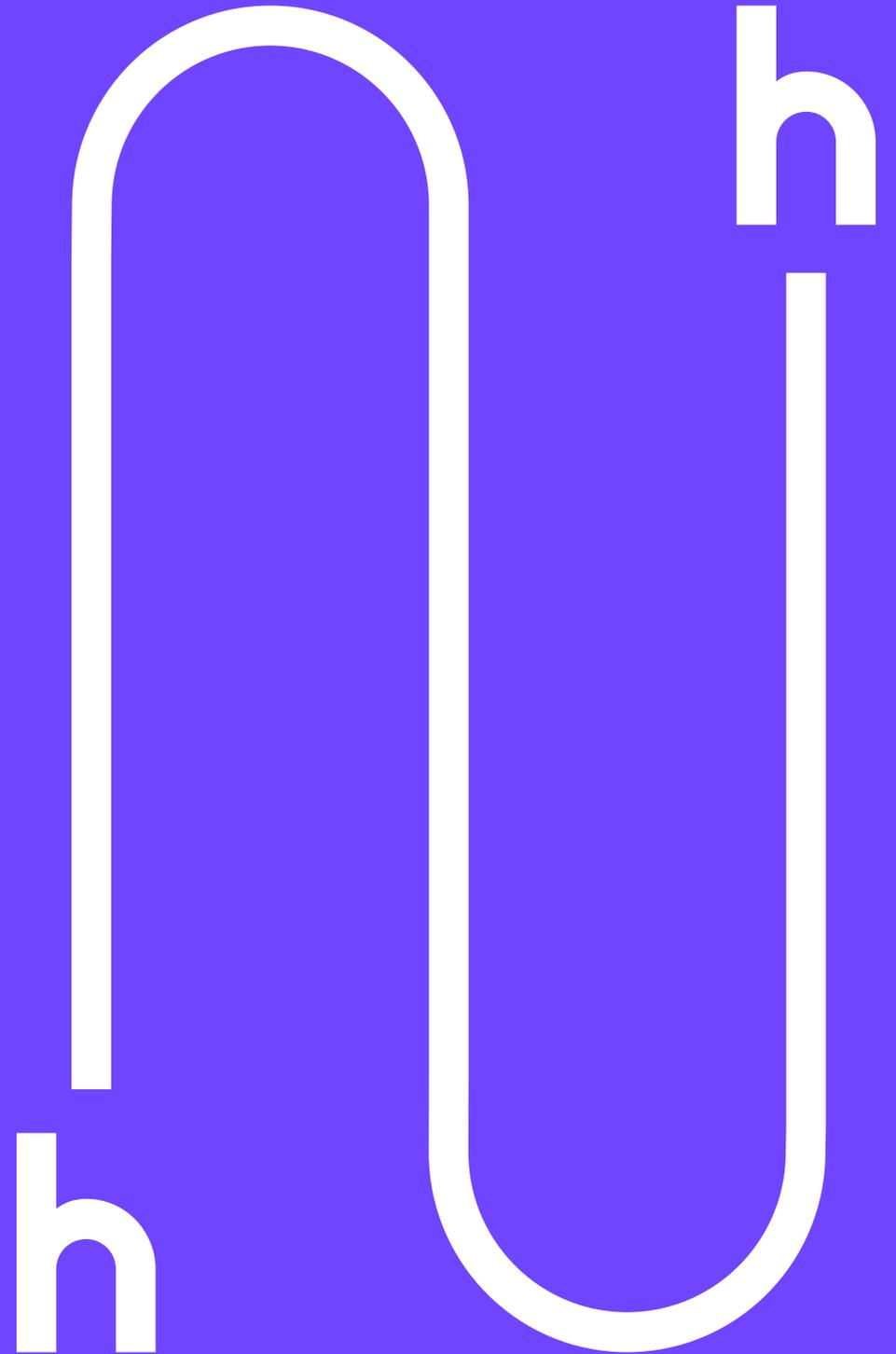


**The H2H
Network
Strategy
2022-2025**





We are an innovative network of independent, specialised organisations, whose activities catalyse more effective, accountable, and efficient humanitarian action for people in need.

Connect



Enable



Catalyse

The H2H Network

Vision

Our vision is that all people affected by crises and disasters are supported by effective, efficient, and accountable humanitarian action. We want to see a system capable of meeting today's challenges while preparing for and adapting to those on the horizon.

Mission

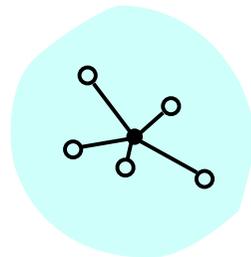
The H2H Network makes it easy for humanitarian responders to access independent, high-quality services and expertise that collectively enable them to better serve people affected by crises. We strengthen our members by fostering the H2H community, providing resources, and brokering relationships that enable and catalyse change in the wider humanitarian system, driving efficiency, accountability, and impact.

H2H Network Members

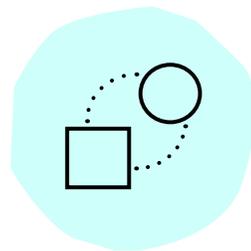
**Data, information
management,
and analysis**



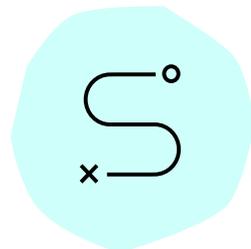
**Community
engagement &
accountability**



**Security, logistics
& programme
support**



**Quality & sector
professionalisation**



The H2H Network emerged in 2016 as a place for independent humanitarian service providers to discuss common challenges and solutions.

Many of our members have extraordinarily high recognition across the sector—despite their relatively modest budgets—and can be directly connected to major shifts in the sector.

H2H organisations have proven to be nimble, innovative, and well-suited to developing new solutions to the problems facing the system; simultaneously delivering services and demonstrating new ways of working. H2H members can be categorised according to the type of services they provide:

- Data, information management and analysis
- Community engagement and accountability
- Security, logistics, and programme support
- Quality and sector professionalisation

The nearly 60 organisations that comprise the membership of the H2H Network are central to our success, and we will continue to strengthen the systems and guidance outlining roles, responsibilities and ensuring their active engagement and participation.



Strategic Approach

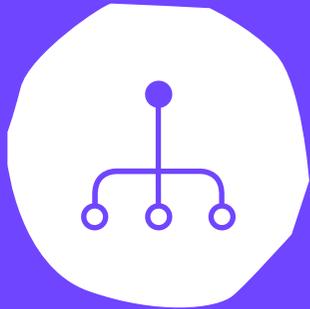
The H2H network is a young and still emerging initiative, itself working to impact the dynamic and complex context of the global humanitarian system. Against this backdrop, an approach to strategic planning looking too far into the future, or seeking to be too specific in its goals, is likely to be counterproductive.

Instead, this strategy seeks to distil, from consultation with the membership and other stakeholders, the central [network functions](#)¹ that the H2H network aims to fulfil in the next three years, and the focus areas that will contribute to this. To further guide our action, we have developed a set of [simple rules](#)² for each priority area of the strategy, to aid decision making in the face of strategic choices and changes in the external context. Finally, we have outlined what success will look like at the end of the period, to aid measurement and accountability.

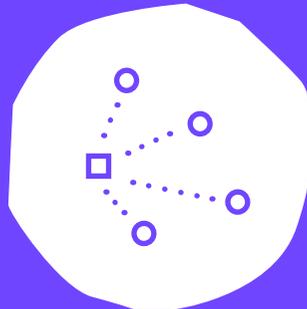
¹Ramalingam, Mendizabal and Schenkenberg van Mierop, (2008) Strengthening humanitarian networks: Applying the network functions approach. London: ODI

²Eisenhardt & Sull, (2001), Strategy as Simple Rules. Harvard Business Review, 01 Jan 2001, 79(1):106-16, 176

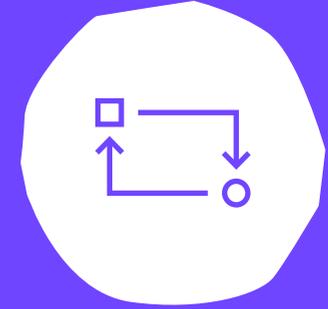
Strategic Priorities



**Building
Community**



**Providing
Resources**



**Facilitation
and Brokering**

1. Building Community

Building and sustaining a vibrant H2H Network community

Building a vibrant, diverse community of H2H organisation's spanning different models and areas of focus, bound together by a shared approach to engaging with the humanitarian system and supporting aid delivery.

We will seek to foster a stronger community of members, built on active participation and collective action, and developing a workplan of activities to strengthen interactions between members, and promote collaboration and learning.

Strategic Focus in 2022-25

- 1.1 Creating greater engagement within the existing membership
- 1.2 Expanding workplan activities that develop the H2H community
- 1.3 Developing specific Communities of Practice to foster collaboration and learning

Simple rules to guide our action in this area

- All members should contribute to H2H's mission of a more effective, efficient, and accountable humanitarian system
- An H2H approach, (rather than focus or business model) remains the commonality that brings the network together: B2B, principled, public goods
- Active participation is essential to the sustainability of the network and a condition of membership
- Consistency of H2H services should remain a priority when expanding network membership and reach

Photo by Unsplash
Annie Spratt



What will success look like

A vibrant and diverse community of highly capable H2H organisations actively participating in the work of the network, sharing, learning, and collaborating; supported by an effective and sustainable network secretariat.

2. Providing Resources

Providing value-added resources to enable our member's work

Providing H2H members with targeted, efficient, and value-added resources, supporting the provision of services in response to needs, improving humanitarian action and driving systemic change.

We will improve fund management systems and governance, increasing ease of use and accessibility for H2H members, while maintaining a commitment to quality and effective risk management.

Strategic Focus in 2022-25

- 2.1 Improving fund useability for an increasing proportion of H2H members
- 2.2 Ensuring the fund focus and scope are relevant and add value in the wider humanitarian system
- 2.3 Strengthening and diversifying the donor base for H2H resources (multi-donor pooled funding)
- 2.4 Improving governance structures and fund activation decision-making

Simple rules to guide our action in this area

- H2H resources should add-value and generate network effects, complementing other sources of funding
- Funding should remain focused in timing and scope but reflect a broad range of contexts where H2H services can support the wider response
- Expanding access to H2H funding should not be at the expense of strong risk management and controls
- H2H funding criteria should encompass systemic change, learning from evidence, and inclusivity

Photo by Unsplash, Mohamed Tohamia



What will success look like

An expanded H2H network fund with enlarged volume and scope, supporting an increased proportion of members to have a measurable impact on humanitarian action globally.

3. Facilitation and Brokering

Engaging with the wider system and catalysing change

Building stronger engagement with the wider humanitarian system, to promote H2H organisations and services, and contribute to system reform efforts.

We will increase H2H network activities focused on facilitating exchange and brokering relationships externally, while broadening our definition of the system to include those at the local level and outside the formal humanitarian architecture

Strategic Focus in 2022-25

- 3.1 Expanding network activities focused on linking members to the wider system
- 3.2 Broadening the range of stakeholders that benefit from H2H member services – both local and global
- 3.3 Increasing our understanding and measurement of how H2H member tools and services are used by different actors

Simple rules to guide our action in this area

- Increasing engagement in the wider system should not compromise the independence of the H2H network or its members
- We encompass members with different approaches to, and levels of interaction with, the formal humanitarian system
- The actions of the H2H network should be mindful of the power dynamics and political economy of the humanitarian system and strive to promote inclusivity and accountability

Photo by Fondation Hironnelle, Ollivier Girard: Reportage Studio Kalangou, Niger



What will success look like

The H2H Network providing an agile and dynamic platform linking members to the wider humanitarian system, increasing the relevance, visibility, and impact of their work.



Impact and Learning

Though H2H members have a long and established track record of driving change in the humanitarian system, in many ways the concepts and approach of the H2H network itself remain novel and unfamiliar. This is particularly the case where, as a broker and facilitator of system level change, the H2H network seeks to draw on ideas and practice from other domains.

In this context, it is particularly important to invest time and energy in documenting, measuring impact and promoting learning.

These are cross-cutting components of the strategic priorities described above. We will further seek to act as a bridge between theory and practice, drawing in thinking from outside the sector to understand how best the H2H approach can contribute to change in the system, and feeding our members' experiences at the operational level into global system reform efforts.

Photo by HQAI:
Discussion with the HQAI
auditors, women express
their views on the quality
of the services they
receive in Indonesia

H2H agencies' independent, cross-cutting services are well-suited to address many of the identified gaps and challenges that continue to hamper humanitarian action in emergencies. Together we help the humanitarian sector evolve and cope with the changing scale and nature of humanitarian crises.

Get in touch, we'd love to hear from you at info@h2hnetwork.org

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