IRC Evaluation Management Response | 2023 Türkiye Syria Earthquake Appeal

IRC Türkiye Syria Earthquake Appeal management response and follow-up on the Evaluation Report: Türkiye Earthquake programme.

Date: 28/02/2025
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Management response matrix

Evaluation recommendation	Management response	Responsible individual(s) or unit(s)	Priority level	Key actions	Timeframe
Streamline project design process **Conduct Thorough Context Analyses and Needs Assessments:** Update needs assessments periodically to capture shifts from immediate post-disaster assistance to longer-term psychosocial and protection support. **Involve Field and Technical Staff from partner organisations in the**	**Partially Accepted:** Regularly updating needs assessments is crucial to adapt to changing circumstances. However, resource constraints may limit the frequency of these updates. **The IRC is always seeking decision-based evidence** in its activities. The needs assessments still take place in different ad-hoc	Country team: (MEAL, Programme, Field, Finance coordinators)	Medium	IRC will prioritise key structured assessments and integrate findings into project planning as resources allow. IRC will use a phased approach to gradually increase field staff involvement.	Ongoing

project planning and design: Ensure adequate representation of technical and field personnel from partner organisations, along with community-level representatives, in project design discussions to align activities, including budgets and workplans with on-the-ground realities. **Clarify all planned activities and outcomes:** At the proposal stage, define each intervention's objectives, required resources, and timeline to avoid oversight and rushed add-ons later. Activities may be adapted at a later stage, but it is essential to clearly identify the scope, sub-activities, and modalities for all project activities. **Align Proposal and Budget:** Ensure the budget fully reflects the activities outlined in the proposal to prevent delays and the need for amendments.	modalities according to the time constraints. For example, new needs are assessed during project implementation through listening exercises, monitoring visits, etc.., which ensures correct analysis of context. **IRC will seek more involvement** of field staff in project design to ensure project alignment with community needs. However, logistical and scheduling challenges may limit full participation. IRC already started a project named E2E (Engage to Empower) in Northwest Syria, which mainly aims at increasing the involvement of front-line staff in different project phases. The IRC will keep on using a phased approach to gradually increase staff involvement in projects. Defining objectives, resources, and timelines at the proposal stage is important to avoid oversight in budgeting, especially in partner budgeting. IRC will strive to provide detailed plans while recognising that some flexibility is necessary to adapt to evolving project needs. **Ensuring the budget reflects the proposal activities is critical to prevent delays**. IRC will align the budget with planned activities as closely as possible alongside with its partners' budgets, but			IRC will clearly outline the scope and modalities for all activities and adjust as needed.	

	unforeseen expenses and adjustments may require amendments.				
Strengthening Child Protection response and its integration into the broader project - Develop a Dedicated Child Protection Framework: Clearly outline objectives, timelines, referral pathways, and accountability measures from project inception. **Provide Structured Capacity-Building:** Offer formal training and supportive supervision on child protection standards, case management, and risk mitigation to improve effectiveness of the response when it is being implemented by an actor new to child protection. **Link IPA to address clear child protection needs or threats**: Ensure IPA is clearly linked to specific child protection outcomes that mitigate or prevent risks or threats for children. This could be in the form of safe transport to specific services, access to education and health, distribution of dignity kits, etc. Rather than focusing solely on basic humanitarian assistance, like food, livelihood support, clothing, etc., consider distribution of more standardised in-kind protection assistance, such as dignity kits, solar lamps, etc. so there is a more systematic way to identify needs and monitor beneficiary use and satisfaction.	**Partially accepted:** While IRC recognise the importance of a dedicated framework, the current project scope and resources may not allow for a fully comprehensive framework from inception. Formal training and supportive supervision are crucial. However, this is challenging in practice to implement, given resource constraints, turnover rates, and the emergency theme for this project. **IRC agree on the importance of linking IPA to child protection outcomes**. However, the focus on basic humanitarian assistance remains critical. **Integrating child protection into PSS sessions is valuable**. IRC will start by incorporating basic child protection themes and gradually introduce more comprehensive elements as facilitators become more comfortable with the material. While introducing higher-level resources is beneficial, it may not be feasible in every session due to time constraints.	Country team:(Programme, Field coordinator)	High	IRC already focus on essential training modules and gradually expand to cover comprehensive child protection standards and risk mitigation strategies in Northwest Syria context. IRC also incorporated child protection elements where feasible and monitor the impact to adjust the approach accordingly. As IRC phased out of Türkiye context, IRC will ensure that key resources are highlighted periodically and provide additional information through other channels.	NA

Strengthen integrated programming: **Integrate child protection considerations** (e.g., reporting mechanisms, safety planning) into general psychosocial themes addressed during group PSS sessions, reinforcing the idea that both well-being and safety are interconnected. **Devote segments of each session to introducing higher-level MHPSS** or protection resources, including referral pathways and contact information for specialissed services (e.g., legal aid, psychiatric care). **Incorporate brief, age-appropriate screening tools** or discussion prompts within PSS group activities to identify participants who may require individual counseling, external referrals for specialized MHPSS or protection needs. **Train facilitators** to recognisse signs of distress or potential protection risks and to initiate referrals in a timely, confidential manner.					
Improve MHPSS Effectiveness **Expand Referral and Specialised Services:** Strengthen referral mechanisms for advanced mental health support, ensuring reliable follow-up. Increase resources and staffing—particularly counsellors and psychologists—to accommodate demand for individual sessions.	**Partially accepted:** Strengthening referral mechanisms and increasing resources are critical. However, immediate expansion may be limited by current staffing and budget constraints. Offering more interactive formats and varied sessions is beneficial.	Country team: (Programme , Field coordinators)	Medium	IRC will prioritise the most urgent needs and seek additional funding to expand services. IRC will enhance outreach efforts within existing resource limits and collaborate with community	NA

Tailor Session Design and Frequency: Offer more interactive formats and regularly gauge participant feedback for improvement. Shorter, more varied sessions can address adolescents' and caregivers' preferences, while setting up gender-segregated or evening options may boost male attendance. **Strengthen Outreach and Awareness**: Promote consistent outreach and work with community leaders, social media, and existing beneficiary networks to reduce stigma and encourage greater awareness of specialised counselling, trauma-focused care, and positive parenting programmes.	IRC will seek implementing these changes gradually, starting with pilot sessions to gather participant feedback and refine the approach. Promoting outreach and reducing stigma are important goals. IRC will enhance outreach efforts within existing resource limits and collaborate with community leaders to maximise impact.			leaders to maximise impact.	
Improve Efficiency and Resource Management **Appoint a Central Project Manager or Focal Point:** Assign a dedicated project coordinator within the IRC, who is responsible for overall project management of both technical and administrative aspects to ensure timely decision-making and effective coordination. **Conduct Regular Budget Reviews**: Schedule regular financial check-ins to detect potential underspending or overspending along with any other budgetary misallocations, adjusting plans as needed in a timely manner.	**Partially Reject:** Assigning a dedicated project coordinator is ideal. However, the high turnover rate in partners poses challenges, as the project manager changed several times. **Regular financial check-ins** are necessary. IRC continues in their financial check with its partners through various project meetings during the project lifetime. Formalising handover processes is beneficial, especially among the partners' staff. IRC will require departing partner staff to provide	Country team: (MEAL, Program, Field, Finance coordinators	Medium	IRC will require departing partner staff to provide briefing documents and conduct orientations, but face-to-face handovers may be limited by logistical constraints.	NA

Enhance Financial Planning: Build flexibility into the budget to account for currency fluctuations and establish contingency plans for financial adjustments. **Synchronise Donor Approvals and Fund Disbursements with Project Start-Up:** Ensure timely disbursement of funds to implementing partner. Obtain required donor approvals in advance and distribute funds before staff recruitment and procurement begin. **Formalise Staff Handover Processes:** Require departing staff to produce briefing documents and conduct face-to-face orientations for their successors to maintain continuity.	briefing documents and conduct orientations.				
Strengthen Accountability and Monitoring Measures **Designate Dedicated Feedback Focal Points:** Assign staff specifically to manage complaints, feedback, and follow-up, ensuring impartiality and preventing overextension of programme staff. Publicise complaint channels widely (posters, social media, community announcements) to boost client awareness. **Publicise Feedback Channels Widely:** Display clear, multilingual signage within project facilities and community centres to explain how to lodge complaints or provide feedback.	**Partially Rejected** Assigning staff to manage feedback is important. IRC had focal points assigned and ensured the partner has one as well. Publicising feedback channels is essential. However, visibility procedure and legal regulations created constraints, especially regarding the emergency response. Strengthening M&E systems is critical for partners and IRC.	Country team: (MEAL)	Medium	IRC will support partners to develop a clear M&E plan and will provide initial training, with a focus on continuous improvement and resource allocation as the project evolves.	Ongoing

Strengthen M&E systems: Ensure there is a clear M&E plan and provide training and resources for dedicated M&E personnel so that data collection, analysis, and feedback loops become integral to programme adaptation and quality improvement.					
Prioritise Sustainability and Local Capacity **Build Exit Strategies into Project Design:** Outline early plans for transitioning or closing out services in consultation with local stakeholders. Provide service maps, ongoing referral options, and, where feasible, support local actors (ministries, NGOs) to continue critical activities. **Prioritise Capacity-Building for Local Institutions:** Offer formal training on trauma-informed care, child protection, and psychosocial support to government staff, social workers, and community volunteers. Encourage peer learning and mentorship to cultivate lasting expertise. **Encourage Broader Networks and Partnerships:** Work with municipal authorities, local NGOs, and community groups to foster synergy. Connect clients to existing services (legal aid, specialised health clinics) to extend support well beyond project timelines.	**Partially Rejected** Outlining exit strategies is important, and IRC had a planned exit strategy for the project alongside with their partner. Capacity-building is crucial. IRC will continue to offer initial training and mentorship opportunities, with a focus on expanding these efforts as resources and project scope allow. Fostering synergy with local entities is beneficial. IRC has similar partnerships with these entities under different projects and scopes.	Country team: (MEAL, Programme, Field, HR, coordinators)	Medium		Ongoing
Ensure Staff Well-being	**Partially Rejected** Staff care is essential. IRC already has a duty of care policy that is	Country team: (HR	Medium	**IRC will ensure:**	Ongoing

Integrate Staff Care Measures: Arrange debriefing sessions, mental health support, and workload management practices to mitigate fatigue from frequent travel and high emotional demands. Budget for additional positions—particularly psychologists—to avoid overstretching current teams. **Implement Structured Supervision:** Regularly check in on staff welfare and performance, especially in field settings with challenging physical conditions. Offer flexible scheduling or rotation of duties to reduce burnout risks. **Ensure Adequate Staffing Levels:** Hire additional professionals to distribute workloads more evenly and reduce reliance on a few overburdened focal points. **Establish Clear Role Definitions**: Separate staff duties for programme implementation and accountability/complaints management, ensuring impartiality and reducing strain on programme staff.	shared with all its employees, however for partner level implementation, IRC will seek more information regarding their staff care policies. Hiring additional staff is not always the only solution, since this is more linked to the budget availability, resources and initial project plans. To ensure efficient and effective implementation, the IRC will ensure supporting the partner organisations in setting more realistic targets for the project activities/indicators at the project design level.	coordinators)		**Clear segregation of duties:** ensuring roles are clearly separated and defined. **Defined job descriptions:** clear job descriptions outlining responsibilities to manage workloads and set expectations, with well-defined and just compensation. **Designation of an internal MHPSS Focal Point:** appoint someone specifically responsible for staff mental health and well-being, especially in high-stress environments. **Shortening of recruitment time:** In emergencies, we need to hire quickly. IRC will build a talent pool so we can fill positions faster when needed. **Collaboration during project design:** HR and programmes (both IRC and Partner) should work together early on to figure out the right staffing levels and make sure the team is not overloaded.

				Development of rotating schedules when applicable to help manage workloads and prevent burnout..	