coherence of multilateral and additional funding initiatives.



Photo credit: Flickr/World Bank Photo



This project provides a space for discussion, learning and sharing of good practices in addressing the challenges outlined above. ALNAP has a major role to play in system-wide learning in relation to COVID-19 and in promoting the coordination of initiatives across the UN, donors, NGOs, the Red Cross and Red Crescent Movement and wider humanitarian communities. ALNAP has already created a COVID-19 portal and published a rapid evidence review in order to share existing knowledge and learning with the sector. In 2021–2022 ALNAP will offer a range of guidance, skills-building opportunities and resources to support the M&E community in adapting to COVID-19, conducting M&E activities and promoting system-wide learning. This project will include participation in, and providing Secretariat support to, the Global COVID-19 Evaluation Coalition, the Inter-Agency Humanitarian Evaluation (IAHE) for the humanitarian response to COVID-19, and the Global COVID-19 Refugee Protection evaluation. It will also include a considerable number of other activities aimed at sharing knowledge and learning on this key emerging area.

### **Evaluation of the Humanitarian–Development–Peacebuilding (HDP) Nexus**

For decades there has been a focus on how to better link humanitarian response and longer-term development. In recent years, the focus has also included peacebuilding alongside humanitarian action and development. Currently, several ALNAP Members are evaluating the humanitarian–development–peacebuilding (HDP) nexus. This includes evaluations focused specifically on the nexus and on evaluations that look at other thematic topics that cut across the HDP nexus. Evaluators have contacted ALNAP for expert advice on how to develop strong evaluation frameworks and a robust methodology for HDP nexus evaluations.

This project aims to provide methodological guidance to ALNAP Members by sharing information on evaluation frameworks and approaches to HDP nexus evaluations. It will also promote the evaluation work of Members in this area to provide opportunities for findings to inform wider policy dialogues. The project will also support evaluation practitioners and evaluation managers who are commissioning or conducting HDP nexus evaluations, as well as policy experts who can learn from evaluation findings to implement their own approaches. Key activities in 2021–2022 will include ongoing discussions with Members on approaches and methods to evaluating the HDP nexus and the development of a short policy note. ALNAP will host a webinar to enable Members to present their methods and evaluations, as well an event to discuss how findings relate to policy commitments. There continues to be a high demand for ALNAP to advise on evaluation methods. This project represents a key opportunity for ALNAP to engage further in this area with its Members.

## Monitoring and Evaluation (M&E) Capacities

ALNAP is a sector leader in providing high-quality M&E learning. This area of work provides the ALNAP Membership and wider humanitarian sector with opportunities for strengthening M&E skills, bringing together current learning and experience on emerging M&E themes and challenges, and connecting M&E practitioners across the globe to share their knowledge. ALNAP works to achieve this by using a variety of channels that have proven effective. These may include: ad hoc technical support to M&E initiatives (supporting the development of evaluation policies, capacity-building initiatives and, in some cases, the evaluation design process for Members' evaluations that relate to priority areas for the network, such as evaluation of protection or of financial assistance); workshops and learning events related to evaluation; dissemination and discussion of evaluation workstream products in inter-agency fora, and support to Member agencies to use these products; webinars on topics of interest to the Members and virtual M&E CoP discussion.

In 2021–2022 ALNAP will continue to run its popular M&E skills-building workshops. Following its successful pilot in 2021 of a new virtual format over the course of a skills-building 'week' tailored to specific sub-groups within the broader humanitarian M&E community, ALNAP will seek to repeat the workshops to make them available more widely, extending their lifespan and impact. The topics for these workshops are: re-thinking evaluation strategy and evaluative functions during a global pandemic; evolving evaluation practices – understanding past, present and future challenges; and exploring the challenges, gaps and ethics in remote M&E approaches and data collection.

Based on lessons learned from this process, ALNAP will take a similar approach to designing the 2021–2022 skills-building workshops, which will take place in the second half of the year. ALNAP will also continue to consider other emerging topics for future workshops in response to Members' requirements.

ALNAP's M&E CoP is a forum enabling humanitarian M&E practitioners at all levels to share best practices and develop capacity in humanitarian M&E methods, as well as providing an opportunity for networking and collaboration across the sector. The CoP seeks to improve M&E practice and evaluation uptake through learning, and represents a key component of ALNAP's M&E work. Benefiting from a significant re-design and move to a more dynamic platform in early 2021, the CoP will offer more opportunities for ALNAP Members and the wider humanitarian evaluation community to connect with each other and will provide a pipeline for the ALNAP Secretariat to produce more Member-driven content, such as webinars and vlogs. Further information on ALNAP's CoPs can be found under Strategic Area 4: Supporting System-Wide Learning – Knowledge Management workstream.

ALNAP's M&E team plays a significant advisory role for Member organisations, responding to queries and requests for technical assistance and advice in the development and implementation of their M&E approaches. This function is much appreciated by Member organisations, and a key factor in ensuring the value of the ALNAP Secretariat through maintaining contact with and respond to the priorities and expectations of its Members, and bringing together current thinking and approaches in ongoing M&E debates.

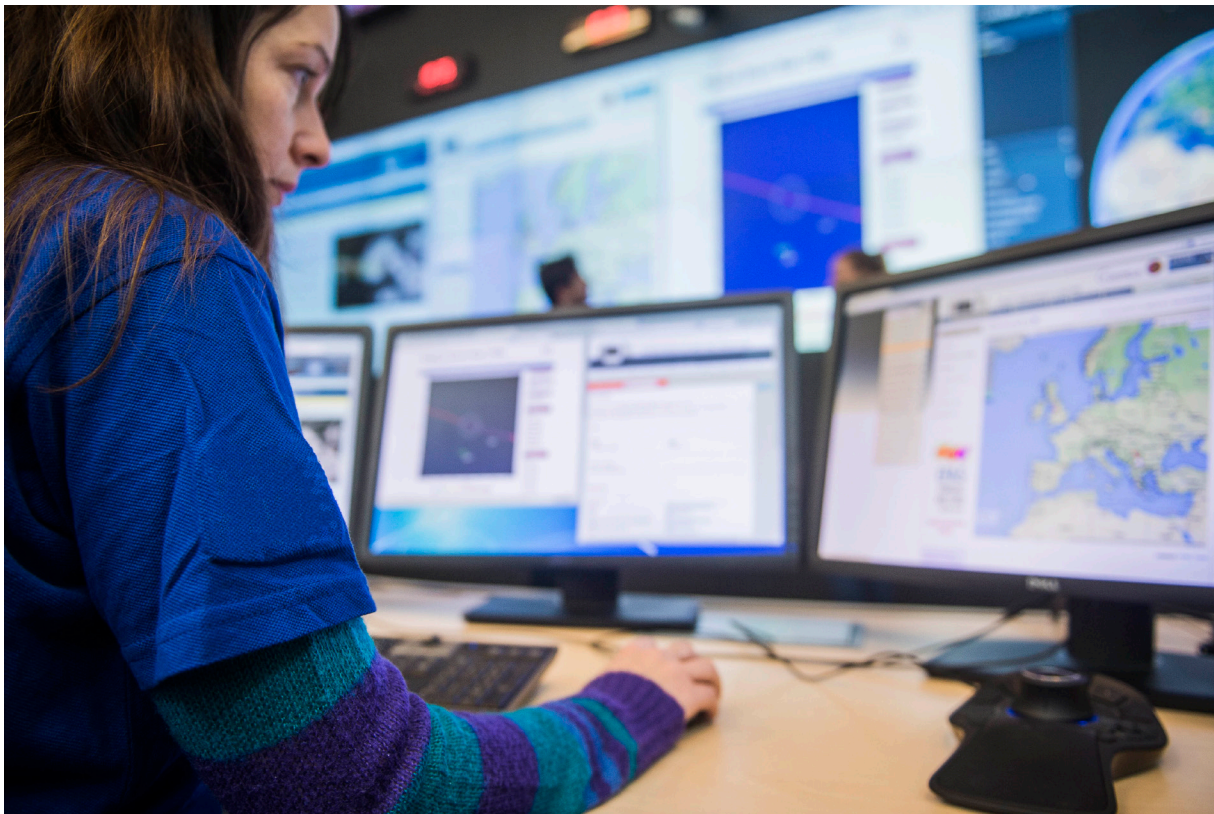


Photo credit: Flickr/DG Echo

**Strategic focus area 2:**

# **Monitoring the performance of the humanitarian system**

# Strategic focus area 2: Monitoring the performance of the humanitarian system

## State of the Humanitarian System (SOHS) Report

The fifth edition of ALNAP's flagship publication, the State of the Humanitarian System (SOHS) Report, will assess performance over the period January 2018–December 2021. It will also compare its findings with the four previous editions, to capture key trends covering a 12-year period. The main objective of the Report remains the same as previous editions: to gather and synthesise evidence to form an overall picture of the global humanitarian system, and indicate how well it is serving the needs of people affected by conflict and crises.

As with previous editions, the Report will be primarily descriptive and evaluative rather than prescriptive. The fifth edition will retain core elements of the existing methodology to support meaningful longitudinal comparisons across previous SOHS editions while introducing new approaches and components to improve the study framework. First, new thematic research components will be introduced to provide a greater depth of analysis of particular trends and issues in humanitarian performance. Second, the performance criteria used in this edition will be modified, based on the recent revision of the DAC evaluation criteria and ongoing discussions on updating the adapted version of these criteria for humanitarian action. This will include a particular focus on how best to assess performance on localisation and connectedness to development and peacebuilding efforts. Third, the fifth edition will incorporate a participatory method to solicit views from crisis-affected people on how humanitarian entities should be assessed. This is in addition to existing participatory research methods (focus group discussions (FGDs) and aid-recipient survey) and will enable the research questions to better reflect the mental models of crisis-affected populations. Finally, the exceptionally dynamic issues shaping the humanitarian context at present – in particular



the effects of COVID-19 – will necessitate a highly adaptive research approach. In line with the changes to the approach and method, the fifth edition of the SOHS will not only seek to reach organisations that work directly in, or with, the international humanitarian community but also be aimed at a broader audience.

The SOHS Report will be published in June 2022, and 2021–2022 will therefore focus on conducting research and compiling the report as well as finalising the communications plan and beginning dissemination activities. The Report's format will be adapted to make it easier to use in both print and digital form and will be supported by a range of communications products enabling access and uptake of findings across the sector.

The SOHS Report now brings together findings from more areas than ever before. The breadth and depth of components feeding into the overall report has widened in scope, providing an unprecedented evidence base to inform its findings. The Report provides the humanitarian sector an important basis for strategy development, decision-making and prioritisation based on its findings. The interest among Members and non-members in engaging with the Reports' findings to inform discussion, priorities and decision-making is higher than ever and the dissemination of the report is crucial to enabling this.

**Strategic focus area 3:**

# **Addressing key evidential gaps**

# Strategic focus area 3: Addressing key evidential gaps

## Strengthening field-level learning

ALNAP's previous research identified field-level knowledge as a vital component for producing an effective humanitarian response (ALNAP 2003). However, the lack of time, support and resources for field staff to engage in learning during a response, and for sharing their learning across crises, have been identified as an impediment to ensuring that their knowledge has an impact on humanitarian action. In order to support improved shared learning and practical application of field-level knowledge, ALNAP will continue to pilot new approaches to supporting effective learning among ground-level staff during humanitarian responses and sharing such learning among staff across different crisis contexts.

This workstream supports ALNAP's increased focus on supporting actors at the local level and providing products of use to local and national organisations. In 2021–2022, ALNAP will focus on developing, piloting and introducing a set of practical resources to support field-level staff to engage in learning activities. These will be accompanied by learning materials to support self-directed learning, recognising that this may be more useful than rigid workshops for humanitarian field staff with fast-changing workloads. The development of resource and learning materials for this project is participatory and will be largely shaped by the views, opinions, and experiences of the project steering committees, one of which is made up entirely of representatives of local and national NGOs. ALNAP will pilot the resources with selected NGOs across different contexts and collect feedback to revise and improve the resources.

To make the project more accessible beyond the organisations taking part in the initial pilots, ALNAP will develop a supporting communication and dissemination plan, which will explore the development of a new learning hub on the ALNAP website as a space where field-level staff, and those aiming to support staff learning, can go to share their learning experiences and support each other to learn and share knowledge. The project will also include a study on the effectiveness of different approaches to supporting field-level learning, as well as a policy brief that will present key findings on how field-level staff learn and recommendations for how the sector can best support learning.

### **An evidence agenda for locally led humanitarian action**

Supporting locally led humanitarian action has become a priority for many in the international humanitarian sector. For some, this shift is driven by an ethical imperative; for others it is a practical reality, particularly in the context of the COVID-19 Pandemic. While significant attention and literature have been generated since the build-up to the World Humanitarian Summit, there is surprisingly little evidence on the relationship between locally led humanitarian action and performance at a response level. It is clear that 'locally led' looks different across crises – and there is likely to be significant variation in the efficiency, effectiveness and relevance of aid provided through these different models.

In 2021–2022, ALNAP will begin a new research stream to create a more evidence-based approach to locally led humanitarian action. Building on previous and ongoing work for ALNAP's SOHS Report, this work will aim to identify different models of locally led humanitarian action. This will include different forms of collaboration between international and local agencies, and will assess these against a set of performance indicators to understand comparative differences in the quality of humanitarian assistance and protection. This work will begin with a six-month inception phase, including the establishment of an advisory group to oversee the development of the models and indicators. ALNAP's aim is to provide original, primary research data on performance to support more evidence-based policies and approaches to locally led humanitarian action and complementarity.

## Humanitarian Leadership and Coordination

The themes of Leadership and Coordination have been central to effective humanitarian action for some time: they are central pillars of the Inter-Agency Standing Committee (IASC)'s transformative agenda and are highlighted as critical areas for improvement in a number of donor strategies. Since 2011, ALNAP has conducted research, convened meetings and webinars, and worked with a variety of stakeholders to identify concrete actions which would improve leadership, decision-making and coordination in operational humanitarian action.

The aim of this project is to improve leadership and decision-making (particularly of in-country leaders, e.g. Country Directors) through the uptake and use of ALNAP research findings. This year the project will focus particularly on increasing the dissemination, accessibility and use of ALNAP research with a priority focus on the post-pilot finalisation and dissemination of the workbook and the Training of Trainers sessions. We recognise that the topic of Humanitarian Leadership and Coordination continues to be significant for the sector, and we remain open to identifying further pieces of research and dissemination activities in the course of the year.

## Responding to Urban Crises

Over the past decade, as humanitarians have worked in an increasing number of urban contexts, there has been a growing realisation that traditional approaches, designed for rural and camp contexts, are inappropriate. Several urban crises across the world have highlighted the failure of the humanitarian sector to understand such situations, and in particular a lack of 'connectedness to context' (Zicherman et al., 2011: 9) or awareness of 'what's already there'. ALNAP has been a thought leader and convener on urban humanitarian issues for the past decade, in particular since ALNAP's 2012 Annual Meeting (a system-wide network event convening actors from across the sector) on this theme.

As we move towards the final year of the project, our focus will be on completing a set of case studies, publications, workshops, and network opportunities, to maximise dissemination and uptake of the wealth of work conducted and provided by ALNAP in this area over the last ten years.



**Strategic focus area 4:**

# **Supporting system-wide learning**

# Strategic focus area 4: Supporting system-wide learning

## Lessons Papers

ALNAP Lessons Papers present lessons of previous humanitarian responses in a concise and readable format. Lessons Papers are aimed at staff designing and evaluating humanitarian responses and are largely based on evaluation findings. Members and non-members often highlight ALNAP's Lessons Papers as highly valuable resources for learning and improving humanitarian response since they effectively synthesise existing evidence on humanitarian action in a simple and digestible format.

In 2021–2022, ALNAP will produce:

1. An update to its popular Rapid Learning Review on COVID-19 in humanitarian settings, published in April 2020. The revised paper will be updated to include new published evidence on reducing COVID-19 transmissions and mortality rates in low- and middle-income settings, as well as examples of good practice from responses around the world.
2. A new Lessons Paper on adapting humanitarian action to Climate Change designed for use by local, national, and international actors. This will be accompanied by a dissemination and communication plan using a range of approaches designed to be accessible for ALNAP audiences from diverse organisations.
3. A new Lessons Paper on methodology with an accompanying reflection piece. This will look at the challenges of evidence synthesis in the humanitarian sector and the ways in which the new methodology addresses them. This paper has been prompted by feedback from Members interested in a methodology that provides more relevant lessons with practical application. The new methodology makes the resulting Paper more specific and will provide a methodological tool that other stakeholders may choose to adopt or adapt.

To date, Lessons Papers have been produced as PDFs. In 2021–2022 ALNAP will explore alternative formats that may be more accessible to practitioners, particularly if they are using mobile-based devices. This may include an app-based or web-based database for Lessons, or other innovative platforms to enable users to find the information they need. We expect this piece of work to continue into 2022–2023.

## ALNAP Annual Meetings

With an increasingly complex world and growing demands on the humanitarian system, it is more important than ever to provide platforms for the exchange of ideas, innovative approaches, information, and learning. There is a large and ever-increasing evidence base to be used, and a wider range of actors who need to be brought together to benefit from collaboration and learning. ALNAP Annual Meetings provide a unique forum for bringing together actors from different constituencies; donors, NGOs, academics, consultancies, Red Cross and Red Crescent Members, and other networks, to exchange ideas on new topics.

In 2021–2022 the ALNAP Secretariat will organise the Network’s 33rd Annual Meeting. The Meeting will follow on from the 2020 meeting, continuing to explore themes relating to the current uncertainties the world and the sector are experiencing. Taking stock of the various issues the Pandemic has brought to light, from deep socioeconomic and racial disparities to the global climate crisis, from inflexible funding and planning mechanisms to legacies of colonial, top-down structures, this meeting will consider, what now? With these issues named and out in the open, what should the post-COVID humanitarian system look like, and what practical next steps will it take to get there? The framing of the theme for this meeting will be further developed during the year and a concept note and background paper produced in advance.

In response to COVID-19, ALNAP anticipates that the meeting will again be held virtually. ALNAP will build on experience of organising the 2020 virtual meeting, and also trial formats aimed at increasing the breadth of engagement from stakeholders across the sector. This is a unique opportunity to bring together actors from different constituencies across the humanitarian sector to exchange new ideas and learning.

## Knowledge Management

Core to ALNAP’s mandate is the aim to increase the accessibility and reduce duplication in the exchange of knowledge and high-quality knowledge products across the humanitarian sector. This workstream pulls together ALNAP’s work on a series of Portals and CoPs that facilitate the sharing and accessibility of existing knowledge within the sector.

### Portals

ALNAP will continue to identify opportunities to work with interested organisations and initiatives to develop portals on themes related to learning and performance in the sector. Through 2020–2021, ALNAP has introduced new portals such as IASC accountability and inclusion, as well as to maintain ongoing ones such as the Syria Evaluation Portal and Coordinated Accountability and Lessons Learning (CALL) portal. After ten years, this portal continues to be the key place for evaluation, research and other learning resources to help improve the international emergency response in Syria and the region.

Of particular note, in 2021–2022 ALNAP will prioritise the following:

- **Humanitarian Evaluation, Learning and Performance Library (HELP):** ALNAP’s HELP Library is the sector’s first and largest open-source library of nearly 20,000 resources on humanitarian learning, evaluation, and performance. A key resource for the humanitarian sector, ALNAP will continue to collate materials and to refine and improve the search function to ensure humanitarians can better find the analysis and evidence in this database.
- **EvalMapper:** Over 2019–2020, ALNAP developed a ‘live’ evaluation mapping tool for the HELP library, which was launched in October 2020. The tool aims to provide up-to-date information on the volume and content of existing evaluation evidence across key parameters, thereby helping users to access evaluation findings within their particular area of interest.
- **COVID-19 Resource Portal:** In response to the COVID-19 Pandemic, ALNAP has dedicated a portion of its resources and capacity to produce the COVID-19 Resource Portal. This portal, hosted by the ALNAP HELP library, provides a comprehensive range of learning materials related to COVID-19 in humanitarian settings. It has quickly become a key platform for the humanitarian community in responding to the Pandemic, with over 16,800 unique page views, 9,900 sessions and 6,400 users to date.
- **Communities of Practice:** In 2021–2022 ALNAP will continue to manage and facilitate a range of COPs on key priority themes. The best-established and active of these currently is the M&E CoP, a forum which enables humanitarian M&E practitioners to share best practices and develop capacity in humanitarian M&E methods, as well as providing an opportunity for networking and collaboration across the sector. The CoP seeks to improve M&E practice and evaluation uptake through learning. Launched in 2011, it has primarily been an email-based group that has enabled M&E practitioners to receive and share information, reflection and learning with each other. In 2021–2022 these opportunities have been strengthened as the CoP moved to an online platform to better support dialogue, exchange and interaction. In addition, ALNAP will provide a new package of regular engagement activities to further strengthen this CoP, including initiatives such as a podcast series, latest updates, networking coffee mornings and lunches, and workshops, among others. Engagement activities will be formulated around themed campaigns relating to specific work within ALNAP’s M&E workstream.



Photo credit: Flickr/UNICEF Ukraine

## Communicating Humanitarian Learning (CHL) project

In the last two decades, the way people obtain information has changed and diversified with the growth of the internet, mobile technology, and social media. A wide range of new tools and platforms are now available to those seeking to communicate information. However, many humanitarian learning products tend to default into publishing a digital PDF ‘report’ format: an electronic version of a traditional print medium, seldom optimised for the digital environment. This CHL project seeks to improve the ability of humanitarian organisations to communicate their learning (internally and externally) with the aim of informing and improving policy and practice. It will do this by exploring the needs of those who use information, distilling this into the most effective formats, framing, channels, and strategies for specific humanitarian audiences who are interested in humanitarian research communication, and disseminating these findings to communications and research-uptake professionals throughout the sector. The project will consist of several activities leading to a final product as well as a range of interim products in earlier phases. ALNAP plans to use this project to pilot a Community of Practice for research communications/uptake professionals across the sector to share experiences relating to the effective communication of research findings, as well as to critique and use findings from this project. Most of the project will be completed during 2021–2022, though dissemination and uptake activities will continue in to 2022–2023.



## ALNAP's 25th Anniversary – a spotlight on learning

It is commonly accepted that change and improvements to humanitarian performance have been slow. Incremental improvements have been identified in some key areas, while a frustrating degree of inertia remains in others. This is less to do with capturing lessons and experiences – there is now a vast body of learning materials – and is more to do with and creating new space to absorb and act on what is already known. Over the past 25 years ALNAP, as the only system-wide learning mechanism for humanitarian action, has amassed a huge amount of evidence and learning and holds a significant portfolio of resources, many of which are still relevant today. Recent stakeholder feedback suggests that this important knowledge is being missed. ALNAP's 25th Anniversary in 2022 offers an opportunity to shine a spotlight on this issue and, once again, to promote the importance of learning from existing knowledge and experience in improving humanitarian action.

Throughout 2021–2022 ALNAP will develop and offer a range of initiatives in order to do this. ALNAP will revisit the significant and valuable back catalogue of resources that have been developed over the last 10–15 years, many of which are still highly relevant to the sector but whose use has declined over the years. Key lessons will be presented in new forms to a new audience to promote learning and uptake, and to accelerate the rate of change and improvements in the humanitarian system. ALNAP will also produce a review of learning in the humanitarian sector over the last 25 years and the outlook for the future in order to stimulate discussion and debate on these issues across the sector. This opportunity will be used to refresh the ALNAP brand and our website to celebrate our 25 years and to promote the issue of learning across the sector.

# **Governance, management and membership**

The background features a vibrant, abstract design with overlapping curved shapes in shades of orange and yellow. The top portion is a solid, bright orange, which transitions into a lighter, more translucent orange on the right side. Below the main orange area, there are two large, overlapping curved shapes: one in a medium orange and another in a bright yellow, creating a dynamic, layered effect.

# Governance, management and membership

## Strengthening ALNAP's communications capacity

Inherent in ALNAP's unique mandate to create a culture of learning for the humanitarian sector is a critical balance between the collation of evidence and learning, and our capacity to make that learning accessible to the sector. In 2021–2022 ALNAP will increase its focus in this area and will invest in its capacity to communicate learning across the sector, thereby supporting increased accessibility and uptake of knowledge and evidence. Key activities will include:

- Recruitment of a new Head of Communications to increase the overall capacity of ALNAP's communications team
- Updating ALNAP's audience analysis and targeting based on ALNAP's understanding of the evolution of the humanitarian sector in recent years and the role of learning within it
- Increased focus on ALNAP's brand recognition among key stakeholders to promote acknowledgement of the critical role of learning in the humanitarian sector and increase accessibility, uptake and practical application of ALNAP's products
- Continued diversification of creative communication products and platforms in line with our Communicating Humanitarian Learning (CHL) research project. ALNAP will pilot new approaches to the communication of learning in order to understand which formats best suit our target audiences and have the biggest impact on learning uptake and to continually innovate and trial new approaches
- Refresh the ALNAP website with a focus on increased consistency in core messages, improving accessibility of the wealth of resources it hosts, and use of the website as a platform for learning communities within the sector
- Ensuring ALNAP's communications capacities are well prepared and positioned to maximise the reach and engagement of ALNAP's work in 2022 through the opportunities presented by the launch of the State of the Humanitarian System Report and networks to mark its 25th Anniversary

## ALNAP Network Engagement and Membership relations

ALNAP was created in order to establish a system-wide mechanism to generate evidence, bring people together to learn and to find collective ways to improve humanitarian action. ALNAP's Membership now numbers more than 100 organisations representing the diversity of actors that make up the formal humanitarian sector. The Members are ALNAP's greatest asset and are central to the ability to support the sector in promoting accountability and continuous improvement of global humanitarian performance. ALNAP's belief is that a more engaged Membership will lead to increased levels of learning and therefore improved performance by the sector.

The aim of this project in 2021–2022 is to deepen ALNAP's engagement with and between its Members to increase uptake of learning across the humanitarian sector. As a result of this project ALNAP expects to see increased engagement and active participation by Members across ALNAP's work, products and services. ALNAP will do this through reviewing and further developing ALNAP's network-engagement strategy, with an anticipated focus on providing clearer 'back to basics' communications on areas such as ALNAP's purpose, benefits of Membership, annual workplan, and opportunities to engage, among others. ALNAP will ensure that every workstream explicitly incorporates Members' engagement in the design and delivery of its activities, and will focus on priority Member constituencies, with an initial focus on our Members from low- and middle-income countries, to better understand their priorities and to deepen engagement with the network.

## Monitoring, impact and learning

ALNAP will continue to monitor the uptake, use and outcomes/impact of its activities by canvassing the ways in which Members engage with ALNAP products and activities. We will capture information through periodic surveys, immediate feedback after events, a new online impact log and dedicated Member engagement sessions at the ALNAP Annual Meetings. ALNAP will also continue to use analytics from online channels (i.e. website, social media, newsletters, Communities of Practice) and other quantitative data to inform the monitoring of its research activities and their outcomes.

Building on revisions to its Impact Model, ALNAP has improved how it gathers data by using an online impact log, which will allow the Secretariat to review and analyse data in a more coherent and focused way. The Secretariat will also develop more sophisticated engagement metrics, which it aims to put in place during 2021–2022. The combination of improved methods of qualitative and quantitative data-gathering will in turn improve the way that ALNAP understands its impact, allowing for better informed decision-making in relation to ALNAP's workplan priorities and outputs. These revisions will enable ALNAP to focus on specifically when, where and how its research and network activities are used as a basis for learning and policymaking in the humanitarian sector as well as providing a contribution

to cross-system learning and improvement. ALNAP will continue to undertake after-action reviews in relation to all major events and research projects. The ALNAP communications team will also continue to conduct six-monthly internal communications reviews to look at the performance of ALNAP outputs and to plan for the future, informed by what's working. The aim is to assess the reach and impact of ALNAP's outputs – and therefore how Members and non-members absorb and use ALNAP products to bring about improvements in their work.

## **Engagement with and support to the wider humanitarian system**

Members of the Secretariat participate in an increasing number of projects and initiatives that invite ALNAP to contribute, often in an advisory role. In 2021–2022, these are likely to include:

- Member of the IASC Results Group on Accountability and Inclusion
- Q&A Meetings
- HPG Advisory Group
- Inter-Agency Humanitarian Evaluation (IAHE) Steering Group
- United Nations Evaluation Group (UNEG)
- Partner for the Global Executive Leadership Initiative (GELI)
- WHAF Research Advisory Group
- Engaged with the Global COVID-19 Evaluation coalition
- Management Group for a Global Evaluation on Refugee Protection during Covid-19
- Participation in the OCHA Policy Forum
- IHSA Ethics Committee
- Participation in the OCHA-led Leading Edge Programme (organising group for the Humanitarian Networks and Partnerships Week)
- Participation in the Centre for Strategic and International Studies (CSIS) Task Force on Access

ALNAP is also frequently invited to participate in various international meetings, seminars and training courses. Where possible and appropriate, these are opportunities for Secretariat staff or a Full Member nominated to represent ALNAP to attend.



## Governance and Secretariat Steering Committee

The Steering Committee functions as ALNAP's quasi-executive and key decision-making body and is mandated to act on behalf of all Members. The ALNAP Steering Committee is composed of eight Full Member Representatives, plus the Steering Committee Chair. The Steering Committee Members represent the different ALNAP Member constituencies, and include two representatives each from the donor, United Nations agencies and NGO constituencies, and one representative each from the Red Cross and Crescent Movement, and academics and research institutes. This ensures that the Steering Committee maintains a balance of representation of the different types of organisation that make up the humanitarian sector and the ALNAP Membership. The Steering Committee meets three times a year, and Members are elected by their 'constituencies' to join to the Steering Committee for a two-year period.

The purpose of the Steering Committee is to determine the direction and development of ALNAP in accordance with the views and priorities of the different constituent groups in the ALNAP Membership. To enable ALNAP Members to make their views known to the Steering Committee, Steering Committee representatives will meet with their constituencies during the ALNAP Annual Meeting and approach them for input at other times, as appropriate. We will hold three or four Steering Committee meetings during 2021–2022.

The ALNAP Secretariat currently has 13 full-time staff. These are:

- Director
- Deputy Director
- Head of Research and Impact
- Senior Research Fellow – Evaluation, Learning and Accountability
- Research Officer – Evaluation, Learning and Accountability
- Research Fellow
- Senior Research Officer
- Operations and Partnerships Manager
- Programme Manager
- Programme Assistant
- Communications Manager
- Communications Officer (Digital)
- Communications Officer (Network)

Recruitment is currently underway for a Head of Communications, Senior Research Officer – Locally Led Humanitarian Action, and a Research Assistant.

The ALNAP Secretariat coordinates the Network's activities and is hosted by ODI in London.

**Table 1: ALNAP 2021–2022 Budget**

Activity	Expenses	Staff Cost	Total Budgeted
Monitoring and Evaluation (M&E)	£ 107,346.86	£ 126,993.99	£ 234,340.85
<b>Sub-totals</b>	£ 107,346.86	£ 126,993.99	£ 234,340.85
State of the Humanitarian System Report (SOHS)	£ 420,127.85	£ 271,527.05	£ 691,654.90
<b>Sub-totals</b>	£ 420,127.85	£ 271,527.05	£ 691,654.90
Strengthening Field Level Learning (LFR)	£ 67,201.83	£ 59,943.05	£ 127,144.88
Locally Led Humanitarian Action (LLHA)	£ 3,022.67	£ 61,004.36	£ 64,027.04
Leadership and Decision-making (LEAD)	£ 19,402.60	£ 13,941.61	£ 33,344.21
Urban Response (URB)	£ 37,487.94	£ 63,648.30	£ 101,136.24
<b>Sub-totals</b>	£ 127,115.04	£ 198,537.33	£ 325,652.37
Lessons Papers (LESS)	£ 38,953.91	£ 18,269.95	£ 57,223.86
ALNAP Annual Meeting (MTG33)	£ 120,820.56	£ 154,951.63	£ 275,772.18
Knowledge Management (KM)	£ 96,892.32	£ 82,573.45	£ 179,465.77
Communicating Humanitarian Learning (CHL)	£ 34,626.39	£ 39,788.56	£ 74,414.95
<b>Sub-totals</b>	£ 291,293.18	£ 295,583.58	£ 586,876.77
Engagement with and support to the ALNAP Network and humanitarian system (SYS)	£ 1,499.73	£ 200,903.05	£ 202,402.78
Secretariat and the Steering Committee (SEC)	£ 45,643.84	£ 356,692.19	£ 402,336.04
<b>Sub-totals</b>	£ 47,143.57	£ 557,595.25	£ 604,738.82
<b>Grand total</b>	£ 993,026.51	£ 1,450,237.19	£ 2,443,263.70

Please note that the following may cause slight changes to the overall budget throughout the year:

- depending on COVID-19 situation
- depending on currency fluctuations
- staff recruitment to replace those leaving the ALNAP Secretariat or to fill new posts



**ALNAP**  
Overseas Development Institute  
203 Blackfriars Road  
London SE1 8NJ  
United Kingdom  
[alnap@alnap.org](mailto:alnap@alnap.org)