Peer-to-Peer Support to HCs and HCTs

SUMMARY TABLE

Applicant	OCHA
Title	Peer-to-Peer (P2P) Support to Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs)
Submission Date	October 2021
Funding requested	EUR 500,000
Budget	USD 1,474,179
Strategic Objectives:	SO1: (Peer-2-Peer Inter Agency Field Support Missions) (Including Operational Peer Reviews), SO2: (Sharing best practice with Humanitarian leaders in the field through Leadership Dialogues and workshops) SO3: Influencing global humanitarian policy
Implementation timeframe	November 2021 – November 2022
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1. Humanitarian Context

The Peer-2-Peer Support project was established in late 2013 as the Senior Transformative Agenda Implementation Team (STAIT). The project changed its name to the Peer-2-Peer Project in mid-2017 to reflect the peer support which the project offers to Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) as an independent and impartial advisory service and support. The P2P Support Project has three key objectives:

➢ Conduct field missions to support HCs and HCTs to lead effective, accountable and timely humanitarian responses;
➢ Organize Leadership Dialogues to create an effective peer learning space for HCs and other humanitarian leaders;
➢ Feed the analysis and outcomes from P2P missions and dialogues into IASC decisions and policymaking.

As humanitarian needs increase in scale and complexity, requiring a response based on constant learning, agility, and innovation, the Project has evolved to better support the humanitarian response in field operations. In 2020, the Project successfully transitioned to a new operating model, moving from the Project Team Leader leading all inter-agency country support missions to a model where the Project draws on a pool of highly respected senior humanitarian leaders to lead the missions. This approach enables matching between the team leaders' knowledge and experience and field requirements.

The Pool is currently made up of former HCs with extensive experience leading humanitarian operations across many contexts. There are currently nine members of the Pool (four men and one woman from non-Western countries, and three men and one woman from Western countries). The P2P team works continuously to expand the Pool to include more women and ensure a diverse pool.

The P2P has conducted two field missions so far in 2021: a P2P Support Mission to the Democratic Republic of Congo on 5-19 September, and an IASC-mandated Operational Peer Review (OPR) to Ethiopia on 20 September-1 October. Both missions were led by a P2P Team Leader, and included UN and NGO colleagues and P2P team members. The DRC support mission led 15 workshops with 194 humanitarian actors in 6 locations across the country, from Goma and other key coordination hubs in the east to Kananga and Kinshasa. The Ethiopia OPR ran 9 workshops with humanitarians in Tigray, Afar and Amhara as well as Addis Ababa, amid severe logistical and access constraints. Both missions have resulted in the development of a prioritized HCT Action Plan with concrete steps to address the most critical challenges identified by the HCT with the support of the P2P Mission. The Action Plans will be regularly reviewed by the HCT and EDG to ensure a collective effort to address complex challenges, and the HCs of both countries will update the EDG and Emergency Relief Coordinator on the implementation of these action plans six months after the missions.

Looking ahead, the P2P is planning several additional missions in the coming months, including an OPR to Afghanistan and a Support Mission to South Sudan.

In addition to its P2P missions, so far in 2021 the Project has conducted five Leadership Dialogues on critical operational issues of concern to HCs. The Dialogues have attracted more than 100 high-level participants from around the world. These dialogues included a deep-dive discussion on PSEA and the role of HCs; discussions on the COVID vaccine rollout and COVAX Facility; an HC dialogue on the Humanitarian-Development Nexus; and a panel discussion on protection.

The webinars supported learning and development of IASC global policy and guidance on critical response challenges, ranging from the humanitarian-development nexus to duty of care and supply chain challenges during the COVID-19 response, to the Prevention of Sexual Exploitation and Abuse (PSEA) by aid workers.

With the success of the P2P's new model, 2022 presents important opportunities to strengthen support to HCs and HCTs through increased P2P missions to the field and targeted leadership webinars to address pressing operational issues faced by field leadership and improve system learning.

At this vital stage in the transformation of the P2P project, both in structure and approach, it is critical that the Project be sufficiently resourced to support, facilitate and empower the important work in support of field leaders to strengthen leadership, learning and inter-agency humanitarian coordination in late 2021, 2022 and beyond.

2. Description of objectives/activities

SO1. P2P country support missions:

Since its inception in 2013, the Project has undertaken 34 support missions (61 per cent were Peer Support missions at the request of the HCs or the EDG; 25 per cent were OPRs in response to an IASC L3/Scale-Up activation; and the remaining 14 per cent were Learning Missions to draw best practice to share with field leaders experiencing

similar challenges). This peer operational support to HCs and HCTs is at the core of the Project. The Peer Support missions' success is rooted in the Project's neutrality, its focus on strengthening and supporting the HCs to carry out their leadership role, and in turn supporting collective humanitarian action through the HCT. This is possible given the unique 'Peer-to-Peer' leadership structure, the mission composition and methodology. The neutral provision of support and advice by a well-respected and experienced leader (typically a former HC) ensures HC and HCT ownership of the support mission and follow-up actions.

Building on the successful 2020 pilot of the new operating model, the Peer-to-Peer project has made available a cadre of highly respected former HCs, with a diverse set of experiences (*including double- or triple-hatted leaders; with varied experience in complex crises or responding to other types of crises such as health or natural disaster, etc*.), to provide more targeted support to field leadership that would be tailored to contexts and issues. These leaders are leading P2P Support missions on an as-needed basis throughout the year. As shown by the almost-simultaneous missions to the DRC and Ethiopia in September-October 2021, the maintenance of this roster of experienced humanitarian leaders also enables the fielding of multiple Peer Support missions at the same time.

Following each mission, the Team leader debriefs donors, IASC partners and any other relevant entities on the mission findings and outcomes to mobilize attention and support and influence the humanitarian community's normative work.

Activities:
- Organize Peer-2-Peer country support missions, led by a senior leader with support from an inter-agency Mission Team, in close coordination with the Emergency Directors Group and linking with Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs).
- Identify and bring on board experienced humanitarian leaders (typically former HCs) to lead Peer-2-Peer missions and maintain an active roster of senior leaders to drive future missions.
- Through P2P missions, reinforce the main pillars of the HC and HCT Compacts, namely protection, accountability to affected people (AAP), Gender Based Violence (GBV) and Protection from Sexual Exploitation and Abuse (PSEA).
- Ensure a sound and evidence-based mission methodology and a clear and targeted mission report that captures the most critical challenges and required priority actions.
- At the end of each P2P mission, help guide the HCT Retreat where the HCT develops an HCT Action Plan to address the main challenges identified through the mission; ensure follow-up as appropriate.
- Following each P2P mission, ensure high-quality and targeted briefings to senior leadership, member states and humanitarian donors on the findings and required support to field operations.
- Follow up with HCs and HCTs for Update Reports to the ERC and EDG six months after the P2P Support Mission has taken place (three months in the case of an OPR), in order to help underpin the accountability of humanitarian field leadership.
- Consult with the EDG and HCs in the field and establish a priority list of countries requiring support. The EDGs carry out a review of global operations twice a year, and a review of early warning twice a year, and regularly convene on country and operational priorities throughout the year on an as-needed basis.

SO2. Leadership Dialogue Series:

The objective of P2P Leadership Dialogues is to empower humanitarian leaders in the field by sharing best practice and providing a platform for reflection, exchange and peer learning on key challenges faced across different contexts to bring about innovative, appropriate and effective solutions. Over the past months, HCs and partners have indicated that the Project's COVID-19 Series have been particularly useful as the webinars identified specific operational topics that were highly relevant across many countries and required innovative thinking to resolve.

This concept will be further strengthened by including more participation from field leadership and offering a platform where honest conversations take place to trigger the required 'outside of the box' thinking and inform responses to a fast-evolving humanitarian ecosystem in a more meaningful way.

The Peer-2-Peer's Leadership Dialogue Series is essential support for HCs and humanitarian leaders against a backdrop of continuing spread of the COVID-19 pandemic, which is disrupting billions of lives, destabilizing the global economy with secondary impacts on essential health and education services; and exacerbating people's vulnerabilities including heightening protection risks and challenges faced by IDPs and other people on the move, whose health, livelihoods and protection rights have been compromised; and an alarming impact on women with increased reports of gender-based violence (GBV)[1]. The Project will continue organizing regular Leadership Dialogues in 2022 to create the much-needed space for Humanitarian Coordinators to come together, alongside key stakeholders from within the system and beyond, to discuss, share lessons and consider innovative solutions to enable them to better respond in an ever-evolving operating environment.

Activities:
- Organize six Leadership Dialogues and workshops on relevant issues that HCs and HCTs are regularly confronted with, and face difficulties in addressing in the field. Ensure that dialogues are well structured and maximize on existing momentum of HC/HCT and IASC priorities in order to support required change and action in the field and at the global level.
- Regularly interact with HCs, IASC partners and structures, humanitarian think tanks and scholars to identify topical thematic areas where specific guidance, learning and reflection is required
- Identify presenters from a diverse group of highly respected leaders as speakers/presenters considering their experience in the humanitarian, development and peacebuilding fields.

SO3. Influencing global humanitarian policy:

The P2P continuously shares with the IASC an analysis of the outcomes and findings from its support missions, webinars and engagement with humanitarian leaders in the field. This analysis helps inform and influence global humanitarian policy, and ensures that issues of critical importance to humanitarian leadership in the field are on the agenda at high-level strategic discussions.

Activities:
- Regularly participate in IASC meetings to influence cross-learning, discussions and decisions of key IASC structures (including the Operational Policy Advocacy Group - OPAG - and the IASC secretariat) as well as the Inter-Agency Support Branch
- Represent the Peer-2-Peer project in international and regional meetings, in consultations with other agencies and partners in order to promote and strengthen the concept of partnerships and working together in humanitarian crises to effectively deliver assistance
- Maintain a website where humanitarian leaders have access to P2P mission and dialogue outcomes as well as resources including IASC guidance to support their work.
- Undertake analysis which collates information from all Peer-2-Peer missions to provide a global overview of common issues faced by HCs and HCTs. Utilize the research and analysis of this component of the project to inform and influence humanitarian practice and policy at the global level, including through regular engagement with the IASC's OPAG.

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[1] According to UNFPA estimates, an additional 15 million cases of GBV are expected worldwide for every three months that COVID-19 lockdowns continue

Monitoring and evaluation

OCHA's monitoring and evaluation plan tracks OCHA's performance against its Strategic Plan and supports evidence-based decision-making in the organization. Monitoring activities in OCHA are undertaken at strategic and operational levels. OCHA undertakes the following types of evaluation:

- Thematic evaluations assess OCHA's performance in specific areas of strategic importance, such as core functions, individual strategic objectives, cross-cuttings themes, or new areas and initiatives.
- Humanitarian financing evaluations assess humanitarian financing instruments under OCHA's management (CERF and CBPFs).
- Emergency response evaluations examine OCHA's performance in emergency response(s).

OCHA is subject to internal oversight by the Office of Internal Oversight Services (OIOS) as stipulated by General Assembly (GA) resolutions 48/218B and ST/SGB/273. The OIOS Internal Audit Division (IAD) examines the way OCHA manages internal processes to assess whether they are working efficiently and effectively, as well as reviewing compliance with regulations and rules, and makes recommendations for improvement. At the completion of an audit, the results and recommendations are provided in a final audit report. A list of all OIOS reports submitted to the GA may be accessed on the OIOS website. The UN Board of Auditors audits annually the United Nations Secretariat's financial statements and the report is published on its website.

Reporting and visibility

Activities presented in this proposal will be reported on in the OCHA Annual Report, which is the main reporting document published by OCHA in July/August of every year. OCHA ensures public visibility and recognition for all voluntary contributions to its Programme Budget, the Central Emergency Response Fund (CERF) and Country-Based Pooled Funds (CBPFs) regardless of amount and type (unearmarked or reserved for specific operations). Visibility actions and activities include mention in key flagship publications (such as OCHA, CERF and CBPF annual reports) and on corporate websites, expressions of gratitude on social media (mainly through corporate Twitter channels) and via public displays (such as posters) in all OCHA offices. OCHA also offers additional options that can be undertaken upon request and in collaboration with donors. For more information on visibility, please contact OCHA's Donor Visibility Unit.

3. Results

Result 1 – P2P country support missions. HCs and HCTs are supported to lead effective, accountable and timely humanitarian responses
Under this result, the Project aims to support HCs and HCTs in the field and help them identify common priorities and agree on an action plan on making the humanitarian response more effective.
Indicator: Timebound HCT action plans that maximize the impact and effectiveness of the collective humanitarian response.
Target: 4 timebound HCT Action Plans
Source/method of verification: HCT action plans

Result 2 – Leadership Dialogue Series. Leadership Dialogues create an effective peer learning space for HCs and other humanitarian leaders
Under this result, the Project aims to ensure that webinars enable rich exchanges on common challenges, lessons learned and best practice on tackling complex humanitarian problems at field level.
Indicator: Number of Leadership Dialogues organized on issues relevant to humanitarian leaders.
Target: 6 P2P Leadership Dialogues and webinars
Source/method of verification: recording of dialogue/workshop and/or summary report

Result 3 – Influencing global humanitarian policy. Analysis and outcomes from P2P missions and dialogues feed into IASC decisions and policymaking

Under this result, the Project aims to undertake analysis of common issues faced by HCs and HCTs in order to help inform and influence global humanitarian policy.
Indicator: Number of P2P Analysis papers produced.
Target: 2 P2P Analysis Papers
Source/method of verification: P2P Analysis Papers on P2P website

4. Budget

Budget	Amount US$
Staff cost	532,920
Non- Staff	844,815
7% programme support cost	96,441
TOTAL BUDGET	**1,474,176**

Budget	EUR
Staff cost	180,748
Non- Staff	286,542
7% programme support cost	32,710
TOTAL BUDGET	**500,000**
Contributions from Belgium (charged proportionally against each budget lines)	

Please note that the figures are from 2021 budget as 2022 budgeting processes are currently under finalization.
The non-staff budget line refers to costs including printing, translations, communications, office equipment (including software's licenses), travel and operating and other direct cost.
OCHA's financial reporting is done through Certified Statements of Account. These financial reports refer to the overall project and do not report expenditures for specific donor contribution or for specific objectives or activities within the overall project account.