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Resilient nations.*

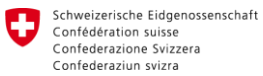
Project Report
Peer-2-Peer Project:
Supporting Humanitarian Leaders in the Field.



Figure 1: Humanitarian impact of conflict

January, 2018

LOGOS OF CONTRIBUTING DONORS:



IMPLEMENTED IN PARTNERSHIP WITH:



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ACRONYMS

AAP: Accountability to Affected People
DRC: Danish Refugee Council
ECHO: European Union Humanitarian Aid and Civil Protection department
EDG: Emergency Director Group
ERC: Emergency Relief Coordinator
HC: Humanitarian Coordinator
HCT: Humanitarian Country Team
IASC: Inter-Agency Standing Committee
ICCG: Inter-Cluster Coordination Group
ICVA: International Council of Voluntary Agencies
INGO: International Non-Governmental Organization
IRC: International Rescue Committee
MDG: Millennium Development Goals
NGO: Non-Governmental Organization
NRC: Norwegian Refugee Council
OCHA: Office for the Coordination of Humanitarian Affairs
OPR: Operational Peer Review
P2P: Peer-2-Peer (Project)
RRM: Rapid Response Mechanism
SDG: Sustainable Development Goals
SCHR: Steering Committee for Humanitarian Response
TRAC: Target for Resource Assignment from the Core
UNDP: United Nations Development Program
UNDSS: United Nations Department of Safety and Security
UNHCR: United Nations High Commissioner for Refugees
UNICEF: United Nations Children's Fund
WFP: World Food Programme
WHS: World Humanitarian Summit

PROJECT OVERVIEW

TITLE	Peer-2-Peer Project: Supporting Humanitarian Leaders in the Field NOTE: project formerly called Senior Transformative Agenda Implementation Team (STAIT): Strengthening the effectiveness of collective humanitarian response
LOCATION	Global project
PROJECT ID	Atlas Award 00088890
DURATION	1 January 2015 to 31 December 2019 (The initial project duration was from 1 January 2015 to 31 December 2016. The Project Board held in January 2016 approved an extension until 31/12/2017. The Project Board held in January 2017 approved a further extension of the project to 31 December 2019)
REPORTING PERIOD	1 January 2017 - 31 December 2017
UNDP Strategic Plan Outcomes / Outputs Expected Output	OUTCOME 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change. OUTPUT 5.5: Preparedness systems in place to effectively address the consequences of, and response to natural hazards and man-made crises at all levels of government and community. EXPECTED OUTPUT: Humanitarian Country Teams are supported and empowered to effectively lead humanitarian operations that capitalise on the collective strength of all actors to achieve better outcomes for affected people.
Total PROJECT BUDGET	USD 12,959,979* (The total project budget for the initial duration was USD 4,559,979 as per initial project budget. The Project Board held in January 2017 approved an additional budget of USD 2,800,000 per year for the period 2017-19)
Contributions 2015-2017	Australia – AUD 150,000/USD 111,607 DFID – GBP 200,000 / USD 291,561 ECHO – EUR 500,000/USD 558,838 Germany – EUR 300,000/USD 342,028 Netherlands – USD 375,000 Sweden – SEK 8,6000,000/USD 993,544 Switzerland – USD 100,000 USAID – USD 1,800,000
In-Kind	NRC – Secondment; DRC – Secondment; OCHA – Offices and staff time & UNDP – staff time
Additional CONTRIBUTIONS COMMITTED 2017 (ACTUAL EXPENDITURE)	Germany – EUR 300,000 for 2018 Switzerland – USD 100,000 for 2018 Australia – AUD 300,000 for 2018-19
2017 (ACTUAL EXPENDITURE)	USD 1,606,990
IMPLEMENTING PARTNERS	UNDP direct implementation in close consultations with OCHA

* Due to some under-expenditure in 2016 – 2017 and in light of streamlining of project activities in 2018-19 the actual project budget is lower than the project budget approved by the Project board.

Disclaimer: Financial Data provided in this report is an extract from UNDP's financial system. All figures are provisional and do not replace certified annual financial statement issued by UNDP.

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CONTEXT

In 2013, the IASC Emergency Directors Group (EDG) established the Senior Transformative Agenda Implementation Team (STAIT) to support the implementation of the IASC Transformative Agenda at field-level. After initial ‘start-up’ support from the UN’s Office for the Coordination of Humanitarian Affairs (OCHA), the project changed its administrative management to UNDP in 2015.

The project changed its name in mid-2017 to the Peer-2-Peer Support Project (P2P) to reflect the changing humanitarian environment, as the World Humanitarian Summit (WHS) and Grand Bargain surpassed the Transformative Agenda as the predominant driving force of global humanitarian dialogue, and to reflect the *peer support* which the project offers to Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) in field operations.

The Peer-2-Peer Support Project is an inter-agency initiative that provides direct support to Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs), predominantly through field missions, to strengthen the collective humanitarian response in countries affected by crises. The team includes senior UN and NGO colleagues on its core staff with extensive experience in humanitarian operations. Peer-2-Peer missions include senior representatives from UN agencies and humanitarian NGOs to ensure the inter-agency identity of the project and its support to operations is clear and representative of the broad humanitarian community, and to ensure the appropriate technical support is available for specific missions.

The project’s clients are predominantly HCs and HCTs, and includes all partners involved in delivering humanitarian assistance as part of a collective response. A better humanitarian response will effectively provide life-saving assistance, and if done appropriately it will also contribute to alleviating the suffering of affected people, contribute to stability to the degree possible in conflict affected countries, and promote recovery in the post-crisis environment. This particularly relates to some of the outcomes of the WHS and will help countries that are affected by humanitarian crises to maintain their progress towards development goals, and/or minimize the impact of a crisis on progress towards development goals.

The Peer-2-Peer team also engages partners at the headquarters level to support post-mission follow up to strengthen the support that can be provided to HCs and HCTs from organisations with the requisite expertise. This will help mobilise resources and knowledge on specific issues which HCs and HCTs sometimes struggle with in the operational environment. The Peer-2-Peer team also uses its contact with the field (senior leadership) and links with headquarters to develop learning materials based on field practice which can help HCs and HCTs in different countries. The team had a significant focus on its communications products for learning in the 2017 workplan.

IMPLEMENTATION STRATEGY

The Peer-2-Peer project was created by, and is accountable to the [IASC](#) Emergency Directors’ Group (EDG). The Peer-2-Peer project is managed by UNDP. A Project Board composed of the chairperson of the EDG and the Director of UNDP’s Crisis Response Unit (or delegated representative) oversee the implementation of the project. The Project Board takes management decisions for the project when guidance is required by the Project Manager.

The Peer-2-Peer project focuses on supporting Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) to deliver an effective, principled, quality, timely and predictable collective humanitarian response in field operations. It does this predominantly in two ways:

Deleted: (e.g. colleagues from UNHCR or a protection-focused NGO would be invited to missions in countries where protection is considered critical; and colleagues from UNDP or the inter-agency task team on the humanitarian nexus would be invited to missions where more expertise is required on linking humanitarian and development work.)

- **Operational Peer Reviews (OPRs) and Peer-2-Peer missions that support HCs and HCTs.** These missions are either at the invitation of the HC, at the request of the EDG, or in the case of an OPR for an L3 crisis, mandatory.
- **Sharing learnings and field practices between different humanitarian operations.** The Peer-2-Peer team captures practical examples of how HCs and HCTs have overcome challenges in different contexts and shares them with other operations across the globe. This will assist leaders in the field to learn from other operations and adapt initiatives to their own context to overcome their own challenges.

The Peer-2-Peer project primarily focused on supporting HCs and HCTs to build an environment that brings the members of the humanitarian community to work effectively in a “spirit of togetherness” on a number of issues where effective leadership is required: the centrality of protection (CoP); gender based violence (GBV); a collective approach on accountability to affected people (AAP) and prevention of sexual exploitation and abuse (PSEA); security management and access; the timely delivery of assistance; ~~cash programming~~; and localization.

The Peer-2-Peer team oriented its missions (and its work generally) in 2017 to cover these issues, particularly, and as part of its post-mission follow up efforts the Peer-2-Peer project tries to connect the organisations or groups with the relevant expertise with HCs/HCTs to make sure the appropriate expertise is available to support their field operations. It is, after all, the agencies and IASC subsidiary bodies that have the technical expertise that is required to support HCs and HCTs, and not the Peer-2-Peer Project team.

Partnerships

Partnerships form a very strong element of the Peer-2-Peer Project’s activities and approach. The project team works in close collaboration with all IASC member organisations at headquarters and in the field.

Inter-agency nature of the Peer-2-Peer team and missions

The Peer-2-Peer Project’s core team illustrates the partnership approach which underpins its operation. The Project Director and Team Leader, during most of 2017 until his re-assignment as the Regional Humanitarian Coordinator for Syria, was contracted through a reimbursable loan agreement with UNHCR, while another is on loan from WFP. Another contracting modality with the Norwegian Refugee Council’s (NRC’s) Standby Roster supported an Associate Humanitarian Affairs Officer in the team throughout 2017, while a secondment from DRC supported the Senior Humanitarian Affairs Officer for the first 2 months of 2017.

All Peer-2-Peer project missions are organized and carried out with different UN agencies and NGOs, illustrating the strong partnership nature of the project. Senior staff from UNICEF, OCHA, UNDP, WFP, UNHCR, IOM, IFRC, the Norwegian Refugee Council (NRC), Save the Children, Inter Action, Action Contre La Faim (ACF), the International Council of Voluntary Agencies (ICVA) have all been involved in Peer-2-Peer missions in 2017.

The Peer-2-Peer project also reaches out to numerous IASC organisations before missions to develop an understanding of the situation and concerns from a broad range of actors, including the ICRC and MSF. During missions, the team consult with all members of the HCT, the INGO Forum (or equivalent), the inter-cluster coordination group, national NGOs, local authorities, and people affected by the crisis. The mission reports and findings are based on the engagement with, usually, about 200 individuals during each mission. The reports are circulated to the IASC membership and the donor representatives in Geneva (for circulation to capitals). The Peer-2-Peer team also arranges briefings with the donor fora and the IASC members following missions.

Post-mission follow-up with partners

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UNITED NATIONS DEVELOPMENT PROGRAMME

The Peer-2-Peer team engages significantly with partners at headquarters in its post-mission follow up efforts to mobilise the appropriate support and expertise for HCs and HCTs. It has worked consistently with the global inter-cluster group, and various IASC subsidiary groups, particularly on AAP and PSEA; the humanitarian-development nexus; and preparedness to link them with HCs and HCTs in the field. Similarly, the project has worked substantially with the Global Protection Cluster (GPC) throughout 2017.

Partnerships to support leadership capacities and team work in operations

The Peer-2-Peer team has also developed in partnership with OCHA's Humanitarian Leadership Support Unit (HLSU) and the UN Staff College a project proposal to support training opportunities for HCs and HCT members on leadership and effectively managing collective humanitarian operations. This capacity building proposal is significantly linked to the revised HCT Terms of Reference which has identified four mandatory issues which all HCTs must illustrate clear progress on: (1) Centrality of Protection, (2) collective approach on AAP, (3) collective approach on GBV, (4) collective approach on PSEA. The project proposal has not been rolled out at this point due to changes in the peer-2-Peer team, including the departure of the Project Director / Team Leader and changes within the key partner, HLSU.

Peer-2-Peer team members have also participated in a number of policy fora and have supported training events in 2017 to spread awareness of emerging issues from the field and from the WHS, among a wide range of humanitarian leaders and practitioners.

Partnerships provide the bedrock for the Peer-2-Peer project. And the partnership mindset of the Peer-2-Peer team is strong.

Quality Assurance

The project is monitored and managed in accordance with UNDP's programming policies and procedures. A project progress review report is submitted annually to the Project Board, including summary of results achieved against the annual targets at the output level, for its review and approval. The board also reviews and approves the Annual Work Plan, with relevant indicators and targets.

The Peer-2-Peer Project reports to the EDG on its missions and findings on a regular basis (officially twice per year, but informally often more than once per month with the Chair of the EDG and other members of the group). The feedback from Peer-2-Peer missions helps the EDG to define priority issues which it will dedicate attention to, and to make sure these priority issues relate to field operations.

OVERALL PROGRESS REVIEW

Project staffing and structure

The Project staffing and structure significantly evolved in the course of 2017. The Project Director and Team Leader (D2), and one of the two project Directors (P6) left the project to take new assignments in September 2017. Following the completion of the website and the transfer of capacity to other members of the team, the contracts of the two consultants in the Communication Team were also discontinued.

UNITED NATIONS DEVELOPMENT PROGRAMME

This significant change in the project's staffing capacity had a limited impact on the achievement of the 2017 Work Plan as the project continued to field missions and achieved most of its planned activities and outputs as described in the sections below.

In light of these changes, the EDG and the Project Board also reconsidered the project structure and staffing and suggested a refocusing of the activities and a streamlining of the staffing and budget. As a result, the project will have, [from 2018 onwards](#), one D2, one D1 (P6) and only two Humanitarian Affairs Officers (P4 and P2), compared to the initial structure of one D2, two D1s (P6s), and three HAOs. A survey to be conducted jointly with OCHA's Humanitarian Leadership Support Unit (HLSU) in February 2018 will inform the Peer-2-Peer Project on how it should adapt its project to satisfy the needs of HCs globally.

Summary of Peer-2-Peer Project activities, 2017

This section presents a short statement of achievement for the year 2017. Full details on each project's outputs and activities are provided in the sections below.

Output 1: HCs and HCTs are aware of the global policy framework (TA and WHS commitments) and how to apply it at field in a way that is adapted to their specific context at the field level.

The team delivered nine webinars, from a planned ten during 2017. The webinars are intended to raise awareness of humanitarian issues from the field and related to policy issues. The webinars attracted a cumulative audience of 3,334, which is substantially more than the target identified in the workplan (target: 1,500).

Output 2: HCTs have systems, procedures and competencies to implement an efficient, effective and accountable humanitarian response.

The team carried out six support missions, from a planned target of eight. Peer Support missions are intended to provide the HC and HCT with a work plan and rationale for the entire humanitarian community to work effectively in a spirit of togetherness (using procedures and competencies) to deliver an efficient, effective, and accountable humanitarian response.

The six support missions were to Mali, Haiti, Ukraine, Nigeria, Libya, and the Central African Republic (CAR). The HC / HCT in each of these countries has developed an action plan that identifies clear priorities to strengthen the delivery of assistance. CAR is due in 2018.

The anticipated mission to Afghanistan did not take place, and a follow-up mission to Somalia has been delayed. The latter could still take place in 2018.

Output 3: Humanitarian policy and practice are informed by issues from the field (using Peer-2-Peer missions as a proxy).

The Peer-2-Peer team produced a trends analysis paper for the Emergency Directors' Group, as planned for in the 2017 Annual Workplan. And the team completed one learning mission on localization to Gaziantep (for the cross-border Syria response), which was supported by IFRC. A short note has been finalized from this mission (P2P Support Note on Localisation). The project also produced a P2P Support Note on GBV. This was based on extensive desk research and working together with various partners through telecons and skype calls with the field. UNFPA were substantially involved and are credited with a joint sign off on the paper.

Two learning missions were planned for in the Annual Workplan. Only one was completed. But two learning products on Localisation and GBV were produced, as described, above.

UNITED NATIONS DEVELOPMENT PROGRAMME

The Peer-2-Peer team regularly engaged in humanitarian fora throughout the year. These have included the two regular meetings with the EDG; several briefings bilaterally with donors; and with the donor group in Geneva, regular engagement with all stakeholders.

OUTPUT 1:

HCs and HCTs are aware of the global policy framework (TA and WHS commitments) and how to apply it at field in a way that is adapted to their specific context at the field level.

Result: *HCs and HCT members in the field are aware of the global policy framework and the 'new ways of working' outlined in the TA and in the WHS commitments, and have a better ability to apply it in their specific environment. Similarly, senior humanitarian officials in HQ and Regional Offices are more aware of the TA to guide their agency / NGO colleagues in the field.*

Activity 1.1: *Prepare and run ten interactive webinars.*

The Peer-2-Peer team broadcast eight interactive webinars during 2017 (see table below for details). The webinars attracted an on-line audience of 2,216 humanitarian practitioners for the live broadcast, and a further 1,127 that listened to the recording of the webinars that were posted on the Peer-2-Peer project website, www.deliveraidbetter.org. This provided a total number audience of 3,343 for the eight webinars that the Peer-2-Peer project broadcast in 2017. These figures are substantially higher than the target identified in the annual workplan (1,500 live audience for all webinars).

A Humanitarian Coordinator featured as a presenter in almost all the webinars to illustrate the role of leadership in different issues, and to ensure the webinar was grounded in the reality of the field. The audience for all the webinars came from a broad background, including some leaders in the field (HC or HCT member), cluster coordinators, programme officers and others. Just under half of the participants for the webinars logged in to the event from field locations.

The number of webinars broadcast falls two behind the number that was planned at the beginning of the year. But the audience figures significantly surpass the targets set in the annual work plan, suggesting the target has been achieved, despite only 80% of the intended webinars being broadcast.

The closing poll (survey) included a question on participants' knowledge before and after the webinar. An initial assessment of the answers to this question indicated that 85% of webinar participants had a better knowledge of the subject after the webinar than they did before, suggesting that the webinar audience did become more aware of the specific topic under discussion.

- The activity is completed.

Webinar title	Date	Total 'live' audience	Audience for recorded webinar	Total audience (live and recorded)
Joint Needs Assessments: Doing it right?	Feb-17	269	106	375
A Collective Approach to Accountability to Affected People? Moving Beyond Listening, Together	Mar-17	321	82	403
Humanitarian Development Nexus! What is the New Way of Working? 1 Practical examples - Part 1	Apr-17	391	397	788
Humanitarian Development Nexus! What is the New Way of Working? 2 Practical examples - Part 2	May-17	317	140	457
Gender-Based Violence: How can field leadership make a difference? Part 1	May-17	402	100	502
Gender-Based Violence: How can field leadership make a difference? Part 2	Jun-17	151	247	398
Local actors as equal and strategic partners? Field Perspectives	Sep-17	266	39	305
Violences basées sur le genre : Comment le leadership peut-il faire la différence ?	Dec-17	99	16	115
Total audience		2216	1127	3343

Table 1: Peer-2-Peer webinar series, 2017

Webinar titles, dates, and audience numbers for the live session through WebEx, the recorded session on www.deliveraidbetter.org (linked to YouTube), and the combined total of the live audience and the recorded audience.

Activity I.2: *Communications. Maintain Peer-2-Peer project website as a platform for hosting information and a resource bank on humanitarian practice.*

www.deliveraidbetter.org

The Peer-2-Peer project website was finalized in mid-2016 and fully developed in the course of 2017). The website is fully up-to-date with content on all missions, and all communications' products uploaded. This includes learning mission products, webinar summaries, mission summaries, and other content from partners.

The two-person Communications Team was instrumental in redesigning and setting up the www.deliveraidbetter.org website and putting in place a communications strategy for the team. Following their departure, the role of maintaining the website and producing communications products has been handed over to the two Humanitarian Affairs Officers in the project.

- The activity is completed.

Activity I.3: *Communications. Produce twenty learning / communications products (video, audio, animation, written summary papers) on critical humanitarian issues in humanitarian operations.*

The Peer-2-Peer Team reduced its communications workload during 2017 and produced fewer video interviews, audio clips, or animations as it had done in the previous year. The team was, however, more consistent and focused in producing summaries from its webinar series, and improving the quality of its communications products.

UNITED NATIONS DEVELOPMENT PROGRAMME

The team produced eight webinar summaries (one for each of the webinars that it broadcast), produced one communication product from its learning mission to Gaziantep (Peer-2-Peer Note on Localisation), one Peer-2-Peer support note on Gender-Based Violence (GBV) in humanitarian response, one animation on collective accountability to affected people, and one video interview with UNHCR's Assistant High Commissioner on the Centrality of Protection.

All these communications products are available on the www.deliveraidbetter.org site, have been disseminated to a wide audience via the Peer-2-Peer (Mail Chimp) mailing list, and are referenced during webinars, at workshops and in missions when relevant.

The project produced thirteen communications products, and maintained the website successfully. The products are listed in the table that follows.

- The activity is almost completed.

Product	No.	Product information
Website	1	Information on all P2P activities
Webinar summaries	8	<p>Webinar summary: Joint Needs Assessments: Doing it right?</p> <p>Webinar summary: A Collective Approach to Accountability to Affected People? Moving Beyond Listening, Together.</p> <p>Webinar summary: Humanitarian Development Nexus! What is the New Way of Working? Practical examples - Part I</p> <p>Webinar summary: Humanitarian Development Nexus! What is the New Way of Working? Practical examples - Part II</p> <p>Webinar summary: Gender-Based Violence: How can field leadership make a difference? Part I</p> <p>Webinar summary: Gender-Based Violence: How can field leadership make a difference? Part II</p> <p>Webinar summary: Local actors as equal and strategic partners? Field Perspectives</p> <p>Webinar summary: Violences basées sur le genre : Comment le leadership peut-il faire la différence ?</p>
Video interviews and clips	1	Interview with Volker Turk, UNHCR Assistant High Commissioner for Protection.
Animations	1	Collective Accountability to Affected People
Audio interviews	0	
Learning products	2	<p>P2P support note: The role of leadership in localization, the case of Gaziantep for cross-border assistance to Syria</p> <p>P2P support note: Gender Based Violence: Practical Steps for HCs and HCTs.</p>
TOTAL PRODUCTS, 2017	12	

Table 2: Learning and communications products, 2017

Activity 1.4: *Peer-2-Peer team participates in eight significant policy fora and/or training events with senior humanitarian leaders.*

The team participated in more than eight significant policy and/or training events during 2017 and used the opportunities to inform audiences about current and evolving humanitarian issues, issues in specific missions, support that is needed in specific missions, and global trends based on cumulative analysis of the Peer-2-Peer project's work in 2017, and before 2017.

The team had dedicated session with the Emergency Relief Coordinator (ERC) and the Deputy Emergency Relief Coordinator (DERC) to brief them on trends that have been identified from the twenty-two missions that the team has completed since 2015. This senior level engagement is considered a significant achievement to bring the Peer-2-Peer work to the attention of the most senior officials in the humanitarian world.

The Peer-2-Peer team members have also participated in the two regular meetings with the EDG; several briefings bilaterally with donors; and with the donor group in Geneva, regular engagement with the Head of the IASC and the IASC Secretariat, participation in a Localization Conference hosted by the IFCR in London; briefings with the global inter-cluster group, regular engagement with the IASC subsidiary body on AAP and PSEA; and regular engagement with the Global Protection Cluster.

The Peer-2-Peer team was also engaged in training events with UNDP's Early Recovery Cluster and the Danish Refugee Council's Emergency Standby Roster as a means of communicating mission findings and issues to a broad audience, and making sure deployable expertise is informed of critical issues in field operations.

Activity 1.5: *Survey of HCs to assess their application of the global policy framework in their specific context.*

The Peer-2-Peer Project did not carry out a survey with HCs to assess their application of the global policy framework in their specific context. A survey and a fifteen-minute telephone call with all HCs is being planned jointly with OCHA's Humanitarian Leadership Support Unit (HLSU) which will be completed in February 2018. This survey and call will focus on the needs of HCs and HCT members and will inform the Peer-2-Peer Project on how it should adapt its project to satisfy the needs of HCs globally.

- The activity is not completed.

OUTPUT 2.

HCTs have systems, procedures and competencies to implement an efficient, effective and accountable humanitarian response based on the global policy framework.

Result 1: HCs and HCTs can run a more effective and efficient humanitarian response with the support that the Peer-2-Peer project provides through field missions (Peer-2-Peer missions and OPRs if L3s are activated).

UNITED NATIONS DEVELOPMENT PROGRAMME

Result 2: HCs and HCTs in eight countries receive a Peer-2-Peer mission, develop an action plan based on the mission and implement it. The result of the missions and follow up work is a more effective and efficient humanitarian response. The results of the missions are published widely for learning purposes in other countries

Activity 2.1: Carry out [number to be determined] Operational Peer Reviews (OPRs) within 90 days of the declaration of an L3 emergency.

An L3 crisis was designated by the ERC for the Democratic Republic of Congo in November 2017. This will trigger an OPR that will take place in February / March 2018. No other L3s were triggered in 2017. For the purposes of this annual report, there were no L3 crises which required an OPR in 2017.

- The activity is not applicable.

Activity 2.2: Carry out eight Peer-2-Peer missions to support HCs and HCTs to prioritise issues and implement a more effective and efficient humanitarian response.

The team carried out six support missions, from a planned target of eight. Peer Support missions are intended to provide the HC and HCT with a work plan and rationale for the entire humanitarian community to work effectively in a spirit of togetherness (using procedures and competencies) to deliver an efficient, effective, and accountable humanitarian response.

The six support missions were to Mali, Haiti, Ukraine, Nigeria, Libya, and the Central African Republic (CAR). The HC / HCT in each of these countries has developed an action plan that identifies clear priorities to strengthen the delivery of assistance. The action plans are based upon the findings of the mission and the Peer-2-Peer mission report that is drafted with the significant inputs of the HCT to ensure ownership of the report and action plan.

The Humanitarian Coordinators in Haiti and Mali have provided an Update Report to the Emergency Relief Coordinator (ERC) on progress against the HCT Action Plan. This is a standard request within six months of the mission. The Update Report from Ukraine is pending (due in November), and the Updates from Nigeria, Libya and CAR are due in 2018.

The anticipated mission to Afghanistan did not take place, and a follow-up mission to Somalia has been delayed until 2018.

The Peer-2-Peer project's work is always carried out with the support of different partners that have the expertise and mandate to lead on certain issues. For example, the missions to Ukraine included team members from UNHCR and NRC to reflect the strong Protection profile needed for such a mission; the Libya mission included participation from an IOM colleague to reflect the migration element of the crisis (who was unfortunately re-deployed to Bangladesh by his agency during the support mission).

The Peer-2-Peer has been supported by eleven different agencies and NGOs in their missions during 2017. These include: UNHCR, UNICEF, UNDP, OCHA, IOM, ICVA, InterAction, the Norwegian Refugee Council (NRC), Action Contre La Faim (ACF), the Steering Committee for Humanitarian Response (SCHR), Save the Children.

- The activity is 75% completed (six out of eight planned support missions completed).

Activity 2.3: *Carry out two Learning Missions to countries to look at how HCTs (and partners) have addressed a specific challenging humanitarian situation.*

Produce three communications products (accessible media, animation, video, audio, summary papers, case study examples etc.) for each mission to support wider learning.

The Peer-2-Peer team completed one learning mission in 2017. The learning mission looked at the role of leadership in relation to localization, a key workstream from the WHS. The mission was done with the assistance of the HC and HCT in Gaziantep (Turkey), a hub for delivering cross-border assistance to Syria, in which Syrian NGOs have a vital role. The mission took place in July 2017, and was done in partnership with the International Federation of the Red Crescent (IFRC), the global lead on the WHS's localization work stream.

The mission produced one communications product for dissemination to HCs and other HCT members around the world. The P2P support note: The role of leadership in localization, the case of Gaziantep for cross-border assistance to Syria, is a short and accessible summary of the mission outcome and provides a case study of how leadership in the Gaziantep hub supported a more strategic role for national NGOs in the response, and strengthened their capacity as professional humanitarian organisations that are fully integrated into the cross-border humanitarian response.

The Peer-2-Peer team only managed to carry out one learning mission during 2017. Learning missions are selected based on good practice in the field, and while lighter for the receiving country than support missions, they still require important planning efforts and logistical support from the receiving countries. Also, it proved difficult to reach a common agreement on which countries could be considered good field practice. Hence, it proved difficult to commonly agree on, and identify places to visit for learning missions. In addition, the learning mission to Gaziantep took up more time and resources than expected. Consequently, the value of doing learning missions was questioned within the team.

The departure of key staff in September 2017, put further pressure on the team's limited resources for the final half of the year. The decision was made to focus attention on other activities, and thereby only one learning mission was completed.

- The activity is 50% completed (one out of a planned two learning missions completed).

Activity 2.4: *Tailored webinar sessions for the HC/HCTs on specific areas needing strengthening.*

As mentioned already under activity 1.1 "Prepare and run ten interactive webinars" the Peer-2-Peer project broadcast eight tailored webinar sessions on issues which were recurrently mentioned by HCs and HCT members as problematic. These issues are also clear outcomes from the WHS and the Grand Bargain, ensuring their applicability to the Peer-2-Peer's work and broadly, the humanitarian environment.

The full list of all the webinars that were broadcast in 2017, and statistics on audience numbers, is covered in the previous section of this report.

The Peer-2-Peer project missed the target of ten webinars by two due to the high work load of field missions. There were also difficulties in securing the availability of presenters for some specific webinars. This necessitated changing dates several times, and delaying the preparations and the webinar broadcast. This was particularly the case for a planned webinar on the HCT Terms of Reference and the role of the HCT Compact for a more coherent collective response. This was initially planned for November 2017. It was postponed to December 2017, and has took place on 23 January 2018.

- The activity is completed.

OUTPUT 3.

Humanitarian policy and practice are informed by issues from the field (using Peer-2-Peer missions as a proxy).

Result: The directors of humanitarian policy at the global level identify relevant issues for the policy agenda based on recurrent and common issues in the field i.e. headquarters global discussions are relevant to the field, and informed by the field.

3.1 Activity *The Peer-2-Peer Project communicates the findings of missions, illustrates humanitarian trends, and transmits field-based issues to decision-makers at the global policy level i.e. the EDG and other relevant groups.*

The Peer-2-Peer team has regularly engaged in workshops, seminars and other fora throughout the year to illustrate humanitarian trends as identified on missions (trends are consolidated from missions from 2014 when the Peer-2-Peer Project started its work (as the STAIT project).

The team had dedicated session with the Emergency Relief Coordinator (ERC) and the Deputy Emergency Relief Coordinator (DERC) to brief them on trends that have been identified from the twenty-two missions that the team has completed since its birth. This senior level engagement is considered a significant achievement to bring the Peer-2-Peer work to the attention of the most senior officials in the humanitarian world.

The following information is not specific only to 2017, the reporting period for this annual report, but illustrates trends over a period of time.

The Peer-2-Peer project has analysed the results of all its missions from 2014 to the end of 2017 (excluding learning missions to Nepal, Iraq, and Turkey in 2015, 2016, and 2017 respectively), and has consolidated these results to illustrate which issues HCs and HCTs are struggling to address, and hence, where more support is needed.

The analysis compiles the findings of twenty-two different STAIT missions, Peer-2-Peer missions and OPRs, and confirms there are four clear issues where the humanitarian community believes it is underperforming, and require more assistance: (1) delivering assistance (in terms of scale, speed, relevance and quality); (2) protection (strategic leadership on protection, mainstreaming and protection programming including Gender Based Violence); (3) leadership and coordination (particularly the relationship between the HCT and the inter-cluster group); and (4) a collective approach on accountability to affected people.

Other recurrent issues that provide a challenge to humanitarian operations, based on the findings from OPRs and peer support missions, are security risk management and access; the importance of building local capacities and working with local actors to support humanitarian operations; and communicating a clear humanitarian narrative.

More recently, as the methodology for Peer Support Missions has evolved, some different challenges are being identified, and humanitarian partners in the field are raising issues which they feel should be higher on their agenda, such as preparedness; a collective approach on the prevention of sexual exploitation and abuse (PSEA); and principled humanitarian action. While these issues appear lower down the list, they are amongst the most prominent issues that have been reported and discussed on recent peer support missions.

The graphical presentation, below, provides a snapshot of the main challenges which the humanitarian community are faced with when delivering assistance in complex environments. The Peer-2-Peer Support Project provides this information as part of its feedback commitment to global humanitarian bodies (EDG and other IASC bodies) as part of its analysis of the main issues which humanitarians face, and need to overcome to deliver their aid better.

It should be noted that the trends analysis that the Peer-2-Peer team has produced in recent years has been significant in triggering the development of a new Terms of Reference for HCTs. The Peer-2-Peer Team was involved in initially drafting the new Terms of Reference, and in discussions with the IASC to finalise the document.

- The activity is completed.

Deleted: the new way of working to establish mutually reinforcing relief operations and development activities

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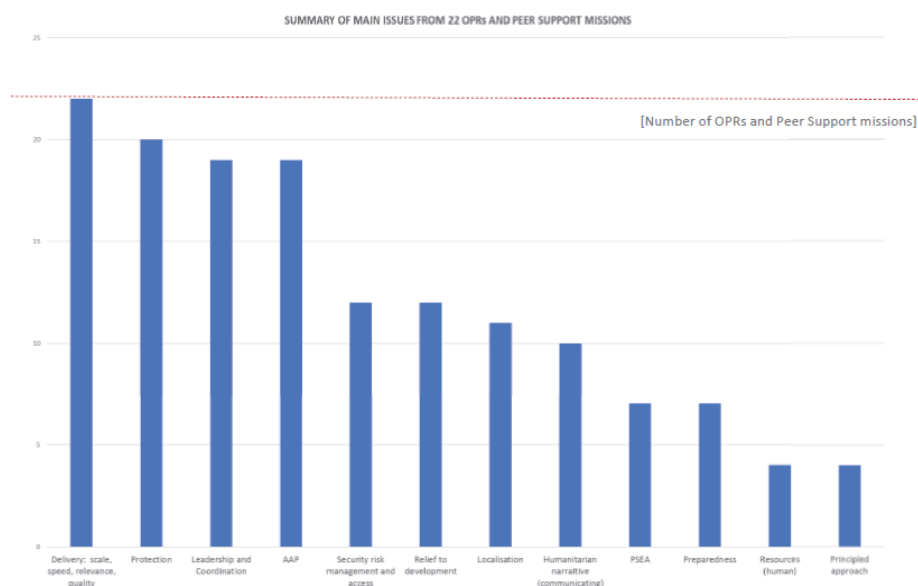


Table 1: Summary of issues in need of more attention based on findings from twenty-two Peer-2-Peer missions and Operational Peer Reviews (OPRs) to eighteen different countries, 2014-2017.

3.2 Activity: *Produce a briefing twice per year on findings, trends and practices from the Peer-2-Peer missions, and present findings to the IASC EDG, and other relevant policy fora on request, to inform policy discussions and development.*

The Peer-2-Peer project has presented these findings to the EDG and to the Top Ten Donor Group in Geneva twice per year (updated each time) and has provided explanations as to why these issues continue to be difficult to address. The P2P also follows up with the relevant agency(ies) to mobilise support to HCs and HCTs, or field operations generally, from the relevant agency or inter-agency group i.e. the lead organization on each individual issue.

The Peer-2-Peer project has also presented these findings in numerous other trainings, discussion groups and policy and academic fora including the Global Cluster Coordination Group (GCCG), the Global Protection Cluster (GPC), and the IASC Task Team on AAP and PSEA.

The Peer-2-Peer project has also worked closely with individual agencies and teams (e.g. the preparedness section within OCHA, that have regularly followed up on Peer-2-Peer information and recommendations) to inform about the different challenges that are regularly faced in the field with the aim to positively influence policy positively, and/or influence these agencies/groups to mobilize resources to support HCs that need assistance.

- The activity is completed.

3.3 Activity *Produce short summary notes on field practice and case studies on lessons learned with a view to supporting and informing policy discussions.*

The Peer-2-Peer project intended to carry out two learning missions (see activity 2.3), but only completed one, to Gaziantep (Turkey), the hub supporting cross-border delivery in the Whole of Syria Response. The mission looked into how the humanitarian leadership had successfully integrated local organisations into the humanitarian response as equal partners with the international organisations.

This learning mission produced the Peer-2-Peer Support Note on localization, which is a key outcome from the WHS. The P2P Support Note (summary note) is based on a case study from the Gaziantep hub. The summary note will be shared with HCs and HCT members in different humanitarian operations in early 2018 to support the localization agenda, globally.

The Peer-2-Peer Team also produced another Peer-2-Peer Support Note that provided practical steps for HCs and HCTs to strengthen approaches to combat gender-based violence in humanitarian response. This note was produced through desk research with significant inputs from the Deputy HC in Nigeria, the GBV sub-cluster (also called the GBV Area of Responsibility, AoR), and UNFPA.

Both support notes are available at www.deliveraidbetter.org

- The activity is almost completed.

PROGRESS AGAINST TARGETS (as per the project document results matrix)

Output, Indicator and Target	Achievement against target	Actions/next steps required
<p>Output 1: HCs and HCTs are aware of the global policy framework (TA and WHS commitments) and how to apply it at field in a way that is adapted to their specific context at the field level.</p>		
<p>Target 1.1:</p> <ul style="list-style-type: none"> 25% increase in application of relevant global policy frameworks (TA and WHS). 	<p>The project needs to survey HCs and HCT members to assess an increase in their knowledge and application of global policy frameworks.</p> <p>The project considers that a survey should be done in conjunction with OCHA’s Humanitarian Leadership Support Unit (HLSU) to minimize multiple requests from multiple sources to HCs and HCT members. The process should be streamlined to reduce an unnecessary burden being placed on HCs and HCT members. A survey will be done, and should be carefully planned together with HLSU, and sent as one survey covering the needs of the Peer-2-Peer project, HLSU’s requirements, and most importantly aligned and targeted to the needs of HCs in the field.</p> <p>The survey will be developed and sent to HCs in a joint initiative with HLSU in the first quarter of 2018. This also relates to a request by the EDG for the Peer-2-Peer project to assess the role of the project vis-à-vis HC needs, as identified in the EDG teleconference on the Peer-2-Peer project in December 2017.</p>	<p>A HC survey will be developed and distributed in collaboration with OCHA Humanitarian Leadership Support Unit to measure result against the target in 2018 (first quarter).</p> <p>The survey will also capture information from HCs on the value of the Peer-2-peer project vis-à-vis their needs in the field.</p>
<p>Target 1.2:</p> <ul style="list-style-type: none"> 1,500 live webinar participants (in ten webinars) on topics related to the global policy frameworks. 	<p>Target 100% achieved.</p> <p>2,216 webinar participants for eight webinars on issues related to key issues on the humanitarian agenda.</p> <p>Full list of webinars on page 12/13.</p>	<p>The 2018 annual workplan includes the continuation of a webinar series, but will be more targeted (fewer webinars) due to the high use of time and resources to organize webinars and the reduced size of the team. This will allow more resources to be dedicated to the critical element of the</p>

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		P2P project in its field missions.
<p>Target 1.3</p> <ul style="list-style-type: none"> 3,000 recipients of webinars (live engagement and accessing the recordings) 	<p>Target 100% achieved.</p> <p>3,343 people tuned in to live webinars (2,216) and accessed recordings (1,127) which are hosted on the Peer-2-Peer website at www.deliveraidbetter.org</p> <p>Full list of webinars on page 12/13.</p>	See target 1.2 above.
<p>Target 1.4</p> <ul style="list-style-type: none"> 20 learning / communications products (video, audio, animation, summary papers) produced on issues relating to the global policy frameworks and critical humanitarian issues from the field. 	<p>Target 70% achieved.</p> <p>The project produced fourteen learning products that related to the webinar series, and learning missions.</p> <p>The project did not produce animations or audio clips, as IASC subsidiary bodies, and other UN agencies and NGOs are already producing similar products. The Peer-2-Peer project did not see the value in replicating similar products, but have been active in disseminating the learning content of other agencies, NGOs, and IASC subsidiary body products to HCs and HCTs when carrying out missions.</p>	The project will continue with a reduced number of learning products in 2018 in-line with its reduction in webinars and learning missions. The project will focus its resources more towards Peer-2-Peer support missions, and strengthen the analysis component of the project to inform headquarters agencies, NGOs and IASC subsidiary bodies on the most pressing issues faced in field operations and global trends, based on an analysis of Peer-2-Peer missions over the last three years.
<p>Target 1.5</p> <ul style="list-style-type: none"> 8 significant policy fora and trainings participated in by the Peer-2-Peer project team. 	<p>Target 100% achieved.</p> <p>The Peer-2-Peer project team have been engaged in substantially more than eight policy fora discussions, workshops, and seminars throughout the year.</p> <p>The team also had bilateral engagement with the ERC and DERC which is a significant engagement to make sure its work, and mission findings, are communicated to the most senior levels of the humanitarian system.</p> <p>Team members have also participated and led humanitarian training sessions with UN agencies and international NGO partners. These have included two regular meetings with the EDG (annual</p>	The project will continue to engage strategically with UN headquarters, international NGO headquarters, and IASC bodies to reflect and relate its mission findings to inform policy fora discussions to make sure they relate to field realities.

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	<p>and bi-annual meeting); participation in the HC retreat in Montreux, several briefings bilaterally with donors; and with the donor group in Geneva; regular engagement with the Head of the IASC and the IASC Secretariat; participation in a Localization Conference hosted by the IFCR in London; briefings with the global inter-cluster group, regular engagement with the IASC subsidiary body on AAP and PSEA; and regular engagement with the Global Protection Cluster.</p> <p>The Peer-2-Peer team was also invited and engaged in training events with UNDP's Early Recovery Cluster and the Danish Refugee Council's Emergency Standby Roster as a means of communicating mission findings and issues to a broad audience, and making sure deployable expertise is informed of critical issues in field operations.</p>	
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Output 2: HCTs have systems, procedures and competencies to implement an efficient, effective and accountable humanitarian response based on the global policy framework (TA and WHS commitments, broadly speaking).

<p>Target 2.1:</p> <ul style="list-style-type: none"> 8 Peer-2-Peer (or OPR) missions 	<p>Target 75% achieved</p> <p>The Peer-2-Peer project carried out six out of a targeted eight support missions.</p> <p>No L3 crises were declared in 2017 except in the Democratic Republic of Congo (DRC) in November 2017, for which an OPR will take place in February 2018, hence not included in this annual report for 2017.</p> <p>The project carried out missions in Mali, Haiti, Ukraine, Nigeria, Libya, and the Central African Republic (CAR).</p> <p>The project did not carry out sufficient missions in the first quarter of 2017 due</p>	<p>The project will continue with its core activity in 2018 but will target only six missions to reflect the proposed reduced staffing of the project.</p> <p>The project has also requested the EDG to consider a proposal to deploy to all countries where a new HC takes up residency. If this is approved it may see even more missions being deployed to crises, though this will have to be balanced</p>
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	to protracted discussions with HCs to deploy to some countries.	by the capacity of the core team.
<p>Target 2.2:</p> <ul style="list-style-type: none"> 2 Learning missions 	<p>Target 50% achieved</p> <p>The project carried out one learning mission to look at how the leadership of the cross-border response to Syria had strengthened the localization agenda in its operations.</p> <p>The mission produced a Note on localization. The Note) is based on a case study from the Gaziantep hub.</p> <p>The mission to Gaziantep absorbed a significant amount of capacity (time) to plan and complete, and it was considered that another mission in the second half of 2017 would not be possible with higher priority Peer-2-Peer support missions to Libya and CAR already committed to.</p> <p>The departure of the D2 Project Director and Team Leader, particularly, and the D1 (P6) Director in the third quarter also reduced capacity of the project to field a second learning missions.</p> <p>However, a second learning mission to look at the HCT Compact in Somalia, was planned and may go ahead in 2018 if the HC remains in position.</p>	<p>The Peer to Peer Project will continue its activity of ‘learning’ as a complementary activity to its core function of deploying on support missions.</p> <p>It will carry out two learning missions throughout the year, potentially linking the learning mission with a Peer-2-Peer support mission if relevant.</p> <p>Learning from different operations is seen as a key benefit for HCs and HCTs around the world and the project will continue with this theme, but will not detract from the core function of fully fledged support missions to HCs and HCTs which will remain the project’s main activity.</p> <p>The Peer-2-Peer project will continue to look at key learning themes around ‘togetherness’ and look particularly at how the HCT Compact and the HCT Terms of Reference have been used to good effect, if good examples exist.</p>
<p>Target 2.4</p> <ul style="list-style-type: none"> 8 Update reports from OPR and Peer-2-Peer missions 	<p>Target 100% achieved</p> <p>A key accountability mechanism of the Peer-2-Peer project is the submission of an Update Report to the ERC following a Peer-2-peer mission.</p> <p>The Peer-2-Peer project has received an Update Report from Haiti, Mali, and the Ukraine in 2017 following missions to these countries. The Update reports</p>	<p>The Update Report to the ERC is a critical component of the peer support process which ensures support missions are followed up by HCs and HCTs, and that HCs and HCTs are accountable for implementing a plan to strengthen the response.</p>

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	<p>from Libya, Nigeria and CAR will only be due in 2018.</p> <p>The project also received Update Reports during this year from Somalia and South Sudan that received missions towards the end of 2016. Ethiopia was not required to submit a report in regard to the specifics of that mission i.e. supporting an OCHA initiated lessons learned process from the 2015/16 drought emergency.</p> <p>All Update Reports due to the Peer-2-Peer project in 2017 have been submitted, hence a 100% achievement against the target, despite only five reports being submitted from a target of eight.</p>	<p>The Peer-2-Peer project will continue to integrate the accountability mechanism that requires an Update Report from all missions in 2018.</p>
<p>Target 2.5</p> <ul style="list-style-type: none"> 10 tailored webinar sessions for HC/HCTs 	<p>Target 100% achieved</p> <p>The Peer-2-Peer team broadcast nine interactive webinars during 2017 against a target of ten.</p> <p>The webinars attracted an on-line audience of 2,216 humanitarian practitioners for the live broadcast, and a further 1,127 that listened to the recording of the webinars that were posted on the Peer-2-Peer Project website, www.deliveraidbetter.org. These figures were substantially higher than the target identified in the annual workplan (1,500 live audience in total for all webinars).</p> <p>See also reporting against targets 1.2 and 1.3, above, and the narrative report for more information on audience statistics.</p> <p>Despite the achievement of nine webinars against a target of ten for the year, the project considers this activity to be 100% achieved as the audience figures far outstripped the target audience for ten webinars.</p>	<p>The 2018 annual workplan includes the continuation of a webinar series, but will be more targeted (fewer webinars) due to the high use of time and resources to organize webinars. This will allow more resources to be dedicated to the critical element of the P2P project in its field missions.</p>
<p>Target 2.6</p>	<p>Target 100% achieved</p>	<p>The Peer-2-Peer project is rooted in partnerships and</p>

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<ul style="list-style-type: none"> 4 training events / workshops supported by the Peer-2-Peer team. 	<p>The Peer-2-Peer team led or supported training events with the Danish Refugee Council's Standby Roster (part of a partnership agreement running since 2016), UNDP's Early Recovery Cluster.</p> <p>The team also participated in workshops on localization hosted by the IFCR in London, and the HC retreat in Montreux.</p>	<p>will continue to engage substantially in training events, seminars, workshops and discussions to ensure policy discussions are rooted in field realities, which the peer-2-Peer team bring from the field missions.</p>
<p>Target 2.7</p> <ul style="list-style-type: none"> 8 HCTs with a tangible approach to address the humanitarian – development nexus 	<p>Target 75% achieved</p> <p>The Peer-2-Peer Project carried out six support missions from a total of eight that were planned in 2017.</p> <p>The mission produced an action plan in each of these cases where the HCT identified specific actions to strengthen ways in which the humanitarian operation and development work could be mutually reinforcing.</p>	
<p>Output 3: Humanitarian policy and practice are informed by issues from the field (using PEER-2-PEER PROJECT missions as a proxy).</p>		
<p>Target 3.1:</p> <ul style="list-style-type: none"> 2 'trends analysis' papers produced per year (based on Peer-2-Peer and OPR missions since the start of the project) 	<p>Target 100% completed</p> <p>A trends analysis paper was prepared and presented at two EDG meetings (annual meeting and mid-year meeting), and to the donor group in Geneva mid-way through the year at the request of the donor group.</p>	<p>The Peer-2-Peer team will intensify its analytical role in 2018. The team will explore the potential to develop a partnership with academia, for example with the Graduate Institute, to provide a dedicated capacity for research and analysis across all Peer-2-Peer missions and OPRs.</p>
<p>Target 3.2:</p> <ul style="list-style-type: none"> 6 learning papers and case studies produced per year (linked to PEER-2-PEER PROJECT missions and Learning missions) 	<p>Target 40% completed.</p> <p>The Peer-2-Peer project produced two learning papers from one learning mission (localization) and one intensive desk review (GBV). The target was not achieved because the amount of time dedicated to the Gaziantep learning mission (localization) inclined the project to concentrate more on P2P support missions more than learning missions.</p>	<p>The Peer-2-Peer project will not abandon the idea of finding, illustrating, and disseminating good practice in humanitarian response. However, it will be less ambitious than in previous years and will focus on two learning missions, accompanied by two learning</p>

		papers. It will be clear, focused, and achievable.
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Impact on Direct and Indirect Beneficiaries

The direct beneficiaries of the Peer-2-Peer project are Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs). A more effective humanitarian response will greatly benefit the affected populations (indirect beneficiaries) if the HC/HCT can generate a more collective effort to delivering assistance.

The Peer-2-Peer project will be sending a survey to all HCs and HCT members that received a Peer-2-Peer mission in 2017 to develop an understanding of the perceived worth of the support missions from those it is supposed to support. This will be done in the first quarter of 2018 in partnership with OCHA's Humanitarian Leadership Support Unit (HLSU).

In the meantime, the only indicator of impact on the project beneficiaries is informal feedback from HCs and HCT members that have vocalized their appreciation of the project and the support it provides.

Capacity Development

The project has supported the capacity of HCs and HCTs to work more effectively together in several ways. Its support missions are direct interventions which build the capacity of HCTs to work together. The mission methodology brings teams together by default, and the action plans identify core responsibilities of different actors in the response which will allow the team to work in a spirit of togetherness to deliver assistance more effectively.

The project was also significantly involved in developing a revised HCT Terms of Reference (for the EDG) and a related HCT Compact which provides clear guidance on the roles, responsibilities, and accountabilities of the HCT. The Terms of Reference and the Compact have been significant tools in developing the capacity of HCTs to work more closely together in the way they plan and deliver humanitarian response. This work was significantly influenced by the Peer-2-Peer project's field missions, particularly the consolidation of issues from twenty-two missions.

Gender Mainstreaming

All Peer-2-Peer mission teams, to the extent possible, include a balanced representation of males and females. The same can be said of participants in webinars, where, in almost all cases there has been one senior male and one senior female presenter on the issues that are covered.

All Peer-2-Peer missions include special reference to the situation of women, girls, boys and men during missions.

Communication Strategy

The Peer-2-Peer project uses the IASC logo on its products and on its website to illustrate its inter-agency nature and its independence from any agency bias.

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The Peer-2-Peer project's website at www.deliveraidbetter.org makes reference to the inter-agency nature of the project and its focus on supporting a collective response.

The project disseminates products widely to ensure broad communication of its key messages and key products. It has 5,600 individuals on its e-mail distribution list, and has had almost 10,000 visits to its website during 2017.

CONSTRAINTS AND CHALLENGES

Project Director and Team Leader

The more streamlined team, following the departure of the Director/Team Leader and another Director on the team in September the team has responded and continued to implement its activities (missions particularly) with minimum delay. This has continued in the early planning for 2018 where four missions¹ were confirmed for the first three months of the year. However, due to an escalation in the conflict in northern Syria and retaliatory attacks in southern Turkey, one of the missions (Gaziantep) has been postponed indefinitely. A second mission to look at the cross-border operation to Jordan has also been postponed until further notice as the team in Amman decided to have an internal retreat prior to a Peer-2-Peer mission. The mission to Colombia has been rescheduled to early April to avoid a clash with public holidays at the end of March. The OPR mission to DRC has also been delayed until April on the request of the HC. Planning continues for all these missions, except Amman, despite the reduced number of personnel in the team. It is expected for all of them to be completed in the first half of the year. The Peer-2-Peer team will try to adapt and carry out learning missions in the first quarter of the year in place of the postponed / delayed missions.

While the Peer-2-Peer team has continued its planning and its work, the absence of a senior Director / Team leader with a D2 and former HC background has hindered outreach to some HCs in the field and hindered the potential for the project to engage as senior peers to HCs, some of whom are at the ASG level. The importance of recruiting a new Director and Team leader with the right profile is essential for the continued success of the project.

Team composition for support missions

The slow process in some IASC members identifying participants for Peer-2-Peer missions and/or mission recipient countries has had a delaying impact on putting missions together, also impeded the team's ability to move quickly and predictably, on occasions, and meant missions took longer to organize than expected thereby incurring delays.

Communications

The team successfully put in place the website and tools as part of a one-off investment (website, rebranding, use of social media, in-house training for HAOs on Communications and website management). Following the completion of the task and the hand-over from the communication team, the P2P remaining capacity will be challenged to continue the work with the same quality standard in addition to their field support functions, post-mission follow up, learning missions and related activities, engagement with donors, partnerships and networking etc.

Clear guidance for missions

The Peer-2-Peer Team proposed at the end of 2016 that missions are planned as a default measure, to any country where a new HC takes up his / her position. The proposal was intended to provide a more standardised approach for the Peer-2-Peer team to offer a predictable way of working with new HCs, and to ensure that the project's targets relating to missions, would easily be reached and missions would not 'fall through the cracks' as a result of excessive discussions, disagreements, and difficulties in agreeing Terms of Reference and making sure planned missions actually happen.

¹ NOTE: the four missions have subsequently been reduced to three after prolonged discussions with the multi-headed leadership structure for the Whole of Syria Response. The end-result of discussions with the Regional HC, the HC in Syria, the HC in Jordan, and Deputy Regional HC in Turkey was to postpone (or cancel) the Jordan mission. Consequently, the Peer-2-Peer Project only has three missions planned for the first quarter (which is still significantly more than previous years).

It will also be clear to the senior leadership (the HC predominantly) that the Peer-2-Peer team can help provide a forward-looking support function, rather than a review of the HC's performance (which is often how it is interpreted). The same suggestion – to deploy whenever a new HC take up his/her position – was made to the EDG in its dedicated meeting on the Peer-2-Peer project in December 2017, in anticipation of the 2018 workplan. The Peer-2-Peer project has not received a clear response on the suggestion. And in the absence of a clear decision, the project will consider this a no-objection, and will pro-actively approach new HCs to propose its services.

LESSONS LEARNED

The Peer-2-Peer project will streamline activities in 2018 to be more focused on high quality outputs and support to the HCs and HCTs it works with.

The Peer-2-Peer project will adapt in 2018 and focus more on specific activities to ensure it completes them, and completes them with the level of quality befitting a senior team that supports HCs and HCTs. The Peer-2-Peer project will focus substantially on support missions, and reduce its workload related to webinars and other, arguably, more peripheral activities which it has got involved in previously.

The two-year Concept Note for the Peer-2-Peer project outlines the more streamlined and focused function(s) of the project as it moves forward, as does the 2018 Annual Work Plan. The streamlined approach is informed by the lessons, which the project has learned in earlier years.

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VIII. FINANCIAL OVERVIEW

The project started the year with an opening cash balance of USD 770, 758 carried over from contributions received in 2016 from USAID and the Netherlands. In the course of 2017, the following cost sharing agreement were signed.

Australia: 3-year agreement for 2017-19 for AUD 450,000 to disbursed at a rate of AUD 150,000 annually. The contribution for 2017 equaling USD 117,463 was received and fully spent by December 2017.

Germany: 2-year agreement for 2017-18 for EURO 600,000 annually. The contribution for 2017 equaling USD 342,028 was received and fully spent by December 2017.

Sweden: 1-year agreement for SEK 2,800,000. The contribution equaling USD 335,289 was received and fully spent by December 2017.

Switzerland: 2-year agreement for 2017-18 for USD 200,000 annually. The USD 100,000 contribution for 2017 was received and fully spent by December 2017.

The table below show details of the ongoing cost-sharing agreements and a breakdown of expenditures per donor. The different disbursement rates reflect the flexibility allowed by the expiry date of each single cost sharing agreement.

Table 1: Financial inputs and total expenditure*

Donor	Committed as per cost sharing agreement	Received in US\$	Expenditures (US\$)			Remaining Funds as of 31/12/2017 (US\$)	Expiry date cost sharing agreement
			Prior to 2017	2017	Total expenditures per donor		
Netherlands	USD 375,000	375,000	320,652	54,339	375,000	-	31/1/2017
Sweden	SEK 8,600,000	993,544	658,223	335,288	993,511	33	31/12/2017
Germany	EUR 600,000	342,028	N/A	342,018	342,018	10	31/12/2018
USAID	1,800,000	1,800,000	204,126	663,769	867,895	932,105	31/8/2018
Switzerland	US 200,000	100,000	N/A	99,969	99,969	31	31/12/2018
Australia	AUD 450,000	111,607	N/A	111,607	111,601	6	31/12/2019
ECHO	EUR 500,000	558,838	558,838		558,838	-	31/11/2016
DFID	GBP 200,000	291,561	291,561		291,561	-	31/3/2016
Total				1,606,990		932,185	

Note: All expenditure figures presented in this report are provisional. As per the cost-sharing agreement, UNDP Head Quarters provides donors with an annual certified financial statement on 30 June of every year.

The table below provides an estimated breakdown of the cost per output.

Table 2: Breakdown of 2017 financial expenditures per project output

Project Output	US\$	%
Output 1: IASC partners aware of the Transformative Agenda (TA) at field and headquarters level, and knowledgeable on how to utilize it in their specific context at the field level.	482,097	30

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Output 2: HCTs have systems, procedures and competencies to implement an efficient, affective and accountable humanitarian response in accordance with the Transformative Agenda.	803,495	50
Output 3: Humanitarian policy and practice are influenced by the STAIT team's work on the implementation of the TA both at global and country level.	321,398	20
TOTAL	1,606,990	