



Mid-term Evaluation of the GRC-FFO Funding Model (GPI + GPII)

Main Findings and Recommendations

Strengths, Weaknesses, Challenges and Opportunities

Strengths

- Redistribution of responsibilities and competencies between FFO and GRC, building on the respective capabilities of both
 - Strengthened GRC in its decision-making powers and responsibility
 - Use of funds more independently of political and public interest and closer to project reality
 - FFO gains more space for overarching and strategic steering
- Increased quality of GRC's humanitarian aid through a increased quality orientation and technical expertise

Weaknesses

- Reduction of certain flexibility aspects
 - Annual planning cycle for MTEA and hum. DP projects contradicts projects approval during the year
 - Available funds and duration decrease over the course of the funding model
- Current use of the steering mechanism
 - Unused potential for stronger, partnership-based cooperation and joint, strategic steering
 - Discussions characterized too much by administrative issues and progress reports

Challenges

- Pilot character of the funding model → not using the full potential of the funding model yet
- Limited potential of a funding model for the donor to influence the project practice of GRC

Opportunities

- Strengthen capacity building within GRC, SNS and the wider hum. system → sustainable knowledge and skills development
- Thematic cooperation between GRC and FFO

*Please note: The numbers highlight linkages to the respective recommendation on slides 3 – 5.

Recommendations for ...

... the Federal Foreign Office (FFO) and the German Red Cross (GRC):

1. Use the resulting flexibility for more strategic, partnership-based cooperation and informal exchange

- 1.1. Make use of cross-project steering and its potential for strengthening strategic cooperation based on sectoral and regional priorities
- 1.2. Increase the use of committee meeting for these purposes (good practice examples on IEA and Anticipation Top-ups)
- 1.3. Further sensitize staff to use bi-lat. country-based informal exchange, independently of admin. topics

2. Further specify the objectives of the GPII and its added value for both, the FFO and the GRC

- 2.1. use internal strategic workshops to specify the different project goals and prioritize these accordingly
- 2.2. develop a joint vision of the objectives of GPII, between the FFO and the GRC

3. Include project support as central activity of GPII via a separate output to acknowledge and allow measurement of its impact on the project objectives

4. Strive for resolving the conflict of objectives between flexibility and predictability

- 4.1. consider softening the project selection process through exemption rules or a second “small” round at a later date
- 4.2. having individual buffer budget lines in each project would reduce the need for budget shifts between projects and provide increased funding for major changes

Recommendations for ...

... the FFO:

5. Maintain the approach of the funding model in its basic principles for another funding cycle

- 5.1. Maintain the consolidated and the multi-year fundings approach, the joint steering mechanism, the shift in decision-making competencies and increased quality assurance
- 5.2. Further develop the funding model based on the recommendations from this evaluation

6. Systematize coordination processes within FFO and use them for more strategic steering

- 6.1. Systematically incorporate the country and thematic perspectives into coordination processes
- 6.2. Include regular reflection on the objectives and priorities of the GPs

Recommendations for ...

... the GRC:

7. Review created administrative structures and processes for possible simplification

- 7.1. Review critically the need of all processes for quality assurance purposes
- 7.2. Continue to use internal GRC quality assurance standards as a benchmark

8. Process monitoring data collected in GPI and use it for steering purposes

- 8.1. For an efficient process, consider focusing on a small number of indicators with high steering relevance
- 8.2. Consider linking monitoring data with financial data to allow the best possible use of available data

Thank you very much!

For questions or comments contact

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