

# ALNAP Governance, Management and Membership

## Contents:

- 1 Introduction
  - 2 Legal status/hosting arrangements with ODI
  - 3 Steering Committee
    - 3.1 Purpose and mandate
    - 3.2 Composition of the Steering Committee
    - 3.3 Term of office for Steering Committee Members
    - 3.4 Procedure for replacement of vacant positions
    - 3.5 Frequency of meetings and quorum
    - 3.6 Specific functions
    - 3.7 Steering Committee Chair
    - 3.8 Steering Committee/Chair Relationship Description
  - 4 The ALNAP Secretariat
  - 5 The ALNAP Director
    - 5.1 Role of the Director
    - 5.2 Director/ODI/Chair/Steering Committee relationship description
  - 6 Membership
    - 6.1 Full Members
    - 6.2 Full Member responsibilities
    - 6.3 Entitlements of Full Members
    - 6.4 Termination of Membership
    - 6.5 Observer Members
    - 6.6 Honorary Members
- Annex 1 ALNAP Full Membership as of September 1st 2008  
Annex 2 RASCI diagram

## 1 Introduction

ALNAP provides the international humanitarian system with the only sector-wide standing forum for exchange of good practice and learning. The Vision, Mandate, Mission and Values of ALNAP are set out in the Strategy (2008-2013) which was ratified and adopted by the Membership in December 2007<sup>1</sup>.

The ALNAP membership aims to reflect the main organisations and other institutions that make up the formal 'humanitarian system'. Currently, Full Members include agencies and individuals from bilateral and multilateral donors; UN agencies and departments; international NGOs and NGO umbrella organisations; the Red Cross Movement; intergovernmental bodies; academic and research institutions; quality and accountability initiatives; consultancy companies and independent consultants.

ALNAP is concerned to identify collective approaches to common problems and an important principle for guiding discussions is that no one group dominates proceedings. It is therefore important that a 'balance' of representation is maintained in the membership (and in the Steering Committee) and that interaction between Full Members is conducted on a mutually respectful basis and guided by the four core values (equality; active engagement; openness to learning and sharing; and neutrality) as laid out in the ALNAP Strategy. All Full Members are therefore regarded as equal players with an equal voice.

## 2 Legal status/hosting arrangements with ODI

- 2.1.1 The Secretariat is hosted by the Overseas Development Institute in London. As a respected independent research institute, ODI provides ALNAP with a suitably 'neutral' location from which to serve its diverse membership; ease of access to information flows, research and debates within the humanitarian sector; and the institutional support of an established organization.
- 2.1.2 ODI has sole legal responsibility and liability for ALNAP Secretariat staff, premises, insurance and activities<sup>2</sup>.
- 2.1.3 All ALNAP Secretariat staff are contracted to the ODI; are subject to standard ODI terms and conditions of employment and operate in accordance with the financial, personnel and legal structures of the ODI, including ODI disciplinary and grievance procedures.
- 2.1.4 ALNAP funds are managed through ODI financial systems and procedures.
- 2.1.5 ALNAP consultants are recruited on ODI contracts

---

<sup>1</sup> ALNAP Strategy 2008-2013

<sup>2</sup> Neither ALNAP nor the Steering Committee has an independent legal status. In legal terms, ALNAP is part of the ODI.

- 2.1.6 Although the Secretariat is an integral part of the Overseas Development Institute, the Network and the Steering Committee retain distinct identities and work independently from the ODI on substantive workplan issues providing support, guidance and advice to the Director and the Secretariat team.

### **3 Steering Committee**

#### **3.1 Purpose and mandate**

- 3.1.1 The Steering Committee functions as ALNAP's quasi-executive body and is mandated to act on behalf of all Full Members.
- 3.1.2 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 membership. Steering Committee decisions are therefore informed by discussions and priorities with ALNAP Full Member representatives. Each Steering Committee member is mandated to represent the views of his/her constituent grouping<sup>3</sup>.
- 3.1.3 Decisions are taken on the basis of consensus (see 3.7).

#### **3.2 Composition of the Steering Committee**

- 3.2.1 The Steering Committee is composed of eight Full Member representatives, one of whom is elected as Steering Committee Chair.
- 3.2.2 To ensure balanced representation of the different constituent groups, two each are selected from donor, UN, and International NGOs (including umbrella groups, alliances, federations and networks) and one each from the Red Cross Movement and the academic/research/consultant Full Members.

#### **3.3 Term of office for Steering Committee Members**

- 3.3.1 The term of office is two years with a staggered rotation to ensure continuity whilst providing the opportunity for others to engage.

#### **3.4 Procedure for replacement of vacant positions**

- 3.4.1 On completion of the two year term, or in the event of the resignation of a Steering Committee Member, Full Members within the relevant constituent group are asked to nominate/elect candidates from that group. Re-election is possible.

---

<sup>3</sup> Currently there are 5 constituent groups comprising i) Donor group; ii) UN group; iii) INGO group including network/umbrella organisations iv); Research Institute/consultancy and (v) Red Cross.

### **3.5 Frequency of meetings and quorum**

- 3.5.1 The Steering Committee meet on a quarterly basis. Steering Committee members are required to attend all meetings. Telephone calls can be arranged for committee members who cannot attend in person. In unusual circumstances, additional ad-hoc meetings and/or telephone conference calls can be called by the Chair.
- 3.5.2 Steering Committee meetings require a quorum of at least 50% of the committee present, either in person or by telephone

### **3.6 Specific functions**

- 3.6.1 To provide advice and support in the development of the ALNAP strategy and monitor its implementation
- 3.6.2 To organise and consult with the relevant constituency groups and provide constructive feedback on the draft ALNAP annual workplans.
- 3.6.3 To feed back to constituency groups on discussions in the Steering Committee and on other key issues
- 3.6.4 To approve final ALNAP annual workplans, budgets, expenditure and strategies and policies.
- 3.6.5 To encourage and, where necessary, facilitate prompt delivery of funding from constituency group members
- 3.6.6 To monitor the progress and implementation of the annual work plan in collaboration with the Secretariat.
- 3.6.7 To offer advice, critical support and guidance to the Secretariat staff on substantive issues relating to the implementation of the annual work plan and to provide new ideas.
- 3.6.8 To maintain a watching brief on the capacity of the Secretariat to be able to meet the demands of approved activities<sup>4</sup>.
- 3.6.9 To actively identify potential new members
- 3.6.10 To consider and rule on new Full Membership applications.
- 3.6.11 To oversee the development of the network in the light of the ALNAP Strategy.
- 3.6.12 To maintain a watching brief on the implementation of the ALNAP Strategy.

---

<sup>4</sup> As recommended in Discussion Paper. 10 Years On; Achievements and future challenges. John Mitchell. ALNAP 20<sup>th</sup> Biannual Meeting.

3.6.13 To engage in working/advisory groups on specific pieces of work.

3.6.14 To promote ALNAP when the opportunity arises.

### **3.7 *Steering Committee Chair***

3.7.1 The Chair of the Steering Committee will lead and facilitate the Steering Committee in carrying out their roles and responsibilities as set out in 3.1 and 3.6 above.

3.7.2 The Chair is elected by the Steering Committee members from amongst their number.

3.7.3 The Chair serves a two year term. Re-election is possible for one additional term.

3.7.4 A vice Chair may be chosen by the committee and will stand in for the Chair in his/her absence

3.7.5 Specific responsibilities for the Chair:

- To ensure a relevant flow of information to the Steering Committee.
- Chair Steering Committee meetings and provide leadership and guidance to the Committee, especially when difficult or significant decisions are required.
- To offer support and advice to the Director and to take part in his/her appraisal.
- To Chair the Full Members day of ALNAP biannual meetings and the themed event, when appropriate
- To attend where possible all committee meetings and any other relevant meetings.
- To participate in other 'external' meetings, such as Q/A Chairs meetings and to promote ALNAP wherever appropriate.

### **3.8 *Steering Committee/Chair Relationship Description***

3.8.1 The Chair of the Steering Committee receives his/her authority by the election of the Steering Committee and the Chair is authorised by the Steering Committee to provide leadership.

3.8.2 In the fulfilment of the responsibilities of this position the Chair may not:

- take any action not authorised by the Steering Committee;

- give personal management direction to the Director of his/her staff;
- cause or allow any member of the Steering Committee to be in violation of the limitations of its authority;
- prevent any proposal from the Director from being considered.

3.8.3 Accountability is mutual. The Chair is accountable to the rest of the Steering Committee for performance with respect to the responsibilities outlined above and compliance with the limitations of authority of the role (3.8.2).

## 4 The ALNAP Secretariat

4.1.1 The key role of the ALNAP Secretariat is to realise the ALNAP Strategy through the implementation of annual workplans. All activities are developed by the Secretariat with guidance from the Steering Committee and consultation with the Full Members.

4.1.2 Currently, Secretariat Staff consist of a Director; Head of Research and Development; Research and Evaluation Officer; Communications Officer; Administrator (part time) and Research and Innovations Officer (forthcoming). The ALNAP Director is responsible for the management of the Secretariat (see 5.1)

Specific key functions of the Secretariat include:

- to draft annual workplans and budgets
- to ensure funding meets agreed budgets and donors reporting requirements are fulfilled
- to manage income and expenditure and report to the Steering Committee
- to prepare, participate in, minute and report back on Steering Committee meetings
- to maintain, develop and promote the Evaluative Reports Database (ERD)
- to maintain, develop and promote the ALNAP website allowing for broad dissemination of, and free access to, ALNAP products.
- to manage the conception, production and dissemination of key ALNAP products such as the *Review of Humanitarian Action* and *Lessons Papers*
- to develop the agenda and, in conjunction with the host organisation, organize and run ALNAP Biannual Meetings
- to write and distribute the ALNAP Annual Report

## 5 The ALNAP Director

### 5.1 Role of the Director

5.1.1 The Director functions in accordance with his/her job description which has been approved by the Steering Committee and the ODI.

- 5.1.2 The Director is responsible for leading the process of strategy implementation through the planning, resource development and management of the network. He/she leads and manages the Secretariat in the implementation of the annual workplan and, with the support of the Steering Committee, has primary responsibility for the effective functioning of the network.
- 5.1.3 The Director provides the Steering Committee with all the organisational information it needs for its governance responsibilities, including strategic planning and implementation and resource development. This information is made available in a timely, accurate and understandable manner.
- 5.1.4 The Director is responsible for giving regular progress reports to the Chair
- 5.1.5 The Director is responsible for developing and maintaining a healthy relationship with the Steering Committee (including the Chair), the Full Members, Secretariat Staff, interns, volunteers and ODI staff and governance.
- 5.1.6 It is expected that the Director will be guided by the networks values and strategic objectives and that he/she will model and promulgate the networks values; that he/she will maintain and develop teamwork at all levels of the network and ensure that the relationship between key stakeholder groups are open and cooperative.

## **5.2 *Director/ODI/Chair/Steering Committee relationship description***

- 5.2.1 The Director is contracted by the ODI and is bound to all ODI conditions of employment, rules and regulations.
- 5.2.2 The Director has dual reporting lines, reporting to the ODI directorate on all matters relating to Secretariat management, including personnel, management, finances, contractual and legal issues; and reporting to the Steering Committee via the ALNAP Chair with respect to substantive issues of ALNAP, including the implementation of the annual workplan.
- 5.2.3 Accountability is mutual. The Steering Committee is accountable to the Director for providing the affirmation and involvement required for the successful realisation of the responsibilities of the position. The Director is accountable to the Steering Committee via the Chair through his/her annual performance appraisal.

## **6 Membership**

### **6.1 *Full Members***

- 6.1.1 The role of Full Members is to support, promote and play an active role in the implementation of ALNAP's Vision and five year Strategy.

6.1.2 There is substantial demand for ALNAP Membership. To meet this demand, Full Membership has been raised to a maximum of 75.<sup>5</sup> (see Annex 1 for current Full Members)

## **6.2 Full Member responsibilities**

6.2.1 The responsibilities of Full Member representatives are

a) Participation at biannual meetings. Specifically:

- to attend biannual meetings and/or ensure appropriate organisational representation and continuity;
- to bring issues of common concern to the ALNAP 'table' and encourage discussion on and support initiatives and changes to improve accountability, learning and performance; and
- to provide inputs to ALNAP activities and annual work-plans

b) Promotion of ALNAP and its activities

- to act as 'gatekeepers' and advocates within their own organisation (and, where appropriate, the Alliance or Federation which their organisation represents) and more broadly within the humanitarian sector, to increase awareness of ALNAP and its activities through disseminating relevant ALNAP products and information on ALNAP activities;
- to contribute or collaborate on studies undertaken or commissioned by ALNAP, e.g., through Peer Review/Advisory Groups
- to contribute to ALNAP's evolving information systems including Full Members Information Exchange, newsletters, blogs and members section in the new website
- to make available their own organisation's evaluative reports for posting on the Evaluative Reports Database (ERD) and to assist the Secretariat with copyright issues;

6.2.2 Financial and/or in kind support

Full Members should contribute to ALNAP activities with an annual financial contribution and/or in kind support, e.g. hosting meetings, undertaking translation of ALNAP products. ALNAP's funding contributions from members have evolved considerably since its creation. The tables below, based on a sliding scale calculated on the basis of annual revenue of types of organisations, represent the suggested financial contributions of relevant Full Member groups.

---

<sup>5</sup> See Steering Committee Meeting Minutes June 2008

## Suggested Scale of Contributions for New Members

Donors	Annual contribution £UK	Based on estimated annual turnover £UK
1	85,000	Above 500 million
2	50,000	Above 250 million
3	30,000	Above 50 million
4	20,000	Above 25 million

International NGOs	Annual contribution £UK	Based on estimated annual turnover £UK
1	10,000	Above 150 million
2	5,000	15-150 million
3	2,000	5-15million
4	1,000	Below 5 million

UN Agencies	Annual contribution £UK	Based on estimated annual turnover £UK
1	10,000	Above 500 million
2	7,500	50-500 million

Red Cross	Annual Contribution £UK	Based on estimated annual turnover £UK
1	6,000	25-50million
2	4,000	Below 25 million

6.2.3 Certain categories of ALNAP Full Members are not required to make annual financial contributions. Specifically,

- 'Southern based' NGOs
- Research Institutions
- Consultancy companies and independent consultants.
- Network/umbrella organisations

These groups should commit to providing in kind support as outlined above.

## 6.3 Entitlements of Full Members

6.3.1 Entitlements of Full Members are as follows:

- an invitation to full biannual meetings. A vote will be given in exceptional circumstances when the entire membership may be required to vote on a specific matter;

- a vote in elections for representatives from their constituency to the Steering Committee
- a voice in identifying and prioritizing ALNAP strategic direction and activities
- free copies of each Review of Humanitarian Action
- free copies of other ALNAP publications
- full access to documentation on Evaluative Reports Database

#### **6.4 Termination of Membership**

Full Members are free to withdraw from ALNAP at any time. Full Members who do not comply with Full Member responsibilities will be requested to a) adhere to their responsibilities in the future, or b) withdraw their membership to make way for others. Failure to meet obligations is defined on the basis of the following criteria:

- failure to be represented at 3 consecutive biannual meetings
- not providing evaluation reports for the ALNAP ERD
- non-payment of recommended contribution
- failure to make in-kind contributions by those agencies not required to make a financial contribution.

#### **6.5 Observer Members**

6.5.1 Observer membership is open to individuals and organizations that have an interest in issues of accountability, learning and performance in the humanitarian sector. Individuals whose Full Member organizations already have a nominated representative may be included on the list of Observer Members. There are no limits to the number of Observer Members.

6.5.2 The key role of Observer Members is to add to the debate and extend the dissemination and influence of ALNAP in respect to its values and mission laid out in the Strategy document.

6.5.3 Entitlements of Observer Members:

- inclusion on the electronic mailing list
- invitation to the ‘themed day’ of the ALNAP biannual meeting (subject to space)

6.5.4 To obtain Observer status, qualifying individuals should register on the membership page of the website. No fee is required for Observer status.

#### **6.6 Honorary Members**

6.6.1 Honorary Membership is awarded to individuals who have demonstrated an exceptional contribution to improving learning accountability and performance.

- 6.6.2 Honorary Members can be nominated at any time by a Full Member representative. A final decision will be made by the Steering Committee.
- 6.6.3 Honorary Members are invited to ALNAP biannual meetings (all days) but do not have a vote, either in electing Steering Committee representatives, or in any other matter.
- 6.6.4 Honorary Members are not eligible to stand for election to the Steering Committee

### **Annex 1 ALNAP Full Membership as of December 2008**

<b>Donor organizations (14)</b>			
AECID	Danida	MFA Germany	Sida
AusAID	Irish Aid	MFA Netherlands	USAID/OFDA
CIDA	ECHO	NORAD	
DFID UK	JICA	SDC Switzerland	

<b>UN Agencies (7)</b>			
FAO	UNDP	UNICEF	WHO / PAHO
OCHA	UNHCR	WFP	

<b>Network/umbrella organizations (10)</b>			
Action Against Hunger International Network (ACFIN)	ICVA	ProVention Consortium	VOICE
Disasters Emergency Committee (DEC)	OFADEC	SCHR	
HAP International	People In Aid	The Sphere Project	

<b>International NGOs (18)</b>			
Africa Humanitarian Action (AHA)	CRS	MSF Holland	Save the Children UK
AIDMI India	Danish Refugee Council (DRC)	Norwegian Refugee Council (NRC)	Tearfund
CARITAS Internationalis / CAFOD	GICHD	Oxfam GB	World Vision
CARE International	Global Hand	RedR	
Christian Aid	IRC	Save the Children USA	






<b>Organisations from the Red Cross Movement (3)</b>		
British Red Cross	ICRC	IFRC

<b>Research institutions (5)</b>		
CENDEP	HPG of ODI	Tufts University
Humanitarian Futures Programme	IECAH	

<b>Consultancy companies and individual consultants (5)</b>		
DARA	Groupe URD	Ian Christoplos (Consultant)
ETC UK	John Borton (Consultant)	

## Annex 2 RASCI diagram<sup>6</sup>

TASK DESCRIPTION	ODI	SECRETARIAT	DIRECTOR	STEERING COMMITTEE/ CHAIR	MEMBERSHIP
<b>Policy</b>					
Establish Strategies & Policies		R	A	S	C
Approve Strategies & Policies		I	A	R	I
Monitor Implementation of Strategies & Policies				A	I
<b>Workplan</b>					
Establish Workplan		R	A	S	S
Approve Workplan		I	A	R	I
Implement Workplan		R	A	S	S
Monitor Workplan		R	A	R	S
Report on Workplan		R	A	I	I
<b>Budget &amp; finance</b>					
Establish Budget		R	A	S	S
Approve Budget & Expenditure	A		A	R	I
Manage & Report on Budget and Expenditure	A	R	A	S	I
<b>Others</b>					
Manage Secretariat	S		R/A	S	
Management of Director	A			R	
Legal Issues	A	S	S	S	I

<b>RESPONSIBLE</b>		Those who do the work to achieve the task. There can be multiply resources responsible.
<b>ACCOUNTABLE</b>		The person/people ultimately answerable for the correct and thorough completion of the task.
<b>SUPPORT</b>		Those who may help in the task.
<b>CONSULTED</b>		Those whose opinions are sought. Two-way communication.
<b>INFORMED</b>		Those who are kept up to date on progress. Two-way communication.

<sup>6</sup> Although the RASCI diagram shows that Steering Committee is only accountable for one of the task descriptions, it is fully recognised that the SC support and inputs enable the Director and the ODI to be fully accountable. Accountability is thus mutually dependent.

### ***Annex 3 Criteria for Full Membership***

- i. Play a significant function in the provision of humanitarian assistance at one or more stages in the project cycle. The latter include: disaster preparedness and mitigation; humanitarian relief; recovery and rehabilitation. Types of function include fund raising; provision of funds; assessing supplying and evaluating humanitarian assistance/recovery and rehabilitation; developing policy in one or more of these areas; informing/educating the public and other stakeholders.
- ii. Have a demonstrable track record and an established reputation in one or more of the above areas
- iii. Demonstrate a commitment to humanitarian principles, transparency, learning, accountability and improving performance.
- iv. Agree to abide by the rules and regulations of Full Members as outlined in the ALNAP Members Guide.