

DG ECHO & IFRC Pilot Programmatic
Partnership:
Supporting Local Action in
Addressing Humanitarian and Health
Crises

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Acronyms

| | |
|-------|--|
| BDRCS | Bangladesh Red Crescent Society |
| CAG | Country advisory group |
| CCT | Cross-cutting theme |
| CEA | Community engagement and accountability |
| CHF | Swiss franc |
| COCG | Country operational coordination group |
| CVA | Cash and voucher assistance |
| EU | European Union |
| EUNS | European Union National Society |
| HNS | Host National Society |
| IDC | Indirect costs |
| KIIs | Key informant interviews |
| LEUNS | 'Lead' European Union National Society |
| MENA | Middle East and North Africa |
| MOFA | Ministry of Foreign Affairs |
| MTR | Mid-term review |
| NS | National Society |
| NWOW | New way of working |
| PNS | Participating National Society |
| PPP | Pilot programmatic partnership |
| SEUNS | Supporting European Union National Society |
| TA | (DG ECHO) Technical Assistant |
| TOC | Theory of change |
| TWG | Technical working group |
| UP | Unified plan |

Executive Summary

Summary of PPP

The IFRC DG ECHO pilot Programmatic Partnership (PPP) Supporting Local Action in Addressing Humanitarian and Health Crises is a three year¹ global preparedness and response programme supporting 24 countries, involving 24 host National Societies (HNS), 12 European Union National Societies (EUNS) and the International IFRC of Red Cross and Red Crescent Societies (IFRC). The programme officially launched its roll-out phase on 1 April 2022, and will run until 31 March 2025 and has a budget of up to CHF 230M.

The overall objective of the PPP is to ensure communities and individuals at risk, and local actors, are taking action through innovative and integrated strategies, to anticipate, prepare for and respond to and recover from humanitarian and health crises. The five strategic objectives or ‘pillars’ and five cross-cutting themes are described in the [PPP Theory of Change](#).

| Mapping of EUNS PPP Support | | | | |
|-----------------------------|----------------------------|------|---------|-----------------|
| No | EU NS/IFRC | Lead | Support | No of Countries |
| 1 | Austrian | 0 | 1 | |
| 2a | Belgian RC French Section | 1 | 1 | 2 |
| 2b | Belgian RC Flemish Section | 0 | 1 | 1 |
| 3 | Danish | 3 | 2 | 5 |
| 4 | Finnish | 2 | 1 | 3 |
| 5 | French | 3 | 2 | 5 |
| 6 | German | 6 | 4 | 10 |
| 7 | Int'l Aid Luxembourg | 1 | 5 | 6 |
| | | | | |
| 8 | Italian | 0 | 7 | 7 |
| 9 | Netherlands | 2 | 1 | 3 |
| 10 | Norway | 0 | 4 | 4 |
| 11 | Spanish | 4 | 3 | 7 |
| 12 | Swedish | 0 | 1 | 1 |
| 13 | IFRC | 2 | 1 | 3 |

MTR Objectives

The mid-term review (MTR) aimed to complement reporting on the reach of the programme and assess mid-term progress made towards achieving specific elements of the Theory of Change which are not easily captured in current data collection and narrative reporting - namely localization, network harmonization, coordination, communication, and global partnership leveraging. The review was not a typical one focusing on programmatic results and the likelihood of achieving the TOC. Rather it focused on higher-level enabling and strategic objectives, specifically:

- Objective 1: To what extent is National Society Strengthening making a difference in localisation and in supporting strong, independent and more sustainable National Societies?
- Objective 2: To what extent have EU National Societies contributed to and further aligned to IFRC-wide approaches?
- Objective 3: How has IFRC Membership coordination improved or changed during the implementation of the PPP?

¹ The programme began with a 6-month inception phase in ten countries to pilot key features. In total the programme will run for three and a half years.

- Objective 4: To what extent has the PPP contributed to enhanced dialogue between IFRC network and DG ECHO?
- Objective 5: How has the PPP enhanced the value-add of the DG ECHO IFRC Partnership?

Methodology and Constraints

The MTR focused on the period April 1, 2022, through March 2024 beginning with the first year of roll-out of the programme after the inception phase. Mixed methods, employing qualitative and some quantitative tools were used, specifically key informant interviews (KIIs), secondary data review and an online survey. Data analysis involved triangulation and some quantitative analysis.

The review was modestly affected by a few constraints, namely:

- Human resources – The allocated personnel for the large and complex programme with five review objectives was initially too small; this was later mitigated by a second consultant with French and Spanish language skills.
- Competing priorities – Stakeholders were in the midst of year 2 reporting and year 3 planning for the PPP and also contributing to other PPP consultancies that were ongoing.
- Data management – The initial dataset provided to the review team by the Review Management Team (RMT) was incomplete and not fully aligned with the review period. This was later partially addressed when the team leader was given access to an expansive internal IFRC site and supplemented by data from key informants.
- Timing – The MTR was implemented 12 months before the close of the 3-year programme, limiting the time available for stakeholders to benefit from findings and recommendations. While this is more of an issue regarding the use of results in year three it may have also affected participants willingness to engage in the review -with some questioning its utility. The results will ideally also inform any future similar partnerships in addition to informing year three.

Stakeholders Consulted

A total of 79 stakeholders were consulted through KIIs; 53% were with female respondents and 47% male.² A further thirteen stakeholders were reached through an online survey for EUNS at HQ level.

| Key Informant Interviews | | | | | |
|--------------------------|-------------------|-----------|-----------|-----------|--|
| Percentage | Organisation Type | Total | F | M | |
| 22% | HNS | 17 | 6 | 11 | |
| 39% | EUNS/PNS | 31 | 16 | 15 | |
| 30% | IFRC | 24 | 17 | 7 | |
| 9% | DG ECHO | 7 | 3 | 4 | |
| 100% | Total | 79 | 42 | 37 | |

² The review team did not ask key informants for their gender identity and therefore it is assumed for this analysis.

Findings

Cross-cutting Themes

A few issues came up repeatedly during data collection that appear to have affected most of the review objectives. While these are not new issues, they continue to have an influence and therefore bear mention as a few of them can be further mitigated in year three.

The overall planning approach has to some extent, negatively impacted the PPP design and execution. The PPP was crafted as a global programme with country selection only occurring after the concept and TOC we approved. This resulted in a globally-driven, top-down PPP design. While IFRC HQ staff noted that they encouraged countries to reflect on a three-year vision, teams did not receive guidance to develop a comprehensive 3-year vision and plan at country level; Other constraints included: a subsequent time-consuming and short planning horizon on an annual basis; delays in executing annual agreements and the knock-on effect on funding flows and implementation. The rush to move initially from design including the coordination architecture to implementation in a highly strategic, innovative and complex initiative, meant the IFRC and network essentially had to build the car together while already driving it.

The PPP has also been affected by some confusion over roles at regional and country levels, primarily in IFRC and compounded by a complex communication flow across many levels. This appears to be impacting some relationships and how stakeholders are interpreting guidance and decisions. Finally, several stakeholders felt that a more participatory process and one that included HNS could have been helpful in determining who was best placed to lead implementation support to HNS in a country and support in pillars across the PPP countries.

National Society Strengthening and Localisation

Objective 1: To what extent is National Society Strengthening making a difference in localisation and in supporting strong, independent and more sustainable National Societies?

The role of National Society Strengthening in the PPP was not fully understood nor planned for comprehensively at the outset of the PPP. This was partly due to the fact that it was embedded in the design and TOC as enablers to ensure a focus on reaching people through local action according to the designers of the global programme. The HNS were not involved in the initial planning as noted previously due to the design approach and this delayed the ownership and initially curtailed the voice of the HNS.

The EUNS technical support at country level along with IFRC support at regional and global levels, has significantly buoyed the HNS to expand their technical capacity, mobilise and support more communities through revitalized branches and supported new services and more agreements with Authorities at all levels. The sustainability of these results need attention in year 3. While PPP planning for year one was completed by April 2022, the new unified planning (UP) process was launched in June that year, which should have supported an overarching approach to National Society strengthening. However, the alignment of the PPP within unified planning was a missed opportunity in many countries and appears to have been affected by the challenges and possibly

quality of the results of the UP, and some lack of awareness and appreciation on the part of both IFRC staff and the network in some countries.

The terminology adopted by the PPP to denote roles and responsibilities of the membership may not be fully respectful of localisation ideals and the unity principle (i.e. 'lead EUNS' and noting HNS as but one of the implementing partners in a country in documents). DG ECHO significantly and strategically influenced the further embedding and operationalization of localisation support to the HNS through the inclusion of the financial management localisation indicators in the PPP as described in their localisation policy guidance released in March 2023.

Alignment & Harmonisation

Objective 2: To what extent have EU National Societies contributed to and further aligned to IFRC-wide approaches?

The alignment achieved in the overall set-up up of the PPP (legal, financial, and coordination architecture) has pushed the new way of working to a higher level and is arguably the most significant strategic impact and high-level value-add of the PPP and IFRC DG ECHO partnership. Significant additional technical guidelines and tools were developed across the pillars with partners working together at field level to further contextualise them and harmonise their efforts. Comprehensive engagement in CEA and Risk Management are still needed while expectations in financial management harmonisation were premature but should remain an ambition of the IFRC. Inconsistent translation of PPP tools, templates and guidance in working languages of the IFRC, particularly French, may have affected their take-up.

Coordination

Objective 3: How has IFRC Membership coordination improved or changed during the implementation of the PPP?

A comprehensive coordination mechanism was put in place to facilitate the significant organisational change that was being sought. Some felt it was too heavy and inefficient with too many layers while others felt some layers and stakeholders were under-utilized. There appear to be missed opportunities in some countries to take advantage of the PPP inputs to further leverage behaviour change in other projects via the NWOW and unified planning but the timing, and pressure of the PPP, largely influenced by significant delays in annual agreements and funding, may have prevented this.

There were also good examples where the membership worked well together in a harmonised way within the PPP and leveraged non-PPP projects to extend the reach of the HNS and outcomes in communities.

Coordination needs skills, constant attention and socialization. Normal turnover in HNS, IFRC and membership, compounded by turnover in the PPP likely affected PPP coordination.

Enhanced Dialogue

Objective 4: To what extent has the PPP contributed to enhanced dialogue between IFRC network and DG ECHO?

The top-down approach by both the IFRC and DG ECHO Brussels in the initial design and funding process of the PPP, contributed to confusion, challenges and misalignment between country plans and HIP country strategies, according to many and to some extent, misalignment between HIPs and HNS priorities. Overtime the dialogue efforts and enhanced coordination led to stronger mutual knowledge and awareness amongst the IFRC, the network and DG ECHO TA at field level.

The majority of EUNS at HQ level reported that their relationship remained the same (46%) or improved during the PPP (15%) while several felt their relationship had worsened (31%). Reasons for a worsening relationship were attributed to less perceived access at Brussels level and to some extent at the field level as well as lingering effects of the design process and misalignment with HIPS at the outset, and lessened access to new HIPs (not related to the PPP). Numerous stakeholders including some ECHO TA felt that these dialogue and coordination efforts, whereby ECHO can visit more regularly with HNS, IFRC and more EUNS should continue even beyond the PPP.

Value-add of the IFRC -DG ECHO Partnership

Objective 5: How has the PPP enhanced the value-add of the DG ECHO IFRC Partnership?

The most significant value-add of the IFRC and DG ECHO partnership has been its ability to have strategic influence, facilitate collective reach, and ideally potentially lasting change in-time, in how the IFRC and network works together through the development and testing of this comprehensive model. The PPP has enhanced the relevance and availability of technical resources, much of which will be sustained. According to many, the PPP has increased the reach and visibility of the HNS but as noted elsewhere, the sustainability of such efforts requires ongoing support particularly in the enhancement of core funding for many HNS. The pilot programmatic partnership, while far from a perfect programme, is influencing important change while deepening the partnership with DG ECHO at all levels.

Recommendations for Year 3

| # | Recommendations IFRC and Network | Suggested Priority |
|----|---|--------------------|
| 1 | <p>CCT: Roles and Responsibilities: Review roles and responsibilities at all levels, building on the good work done at the 2023 Brussels meeting, but with a particular emphasis on IFRC at regional and country level and EUNS at country levels - discussing with each group what needs to change and why. Regional Coordinators could do this for each of the PPP countries in the region ensuring discussions are held country-by-country, with the stakeholders all in the same meeting i.e. HNS, EUNS, SEUNS and IFRC. Results could be taken back to IFRC and PPP Network at global levels for final decision making. One concise document should then be resocialized to all groups.</p> | HIGH |
| 2 | <p>Exit and sustainability: All PPP countries need to develop/complete exit and sustainability plans regardless of when the PPP is ending. This will help ensure plans are in place for HNS to actively maintain what they can without additional resources or within their existing capacity (e.g. existing relationships with authorities, enhanced presence in communities, knowledge, awareness, skills of staff and volunteers through planned refreshers and desk-top exercises, keeping policies and associated procedures updated etc.).</p> <p>These plans should also include an analysis of plans of other partners in country (which should be easily done via the now multi-year UP process) to see where PPP investments can be leveraged and handed over to new support partners giving HNS more time to achieve, deepen and sustain strategic objectives from the PPP.</p> | HIGH |
| 3 | <p>Enhance how localisation is demonstrated and socialise key information related to localisation:</p> | MIXED |
| 3a | <p>Modify the nomenclature. LEUNS should become Coordinating or CEUNS; HNS should not be listed as an implementing partner but as the Lead Partner (LP).</p> | HIGH |
| 3b | <p>IFRC, supported by HNS and EUNS should discuss the localisation dashboard and indicators within HNS broader country coordination meetings (outside of PPP) to begin to socialise additional options to support localisation, generate discussion and identify additional ways to encourage and measure localisation.</p> | MED |
| 3c | <p>IFRC should share the dashboards on the 4 localisation indicators of all PPP countries with all so that all are aware of how HNS and the portfolio are doing vis a vis other PPP countries to encourage reflection and dialogue (by both EUNS and IFRC at country levels).</p> | MED |
| 3d | <p>At regional level, IFRC could hold a virtual session on the ECHO localisation guidance and include active discussions on what this application could look like in different countries.</p> | MED |
| 3e | <p>IFRC should share the localisation guidance and indicators created in Africa with other regions and countries to support learning</p> | HIGH |

| | | |
|-----------|---|---------------------------|
| 3f | IFRC supported by the network, including the localisation working group, should work to further enhance the IFRC localisation guidance (https://www.ifrc.org/happening-now/advocacy-hub/localization) as several stakeholders noted that membership are not on the same page with what it looks like in practice. | LOW |
| 4 | Better support relationship management between the IFRC and network with DG ECHO | |
| 4a | Maintain country coordination mechanisms after re-socialising who is supposed to do what (see R&R recommendation), ensuring the role for IFRC is clear and acted upon. This includes maintaining the CAG with ECHO even beyond the PPP. | HIGH |
| 4b | Ensure EUNS have access to ECHO at both Brussels and field level for normal relationship development and maintenance without impacting the grant management responsibilities of the IFRC in the PPP. | HIGH |
| 4c | The relationship is important to all EUNS and the IFRC; rather than 'gate-keeping', there should be more joined up approaches like the PPP; joint approaches at country and regional levels should be developed between IFRC and EUNS while ensuring adherence to the Principles and Rules of Resource Mobilisation and the DG ECHO EU Coordination mechanism. ECHO at country and regional levels could help normalise these joint communication and coordination mechanisms. | HIGH |
| # | Recommendations for IFRC | Suggested Priority |
| 5 | Develop a Management Information System and Enhance Communication Flow: | |
| 5a | IFRC needs to revise the communication flow in the PPP. Decisions taken, guidance and deadlines should be communicated to <u>all</u> by IFRC Geneva level and not to some who then have to pass along the message in their own way. Information can be delivered via virtual town hall meetings or via recorded messages (in multiple languages) on critical decisions and key information, priorities, deadlines, SC decisions etc. | HIGH |
| 5b | An easily accessible, information site should be created, following a grant management system with key templates, guidance, reports and grant documents for all stakeholders. The site should include links to IFRC technical guidance in as concise a way as possible; this should include new guidance and resources that were developed during the PPP. Ensure various databases are connected so that all information is available to all PPP stakeholders; find ways to ensure reporting is both up and down to help keep stakeholders on the same page. | MED |
| 5c | Ensure all templates and guidance documents are in the languages of the IFRC and articulated in subsequent agreements (at least in French for the French-speaking countries); IFRC at regional and country level should ensure key staff have appropriate language skills. | HIGH |
| 5d | Communication on the PPP down to the country level should be inclusive of other PNS in country to increase awareness of and potential alignment in support to key HNS strategic objectives; several PNS were not overly aware of PPP work at country level or didn't feel they were included in important discussions that they could have contributed to. | MED |

Background: Summary of PPP

PPP Geographical Scope

Implemented in **24 countries** across **five regions**:

Africa: Burkina Faso, Cameroon, Chad, DRC, Republic of Congo, Eswatini, Madagascar, Mali, Niger, Somalia, South Sudan, Uganda and Zambia

Americas: Ecuador, El Salvador, Guatemala, Honduras and Panama

Asia-Pacific: Bangladesh

Europe: Kyrgyzstan, Tajikistan

MENA: Lebanon, Palestine and Yemen

The IFRC DG ECHO pilot Programmatic Partnership (PPP) Supporting Local Action in Addressing Humanitarian and Health Crises is a three-year³ global preparedness and response programme supporting 24 countries, involving 24 host National Societies (HNS), 12 European Union National Societies (EUNS) and the International IFRC of Red Cross and Red Crescent (IFRC).

The programme officially launched on April 1, 2022 and will run until March 31, 2025; it has a budget of up to CHF 230M. As identified in the TOC, *through the Pilot Programmatic Partnership (PPP), the IFRC, in close partnership with National Red Cross Societies in the EU (EU National Societies) and through the National Societies in the countries of humanitarian action, will provide effective and adapted local response to communities in need, while coherently increasing the reach, quality and impact of the unique network of local actors constituted by the IFRC's network of National Societies.*

Per the concept note, the programme is designed to *make a concrete and large-scale contribution to the ambitions expressed in ECHO's Disaster Preparedness guidance and complements DG ECHO's overall objective of supporting preparedness interventions to strengthen the capacity of in-country preparedness and response systems to act as locally and early as possible, by ensuring integration with sub-national and sub-regional disaster risk management systems.*

The programme began with a 6-month inception phase from October 2021 through March 2022, to test the concept and begin to assess the needed coordination and cooperation arrangements.

The overall objective of the PPP is to ensure, **Communities and individuals at risk, and local actors, are taking action through innovative and integrated strategies**, to anticipate, prepare for and respond to and recover from humanitarian and health crises. The five strategic objectives or 'pillars' and five cross-cutting themes are described in the **PPP Theory of Change**.

The PPP is implemented by HNS, with the support and operational coordination of a lead EU National Societies (LEUNS) and with additional 'support' from in-country EUNS herein referred to a 'SEUNS'. In a few cases,

| No | EU NS/IFRC | Lead | Support | No of Countries |
|----|----------------------------|------|---------|-----------------|
| 1 | Austrian | 0 | 1 | |
| 2a | Belgian RC French Section | 1 | 1 | 2 |
| 2b | Belgian RC Flemish Section | 0 | 1 | 1 |
| 3 | Danish | 3 | 2 | 5 |
| 4 | Finnish | 2 | 1 | 3 |
| 5 | French | 3 | 2 | 5 |
| 6 | German | 6 | 4 | 10 |
| 7 | Int'l Aid Luxembourg | 1 | 5 | 6 |
| 8 | Italian | 0 | 7 | 7 |
| 9 | Netherlands | 2 | 1 | 3 |
| 10 | Norway | 0 | 4 | 4 |
| 11 | Spanish | 4 | 3 | 7 |
| 12 | Swedish | 0 | 1 | 1 |
| 13 | IFRC | 2 | 1 | 3 |

Table 1: Mapping of EUNS

³ The programme began with a 6-month inception phase in ten countries to pilot key features. In total the programme will run for three and a half years.

IFRC had to play these roles where EUNS were not able.

As the PP lead, the IFRC has the overall responsibility of strategic coordination, overall accountability, quality control and compliance. The IFRC is also to play a brokering role to ensure best use of collective competencies and facilitate capacity building as well as learning.

MTR Purpose & Objectives

The mid-term review (MTR) aimed to complement reporting on the reach of the programme and assess mid-term progress made towards achieving specific elements of the Theory of Change which are not easily captured in current data collection and narrative reporting - namely localization, network harmonization, coordination, communication and global partnership leveraging. The review was not a typical one focusing on programmatic results and the likelihood of achieving the TOC. Rather it focused on higher-level, strategic objectives, specifically:

Objective 1: To what extent is National Society Strengthening making a difference in localisation and in supporting strong, independent and more sustainable National Societies?

Objective 2: To what extent have EU National Societies contributed to and further aligned to IFRC-wide approaches?

Objective 3: How has IFRC Membership coordination improved or changed during the implementation of the PPP?

Objective 4: To what extent has the PPP contributed to enhanced dialogue between IFRC network and DG ECHO?

Objective 5: How has the PPP enhanced the value-add of the DG ECHO IFRC Partnership?

Methodology

The MTR focused on the period April 1, 2022, through March 2024. Mixed methods, employing qualitative and some quantitative tools were used, specifically:

- **Key informant interviews** using primarily structured interview guides differentiated by stakeholder group; some **group interviews** were conducted as well. Tools were translated into Spanish and French during data collection and led by a consultant who spoke both languages. An appreciative inquiry approach was used to some extent to encourage broader reflection by stakeholders.
- **Secondary data review** of both formal and informal data; this was envisioned to include a meta review of key data including reporting, lessons learned reports, regional workshop proceedings and key committee meeting minutes and decision making, among other document types. While secondary data review was conducted it was not as expansive as first envisioned.

- **Online Survey** for EUNS at HQ level using primarily open-ended questions and some rating/ranking questions.

Data Analysis primarily involved triangulation of KIIs and the online survey using a triangulation matrix across stakeholder groups. Basic quantitative methods were used for a few of the closed ended online survey questions while the open-ended ones were primarily analysed via triangulation.

Stakeholders Consulted

In total, 79 stakeholders were consulted through key informant and group interviews representing all organisations involved in the PPP (and some non-PPP PNS); nine out of the 24 PPP countries were sampled for data collection. These countries represented all regions involved in the PPP and were equally divided across the three budget categories (small, medium and large).

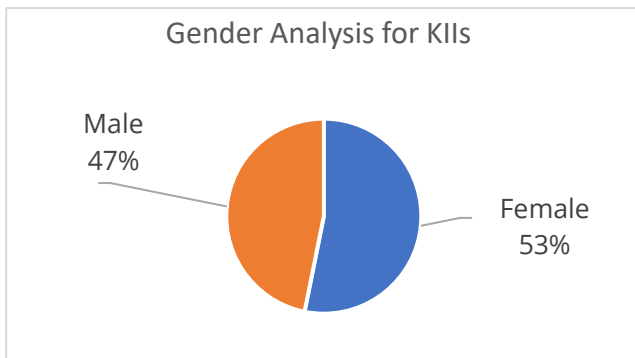


Figure 1: Gender analysis for KIIs

An additional 13 stakeholders were consulted through an online survey for EU NS at HQ levels. Gender balance was achieved in the consultation process in part due to the strong female presence across leadership, management and support roles in the EUNS/PNS and the IFRC.

| Percentage | Organisation Type | Total | F | M |
|-------------|-------------------|-----------|-----------|-----------|
| 22% | HNS | 17 | 6 | 11 |
| 39% | EUNS/PNS | 31 | 16 | 15 |
| 30% | IFRC | 24 | 17 | 7 |
| 9% | DG ECHO | 7 | 3 | 4 |
| 100% | Total | 79 | 42 | 37 |

Table 2: stakeholders consulted by KIIs

The EUNS survey was completed by 13 respondents representing at least 8 EUNS (two respondents remained fully anonymous) at HQ levels while 11 out of 12 EUNS in the PPP participated in KIIs at the country level.

| EUNS HQ Online Survey | | |
|-----------------------|-----------|------------------|
| Female | 10 | 77% |
| Male | 1 | 8% |
| Other | 2 | 15% |
| Total | 13 | |
| Denominator | 24 | Up to 2 per EUNS |
| Response rate | 54% | |

Table 3: EUNS online survey demographics

Review Constraints and Limitations

The review faced some constraints. Though several were identified during inception, their mitigation took time.

Human resources – The PPP is a large and complex programme with a big, diverse group of stakeholders. Moreover, the diversity of stakeholders involved warranted human resources with differing language capabilities. The MTR planned for only one consultant to carry out a remote desk review for 30 days. One person, even if they did have adequate language skills, still would have been insufficient to adequately address the range of objectives and key review questions. Fortunately, the RMT was able to identify a highly skilled evaluator with significant Movement experience who spoke French, Spanish and English. Though her contract and access to IFRC resources came quite late, the review was able to appropriately reach a sufficient and diverse range of stakeholders.

Competing priorities – The MTR came as IFRC global teams and network countries were completing both year two reports and year three plans. Moreover, a few other exercises were underway that also engaged stakeholders at many levels. These are noted below.

| No | Title | Dates | Objectives |
|----|--|-------------------------------|--|
| 1 | Future of the PPP | January - June 2024 | Review & recommendations on content and scope, selection criteria, partnership models, contractual, legal, financial set-up, defining and measuring localization |
| 2 | Midterm Review | February - May 2024 | NS strengthening, EU alignment, IFRC coordination, enhanced dialogue, value of partnership |
| 3 | PPP Communications & Visibility Strategy | One month. Unclear start date | Develop communications and visibility strategy |
| 4 | Audit | Dec 2023 - May 2024 | External audit of programme on expenditure verification & agreed-upon procedures |

Challenges in secondary data – The initial data set given to the ET by the RMT was quite limited with incomplete or draft data and a lot of data from the inception phase which the MTR did not cover (such as pilot country initial plans). Eventually the IFRC grant management team provided access to an internal PPP site and pulled additional data as requested. Overall, it was a challenge to understand the overall organisation of the internal site; many IFRC users contributed to it from all levels as its designed to ensure collaborative approaches; however it led to many versions of draft documents in the same site making it difficult to know which one was final or official. Moreover, limited access (by the second consultant) and the sheer number of consultations needed, meant primary data collection was prioritised over secondary data analysis.

Timing – this is a mid-term review, but it was implemented 11-12 months before the conclusion of the programme. Ideally it would have been conducted if not mostly concluded at the 18-month

mark (so 6 months sooner). This would have given stakeholders more time to deal with findings and recommendations. The timing of it may have affected stakeholders' participation as many noted that their year 3 plans were already concluded. Holding the MTR earlier could have also limited the number of competing priorities and provided a better sequencing to feed into the 'Future of the PPP' exercise. Throughout interviews, the ET emphasised the fact that the MTR was not designed to affect 'what' they were doing but possibly the 'how' given the strategic nature of the objectives and therefore while not ideal, it was ok that that year 3 plans were largely completed. Moreover, while the MTR focus was to inform year 3, results ideally will be useful for the IFRC DG ECHO relationship and any future partnerships.

Findings

Cross-cutting Issues

A few issues came up repeatedly during data collection of the MTR which appear to have affected most of the review objectives. Rather than repeating them in each of the affected objectives, they are described below. While these are not new issues, they continue to have an influence and therefore bear mention as a few of them can be further mitigated in year three.

Planning and agreements.

The global nature of the PPP – with countries being selected only after the conclusion of the concept note and TOC resulted in a top-down design. This coupled with the lack of sufficient time and guidance for detailed planning at the country level, compounded by the ECHO funding architecture used in this PPP, has limited the strategic scope of the work and likely the extent of the impact. According to IFRC Geneva, countries were encouraged to think long-term i.e. 3 years, but guidance was not provided. Therefore, it appears that most countries did not develop a detailed, three-year, integrated vision and comprehensive plan to fully articulate how that vision should be achieved (including which sectors, what key interventions and how this should be complementary to on-going programmatic and NSD support in country etc). Despite a three-year commitment, funding was released annually after reviews of progress and plans with reported annual changes to country logframes. This combined with lengthy annual processes to issue new agreements at the Geneva & EUNS HQ levels and the cascade effect down the multi-layered legal set-up resulted in significant risks for EUNS (at least those that could manage some form of pre-funding) and less time for operationalising and implementing plans. Numerous EUNS and HNS noted that during March 2024 MTR interviews, year two agreements at the country level were still not signed despite year 2 closing in May 2024.

Building the car together while already driving it.

The PPP provided a significant, strategic opportunity to enable the IFRC and network to develop and operationalise new and enhanced components of coordination. This was highly innovative on the part of both DG ECHO and the IFRC. However, true innovations take time and coordination and collaboration in a membership organisation is never easy, particularly in a global one with a long history. From the outset, including the inception phase, the clock was ticking, and the IFRC

was pressured to design, build and implement the PPP nearly simultaneously. While it has brought in significant resources, including those leveraged from other donors, and resulted in major new legal, financial and coordination architecture components, it appears to have resulted in considerable pressure and seemingly some haste in design and implementation which may have impacted the quality of efforts.

IFRC Roles & Responsibilities and Communication flow.

Roles and Responsibilities: Despite ongoing efforts by EUNS and IFRC, particularly at global levels,⁴ there remains some confusion over roles and responsibilities at regional and country levels, primarily regarding IFRC. Areas requiring better articulation focused on the IFRC regional technical role and overall responsibilities at the regional level; some stakeholders were unclear on the IFRC role at the country level in terms of how the IFRC would help create an enabling environment for the PPP. Many felt that documented roles and responsibilities were somewhat vague, leading to broad interpretations. Some of the 'confusion' around roles may have been more about differences in how stakeholders interpreted those roles, which in turn was at times seemingly due to a lack of sufficient clarity about these roles leaving space for interpretation.

Stakeholders gave specific examples where they felt that IFRC could be doing more to ensure that EUNSS work well together; where critical PPP issues with HNS could have been raised (backing up EUNS), and pushing back more when an LEUNS was seemingly promoting their own interests over that of the PPP consortium, including the HNS. Finally, in a few cases, disappointment in the role of the IFRC at the country level appear to relate more to a perceived lack of performance on the part of the IFRC rather than disagreement or confusion in responsibilities. Unfortunately, in a few cases, the MTR was unable to speak with IFRC country focal points to further clarify the situation.

Sometimes ECHO TA were confused as well; in one region noting an ECHO TA felt that the role of the IFRC vis a vis the LEUNS was not clear and another ECHO TA expressed frustration that IFRC was mostly absent. Finally, at least one ECHO TA thought that IFRC had or should have a supervisory role at country level while another felt that IFRC should be doing more at the regional level to ensure technical quality and provide oversight.

Communication: Confusion or disagreement in roles appears to be hampered further by communication channels. The apparent official communication flow on grant management and related matters appeared to be from IFRC Geneva to their IFRC Regional focal point to the LEUNS focal at country level; however, some felt that IFRC Geneva then also talked directly to the IFRC Head of delegation in certain countries; EUNS at HQ reportedly also communicated down sometimes via regions and sometimes directly to EUNS at the country level. According to stakeholders this complicated chain is leading to very different interpretations of decisions and guidance and some mistrust between IFRC and EUNS, and within EUNS members (as some noted they would hear things from their HQ but not from their LEUNS). Additionally, given that information came from various chains, some interviewees expressed a feeling that what they receive at country level was to some extent already 'interpreted' and not necessarily reflective of the original message.

⁴ An 11-page document on roles and responsibilities was developed in 2021 and updated in 2023 following the IFRC EUNS Brussels meeting.

Determining who is best placed to 'lead' or 'support' the HNS.

Numerous stakeholders (HNS, EUNS and IFRC) at field levels and to some extent, global levels, noted that greater, objective reflection was needed to determine which member is best placed to lead and support the HNS and that the HNS should have had a say. Moreover, several HNS also noted that a mapping of technical capacities of PNS wanting to work (or already working) in a country would be helpful so that they could better know what to expect from the membership and to know who they could go to for what.

Objective 1: National Society Strengthening & Localisation

To what extent is National Society Strengthening making a difference in localisation and in supporting strong, independent, and more sustainable National Societies?

National Society strengthening features prominently in the work of the IFRC and network. *Supporting and developing National Societies as strong and effective local actors* is the first transformation of seven in Strategy 2030 necessary to impact the five challenges and contribute to the two goals.⁵ The transformation requires efficient, well-coordinated and respectful support, concerted investment in robust systems as well as leadership and greater investment in branches given their critical link to communities. The importance of this strategic direction features prominently in the **PPP Theory of Change** as National Society Strengthening enablers (required capacities) are described under each of the five pillars.

DG ECHO has increased its own focus on the importance of localisation and having equitable partnerships with strong, local responders as evidenced by programmes like the PPP as well as the localisation guidelines released in March 2023.⁶ This document well articulates what localisation means to DG ECHO throughout the guide's five chapters in terms of outcomes as well as activities and processes for both DG ECHO and its partners. Highlights of the guidance particularly important to the PPP include the importance of facilitating access to multi-year funding for capacity strengthening, sharing of overhead costs, minimizing the risk transfers, enhanced two-way communication and supporting inclusion in coordination mechanisms to name a few. Several stakeholders interviewed were not fully aware of the DG ECHO localisation guidance.

Despite the strong embedding of National Society Strengthening in the PPP and the subsequent DG ECHO localisation guidance, there was confusion at the outset of the PPP that carried into year two as to what National Society Strengthening could be considered. Many key stakeholders noted that strengthening within a programme area was possible but things like the enhancement of core services (financial management, procurement/logistics systems, resource mobilisation, human resource management etc.) were outside the purview of DG ECHO. Support to programme strengthening without a concomitant effort in core services will not lead to a strong foundation nor sustainable reach or service delivery. In other words, one cannot be done without the other. Having a National Society strategy that includes a well analysed National Society development plan

⁵ Strategy 2030: A Platform for Change. Geneva, 2021. <https://www.ifrc.org/sites/default/files/2021-06/S2030-EN.pdf>

⁶ Promoting Equitable Partnerships with Local Responders in Humanitarian Settings. DG ECHO Guidance Note. Brussels. March 2023, <https://ec.europa.eu/echo/files/policies/sectoral/dg%20echo%20guidance%20note%20-%20promoting%20equitable%20partnerships%20with%20local%20responders%20in%20humanitarian%20settings.pdf>

is critical and appears to be slowly emerging in the Unified Plans (UP) across the 130⁷ countries that have developed them for 2023, which reportedly includes all the PPP countries.

The PPP was rolled out prior to the formalization of the UP process and therefore did not fully benefit from this new approach. Moreover, the quality and acceptance of the UPs for their first year are said to range considerably – with some stakeholders noting, ‘we completed the documents, but they only exist on paper at this point’, and other stakeholders noting they didn’t know what the UP and more broadly the NWOW, was, and weren’t sure of the connection to their PPP.

Despite the misunderstanding and missed opportunity in some countries, the MTR noted some significant things in National Society Strengthening and localisation that were influenced, at least in part, by the PPP. While these will feature in the Year Two report (and the MTR is not to repeat things that can already be captured in the formal reporting), some important achievements across the countries interviewed include:

- New or improved policies and guidelines of HNS
- New or improved Red Cross/Red Crescent law and related formal agreements with Authorities at various levels, further operationalizing the auxiliary role of the HNS
- New MOUs with Authorities on intentions to collaborate in new areas; Community-based surveillance was mentioned as an example in many countries
- More mobilised and capacitated communities and an increase in the number of volunteers (these numbers should be clearly visible in the year 2 report)
- Many HNS and partners described additional capacity and readiness in cash and voucher assistance (CVA), in Anticipatory Action (AA), early action protocols and multi-sector hazard response
- Some mentioned working in digitalization and greening response but that more effort and time were needed

“Several guides have been elaborated - the guide on cash was approved at national (State) level and is now used by everyone. A guide on Health has been elaborated with the Ministry of Health and another one on early action with the General Secretariat for Risk Management. These guides are shared and accepted at all levels of government”.

SEUNS

Many HNS and partners described how the PPP support enabled them to extend their reach into new communities, revitalize branches and expand their services; many also noted how preparedness measures complemented by the PPP flexi-fund, (once the kinks were worked out) led to a faster response.

“PPP is flexible and allows funds to be redirected to respond to unplanned situations.”

LEUNS

The PPP is an interconnected programme and results in the other objectives examined by the MTR also contribute to localisation. Hence, other contributing factors will be further emphasised in subsequent sections, including the significant work done by the IFRC technical leads and the EUNS via technical working groups (this aspect will be further described in the objective two on harmonisation and alignment).

⁷ Unified planning is now an institutional requirement of any National Society requesting assistance from the IFRC network. It is an approach to align partners around the HNS strategy in a comprehensive way that supports harmonisation, sustainability and impact.

In addition to the technical support to National Society Strengthening several other factors are contributing to localisation in a highly strategic way:

1. The PPP, in line with the ECHO localisation guidance, mandated a budget minimum threshold to be managed by the HNS i.e. at least 70%.
2. Required a minimum threshold of the HNS budget to directly support communities i.e. at least 60%.
3. Encouraged or otherwise led to the sharing of indirect costs (IDC) which had not been a common practice for many partners prior.

These financial indicators really operationalise localisation - demonstrating the importance of national actors and the trust placed in them by partners.

The sustainability of this capacity and the eventual exit from the programme is a strong theme of many of the year 3 workplans. EUNS and IFRC noted the importance of a concerted focus on key aspects of sustainability in year 3. Many HNS and some partners expressed their belief that enhanced capacity (improved knowledge, skills and access to response equipment) will be sustained on its own. Considering the turnover in HNS staff and volunteers, this is probably naive. Refresher trainings and re-equipping within the NS's own capacity has to be a part of the sustainability plan. In other contexts where there have been infrastructure inputs (water supply, WASH capacity at community level), the HNS and EUNS well described comprehensive operations and maintenance plans that have been put in place and/or where National Authorities have already taken responsibility for key services. This should significantly contribute to sustainability.

Barriers to National Society Strengthening and localisation (and its sustainability). External factors impacting localisation included extreme poverty and ongoing humanitarian crises, such as prolonged or recurring conflict or insecurity in many of the PPP countries; another factor affecting many PPP countries is the turnover in national and local Authorities; but as this is a known and common occurrence, it needs to feature in the sustainability and exit plans. The cross-cutting factors noted earlier are impacting National Society Strengthening including the planning and budgeting every year combined with late agreements and late funding have been impacting the time available for country plan implementation. HNS and others noted the intense pressure to spend often meant activities are done or seem to be done in a rush; and this pressure is perhaps contributing to what some HNS and EUNS described as parallel activities – a common historic practice of PNS doing direct implementation through parallel national staff to augment the capacity and speed of the HNS. One EUNS noted quite openly that they recently stopped parallel activities because the partner was ready, and it was no longer needed. The felt need for parallel staffing and activities might mean plans are too ambitious for the timeline and/or greater concerted and harmonised investments in National Society Strengthening are needed.

For a few, another barrier related to the perception of managing the resources. That is, while the majority of the PPP budget was on the HNS side, some felt the management aspect was minimal noting that the EUNS still had to co-sign everything and in another case the EUNS were bringing things that appeared to be already decided to the HNS to sign. While these are only two cases, localisation should empower partners in practice and not just on paper.

*The other NS co-sign the activities,
but it is the HNS who is
implementing. The HNS is at the
mercy of those who hold the
funds.*

HNS

Finally, a few reflections from the evaluation team (ET) on nomenclature. This was not raised by any stakeholders. In various operational documents, the partnership denotes ‘lead’ EUNS and ‘supporting’ EUNS. The HNS along with SEUNS and LEUNS are listed as ‘implementing’ organisations. This is also how various stakeholders verbally reference the various actors. This appears to not fully align with the localisation intent nor fully honour the unity principle as the HNS should be the only ‘lead’ in a country. While the concept note did not intend to take anything away from the HNS, things appear to have been operationalised in a way that could lead to misinterpretation.

Objective 2: Harmonisation and Alignment

To what extent have EU National Societies contributed to and further aligned to IFRC-wide approaches?

The EUNS along with the IFRC and Red Cross EU office⁸ have made significant efforts since the outset of the planning of the PPP to develop modalities to accommodate this new, strategic opportunity. These efforts have resulted in a new model for coordinated and harmonised support to HNS which should continue to be tested and improved based on experiential learning. The time and effort, including challenging negotiations and subsequent tools on the coordination aspects cannot be under-estimated as they were instrumental in getting this iteration of a new way of working off the ground. This influence on the new way of working is arguably the most significant, strategic impact of the PPP and the ultimate value-add of the IFRC DG ECHO partnership.

Beyond the development of the **PPP Legal Set-Up** and corresponding financial and agreement architecture, the PPP also worked to enhance the availability of new as well as improved technical guidance and tools. Technical working groups were set up at the global level that cascaded down to the regional level to support increased availability of new guidance and technical support as needed by EUNS and HNS. In some cases, the PPP enhanced ongoing efforts in which the membership had been working closely together for many years e.g. National Society Preparedness and Cash and Voucher Assistance to name but two. In other areas, the PPP brought renewed energy and enhanced attention to important issues such as Risk Management, People on the Move, Green Response and Community Engagement and Accountability.

The PPP has managed to strengthen a few areas that the HNS had left neglected. EUNS

The MTR was only able to interview five of the fifteen global advisors in addition to the Risk Management focal point. The results of all their efforts are well documented in the ongoing reporting to DG ECHO and won't be repeated here; instead, the MTR sought to identify some of the corresponding influences or effects of this work in the countries interviewed.

Several products were developed by the Disaster Law and Auxiliary Role unit, with some support from the PPP which was leveraged to bring in additional needed resources from other donors.

⁸ The Red Cross EU Office is a membership office representing the 27 National Red Cross Societies in the EU, the Norwegian Red Cross, the Icelandic Red Cross and the International IFRC of Red Cross and Red Crescent Societies (IFRC). The office works to coordinate relations between the members and EU decision-makers and stakeholders, sharing their extensive experience and expertise in supporting vulnerable people and communities within and outside the EU. Paraphrased from website: <https://redcross.eu/>

This leveraging is a good example of some efficiency of the PPP. One of the seminal products are the Disaster Risk Governance Guidelines. This work brings together 20 years of learning into one place. Prior to this, everything was reportedly, sectoral and scattered. These guidelines should be of great importance to government authorities and their partners and are likely to become an important tool for contributing to humanitarian learning and reform. These guidelines have reportedly generated significant interest within UN circles and will be formally released later this year at the International Red Cross Red Crescent Conference. The new Red Cross Law in Panama, and the new DRM law in Ecuador are just two significant impacts that the PPP with support from disaster law personnel, helped take over the finish line.

PPP support contributed to the mainstreaming of the preparedness of the DRM cycle which was also noted by many stakeholders at country level; harmonisation in Zambia, supported by the Netherlands RC (and by their MOFA) was highlighted as but one example, although alignment across EUNS is still a work in progress.

Enhanced cash capacity and preparedness was mentioned in several countries. Globally, CVA is being done in 20 out of 24 PPP countries. The PPP supported a cash preparedness pathway which sets out a 2-to-4-year direction for HNS to become cash ready. The Cash Hub completed a Cash Self-Assessment, and the PPP provided a great opportunity for it to be applied. CVA Tools are mostly harmonised and are being applied across the membership with contextualisation as needed.

The community engagement and accountability (CEA) technical working group (TWG) worked hard to raise greater awareness of the importance of CEA and promote the existing tools and guidelines; the IFRC advisor, supported by the TWG, also developed aids for PPP stakeholders to more easily integrate CEA into the PPP programme; while a few countries highlighted their work in CEA, overall CEA wasn't as prominent as expected. The seemingly limited take-up by EUNS and the PPP countries was also noted by some members of the TWG. This could be a function of the

PPP global design – with CEA sitting in its own pillar and countries given the flexibility to select a minimum of three pillars, including at least one “qualitative pillar”(i.e. CVA or CEA, (though some interviewed did choose all five). If a pillar wasn't chosen, it wasn't budgeted for. CEA is a cross-cutting issue, and a really important component of localisation and, as such, should be a part of all programmes and National Society Strengthening. This doesn't mean it's not happening within the other pillars (this in-depth examination was beyond the remit of the MTR) only that it wasn't apparent to the global technical coordinator, the TWG and the ET. One EUNS leading CEA support in a PPP country felt there should be greater discussions across the PPP of who is doing what in CEA and a greater focus on learning. While much of that is documented,⁹ a live learning event (remote or in-person) might be warranted. This

From the start, the HNS has had to deal with 3 NS each with their own finance manual, each one with different processes and rules. For example, limits for purchases that do not require signatures varies...there is no clear agreement on what limit should be even if officially was decided that strictest rule applies.

All this causes frustration and provokes a lot of internal discussions and delays in payments.

SEUNS

⁹ See the [ECHO PPP page on the community engagement hub](#).

aforementioned EUNS adopted a strategic and cross-cutting approach to CEA. This is further discussed in [Lessons Learned](#).

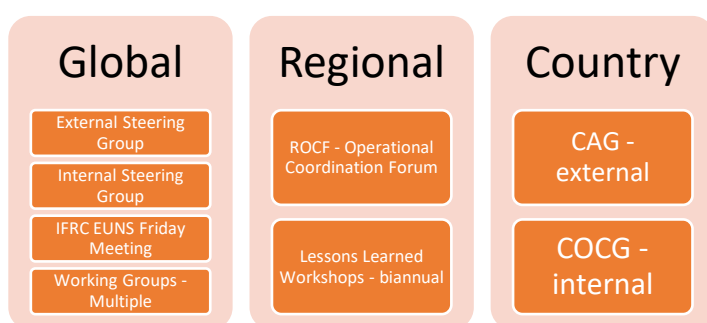
Efficiency and gaps. The PPP is an ambitious programme and has supported significant further harmonisation and alignment – both technically and in the PPP working modalities. It did not yet achieve harmonisation in financial management and reporting as was expected by some at the outset. At the country level, many EUNS continue to work with the HNS on financial reporting per their individual EUNS requirements and continue to apply their own financial management thresholds for key things like procurement. While this has not resulted in efficiencies in working with the HNS, it remains an area of focus in the localisation WG and the pilots in four PPP countries. This level of harmonisation in the future would represent a significant organisational and cultural shift and arguably may not have been a reasonable expectation for this iteration of the IFRC DG ECHO partnership.

Another gap was the consistent availability of tools and PPP templates and guidance in the working languages of the PPP countries. Numerous French speakers noted this while in the Americas, the IFRC and Spanish Red Cross had to work at the regional level to ensure documents were translated into Spanish. Moreover, French language skills among IFRC staff supporting PPP countries from the regional and cluster levels was also a noted gap which may have limited the understanding and take-up of some PPP tools, templates and guidelines.

Objective 3: Coordination

How has IFRC strategic Membership coordination improved or changed during the implementation of the PPP?

Coordination in a membership organisation is an essential element to limit the negative effects of diverse, myriad interests and potentially competing priorities while maintaining the diversity needed for creativity, critical thinking and contextualisation. The Partnership put a multi-layered coordination structure in place to support the implementation of a new legal framework and the various strategic objectives of the PPP.



In general, the coordination mechanisms appear to have been implemented as planned with some success over time, but varied opinions about which at times were difficult to triangulate.

Figure 2: Summary of key meetings in multi-layered coordination structure

Global Level: The most significant and relevant feedback (in terms of users of global coordination) came from the EUNS HQ survey. The majority (N=13 representing at least 8 EUNS) noted that IFRC global coordination was occasionally effective, with 31% noting it was mostly effective. Many stakeholders noted that over-time coordination improved but some key things could be improved further. These were:

Roles and responsibilities: as noted in cross-cutting themes, there are still some misunderstandings, disagreements or seemingly inconsistent application of roles and responsibilities or questions at all levels. One significant aspect to address is the role of IFRC regions vis a vis the global level and ensuring that the regional role value-add is clear and acted upon. Clarity is still needed as to who is in charge of quality assurance/quality control; while a few stakeholders felt IFRC at global level and regional levels should be playing more of a strategic role rather than an operational one.

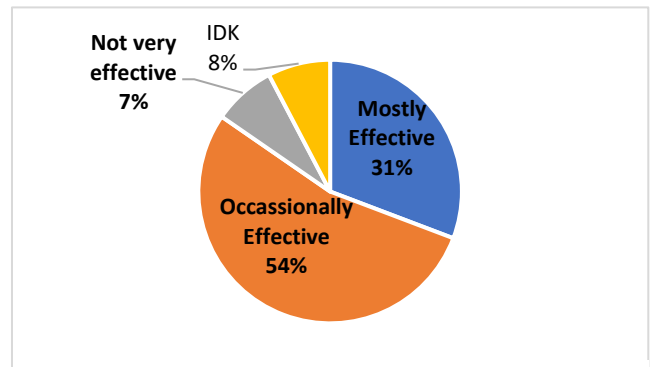


Figure 3: EUNS HQ Survey on IFRC Global Coordination

Process management and Information management: There were some reflections that the coordination structures put in place were a bit heavy and complex. Significant delays in agreement management and fund flow continue to have significant impact across the PPP; this is not only a function of IFRC coordination but is also reportedly also a facet of DG ECHO processes and procedures.

Stakeholders requested that the IFRC ensure all data is available in a highly organised site and accessible to all following a grant management approach. They also strongly requested that that all templates and tools come with clear guidance and be made available in a timely fashion (incorporating the opinions of the membership especially the HNS where possible) and that enable the membership time to apply them in a consistent and quality manner. Another request mentioned frequently is for homogenous and unique reporting documents that all members should use in order to eliminate the existing multiplicity of formats in use (IFRC, HNS and EUNS) that often all have to be filled in. Last minute requests, changes in deadlines and heavy revision of reports by IFRC HQ were particularly frustrating.

Another challenge is around the procedures, especially regarding contracts. The Country Agreement was very delayed and there was a lot of pre-financing especially for staff. These delays also impact the ability to implement the activities on time, especially in the communities.

HNS

Agreements and associated tools need to be written more simply and directly so that information is clear and misunderstandings or variety in interpretation are lessened. Ensuring that all documents are in the working languages of the IFRC (as noted in the previous objective), particularly French and accepting key inputs like plans and reports in French should be supported, rather than putting the burden of translation on the HNS or EUNS according to key stakeholders.

The PPP requires that most things are written in English: reports, tools etc. This means that all PPP documents coming in or going out of (country) have to be translated into and out of French. The NS has requested that documents be provided in French but so far there has been no answer.

LEUNS

A variety of key informants across IFRC and network alike felt the internal Steering Committee did not meet enough nor spend enough time addressing strategic issues. The representational aspects also worked less well. The EUNS members met on a regular basis and could take forward issues from the group to the SC (though some felt members still represented themselves and not the full EU membership); the HNS however, did not have a similar coordination forum save for the regional leaders forum which meets annually and therefore HNS likely represented themselves in the SC though a review of meeting minutes showed that they raised issues that plausibly affected the PPP HNS at large.

At the regional level – the regional grant coordinator, supported by a range of IFRC regional staff, the LEUNS and Sr. management of HNS as well as IFRC country representative(s) were to meet quarterly (at a minimum) to ensure consistent guidance, exchange of best practices and ensure overall accountability in the PPP. It was unclear as to the extent to which this actually happened (which might have been a function of the myriad questions the MTR had in that we may have underemphasised this line of questioning). However, at least one regional focal point noted that they don't coordinate on the PPP; while in another region, EUNS at regional level were dissatisfied that they were not invited to the PPP meetings that were held.

At the country level two mechanisms were developed:

- 1) Country Operations & Coordination Group (COCG)** support coordination across the EUNS, HNS and IFRC. In general, this coordination was conducted as prescribed but with mixed success which is not surprising considering the variety of organisations and contexts involved. In some countries, EUNS reported that this mechanism was instrumental in aligning the partners and getting them to 'all pull together'. In others, coordination happened but not as frequently as prescribed or as some EUNS would have liked; still in others, SEUNS noted that coordination was happening but that the purpose was unclear, not useful, or the voice of the LEUNS was too 'loud' i.e. too frequent, which limited the voice of others.

There are real challenges here - it is not clear what the role and function of each partner are, and it is exhausting.

LEUNS

- 2) Country Advisory Group (CAG)** involved the HNS, LEUNS, DG ECHO TA and the IFRC HoD/representative. This only started in year two and many said it was a really helpful mechanism. It sounded like SEUNS were invited in some countries, but this was not a consistent practice. In other countries, SEUNS were present during field visits with the ECHO TA.

Some key informant reflections by EUNS, HNS and ECHO TA (in different countries) felt that the PPP and its pillar approach, with pillar leads and up to 3 EUNS, is contributing to a fragmented programme and was being implemented as separate projects rather than one programme with coherence across sectors and interventions; some EUNS at HQ level also noted this. However,

stakeholders in two other countries described a more integrated and comprehensive approach across the pillars due to the PPP design and how they worked together in planning.

Linkages between and mutual influences of the PPP and the NWOW including Unified Planning and various processes such as joint approaches to risk management, resource mobilization, advocacy etc. were mixed. The PPP was launched before the institutionalisation of unified planning (though some aspects were present in the pilot countries). In one country, stakeholders reported that the PPP team was really able to benefit from the IFRC support and guidance in the NWOW, highlighting joint PMER, joint assessments, risk management etc. and that it has helped the PPP team work together and support the unified planning process; another country felt that the alignment of the PPP team enabled them to better support the Unified Plan and contributed to further harmonisation and joined up efforts outside of PPP. In another country, the membership worked well together to produce the UP (and associated products) but that they remained a paper exercise and were not connected in any way to the PPP.

There was more than one context where either the NWOW was unknown (some EUNS and HNS) or had not been sufficiently explained or operationalised, thus making it difficult to measure whether the PPP had in any way contributed to it. In one country representing the other extreme, some stakeholders noted that the UP did not exist there and that they (EUNS) and in their opinion, the IFRC, did not really understand the NWOW.

Barriers to better coordination and support to the NWOW appear to be influenced by a lack of a multi-year unified country support strategy whereby members could better come together on things like sustainability plans with the HNS, and harmonised support to help the HNS resolve chronic challenges like procurement, asset management, human resources and resource mobilization. While the UP can be multi-year, it seems to have initially been treated as an annual plan. Coordination may also have been impacted by turnover in key positions in several countries, across HNS, IFRC and EUNS.

The HNS is showing leadership at central and local branch level and is taking ownership of activities.

LEUNS

Despite these challenges, the PPP has had some good influences in non-PPP programming. Some stakeholders noted that PPP programming filled in gap areas in other programmes, thereby enhancing outcomes; in several countries, others noted that the PPP helped the HNS build a strong foundation and subsequent programmes further extended the reach of the HNS (in communities and with authorities).

Seemingly good practices to sustain:

- The CAG model with ECHO supported enhanced coordination and good communication; and using this communication to seek ECHO's help when there are challenges in

HNS reflection on their DG ECHO TA relationship

The last generation of ECHO were like audit. And now we are like partners! This is a new generation. They work with us! They provide advice, recommendations and suggestions and more interconnections and bringing the experiences from other countries in region and beyond. The TA - they are real technicians! They are really useful for us! We love to have an actual partner and not auditors. We learn from each other - this is how it should be. This model of cooperation - we love it! They are strict but in a softer way they teach us how to be better.

HNS Leadership

We meet a lot with them (ECHO TA). They were practical, courteous and technical; they provide us a mapping of where all the other partners are - they connect us to the other (local) partners. They force us to work together - but in a good way.

HNS technical staff member

coordination with Authorities as was done in one PPP country; ECHO TA noted they can play an advocacy and support role and encouraged the network to use them in that way

- Joint NSD support plans with regular coordination and reflection so that the PNS can remain focused in their support and build on each other's inputs as is being done in another PPP country
- NWO/WUP champions from EUNS/PNS with significant soft skills and energy which seemed to be a driving force in a few of the countries interviewed

Objective 4: Enhanced Dialogue

Objective 4: To what extent has the PPP contributed to enhanced dialogue between IFRC network and DG ECHO?

Overall, the PPP influenced greater mutual understanding between the IFRC network and DG ECHO. A majority of IFRC and network stakeholders at field level said they understood DG ECHO better and over-time, there was an improved relationship. A few EUNS at HQ level felt their relationship with DG ECHO got a little worse during PPP in part due to less interaction with DG ECHO at the HQ level and for some at the field level (in the case of supporting EUNS); these

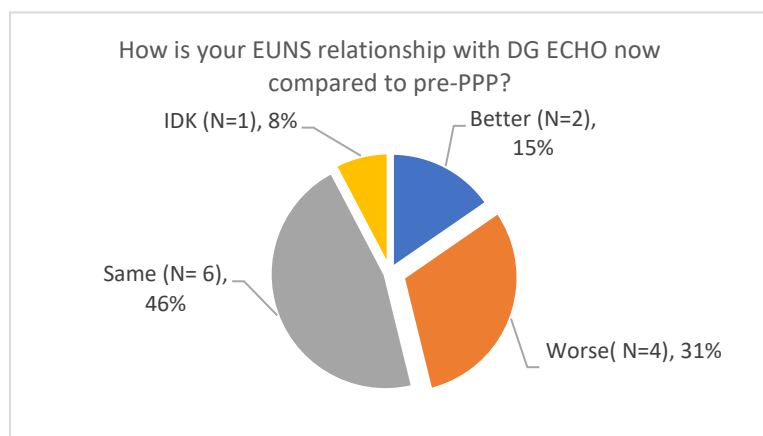


Figure 4: EUNS survey question on relationship with DG ECHO

opinions were also influenced by the confusion and misalignment between the global PPP as operationalised in some country plans and the country HIP strategies, particularly early on in the process. There were also perceived limitations in access to other HIP funding while the PPP was in place. However, another EUNS noted that their relationship was better because, after some confusion in the PPP, they were able to visit the

geographical desk in Brussels and quickly sorted things out.

A majority of DG ECHO TAs interviewed agreed the relationship is stronger, deeper and/or they have more visibility and understanding of who is doing what after overcoming significant challenges in year 1.

As mentioned, some ECHO TAs had differing interpretations of IFRC role at country/regional level suggesting that IFRC should be supervising the programme more at country level and providing more technical inputs and oversight. At least one TA did not fully understand the division of labour between IFRC and the LEUNS nor the value-add of the IFRC in that case.

Many RCRC and ECHO TA said this level of interaction and coordination should continue (even beyond PPP).

Several contributing factors, both positive and negative were noted. Many stakeholders (both network and DG ECHO) noted that the top-down approach of the PPP from Brussels and the initial

misalignment of the PPP at country level with country-level HIPs, early on in the process, as well as the lack of involvement of ECHO TAs during the design stage led to significant challenges in the relationship between the IFRC, network and DG ECHO at country level.

The relationship with the Movement is much stronger than before; before it was only bilateral. ...Yes, this should continue - because this is more efficient. It's a big family - it helps to see who is doing what. **DG ECHO TA**

Additionally, the budget structure of the PPP, pulled money, in a way, from country-level HIPs into the global PPP. This understandably appears to have caused frustration among some ECHO TA who, in their reflections, had less resources to address pressing challenges, while country-level PPP monies were not aligned to those priorities. In a few examples, TA's were able to adjust this alignment over time through

dialogue, resulting in modifications to HNS plans. Better communication and coordination with and within DG ECHO overtime may have lessened this tension.

ECHO sometimes has had to say no to requests for DREF funding due to concerns of duplication of activities - the PPP is big and the resources provided were considered enough to provide the response requested.

ECHO TA

Frequent dialogue at the country level, field missions and twice-yearly strategic coordination meetings between the ECHO TA, HNS, LEUNS, SEUNS and IFRC were said to have significantly contributed to improved knowledge and awareness over time as well as overall improved relationships. Another contributing factor is the range of

IFRC and network stakeholders that the ECHO TA were able to meet with: some TA noted that prior to the PPP they only met with HIP-funded EUNS, with IFRC for DREF and infrequently with HNS. Meeting with the larger family in a given country gave TAs more insight as to who was doing what and seemingly some reassurance that the network does coordinate to ensure there is no duplication of effort. In addition, field visits by ECHO helped increase the visibility of the network, particularly the HNS.

The formal coordination mechanisms at country level between the network and DG ECHO TA appear to have been effective. While one TA noted that at first, they didn't expect 'to be this involved' in the PPP – over-time they found it

In a partnership, everyone has to be able to listen to their partners.

ECHO TA

necessary and worthwhile. The majority of HNS interviewed appreciate the access to and support of the ECHO TA - however there appear to be a few outlier countries where some tension between the HNS and TA appears to linger.

Objective 5: Value-add of the IFRC-DG ECHO Partnership

Objective 5: How has the PPP enhanced the value-add of the DG ECHO IFRC Partnership?

The most significant value-add of the IFRC and DG ECHO partnership has been its ability to have significant strategic influence, facilitate collective reach, and ideally potentially lasting change, over time in how the Red Cross Red Crescent network works together in areas of common, strategic and operational interest. The pilot Programmatic Partnership, while far from perfect, is influencing important change in how the IFRC and the network works together while deepening the partnership with DG ECHO at all levels. The PPP has contributed to this by providing the resources, opportunity and scope for the IFRC and a significant portion of the network to test out and operationalise new ways of working together in alignment with the IFRC Agenda for Renewal.

Efficiency of resource mobilisation. The MTR did a cursory assessment of DG ECHO resource mobilisation data from both IFRC (including EUNS) and the RC EU office (including EUNS and IFRC). This review indicates that on average, the 3-year PPP has overall, mobilised significantly more resources per year than the IFRC and EUNS did individually in the three years preceding the PPP (excluding IFRC ESSN). However, there were some inconsistencies in the two data sets and seemingly different definitions on what was to be included and hence the review is not presenting the figures as it's only indicative at this point.

To more comprehensively examine this type of potential efficiency (e.g. one resource mobilisation model over the other), there needs to be agreed definitions as to what should be included/excluded along with a deeper examination of how those resources are being used (e.g. proportions going to overhead, to HNS and to communities, staffing at various levels etc.).

Moreover, DG ECHO no longer has a dedicated funding line for International Organisations and without a subsequent IFRC grant of this type, it may be premature to definitively note that this (the PPP model) is a more efficient resource mobilisation model. On the surface, the PPP appears to be more financially efficient than prior EUNS and IFRC HIP approaches but more joint analysis between the IFRC and the EUNS would be useful.

The PPP has also mobilised significant technical efforts in the way of new guidelines, tools and to some extent, human resources as noted. These efforts have contributed to the extended reach of HNS into new communities, while deepening the relationship in many existing ones. Several HNS were able to describe greater visibility¹⁰ with Authorities at various levels and to some extent, civil society at large. IFRC global technical staff, to some extent, felt that they (and their regional counterparts) could have done more had the EUNS/HNS budgeted for their support at the country level. Some EUNS noted that they have technical capacity in strategic areas and also highlighted that the PPP design put a cap on HR (in addition to how much budget they could manage, along with thresholds as to how much programming had to directly benefit communities); some EUNS

¹⁰ The MTR team did not examine visibility efforts nor impact of EUNS in their home countries as visibility results are well describing in official PPP reporting.

speculated that the PPP may have limited the amount of technical support to HNS compared to previous HIPs but this could not be validated.

Efficiency of human resource/technical support to HNS could not be adequately assessed. There were some other EUNS perceptions that support was more aligned and therefore more efficient as well as some HNS perceptions that they had more resources for HR, and they could work more efficiently and effectively. The budget architecture of the PPP may have contributed to some efficiencies due to key budgetary thresholds while the technical roles and support from EUNS and the IFRC and the various levels appears to be insufficiently articulated to measure or influence efficiency in a significant way.

From a programmatic point of view, several stakeholders (both HNS and EUNS) noted that the PPP provided an opportunity to fill in strategic gaps in HNS programming, enabling them to progress more effectively in preparedness efforts. Some EUNS noted that the PPP assisted them to come together more easily to help the HNS address chronic weaknesses such as procurement and logistics, thereby potentially contributing to greater efficiency and effectiveness of support to the HNS.

In terms of what will be sustained, many noted that the technical work (guidelines, tools) will be sustained by IFRC at global levels as these are an important part of Strategy 2030 and their subsequent workplans; according to many, the PPP provided an opportunity to move on some strategic technical priorities more quickly and comprehensively.

The interest in and momentum of some of these new ways of working are likely to be sustained by IFRC and key network members, however the push provided by DG ECHO financial opportunities cannot be underestimated.

Lessons Learned

The MTR did not undertake a formal process to identify lessons learned nor ask all stakeholders what lessons they learned along the design and implementation of the PPP as there were a lot of topics to cover. Rather, with some key stakeholders, we did ask what they would do differently for the next time or in a future, similar project. In two other instances, stakeholders raised points of learning (both positive and negative) from other experiences that they felt could benefit the IFRC and network as they seek opportunities and solutions to enhance the efficiency and effectiveness of the work of the membership. Finally, the MTR summarised themes of reflection from stakeholders on any potential future PPP.¹¹

These few reflections are summarised below. Note, these are not formal findings, nor do they feature in the recommendations but should be considered alongside both findings and recommendations as readers find relevant.

Learning from the IFRC and network experiences in consortiums and multi-country-multi-stakeholder programming through regular meta and literature reviews. Over the past several years, the network and IFRC have worked together to influence and inform the NWOW. This work has reportedly been influenced by attempts to document internal and external learning from consortia and federated systems. Several initiatives or approaches were highlighted during the MTR that stakeholders felt contained lessons in how partners should and shouldn't work together in settings involving multiple partners or multiple countries. These included **Partners for Resilience Philippines**¹², **IFRC-AmRC-BHA Red Ready programme**, and the **Bangladesh Shared Leadership approach as well as the One Window Framework**, also in Bangladesh. Rather than highlighting the learning from each of these initiatives (this was behind the remit of the MTR), the point is – the opportunities for organisation learning in 'new ways of working' are constant and ongoing. The IFRC would do well to do a meta review and literature review every three years to ensure lessons, including from the initiatives and approaches highlighted, are captured and feed into opportunities like PPP and ongoing guidelines and tools in the NWOW.

The Swedish RC and Bangladesh RC (BDRCS) approach to operationalising CEA as a cross-cutting theme in the PPP should be reviewed and documented. During interviews, a representative from the Swedish Red Cross explained an interesting approach that was taken with BDRCS to help integrate and operationalise the BDRCS policy and guidelines in CEA across their core services using a rubric approach. This sounded like a pragmatic and innovative approach and both partners would do well to turn this into a case study - identifying what worked well and what didn't as implementation of this scales up in year three.

"Lessons learned" is a lesson obtained from evaluation of projects, which is applicable to similar projects.

"Recommendation" is a suggestion that is useful for the improvement of the evaluated project.

JICA Guidance from website.

https://www.jica.go.jp/Resource/english/our_work/evaluation/oda_loan/post/2004/pdf/lessons.pdf

¹¹ Stakeholders should note that all data collected will be anonymized and shared with the Future of the PPP consultant for further analysis and inclusion in the deliverable as relevant.

¹² <https://www.partnersforresilience.nl/en/countries/philippines>

Key personal lessons learned in the PPP. Key persons were asked - "What would you do differently for the next time or in similar situation?" Where reflections were triangulated, they are summarised below but as noted earlier, the broader data set from the MTR will be anonymised and handed over to the Future of the PPP consultant to inform that ongoing process as there are many more recommendations for a future type of a PPP and these opinions deserve more attention as they stem from recent experiences.

Highlights included:

Design: Involve the HNS from the start and align things at the country level (in the case of global or regional programmes) prior to starting is essential. Discussions with all stakeholders (HNS, LEUNS, SEUNS, PNS, ECHO, IFRC) must take place on the country plan before any validation. Ensure everyone understands everyone's priorities and capacities, and to limit having to adjust programming later on (this includes how reporting will be undertaken both within the network and also for ECHO). For multi-year programming, ensure a multi-year vision and design with appropriate guidance and sufficient timelines for participatory approaches and comprehensive discussions.

Supporting the HNS to achieve their vision of success: Ensure that HNS can support the coordination role that the PPP places on it, e.g. with designation of specific HR that can oversee the PPP can be a key factor in terms of 'success' and sustainability. There were some reflections that there is a lot put on the HNS which in some sense is the point but there is a need to make sure the capacity is sufficient to carry out these responsibilities. There were a few examples of EUNS doing what they could to make things easier for the HNS (especially for administration and reporting).

Communications: Ensure there are more communications and that they are done jointly (from EUNS and IFRC at various levels); this will also help to ensure that people are on the same page and understand the same thing at each level. For strategic opportunities, like the PPP, these joint messages and ongoing communication need to come from the highest levels (Secretaries-General) to demonstrate the commitment.

Compliance: Add some 'teeth' to the agreements and establish a monitoring mechanism for this. Ensure partners implement according to agreements if they want to remain part of the work but give partners more time prior to enacting agreements to accommodate challenging things like standardised reporting (e.g. one report from HNS to all EUNS).

Financial Management. Simplify funding flows. Remembering Occam's Razor in situations like this could help: 'the simplest solution is almost always the best.' A simpler agreement and funding architecture may have sped up agreement processes and possibly lessened the need for so many layers of agreements. However, to truly be a lesson learned, the 'how' to accomplish this needs to be clearer.

Grant Management: Overall, several stakeholders felt more resources should have been dedicated to the management and oversight of the PPP – creating a proper grant management unit as is often done in very large initiatives or even very large disasters. The unit could have included programme quality and accountability, operations oversight, donor relations and other key functions of grant management. A proper team reporting to one, high-level person (and not

two as occurred in the PPP) and with the authority to easily consult the network at high levels and make quick decisions could have been useful.

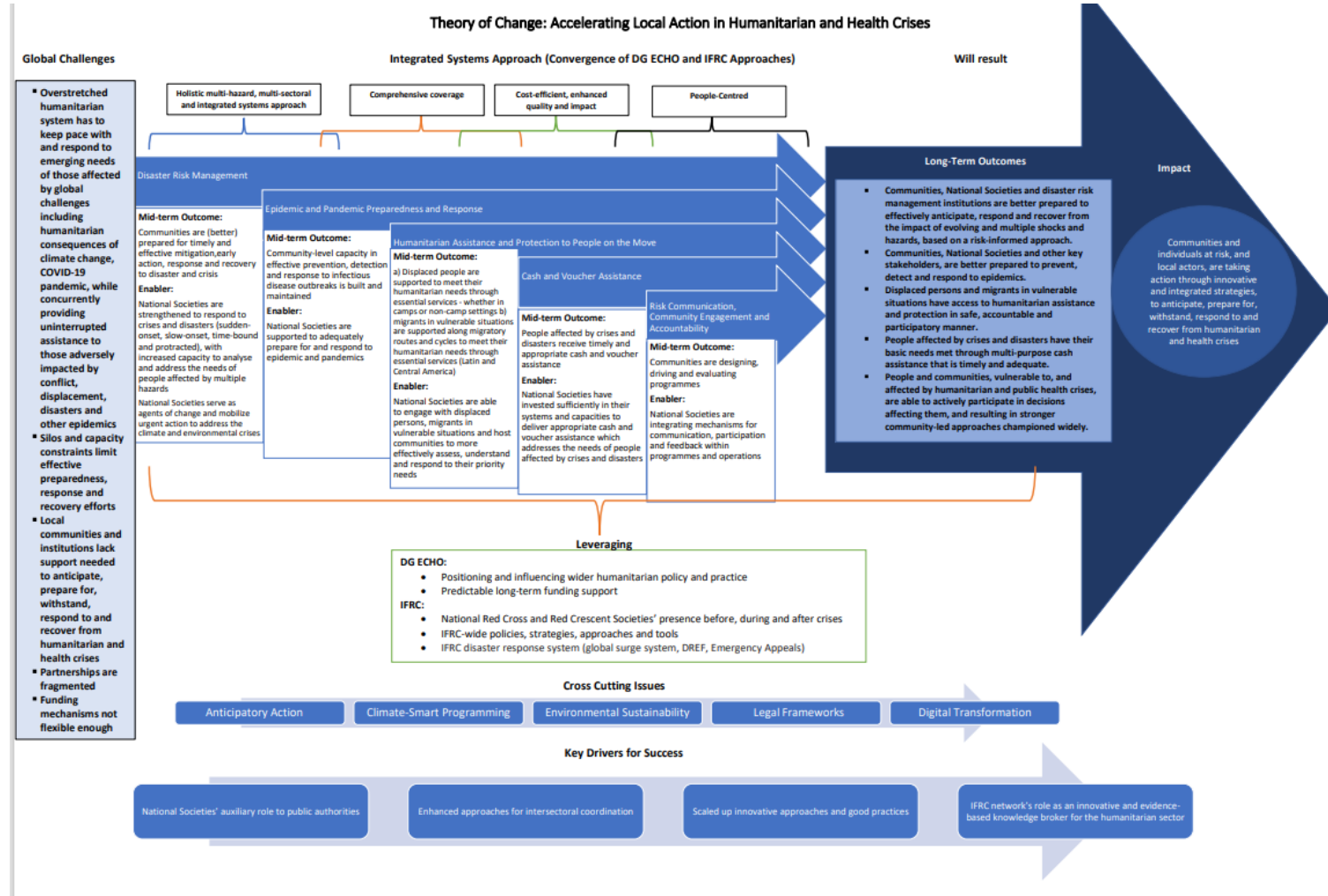
Recommendations for Year 3

| # | Recommendations IFRC and Network | Suggested Priority |
|----|---|--------------------|
| 1 | <p>CCT: Roles and Responsibilities: Review roles and responsibilities at all levels, building on the good work done at the 2023 Brussels meeting, but with a particular emphasis on IFRC at regional and country level and EUNS at country levels - discussing with each group what needs to change and why. Regional Coordinators could do this for each of the PPP countries in the region ensuring discussions are held country-by-country, with the stakeholders all in the same meeting i.e. HNS, EUNS, SEUNS and IFRC. Results could be taken back to IFRC and Network at global levels for final decision making. One concise document should then be resocialized to all groups.</p> | HIGH |
| 2 | <p>Exit and sustainability: All PPP countries need to develop/complete exit and sustainability plans regardless of when the PPP is ending. This will help ensure plans are in place for HNS to actively maintain what they can without additional resources or within their existing capacity (e.g. existing relationships with authorities, enhanced presence in communities, knowledge, awareness, skills of staff and volunteers through planned refreshers and desk-top exercises, keeping policies and associated procedures updated etc.).</p> <p>These plans should also include an analysis of plans of other partners in country (which should be easily done via the UP process/multi-year country support plans) to see where PPP investments can be leveraged and handed over to new support partners giving HNS more time to achieve, deepen and sustain strategic objectives from the PPP.</p> | HIGH |
| 3 | <p>Enhance how localisation is demonstrated and socialise key information related to localisation:</p> | MIXED |
| 3a | <p>Modify the nomenclature. LEUNS should become Coordinating or CEUNS; HNS should not be listed as an implementing partner but as the Lead Partner (LP). If not able to do this in legal documents given limited time remaining, at least make the adjustment in operational documents and everyday usage.</p> | HIGH |
| 3b | <p>IFRC, supported by HNS and EUNS should discuss the localisation dashboard and indicators within HNS broader country coordination meetings (outside of PPP) to begin to socialise additional options to support localisation, generate discussion and identify additional ways to encourage and measure localisation.</p> | MED |
| 3c | <p>IFRC should share the dashboards on the 4 localisation indicators of all PPP countries with all so that all are aware of how HNS and the portfolio are doing vis a vis other PPP countries to encourage reflection and dialogue (by both the Network and IFRC at country levels).</p> | MED |
| 3d | <p>At regional level, IFRC could hold a virtual session on the ECHO localisation guidance and include active discussions on what this application could look like in different countries.</p> | MED |
| 3e | <p>IFRC should share the localisation guidance and indicators created in Africa with other regions and countries to support learning</p> | HIGH |

| | | |
|-----------|--|---------------------------|
| 3f | IFRC supported by the network, including the localisation working group, should work to further enhance the IFRC localisation guidance (https://www.ifrc.org/happening-now/advocacy-hub/localization) as several stakeholders noted that membership are not on the same page with what it looks like in practice. | LOW |
| 4 | Better support relationship management between the IFRC and network with DG ECHO | |
| 4a | Maintain country coordination mechanisms after re-socialising who is supposed to do what (see R&R), ensuring the role for IFRC is clear and acted upon. This includes maintaining the CAG with ECHO even beyond the PPP. | HIGH |
| 4b | Ensure EUNS have access to ECHO at both Brussels and field level for normal relationship development and maintenance without impacting the grant management responsibilities of the IFRC in the PPP. | HIGH |
| 4c | The relationship is important to all EUNS and the IFRC; rather than 'gate-keeping', there should be more joined up approaches like the PPP; joint approaches at country and regional levels should be developed between IFRC and EUNS while ensuring adherence to the Principles and Rules of Resource Mobilisation and the DG ECHO EU Coordination mechanism. ECHO at country and regional levels could help normalise these joint communication and coordination mechanisms. | HIGH |
| # | Recommendations for IFRC | Suggested Priority |
| 5 | Develop a Management Information System and Enhance Communication Flow: | |
| 5a | IFRC needs to revise the communication flow in the PPP. Decisions taken, guidance and deadlines should be communicated to <u>all</u> by IFRC Geneva level and not to some who then have to pass along the message in their own way. Information can be delivered via virtual town hall meetings or via recorded messages (in multiple languages) on critical decisions and key information, priorities, deadlines, SC decisions etc. | HIGH |
| 5b | An easily accessible, information site should be created, following a grant management system with key templates, guidance, reports and grant documents for all stakeholders: The site should include links to IFRC technical guidance in as concise a way as possible; this should include new guidance and resources that were developed during the PPP. Ensure various databases are connected so that all information is available to all PPP stakeholders; find ways to ensure reporting is both up and down to help keep stakeholders on the same page | MED |
| 5c | Ensure all templates and guidance documents are in the languages of the IFRC and articulated in subsequent agreements (at least in French for the French-speaking countries); IFRC at regional and country level should ensure key staff have appropriate language skills. | HIGH |
| 5d | Communication on the PPP down to the country level should be inclusive of other PNS in country to increase awareness of and potential alignment in support to key HNS strategic objectives; several PNS were not overly aware of PPP work at country level or didn't feel they were included in important discussions that they could have contributed to. | MED |

Annexes

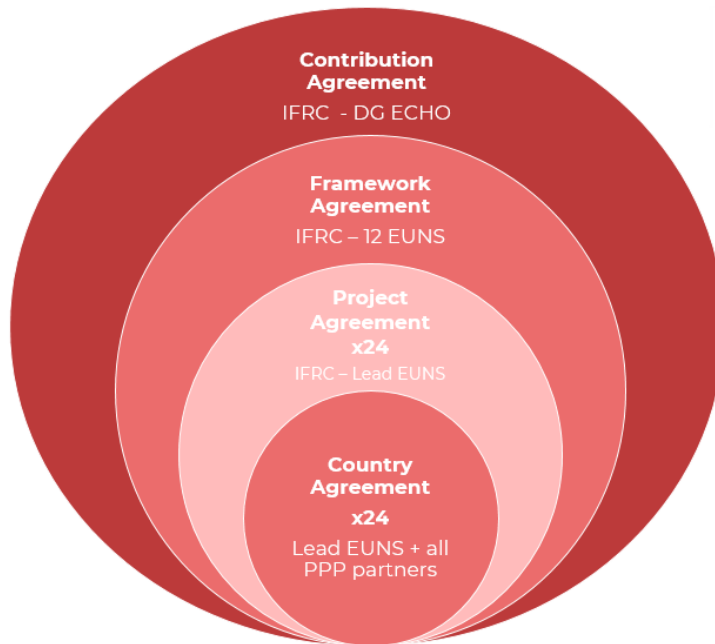
PPP Theory of Change



PPP Legal Set-Up



Legal set up





Funded by
the European Union

PPP Localization Commitments



| | |
|--|---|
| HNS part of decision making | <ul style="list-style-type: none"> • Priorities and plans of HNS • Country Coordination + Country Advisory groups • Regional Operational Coordination Forum • Global (Internal + External Steering Group) |
| HNS capacity building | <ul style="list-style-type: none"> • at country level – for the 5 thematic pillars • Global Component |
| Staff costs ~ 25% | <ul style="list-style-type: none"> • PPP Concept Note |
| Costs going directly to beneficiaries >50% | <ul style="list-style-type: none"> • Regular threshold |
| Transfer of funding from EUNS to HNS (70/30%) | <ul style="list-style-type: none"> • Based on mapping of EUNS working modalities |
| Sharing indirect costs | <ul style="list-style-type: none"> • Project Agreement + Country Agreement |
| Easing reporting & administrative burden to HNS | <ul style="list-style-type: none"> • PPP Framework Agreement |

Public

Stakeholders Consulted

| Host National Society Stakeholders | |
|------------------------------------|--|
| Name | Title |
| Abdifatah Hussein Beledi (Dr.) | Community Health Manager |
| Abdilahe Elmi | DRM Director, Hargeisa Coordination Office |
| Abdulrazak Jama | PPP Project Manager |
| Ali Sheikh Ibrahim | DRM Director, Mogadishu |
| Atai Ibraev | PPP Manager |
| Benjamin Kalambayi (Dr.) | Director Programmes and Partnerships |
| Brian Kanaahe | PPP Manager |
| Cecilia Arruelas | Finance Management |
| Faris al Naqeeb | PPP Programme Coordinator |
| Fowzia Mohamed Hussein | Assistant Manager, Community Health |
| Ibrahim Badamassi | Project manager PPP |
| Imam Zafar Sikder | Director DRM Dept |
| Jorge Arteaga | Risk Management |
| Mara Moran | PPP Manager |
| Nasteho Musse Gelle | Programme Manager, PPP |
| Nilufar Akhter | PPP Manager |
| Roxana Arteaga | Programme Monitoring |

| DG ECHO | |
|-----------------------|--|
| Name | Title |
| Alba Bosch | Team Leader – International Organisations/PO - Relations with IFRC |
| Amadou Alzouma | TA Niger |
| Ana María De La Torre | Ecuador TA |
| Anna Orlandini | Bangladesh Head of Office |
| BA Cheik | Niger TA |
| Francesco Rigamonti | TA Yemen (Aman-based) |
| Torben Bruhn | Regional Health & Nutrition Expert – Asia & Pacific |

| EUNS/PNS at Regional/Country levels | |
|--|--|
| Name | Title |
| Ana Mariquina | PPP focal point |
| RestylouTalamayan | Country Representative |
| Magali Mourlon | Head of Disaster Management and Coordination |
| Mette Petersen | Head of RC EU Office |
| Andrea Kerwald | Project delegate |
| Chiara Marciano | |
| Eleonora Bitocchi | Manager PPP |
| Terhi Heinasmaki | Outgoing country manager for Somalia |
| Giorgia Grechi | Regional Programme Delegate |
| Alida Atekandoyi | Finance manager |
| Ana Triculescu | PPP Coordinator |
| Nabeela Mumtaz | PPP Coordinator |
| Areej Haidar (Dr.) | Programme Coordinator |
| Priscillia Womble | Programme Consultant |
| Rita Dayoub | Somalia Country Manager |
| Julia Pastor Sombrero | Head of Partnerships |
| Guarav Ray | Country Manager |
| Ranjan Mohnot | Country Representative |
| Carlos Arenas | |
| Carlos Arenas | Country Coordinator |
| Edoardo Costa | PPP Coordinator Central America |
| Suman Sil | Former Country Mgr South Sudan; incoming Country Manager for Somalia |
| Nurlan Derbishaliev | Country Manager, Swiss Red Cross |
| Haphane Cissé | PPP Coordinator |
| Sayouba Savadogo | Head of mission |
| Voumpine Da | Country Representative |
| Seydou Sanou | PPP Coordinator |
| Andrew Oliver Smith | Country Coordinator |
| Peter Kibor Keitany | Project delegate |
| Mladen Milosevic | Country Manager |
| Abdirahman Omer Ahmed | Country Programme Coordinator |

| IFRC | |
|----------------------|---|
| Name | Title |
| Franciscah Kilel | Coordinator, Grants Mgt |
| Voahary Ravololombo | PMER and PPP Focal Point |
| Nadia Ortega | Global Climate |
| Cessie Petchi | Grants Coordinator, SPRM |
| Botagoz Nartayeva | Outgoing Coordinator Grants Mgt and Donor Relations |
| Nienke Boskma | Sr. Officer, Membership Coordination |
| Seval Guzelkilinc | HOD, Country Cluster for CA |
| Isabelle Granger | Legal frameworks |
| Marjorie Sotofranco | NS Preparedness and Response Capacity Strengthening |
| Misgana Ghebreberhan | CVA (Pillar 4) |
| Sharon Reader | Risk Communication and Community Engagement and Accountability (Pillar 5) |
| Valpuri Saarelma | NSD |
| Anca Zaharia | Grant Manager PPP |
| Caroline Holt | Director, Disasters, Climate & Crises |
| Ravia Harribans | Coordinator, DCC |
| Nena Stoiljkovic | USG, Global Relations, HD and Digitalisation |
| Pascale Meige | Director, Strategic Planning |
| Julio Galindo | Consultant, SPRM |
| Raqibul Alam | Sr. Manager, Programmes & Operations |
| Jahor Novikau | Programme Mgr, Kyrgyzstan |
| Alberto Pasini | Manager, Multilaterals and Financial Institutions |
| Muhammad Bilal | DRM Coordinator |
| Ralph El Hage | Officer, Grants Management |
| Xavier Castellanos | USG, National Society Development and Operations Coordination |

Evaluation Matrix

<https://ifrcorg.sharepoint.com/:b:/s/PPPConceptNote/Ef1oQYRRAmtMphU6-fK2Fb0Bb66L-X7eAbT8h0GHwmiiRA?e=XDjtV5>

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https://ifrcorg.sharepoint.com/:b:/r/sites/PPPConceptNote/Shared%20Documents/General/A_MidTermReview%20Documents/MTR%20documents%20for%20external%20stakeholders%20via%20links/FINALECHO%20PPP%20Midterm%20Review%20ToR_8Feb2024.pdf?csf=1&web=1&e=M46RBC

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