

Impact: More economic, efficient, effective and equitable delivery of principled humanitarian response to the most vulnerable in the Sahel

Outcome: The most vulnerable in Sahel hard-to-reach hotspots of increasingly protracted and acute humanitarian crisis have their basic needs (protection and assistance) more comprehensively met through a high quality VFM and principled humanitarian response

Impact & collective outcome

Intermediate Outcomes (Dimensions of changes within the system)

Problems to be tackled & hypotheses

Outputs (response)

Assumptions & Inputs

Then, humanitarian NGOs have more financial stability and programmatic/preparedness capacity to scale and adapt in cost effective way to respond to the most acute humanitarian and protection needs and emerging crisis in a sustainable manner in Sahel hot spots

Problem that will be tackled

- Increased coordinated operational presence in locations that face challenges to cope with the influx of displaced people (often urban / peri-urban areas) and increased humanitarian access in under-resourced hard-to-reach conflict affected rural areas
- Functioning systems within existing local institutions and/or endogenous systems will be identified and strengthen
- Increased accountability leads to better level of satisfaction which could lead to more field presence of humanitarian workers as this would be easier to gain access & advocate for protection
- Humanitarian principle preserve space for neutral and independent humanitarian action
- Reduction of the unit cost per beneficiary/service increase the number of aid recipient and is more adapted to their complex and multiple needs
- Better value for money of emergency response

Hypotheses:

Humanitarian NGOs operationally present in Sahel hot spots need predictability, flexibility and longer term funding to scale (**ECONOMY**) and require dedicated support to facilitate adaptive programming to increase quality, effectiveness and inclusiveness of the emergency response (**EFFICIENCY**)

Then, CSOs gain space and recognition to influence the implementation of the localisation agenda in SRF and the humanitarian response through their strengthened and sustained capacities to deliver high quality Vfm emergency assistance in compliant manner in Sahel hot spots

Problems that will be tackled:

- Local actors gain recognition in leading the emergency response for small scale & multiple displacements in compliance with donor's requirements and humanitarian principled
- Increased coverage of acute humanitarian needs
- Local actors are working with the local mechanisms which are preferred by the population
- Functioning systems within existing local institutions and/or endogenous systems will be identified and strengthen
- Local actors will work in coordination with other organizations and local actors/stakeholders to ensure continuity of services after the first 3-month response
- Revision of the SRF operational framework to support CSO to access direct funding to sustain their capacity to respond to emerging crisis
- Increased value for money to respond to small scale and multiple displacements

Hypotheses:

Inclusion of local stakeholders and local first responders is central to gain in efficiency to respond to small scale and multiple displacements and to reach out the most vulnerable in hard to reach Sahel hot spots. (**ECONOMY, EFFICIENCY & EQUITY**)

Then, the SRF is contributing on improving the quality and effectiveness of the humanitarian action in Sahel hot spots

Problems that will be tackled:

- Field based evidence inform program adaption which increase quality and effectiveness of emergency response and also prevent further risks from arising
- Increased NGO capacity in coordination bodies to promote a more principled humanitarian action
- Increased synergy/coordination between initiatives at country, regional and global levels

Hypotheses:

The quality and efficiency of the response depends on the availability of field based evidence and increased capacity/support in coordination forum for more effective and principled humanitarian assistance and advocacy (**EFFECTIVENESS**)

Then, the SRF is collectively influencing policy and humanitarian system reform in Sahel

Problems to be tackled:

- Centralization of learning at regional level allow effective program adaption across the Sahel hot spots
- Strong evidence of the high quality VFM and principled humanitarian response allow NGO to support a regional agenda based on the implementation of the new financing and response model
- Collective advocacy at national and regional level influence more donors to invest in the regional NGO fund
- Strong collaboration with country pool funded and development/resilience actors to identify further synergies to increase the overall impact of the international assistance
- Strong evidence provide constructive disruption to UN led CBPF and other emergency intervention (e.g. RRM)
- Local actors are accessing direct funds and have greater influence on the humanitarian response in the Sahel

Hypotheses:

The SRF and other stakeholders are engaged collectively in policy dialogue to shape policy and effect reform underpinned by field based evidence related to high quality VFM and principled humanitarian response (**4E Vfm**)

Then, the most vulnerable conflict and displaced affected people receive protection and humanitarian assistance through needs based and people centred approach in under-resourced hard-to-reach conflict affected rural areas and in urban/peri urbans areas in Sahel hot spots

Then, newly displaced affected people are receiving high quality Vfm emergency assistance to small-scale and multiple displacements led by local actors and supported via an inclusive approach to partnership and coordination in hard to reach Sahel hot spots

Then, informed and strategic investments in operational research and coordination contribute to a more principled and effective response and inform a NGO regional advocacy agenda

Then, the efficient set-up, management and development of the regional NGO fund contribute to a broader strategic impact based on field based evidence demonstrating high quality VFM humanitarian response in Sahel hot spots

If leading humanitarian INGOs operationally present in Sahel hot spots are provided predictable, flexible and long term funds through SRF

Inputs from Consortia:

- Existing operational (office/assets) and program capacity (staff/knowledge)
- Submission of timely narrative and financial reports
- Baseline, mid-line & end-line,
- mid-term and final evaluation aligned with SRF MEAL/result framework
- Implement inclusive risk management approach
- Ensure that data from their monitoring systems are integrated with existing national monitoring system (P21, GBVIMS, MRP on grave violations against children, etc.)
- Advocacy in national and regional working groups

If leading humanitarian INGOs are provided dedicated support to adjust their response

Inputs from Consortia:

- Multi sector response through needs based and people centered approach ensuring a minimum assistance package to multiple acute needs
- Effective programmatic adjustments based on recommendations from learning products (MEAL and operational research)

If DRC strengthen long term partnership and capitalize learning with local first responders to support an inclusion and equality approach to partnership and coordination in Sahel to improve the quality, and effectiveness of humanitarian response in order to inform a stronger SRF localisation approach

Inputs from DRC:

- Screen leading local first responders using a set of pre-determined criteria
- Support with contextual analysis on conflicts and displacements analysis
- Development of risks management approach and monitoring of identified risks
- Training and capacity building plans (both technical and organisational)
- Support a community of practice of local CSOs first responders
- Support in adaptation of tools and processes to the context and requirements of first responses
- Support in emergency coordination
- Capitalization on learning to support the revision of SRF frameworks, tools and strategy

If local first responders well established and reputed at the regional level in each country of intervention are provided technical/organisational support and flexible funds to deliver life-saving assistance in the first 3 month of a crisis for small scale displacements

Inputs from CSOs:

- Existing local knowledge and network as first responders
- Development/update of Preparedness and Contingency Plans developed in coordination with local municipalities, government technical services and their local plans
- First response to small scale displacement situation
- Coordination with IASC WG Document learning to share with other CSOs and DRC

If SRF provides opportunity for mutual and collective learning through operational research for a broader strategic impact

Inputs from FMU:

- Define learning questions for operational research (catalytic window)
- Call for proposals, screen of applications, DDA and signature of sub agreements
- Quality check and validation of final operational research report
- Support dissemination of research products to support SRF strategic agenda

If SRF provide opportunity to build NGO capacity in coordination forum to promote common regional agenda for a more effective and principle response

Inputs from FMU:

- Selection by the board of the regional NGO forum (ICVA)
- Support joint review of the action plan to be roll out by the selected regional NGO forum
- Monitor the roll out of action plan and support its revision based on needs

If SRF set-up, management and development is efficiently managed to form strong evidence on how to implement a high quality Vfm humanitarian response to support a regional NGO agenda to influence policy/reform

Inputs from FMU:

- The SRF strategy and Operational Framework is compliant with FCDO regulations and endorsed by SRF Governance Board
- Call for proposals, screen of applications, DDA and signature of contract
- Funds disbursement and review of financial documentation/reports, audit.
- Mobilization of the governance board to review progress, issues and risks and provide recommendations
- Dedicated MEAL (FMU) and technical support (DRC) to support program adaptation/review of progress; learning brief, mid-term and final SRF evaluation
- Integration of learning based on grantees feedback and best practices from localisation project (DRC) in SRF strategy

If SRF is using field based evidence on high quality Vfm humanitarian response and principled humanitarian action to support collective advocacy

Inputs from FMU:

- Multi dimensional Analysis of key trends on quarterly basis (DRC)
- Monitor key indicators/metrics to establish strong correlation between improved response and SRF Vfm approach. Ensure that indicators are JIAF compliant. Used of secondary data to further correlation between the improved response, reduction of risks and negative mechanisms. Ensure a common monitoring tool is deployed by all partners and consortium members (P21).
- Formulation of recommendations for advocacy based on field-based evidence generated by projects and operational research
- Participation in relevant coordination fora
- Dissemination of learning and best practices
- Roll out advocacy/com plan

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Impact & collective outcome

Intermediate Outcomes (Dimensions of changes within the system)

Evidences & hypotheses

Then, humanitarian NGOs have more financial stability and programmatic/preparedness capacity to scale and adapt in cost effective way to respond to the most acute humanitarian and protection needs and new/emerging crisis in a sustainable manner in Sahel hot spots

Evidences:

- Operational presence but limited access to population in dire needs, challenge to maintain/increase humanitarian access
- Lack of accountability toward affected population
- Lack of sufficient value for money of emergency response
- Lack of contextual, all-risks assessment approach (combining risks management and risk reduction) and foresight analysis to support planning, preparedness and adaptive program strategy
- Humanitarian principle preserve space for neutral and independent humanitarian action

Hypotheses:
Humanitarian NGOs operationally present in Sahel hot spots need predictability, flexibility and longer term funding to scale (**ECONOMY**) and dedicated support to facilitate adaptive programming to increase quality, effectiveness and inclusiveness of the emergency response (**EFFICIENCY**)

Then, CSOs gain space and recognition to influence the implementation of the localisation agenda in SRF and the humanitarian response through their strengthened and sustained capacities to deliver high quality VfM emergency assistance in compliant manner in Sahel hot spots

Evidences:

- Local actors and endogenous system are the first responders in emergency but limited collaboration with humanitarian actors; CSOs not treated as 'equal'.
- Local mechanisms are preferred by the population
- Lack of continuity of services and creation of parallel system by INGO
- CSO are receiving less than 2% of direct Emergency funding in Sahel (Oxfam report)
- Most CSO are developing multi-sectoral activities (area-based, services to a population, human-centered approaches), with little difference between "emergency" and "development" approaches.
- Limited inclusiveness of the humanitarian response in Sahel;

Hypotheses:
Inclusion of local stakeholders and local first responders is central to gain in efficiency to respond to small scale and multiple displacements and to reach out the most vulnerable in hard to reach Sahel hot spots. (**ECONOMY, EFFICIENCY & EQUITY**)

Then, the SRF is contributing on improving the quality and effectiveness of the humanitarian action in Sahel hot spots

Evidences:

- Lack of data and analysis to increase quality and effectiveness of emergency response and guide strategic priorities, program adaptation and advocacy
- Lack of NGO capacity and synergy between national/regional coordination body to develop and promote a regional agenda supporting a more principled and effective response (minutes of ICVA consultation)

Hypotheses:
The quality and efficiency of the response depends on the availability of field based evidence and increased capacity/support in coordination forum for more effective and principled humanitarian assistance and advocacy (**EFFECTIVENESS**)

Then, the SRF is collectively influencing policy and humanitarian system reform in Sahel

Evidences :

- Emergency response funds tied to the UN-response system has heavy structural costs, short timeframe, challenges encountered in timeliness of disbursement, project rather than programme based and lack of effectiveness for protracted/development crisis
- Emergency response works best when used in combination with humanitarian pooled funding mechanisms and in synergy with development/resilience actors
- Limit to the extent to which changes influenced by a regional NGO managed fund could effect change in the system as a whole (need for strong evidence of proof of concept)
- Limited inclusive advocacy based on field evidence dynamic and offering opportunity to shift power dynamic

Hypotheses:
The SRF and others stakeholders are engaged collectively in policy dialogue to shape policy and effect reform underpinned by field based evidence related to high quality VFM and principled humanitarian response (**4E Vfm**)

Outputs (response)

Then, the most vulnerable displaced affected people receive protection and humanitarian assistance through needs based and people centered approach in under-resourced hard-to-reach conflict affected rural areas and in urban/peri urban areas in Sahel hot spot

Then, newly displaced affected people are receiving protection and humanitarian assistance in hard to reach Sahel hot spots through a first emergency response to small-scale and multiple displacements led by local actors and supported via an inclusive approach to partnership and coordination

Then, informed and strategic investments in operational research and coordination contribute to a more principled and effective response and inform a NGO regional agenda

Then, the efficient set-up, management and development of the regional NGO fund contribute to a broader strategic impact based on field based evidence demonstrating high quality VFM humanitarian response in Sahel hot spots

Assumptions & Problem analysis

If leading humanitarian INGOs operationally present in Sahel hot spots are provided predictable, flexible and long term funds through SRF

- Humanitarian NGOs lack financial, programmatic and preparedness capacity to scale and adapt programming in effective and timely manner to respond acute needs and new/merging crisis
- Limited coverage by NGO in hard to reach areas in Sahel hot spots due to limited humanitarian access
- High level costs to operate and mitigate risks
- Emergency response funds tied to UN CBPF provide short term funding and support sector level project

If leading humanitarian INGOs are provided dedicated support to adjust their response

- Fluctuating level of complementarity between responders and inclusiveness due to funding competition
- Lack a people centered approach to respond to multiple and acute humanitarian needs
- Lack of data and analytical capacity to ensure program adaptation and adequate accountability toward displacement affected population

If DRC strengthen long term partnership and capitalize learning with local first responders to support an inclusion and equality approach to partnership and coordination in Sahel to improve the quality, and effectiveness of humanitarian response in order to inform a stronger SRF localisation approach

- Limited knowledge and recognition by international humanitarian actors of local stakeholders/first responders/endogenous systems and short term engagement
- Local NGOs have limited access to predictable flexible funding and to technical support, thereby limiting their ability to deliver quality first response to crises

If local first responders well established and reputed at the regional level in each country of intervention are provided technical/organisational support and flexible funds to deliver life-saving assistance in the first 3 month of a crisis for small scale displacements

- Lack of organisational and preparedness capacity of local first responder to respond to crisis for quality response and compliance to donor's requirements which impact their capacity to access direct funding
- CSO face specific security challenges to ensure respect humanitarian principled
- lack of access to direct funding (less than 2%)

If SRF provides opportunity for mutual and collective learning through operational research for a broader strategic impact

- Lack of data/capacity to adjust programming to improve program quality and inform program priorities/adaptation and advocacy
- Lack of operational research to support strategic learning and project adaptation
- Lack of collaboration with local research institute

If SRF provide opportunity to build NGO capacity in coordination forum to promote common regional agenda for a more effective and principle response

- Lack of NGO capacity in coordination forum
- Lack of synergy between initiatives at the country, regional and global level
- Lack of effective advocacy on issues related to the principles and IHL
- Lack of NGO common position in coordination forum

If SRF set-up, management and development is efficiently managed to form strong evidence on how to implement a high quality Vfm humanitarian response to support a regional NGO agenda to influence policy/reform

- Lack of regional mechanism to support the implementation of a new financing and response model
- Lack of presence of operational actors both in hot spots and at regional level limiting synergy
- Context analysis is too defined by national borders rather than regional conflict dynamic

If SRF is using field based evidence on high quality VfM humanitarian response and principled humanitarian action to support collective advocacy

- Lack of evidence to determine priorities and influence the implementation of new financing and implementation models
- Lack of regional advocacy strategy and common messages based on evidence for effective advocacy
- Lack of inclusive advocacy to offer opportunity to shift power dynamic
- Lack of effective communication/advocacy to gain/maintain access
- R-IASC and other interagency body remain focus on stabilization efforts and HDP nexus rather on ensuring principled hum.