2022–2023

WORK PLAN
& BUDGET

ALNAP
1997 - 2022

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

www.alnap.org

Contents

ALNAP work plan and budget 2022–2023

ALNAP's strategic approach to the 2022–2023 work plan

In 2022–2023, 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 who are affected by crises.

The 2022–2023 period promises to be a busy and exciting one for ALNAP as we celebrate our 25th anniversary and look forward to the launch of the fifth edition of *The State of the Humanitarian System* Report.

We will use our 25th anniversary as an opportunity to shine a spotlight on learning. It is commonly accepted in the sector that change and improvements happen slowly. 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 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 presents an opportunity to promote, once again, the importance of learning from existing knowledge and experience in improving humanitarian action. Throughout 2022–2023 ALNAP will offer a range of initiatives to do this. ALNAP will revisit the significant and valuable back catalogue of resources that have been developed over the past 10 to 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 system-learning framework to set out our understanding of how and when the sector learns, and when it doesn't – we hope this will stimulate fresh discussions in this critical area.

The launch of *The State of the Humanitarian System* Report in September 2022 offers us a second point of focus where we expect to be making a significant contribution to the sector. This will be the fifth edition of this report. It will provide a rich analysis of the performance of the sector over the past three to four years, setting this within an understanding of the longitudinal analysis we have collated across five editions. The second half of our year will focus primarily on making the wealth of information in the report as accessible as possible across the humanitarian sector. We will deliver up to 20 report 'launches', a comprehensive communications strategy and tailored briefings to member agencies with interests in specific areas of the report.

Across the whole year, we will continue to deliver on our packed monitoring and evaluation (M&E) agenda, as well as on several research workstreams that pick up on new areas where we feel there is a particular evidence gap that should be addressed. We have also consciously tried to build in flexibility and capacity to be able to respond to new emergencies (such as the Ukraine response) and opportunities as they arise during the course of the year. We aim to be responsive to the needs and expectations of our members and the sector at large, and we aim to protect sufficient space within the workplan to that end.

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.

Improving the quality and accessibility of evaluative evidence

Guidance on using DAC evaluation criteria

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

In 2022–2023, ALNAP will continue the project initiated last year to update the original 2006 publication in response to the 2019 revision of the OECD DAC criteria. This project enables 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, and notes on good practices and learning since the 2006 publication. 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 continue to engage ALNAP members through a series of consultations as well as through a formal advisory group. During 2022–2023 ALNAP will work with consultants to produce a literature review and to conduct a survey of M&E practitioners. We also plan to conduct up to four regional consultations and one validation workshop before finalising the revised guidance. 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). We aim to produce a revised version of the ALNAP guidance following an inclusive global consultation process and expect to launch the revised guidance around October 2023.

COVID-19 synthesis evaluation

The COVID-19 Pandemic has been unlike any other crisis in recent history, with humanitarian response undertaken at a global scale and traditional humanitarian action disrupted and transformed due to measures to limit the spread of the virus such as social distancing. This has also extended to M&E practice itself, with ALNAP's 'M&E during COVID-19' series in 2021–2022 capturing:

- how humanitarian M&E practitioners have tackled the ethics, gaps and challenges when using remote M&E
- evolving evaluation challenges and how they have differed during the pandemic
- approaches to evaluation strategy and planning during COVID-19; and the resurgence and shift towards real-time learning brought on by the global pandemic.

The purpose of continuing this workstream is primarily to summarise and share key findings via an ALNAP-led synthesis using the existing evaluative evidence base in an accessible format with the wider humanitarian community, as well as to outline succinct policy and practice recommendations to support the ongoing humanitarian response to COVID-19. The synthesis will aim to shed light on how humanitarian organisations have adapted to respond to the pandemic and the successes and challenges across the system in delivering a response to COVID-19. This workstream will also consider any further need to explore how M&E has been impacted during COVID-19, how to do M&E during COVID-19, and evidence from M&E conducted during COVID-19.

Working closely with the Inter-Agency Humanitarian Evaluation (IAHE) and the COVID-19 Global Coalition, the target audience for this workstream is the humanitarian policy and practitioner community at large. We expect it to be of interest to evaluators, policy, programming and operational humanitarian staff who are working on the ongoing response to COVID-19 at the local, national and international levels across the globe. We expect to launch this synthesis in summer 2022.

Synthesis evaluation of the humanitarian–development–peacebuilding (HDP) nexus

For decades there has been a focus on how to improve the link between 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. A number of these evaluations have been completed recently. ALNAP members (and those within the IAHE group) have also expressed keen interest in looking at lessons and findings from evaluations on the HDP nexus and implementing nexus approaches. ALNAP proposes to produce two resources from this work: the first will be a synthesis evaluation of a number of nexus evaluations already conducted, providing 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. The second resource will be a paper summarising evaluation approaches, methods and key considerations for HDP nexus evaluations that will target evaluation practitioners in particular. We have experienced high levels of member interest in this area so it is likely that we will consider introducing further activities in response to member requests during the course of the year.

Community peacebuilding discussion in Indonesia. Photo credit: Flickr/UN Women

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 forums and support to member agencies to use these products; webinars on topics of interest to the members and virtual M&E CoP discussion.

In 2022–2023 ALNAP will continue to identify opportunities to deliver its popular M&E skills-building workshops and webinars as appropriate topics and opportunities emerge from the M&E work outlined above or from new initiatives that arise during the course of the year. We are aware that we always get a very positive response to these well-attended events from members and other agencies around the world.

ALNAP's M&E CoP is a forum that enables 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.

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. It is a key factor in ensuring the value of the ALNAP Secretariat through maintaining contact with and responding to the priorities and expectations of its members, and bringing together current thinking and approaches in ongoing M&E debates.

Possible new initiatives

ALNAP is increasing the size of its M&E team in 2022–2023 to optimise our response to member requests. We will ensure we have more responsive and flexible capacity to explore new ideas and respond to new opportunities to support the humanitarian M&E community during the course of the year. Depending on the skill and experience of the new M&E staff who will be onboarded during the year, ALNAP will consider a scoping study on locally-led M&E to improve understanding of the approaches being used and the learning emerging on the extent to which these approaches are enabling a shift towards more equitable evaluative approaches. We will also keep our eyes and ears open for new emerging priorities and knowledge/evidence gaps where we are being asked to offer support.

Strategic focus area 2:

Monitoring the performance of the humanitarian system

The 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 who are affected by conflict and crises.

As with previous editions, the SOHS 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 have been introduced to provide a greater depth of analysis of particular trends and issues in humanitarian performance. Second, the performance criteria used in this edition have been 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 incorporates 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 and aid recipient survey) and enables the research questions to reflect better 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 and, more recently, Afghanistan – 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 will also be aimed at a broader audience.

The SOHS Report will be published in early September 2022. This year will therefore focus on finalising the writing and production of the report as well as on delivering the accompanying communications strategy and up to 20 'launch' events globally. This report provides an important basis for humanitarian agencies' strategy development, decision-making and prioritisation based on its findings. The interest among members and non-members in engaging with the report's 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

Strengthening frontline learning

ALNAP's previous research identified frontline knowledge as a vital component for producing an effective humanitarian response.[1] 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 impediments to ensuring that their knowledge has an impact on humanitarian action. In order to support improved shared learning and practical application of frontline 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 on providing products of use to local and national organisations. In 2021–2022, ALNAP focused on developing, piloting and introducing a set of practical resources to support frontline staff to engage in learning activities. These were 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 has been participatory and 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 has piloted the resources with selected NGOs across different contexts and collected feedback to revise and improve the resources.

In 2022–2023 ALNAP will launch the revised Action Learning Resource pack and also the Tacit Learning Resource pack that are key outputs from these pilots. These resource packs will be made available to the participating organisations as well as more widely through our associated communications strategy. We will also produce a study of the action learning pilot looking at the effectiveness of the different approaches to supporting frontline learning. Finally, we will produce a policy brief/reflection piece that will present key findings on how project-level staff learn, and recommendations for how the sector can best support learning.

---

1   See *Learning by field level workers: ALNAP review of humanitarian action 2003.* London: ALNAP/ODI. (www.alnap.org/help-library/learningby-field-level-workers-alnap-review-of-humanitarian-action-in-2003-fieldlevel).

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.

This workstream was originally planned to start in 2021–2022 but was delayed due to recruitment and will instead launch in 2022–2023. This will be 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. It 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.

Accountability scoping study

Over the past decade the sector has increasingly focused on Accountability to Affected Populations (AAP). Many tools and much guidance now exist on how to create effective feedback and complaint mechanisms and how to engage communities better throughout the project cycle via participation. There are also several organisations working on these issues, both individually and collectively, with new platforms like Loop and the RG2/CHS Results Tracker. While there is a strong acknowledgement across the sector that AAP is critical to quality humanitarian performance, there is little evidence to support the expectation that these mechanisms are leading to meaningful accountability and participation with more effective programmes that are relevant to the needs of affected populations.

In 2022–2023 ALNAP will conduct a scoping exercise to assess thoroughly the state of the current evidence and potential research areas that would help the sector to understand better the link between AAP mechanisms and improved humanitarian performance. Depending on the outcomes of the scoping exercise, this may be an area that ALNAP seeks to prioritise as a new research workstream.

Humanitarians gathering feedback from affected communities in DRC. Photo credit: Flickr/Julien Harneis

Strategic focus area 4:

Supporting system-wide learning

Lessons of lessons

As part of ALNAP's 25th anniversary series shining a spotlight on learning, we will be launching a paper reflecting back over 20 years of ALNAP Lessons Papers. ALNAP has produced a number of Lessons Papers laying out the lessons of previous humanitarian responses in a concise and readable format. These papers are aimed at staff who design and evaluate humanitarian responses, and are largely based on evaluation findings. They cover a range of humanitarian crisis types and span from the first one in 2003 to the most recent published last year, thus providing a wealth of learning and evidence for the sector – and they remain a popular ALNAP product.

The 'Lessons of lessons' paper will synthesise and present the learning accumulated from ALNAP's many Lessons Papers to understand and highlight the lessons and recommendations most consistently identified across time and crisis type, and to reflect these back to the sector. The paper will also provide reflections on the patterns of lessons over time and what this might tell us about how and when the sector learns, among other insights.

The paper will be launched as part of ALNAP's 25th anniversary series and will likely be accompanied by a range of events where we will take the opportunity to explore the implications of some of the findings from the paper.

Local community representatives in a workshop learning about drought prevention in Colombia. Photo credit: Flickr/EU Protection and Humanitarian Aid

Humanitarian systemic learning framework

We will use our 25th anniversary in 2022 as an opportunity to shine a spotlight on learning. It is commonly accepted in the sector that change and improvements happen slowly. Incremental improvements have been identified in some key areas, while a frustrating degree of inertia remains in others. The Learning and Change Project aims to understand the relationship between different types of learning (we have identified four types) and how they have affected key changes/improvements in the humanitarian system over the past 25 years. We are developing a humanitarian systemic learning framework adapted from a model called the multi-level perspective.[2] We are piloting the model to improve understanding about the way that learning has influenced changes that have already happened in the system, including case studies on cash-based programming, localisation, participation and the use of mobile phones. We also hope to work with agencies to help in planning future projects specifically, where in the system they should target their work, and how different kinds of learning can be best aligned. This should inform selection of both their target audience (where / who in the system will most likely be able to act on the change) and potentially the channel (what type of product is best suited to which type of learning).

This is an exciting project that will be one of a suite of related projects that we will be launching during our 25th anniversary series, including 'Communicating humanitarian learning', 'Frontline learning', and 'Lessons of lessons'. These projects all have distinct focus areas but are complementary in supporting the sector to understand how and when learning happens – and when it doesn't. We plan to present a paper and tool for applying the framework at Humanitarian Network and Partnerships Week (HNPW) on 10 May 2022.

We consider it likely that this project, and our members' response to it, will highlight future research areas that we may consider exploring during this work plan period – such as the links between leadership and sector learning, for example. We have left space in the work plan to pick up these new areas of exploration as they become apparent.

2   See Transformation for Sustainability Knowledge Brief Number 3: Frameworks for understanding transformations to sustainability – the 'Multi-Level Perspective' in socio-technical transitions research (https://www.alnap.org/help-library/frameworks-for-understanding-transformations-to-sustainability-%E2%80%93-the-%E2%80%98multi-level)

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 Communities of Practice (CoPs) that facilitate the sharing and accessibility of existing knowledge within the sector.

Humanitarian Evaluation, Learning and Performance Library (HELP) and portals

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. ALNAP will continue to collate materials and to refine and improve the search function to ensure that humanitarians can find the analysis and evidence they need in this database. During 2022–2023 ALNAP plans to review a number of elements relating to the HELP Library with the expectation of increasing its usability and the accessibility of the resources held there.

ALNAP will continue to identify opportunities to work with interested organisations and initiatives to develop portals on specific themes related to learning and performance in the sector, such as the Ukraine Response Portal. The purpose of these portals is to create a repository of evaluative and related material that enables access to learning by those engaging in this crisis.

Communities of Practice

In 2022–2023 ALNAP will continue to manage and facilitate CoPs on key priority themes. The best established 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.

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 2022–2023 ALNAP will continue to 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. A number of these activities were started in 2021–2022 and will come to fruition in 2022–2023. They include:

- Updating ALNAP's audience analysis and targeting based on ALNAP's understanding of the evolution of the humanitarian sector in recent years, the role of learning within it, and our theory of change.
- Increased focus on ALNAP's brand recognition (including a brand refresh) among key stakeholders to promote acknowledgement of the critical role of learning in the humanitarian sector and to increase accessibility, uptake and practical application of ALNAP's products.
- Continued diversification of creative communication products and platforms. ALNAP will pilot new approaches to the communication of learning 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.
- Refreshing 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 2022–2023 through the opportunities presented by the launch of the SOHS Report and to mark ALNAP's 25th anniversary.
- Reviewing ALNAP's approach to online and in-person events to increase consistency of quality of experience, streamline processes and optimise engagement.

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 our 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.

This project is a continuation from 2021–2022 that aims 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 work plan, and opportunities to engage, among others. ALNAP will ensure that every workstream explicitly incorporates members' engagement in the design and delivery of activities, and will focus on priority member constituencies, with an initial focus on our members from low- and middle-income countries, so as to understand better their priorities and to deepen engagement with the network.

ALNAP's 25th anniversary offers a great opportunity for us to re-engage with our members, to remind them of our mandate and our work, and to refresh our key relationships. Combined with the SOHS launch, we expect to have high levels of engagement with our members in 2022–2023. Together with our increased investment in our core communications capacity, we anticipate high levels of visibility with our members, built on strong, relevant content and opportunities to engage.

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 and monitoring outcome indicators. ALNAP will also continue to use analytics from online channels (i.e. website, social media, newsletters, CoPs) and other quantitative data to inform the monitoring of research activities and their outcomes. The Secretariat will also develop more sophisticated engagement metrics, which it aims to monitor throughout 2022–2023. 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 work plan priorities and outputs. These revisions will enable ALNAP to focus specifically on when, where and how its research and network activities are used as a basis for learning and policy-making 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 team will continue to conduct quarterly reviews to assess progress on projects, identify any issues and monitor key communications metrics.

We anticipate that the current research on system learning will help us to challenge our assumptions around our impact model and to strengthen it further. We hope this will be complemented by research on humanitarian audiences and communicating humanitarian learning. We recognise both these elements as being critical to enabling learning within the sector, and hence to informing ALNAP's approach to effectively addressing its mandate.

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 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.

The ALNAP Secretariat currently has 14 staff and three vacancies:
- Acting Director
- Special Advisor
- Head of Research and Impact
- Senior Research Fellow – Evaluation, Learning and Accountability
- Research Officer – Evaluation, Learning and Accountability
- Senior Research Officer
- Senior Research Officer/Research Fellow – Locally led Humanitarian Action – Vacant
- Research Assistants x2
- Operations and Partnerships Manager
- Programme Manager
- Project Officer
- Head of Communications
- Communications Manager
- Senior Communications Officer (Digital) – Vacant
- Communications Officer – Vacant

Budget

Activity	Budgeted
Staff costs plus overheads	£1,526,213
Strategic focus area 1: Improving the quality and accountability of evaluative evidence (DAC evaluation, COVID-19 synthesis, nexus synthesis, CoP and skills-building)	£155,174
Strategic focus area 2: Monitoring the performance of the humanitarian system (SOHS)	£230,132
Strategic focus area 3: Addressing key evidential gaps (frontline learning, locally led humanitarian action, accountability scoping study)	£40,740
Strategic focus area 4: Supporting system-wide learning (Lessons Papers, communicating humanitarian learning, knowledge management)	£208,216
A strong functioning Secretariat and network	£358,900
Grand total	£2,519,375

Please note:

The overall budget may change slightly depending on currency fluctuations.

The overall budget may change slightly with the recruitment of new staff to replace those departing from the ALNAP Secretariat, or filling new roles.