Evaluation Report

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THE GREEN MILE: NGOS DRIVING SUSTAINABLE COLLABORATION

A COMPREHENSIVE REVIEW OF VEHICLE SHARING IN LEBANON

CONTENTS

ACRONYMS

AI	Artificial Intelligence
BHA	Bureau of Humanitarian Affairs - USAID
CO_2e	Carbon dioxide equivalent
GHG	Greenhouse Gas
HQ	Headquarters
HR	Human Resources
INGO	International Non-Governmental Organisation
KII	Key Informant Interview
KPI	Key Performance Indicator
MEAL	Monitoring, Evaluation, Accountability, and Learning
MoM	Minutes of Meeting
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
VSI	Vehicle Sharing Initiative
VSO	Vehicle Sharing Officer

ACKNOWLEDGMENTS

SUMMARY FOR POLICYMAKERS

The NGO Vehicle-Sharing Initiative (VSI), launched almost three years ago in Lebanon, is now at a turning point in its history as funding comes to an end and the project initiator prepares to hand over to NGO members themselves. This evaluation report sets out the **main results and lessons learned** from this innovative and inspiring experience for mobility management in the aid sector and other areas of humanitarian action.

Based on a favourable geographical context, in a relatively small country with good quality roads used extensively by NGOs, and on an environmental agenda that is increasingly highlighted within international aid, the initiative currently brings together 7 international NGOs that made 249 shared trips between June 2022 and December 2024, among 2310 total reported trips by partners. With the help of the project team, these **NGOs have succeeded in overcoming the security and technical problems** that have, unsurprisingly, punctuated the VSI in the humanitarian sector. Through dialogue and collective intelligence, it has been possible for the partner organisations to agree on timetables, routes, booking tool and processes such as the reimbursement systems. This approach naturally takes time for discussions, compromises, and adjustments, and some NGOs have ultimately chosen to opt out. However, the VSI offers several key advantages. Sharing journeys logically helps to reduce both transport costs and environmental impact. It also fosters stronger connections between organisations, giving NGO staff opportunities to meet, exchange ideas, and socialise. During the initiative, a larger vehicle was added to the shared fleet to increase transport capacity, as previous car-sharing efforts had been limited by the number of available seats. While this raises questions about the economic and environmental benefits of the initiative, it also underscores a crucial goal of any car-sharing scheme: **the overall reduction in the number of vehicles**.

Furthermore, a car-sharing initiative is first and foremost an **experiment in pooling, which necessarily raises issues of governance**. For the VSI amongst NGOs in Lebanon, governance was built up over time, between partner organisations and with the support of the project coordinator, but above all through an **extremely participative approach**. This latter not only enabled the NGOs to shape the governance according to their needs but also allowed them to take ownership of the initiative. However, there is still room for improvement in terms of **clarifying and formalising roles, responsibilities and mechanisms and in the decision-making process**. Communication is also a key multi-faceted issue here. Indeed, the success of VSI depends as much, if not more, on the communication systems: within each NGO, between NGOs and the project team, and between NGOs. Finally, behind this initiative lies, above all, a **process of learning to work together** between organisations, which obviously takes time - particularly to set up, as this is something new for NGOs - but also relational intelligence and a willingness to change.

Lastly, VSI reflects other strategic challenges that are often overlooked by organisations: **changes in vision and behaviour.** For example, **cultural resistance** to car sharing can be very strong as it is the case both in Lebanon, where people prefer the comfort of the private car and where public or informal transports are not considered and in the humanitarian sector, where the private car with driver is seen not as a luxury but rather as something to be taken for granted. However, change needs to take place at both individual and organisational levels, hence the **importance of institutional support and the role of top management** in transforming the initiative into an organisational practice. For top management, this involves **role modelling and also recognising and rewarding individual behaviour** that goes in the right direction and contributes to new, more virtuous habits. Moreover, the top management can openly support the initiative on an organisational level - **making it the main option for travelling rather than the exception**. Because, even if the member organisations don't necessarily realise it, VSI not only makes mobility more environmentally friendly, more social and less costly, it also **has a transformative power** in the sense that it helps, more generally, to rethink the very purpose of travel and the organisational models on which NGOs are based today.

In summary, **several strategic recommendations** to humanitarian community emerge from the evaluation:

- Transform the commitment to ecological transition into practical action;
- Support positive societal change by embedding it into organisational models and the way the humanitarian community operates;
- Lead by example to challenge the idea of individual mobility as the norm and encourage positive shifts in social behaviour;
- Move past the fear of administrative risks by embracing shared resources and trusting in the power of collective action.

INTRODUCTION

BACKGROUND

This document presents the **evaluation report for the vehicle-sharing initiative in Lebanon led by the Fleet Forum**. This latter is the world's only not-for-profit organisation dedicated to cleaner, safer and more effective humanitarian transport. Through professional fleet management, Fleet Forum helps its members to deliver lifesaving and life changing aid to communities in need in a sustainable way. In 2022, convinced of the importance of exploring news ways of travelling, Fleet Forum launched the vehicle-sharing initiative in partnership with Hulo[1] to set up vehicle (ride) sharing between NGOs operating in Lebanon. Indeed, while the humanitarian sector, on behalf of the Do No Harm principle, calls for the reduction of the aid sector's environmental footprint, carpooling has come as one good environmental practice that could also help to reduce travel costs and foster collaboration among stakeholders.

An Inception report which set out the methodology of the evaluation has previously been submitted to the Fleet Forum on February 12th.

OBJECTIVES

After almost three years of experimentation in Lebanon, Fleet Forum's initiative is at a strategic turning point as several fundings have come to an end. It's therefore time to step back and analyse the overall initiative, its history, its functioning and its results.

This evaluation is above all an opportunity for collective learning to explore new ways of collaborating for improving the quality of aid, with regards to cost, environmental footprint and creation of collaboration amongst NGOs. Thus, **the main objective** of this exercise is to **conduct a technical and systemic evaluation of Fleet Forum's vehicle sharing initiative by**

- **(1) assessing if the initiative has reached its intended goals,** of operational effectiveness, cost efficiency, and environmental benefits;
- **(2) questioning the collaborative mechanisms** implemented, including governance aspects;
- **(3) analysing the project's potential in creating behavioural and sectoral change** vis-à-vis humanitarian transport;
- and **(4) identifying the main success factors and lessons learned for scalability and replicability of the initiative.**

METHODOLOGY AND APPROACH

EVALUATION MATRIX

In order to meet the objectives, the evaluation relied on the following evaluation matrix, which includes evaluation questions, sub-questions, evaluative criteria based on OECD recommendations and data sources.

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[1] [Together we are Stronger - Hulo](#)

METHODOLOGY STEPS

Evaluation questions	Evaluative criteria - Sub questions	Data sources
To what extent does this initiative contribute to address humanitarian travel issues in Lebanon?	**Relevance** - To what extent is the project relevant to the Lebanese social, environmental, economic and political context and to the humanitarian actions implemented in the country? **Effectiveness** - Has the initiative enabled the partners to travel to the field as desired? To what extent has the initiative reduced the negative environmental impact (greenhouse gas emissions, pollution) of travel? Has the initiative also reduced travel costs for partners? Was travel planning effective?	KIIs with stakeholders based in Lebanon and donors (including a former partner) Previous evaluation MEAL analysis in progress reports Economic and environmental data and analysis KIIs with Hulo, field partners
Regarding the challenges of sharing, how do the various partners appreciate the governance and collaboration mechanisms of the initiative?	**Coherence** - In what way has the proposed initiative been consistent with the administrative, financial, security and environmental policies and practices and project management rules of the humanitarians? What have been the tensions between the project and these different policies and practices? How have they been overcome? Conversely, did partners try to adapt to a mutualised system? **Effectiveness** - How have project coordination and collaboration mechanisms with partners facilitated the project's implementation? **Efficiency** – To what extent the coordination and collaboration have become more efficient over time and how could they be improved? **Sustainability** – To what extent do the partners' take ownership of the initiative?	KIIs with HQ and field partners (including a former partner) Survey and workshop Previous evaluation KIIs with project staff, Hulo and field partners (including a former partner) KIIs with project staff, Hulo and field partners KIIs with HQ and field partners
How has this initiative helped to generate a new approach and organisational changes in the humanitarian sector with regard to travel and pooling practices?	**Impact** - Has the project led to changes at the individual level, with regards to behaviour change or on the contrary, resistance to change? Has the project led to changes at the organisational level, with regards to processes and procedures? **Sustainability** - Are these structural changes sustainable beyond the project? Under what conditions?	KIIs with project staff, HQ and field partners and supporting stakeholders Previous evaluation KIIs with project staff, field staff and supporting stakeholders
What has been learned from this experience which could make it sustainable and perhaps replicable?	**Effectiveness** - What were the success factors and obstacles encountered during the project? To what extent could it pe possible to scale up or replicate the initiative? **Sustainability** - To what extent cost and environmental efficiencies of vehicle sharing - if confirmed - can ensure the sustainability of the initiative? More generally, how is the sustainability of this initiative thought by the different partners?	KIIs with project staff, field partners and supporting stakeholders Survey and workshop MEAL analysis in progress reports KIIs with project staff, HQ and field partners and supporting stakeholders Survey and workshop

This methodology and approach have been designed in close consultation with the Evaluation Committee during the inception phase.

1. Research phase and data collection

This step entailed conducting a **document review** to get a solid understanding of the project, its overall goals, as well as an analysis of the previous evaluation that has already been conducted. The 21 documents were coded on MaxQDA.

At the same time, the team conducted **Key Informant Interviews (KIIs)** with representatives from participating NGOs (both at HQ and on the field, project staff, and stakeholders). The team proposed to specifically aim at five different groups of stakeholders:

1) **Project staff** (including a driver) **and supporting stakeholders** (like donors, Hulo, etc.);
2) **NGO that are currently in the initiative**;

This group was divided into two separate groups:

    a) organisations who are driving the initiative (very active);
    b) and those who are less active.

This distinction will enable us to understand the different motivations and constraints of the initiative's partners.

3) **NGO that are no longer part of the initiative**; If any, it is essential to identify the points of rupture and reasons for leaving the initiative, and understand the extent to which they may pose a risk to the initiative.
4) **NGO that never have been in the initiative**. If any, it would be interesting to understand why some potential partners previously identified refused to join this pooling initiative.
5) **Local NGOs**.

In total, **13 interviews with 14 interviewees took place, from the 19 people the evaluation team reached out to**. The main reasons for refusal to participate in the evaluation process after two follow ups from the evaluation team were lack of time (2), and no response (4). The table below provides an overview of the distribution of interviewees. The 14 interviews were automatically transcribed and coded into MaxQDA for analysis.

Table 1: Summary of KII conducted for the evaluation process.

Group	Description	Total
1	Project staff and supporting stakeholders (donors, hulo…)	3
2a	NGOs currently in the initiative - very active	3
2b	NGOs currently in the initiative - less active	3
3	NGOs no longer part of the initiative	2
4	NGOs never part of the initiative	3
5	Local NGOs	0
Total		**14**

These anonymous KIIs were aimed to have a better understanding of the barriers and enablers that organisations may encounter with regards to the ride-sharing initiative. This process also highlighted some telling examples (e.g. good practices or pitfalls) from the stakeholders. *The interview templates for each group can be found in the Annex*.

Importantly, the evaluation team did not manage to interview the vehicle sharing officer, even after several follow-up emails and messages.

2. Short survey and workshop

The team also proposed to carry out a short anonymous **survey** to few stakeholders (partner staff, HQ and field representatives of the most active NGOs, Hulo's representative and, if possible, one representative of an NGO that is no longer part of the initiative) focusing on the second evaluation question about **governance and collaboration mechanisms**. Indeed, this latter plays a key role in any sharing activities.

In total, the evaluation team received 9 respondents (anonymous), which included 7 people who identified as part of 'logistics'; 1 person who identified as part of 'director' and one person as 'grants'. 8 people identified as being part of a partner organisation, and one person identified as a project staff (or associated). **The survey had a 39% response rate** (9 respondents out of the 23 people the evaluation team reached out to).

The survey results were presented during **a remote workshop** with selected individuals, all part of a partner organisation based on their involvement in the initiative, and with no staff from the project to allow for confidentiality and to limit result bias. *The presentation of results for the workshop can be found in the Annex*.

3. Critical analysis of the data collected

The findings from the data collection and research phase were carefully triangulated to validate findings and develop recommendations found in this report.

4. Writing of the report and preliminary presentation of results

Based on the previous analysis, Groupe URD produced a draft evaluation report and submitted it to the Fleet Forum before the presentation meeting of the preliminary results. The presentation of preliminary results (which took place of March 12th) allowed to collectively validate the analysis and formulate recommendations for the project team and Fleet Forum. Key lessons learned and actionable recommendations were also compiled in a PowerPoint presentation for Fleet Forum's and Hulo's use, for future vehicle-sharing initiatives based on the presentation of preliminary results and the exchanges had.

KEY DELIVERABLES

By the end of the evaluation mission, the following deliverables were produced:

- Inception report
- Final evaluation report (present document)
- Lesson learned PowerPoint

THE VEHICLE-SHARING INITIATIVE'S RESULTS

A FAVOURABLE LEBANESE CONTEXT TO SOME EXTENT

The choice of Lebanon to conduct a pilot phase of the vehicle-sharing initiative between NGOs seems **justified overall**.

Indeed, **Lebanon's geography is well suited** to such an initiative: the country is small, so journeys don't take more than a day; there are only three main roads, which are very busy and in fairly good condition, so they don't pose any logistical difficulties.

In addition, Lebanon is a country with a **large number of NGOs**, most of whose projects are often concentrated in the same areas. As a result, the NGOs use the same roads, at similar times, but each independently with their own fleet.

However, **car-sharing is not a common practice in Lebanon**. Although some car-sharing apps have been developed (e.g. 'Balabenzine'), they do not yet seem to have succeeded in transforming individual habits, and some have even declined. More generally, public transport is underdeveloped in Lebanon, so the Lebanese do not seem to be used to shared vehicles. Conversely, due to a powerful car lobby, the culture of the individual car seems very strong, giving a certain social status, and few people are used to walking. Therefore, the number of vehicles in Lebanon increases every year and in 2021, the transportation sector contributed to 23% of Lebanon's total carbon footprint (UNDP, 2021).

Similarly, while humanitarian actors' resistance to change may not seem specific to Lebanon, there are nevertheless places where practices are a little different. As one of the interviewees who has worked abroad pointed out, « *In other countries (South Sudan, Sierra Leone, etc.) car is moving whether you're here or not. So, you need to make sure to be there. Unfortunately, that's not the same case in Lebanon.* »

Moreover, Lebanon has been caught up for decades in **regional and international political tensions**, which have recently intensified. While some people consider that the Lebanese context is relatively stable and therefore favourable to a car-sharing initiative, others are concerned about the highly volatile security situation, which could put an end to the initiative.

Finally, we must also take into account the **economic crisis** that the country has been going through for several years, leading to fuel shortages and substantial fuel price hikes since 2019. Similarly, spare parts appear to be harder to find and more expensive, resulting in less vehicle maintenance and repair. **This would tend towards car-sharing as a solution to shortages for NGOs' fleets.**

"If not in Lebanon, where?"

SECURITY STAKES- SHOULD I SHARE OR SHOULD I NOT?

Security is often flagged as one of the main barrier when it comes to vehicle sharing, due to the differences in organisations' security policies. Indeed, when joining the initiative, it seems to be the most flagged issues related to security – when to leave, where to jump in/drop off, who's insurance is covering the movement - are some of the questions that come up.

Interviewees have mentioned that **the MoU has been able to cover many of the issues that were flagged**, notably with that of **insurance**, as each NGO is responsible for insuring their own staff, and the organisation who is taking responsibility for the

movement (i.e. sharing their car or Solidarités International for the shuttle[2]) is also taking responsibility for the fleet. This has allowed to simplify the joining and operating process, avoiding having waivers of responsibility signed for example.

As organisations have different policies, we can assume that the initiative would have to align with the one who has the strictest policy, so that it fits the others' as well. In fact, interviewees highlighted a **difference between French NGOs and Anglo-Saxons NGOs**, the latter being stricter and more reluctant to join than the former. It is important to note that some interviewees mentioned that it was rather the *perceived* **issues rather than the actual issues** that seemed to be a problem for some NGOs – we *assume* that it will be too complicated and/or not aligned with our policies.

Specifically, for organisations no longer part of the initiative, or who have never taken part, **security policies were raised as the main issue for not joining**. They highlighted that their rules entailed a close follow-up with their fleet movement, such as daily validation of the movements in the morning, or needing the driver to accompany the staff everywhere, even after the movement, or having safe havens on the road. This kind of protocols seem to be too strict to fit vehicle sharing with other organisations, requiring planning in advance (instead of daily), or having a shared driver rather than one assigned to the specific staff. As such, they make up the main justification for not taking part in the initiative at all or at a certain point in time.

Interviewees have indicated that the way the initiative is set up has allowed for **flexibility in maintaining the initiative, and to adapt to different security context**. For example, with regards to the drop off point, one organisation mentioned that roundabouts (which had the advantage of being central) could not fit within their security protocol. Once this feedback was received, the drop off point was duplicated: one at the roundabout, and one at a carpark near. This change has allowed the organisation to keep staff able to use the shuttle service. As such, it is important that the set up allows for this adaptability, and that organisation raise this kind of feedback during the bi-weekly meeting so that a collective action point can be taken. Yet, this flexibility can have its limits, especially when the security context worsens, as per the information box below "*Is vehicle sharing fit for emergency contexts? Example from the war in Lebanon*".

With regards to security issues, most interviewees **highlighted the importance of having someone handling the day-to-day management of movements** (vehicle sharing officer), to ensure the movements are in line with the security restrictions. The previous evaluation also mentioned that it could be beneficial to "include the organisations security focal point into the discussions on the initiative from the start in order to ensure their understanding of the challenges of such project. It is also necessary to have them adopting a behaviour of support/ 'make it happen' instead of just red flagging issues"[3]. Overall, it seems that security issues can be addressed in part through **good and regular coordination, through the vehicle sharing officer (VSO) and feedback and involvement of the security officers at the bi-weekly meetings or in the initiative**.

Security will be a barrier when thinking of replicating this initiative in another context or through other roads. In the Lebanese case, for example, another route might be through to Damascus, as many organisations are taking this road since the fall of the Assad regime in Syria. However, this would involve **cross-border movements**, further complicating the harmonisation of security policies which is necessary in the vehicle-sharing initiative.

> **Is vehicle sharing fit for emergency contexts? Example from the war in Lebanon**
> Considering the areas where humanitarian work takes places, once can wonder if such a sharing initiative would be fit for emergency contexts. How did the initiative function in the war period?
> Although mutual-aid and cooperation are most widely witnessed in war time between inhabitants and civil society organisations, this context raises thorny security issues for NGOs. Conversely to inhabitants who have the freedom to organise as they want and who can take risk for themselves, NGOs are accountable for their staff safety. Thus, almost all of them have become risk adverse.

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[2] To overcome the problem of the limited number of seats in the cars, the project has chosen to rent a shuttle (through the NGO Solidarités International).
[3] "Vehicle Sharing Among NGOs Proof of Concept - Project Report", Fleet Forum, 2023

In war contexts, **NGOs strengthen their security protocols**, movements are validated at the last moment (at departure time) to make sure that they are safe. Layers of validations are added, sometimes even including HQ validating each movement. These factors make it impossible to confirm the movement before to other partners, and thus to share rides. Most of the time, drivers have to stay with the staff all day long, which is also impossible when sharing a drive. Moreover, NGOs reduce movements all together, reducing the opportunity for shared drives. As highlighted by one interviewee: "*Of course, there are some situations that we face, like a conflict or war that doesn't only impact this project, it impacts the whole sector in many different ways*".

In light of these changes when in high security context, it seems that the initiative is not appropriate for most NGOs in war time. Yet, some organisations still used it, as "between October and December, agencies temporarily shifted from the usual 'sharing trips' modality, to allocating the co-rented car to every single participating agency"[4].**As such, it seems that it is important to maintain the initiative in war context, for stability, continuity and for those who still need it, even if it will probably not be cost-effective.**

TECHNICAL ISSUES

Unsurprisingly, this initiative, which is new to NGOs and has recently been put in place, has encountered a number of technical difficulties. Some of these have been resolved, while others are still ongoing. Above all, it seems that most of the technical elements mentioned by the interviewees relate to the shuttle, rather than to the shared cars, underlining the extent to which the shuttle is at the centre of interest and the understanding of the project. We summarise them here:

- **The timetable**

Several obstacles related to the timetable have been identified through the interviews:

- **Departure time for the shuttle**: although the timetable has been collectively chosen with NGO partners, and adjusted when needed, it seems that shuttle is still leaving the field too early for some organisations (around 2 or 3pm although some NGO staff should stay until 4pm);
- **Last-minute cancellations:** some shared trips were cancelled at the last minute, putting the travellers in difficulties. While it's true that this kind of experience – even rare and understandable – are quite demotivating, it was also emphasised that dealing with contingencies is part of the day-to-day work of NGOs, and so it can't be seen as a major hindrance.
- **Waiting times**: as for all shared transport, users have to manage waiting times. This can be difficult for organisation which does not have an office to work in while waiting. Occasionally, another organisation has welcomed the waiting travellers in its offices, but there is no coordinated system in place to allow this to happen in an organised manner.

Anecdotally, but interestingly, one organisation pointed out that thanks to the fixed timetables of the vehicle-sharing system, they had less overtime to pay the drivers.

- **The routes, the departure and arrival points**

Again, although the meeting points, be it in Beirut or in other cities, have been collectively discussed through a mapping of partner organisations offices, and validated then, they **can be far from some partners' offices, as it happened for a former organisation**. For them, going to the meeting point has become a new and additional logistical complication. It was besides the main reason given by an NGO for leaving the vehicle-sharing initiative.

Some interviewees also raised a problem **related to the 'last kilometers'**. Indeed, a passenger may have to go further than the final destination of the shared vehicle. In this case, the organisation needs to send another car from its field office to pick the passenger up and drop him to its final destination, provided that the organisation has an office over there. Note that if the final destination is not far away, the vehicle usually makes a detour to drop off passengers where they want to go.

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[4] "Vehicle sharing Lebanon Performance report June 2022 - December 2024", Fleet Forum, 2024

In the past, the initiative has also been limited by the number of seats available in vehicles, hence the idea of renting a shuttle to facilitate shared trips on certain routes. It is not fully clear why, in that particular case, it was not possible to use another NGO car. However, **the gradual extension of the shuttle to other routes than Zahle was also criticised** by one interviewee who felt that this change created confusion for travellers who were previously used to their routine with the shuttle.

- The booking tool

One interviewee has mentioned the technical limitations of the tool used (an Excel spreadsheet) to share travel plannings and identify carpooling opportunities. Instead, the person suggests using a proper app or even AI. This being said, the tool has been **developed to be as low-tech and low-cost as possible**, **which seems rather appropriate in the current context**. Furthermore, the fleet managers (often the head of the drivers as passengers do not use the booking system themselves) don't seem to have reported any particular problems with this system. However, the evaluation team heard that some fleet managers do not share all the planned trips. The reason is more probably linked to a communication issue (see the *Internal communication is key* section) but if it appears that it is due to problems with the tool, it might be worth considering training the fleet managers or improving the tool itself.

- The reimbursement system

Both interviewees and the survey's results highlighted problems with the reimbursement system and called for a more streamlined process. The reimbursement system, yet collectively chosen and which has changed over time, implies lots of paperwork to supposedly prevent any ineligible cost and to match participating organisations internal and compliance rules. All in all, this is a very classic apprehension from NGOs, which have become completely risk adverse over time. Difficult to deconstruct, this fear - sometimes seemingly unjustified - leads to a **paradoxical situation where NGOs complain about a bureaucratic system that they themselves chose 'as a precaution'**. There is a need to streamline the process, including to ensure that the invoices are sent at the right time, to avoid budgeting shifts, which are happening with the current system.

Due to the mutualisation aspect, the initiative may also require NGOs to pay back and to communicate with **several finance managers who are sometimes not fully aware of the initiative and its framework**. They may wonder what the invoices are for, and all the more so if the organisation has not made many shared trips and has made little use of the shuttle. To address this issue, some people suggested involving the finance teams more in the initiative through more specific meetings and clarifying and detailing the reimbursement system in the MoU.

In the end, the technical difficulties correspond above all to **difficulties of adjustment between organisations and also within each organisation** because the whole initiative is new. In this way, we understand that certain choices, although collective, remain ill-suited to a particular organisation, and may even explain its departure from the initiative. For all the other organisations, **these technical issues don't appear as major challenges**.

THE REPRESENTATION OF ECONOMIC AND ENVIRONMENTAL BENEFITS IN QUESTION

Mathematically, using one vehicle instead of several means less fuel, less deterioration (thus less expenses for operation and maintenance) and less carbon emissions. Hence, the initial justification and expected outcomes of the project. But is this really the case?

The performance report carried out by the Fleet Forum regularly shows different indicators, including the impact of vehicle sharing on emissions reductions (kg CO_2e) and the impact of vehicle sharing on costs reductions (USD), aiming to illustrate the overall economic and carbon analysis. **That of Decembre 2024 (covering the period from June 2022 to December 2024), for both indicators, the vehicle sharing initiative seems to be 2,16 times more efficient than the supposed counterfactual scenario**. This latter was built by focusing on a trip-scale, "assuming that participating agencies, if they were not sharing

movements, would use one vehicle each"[5], then multiplying the trip cost by the number of organisations having benefited from this trip.

Trip-scale for current cost calculations:

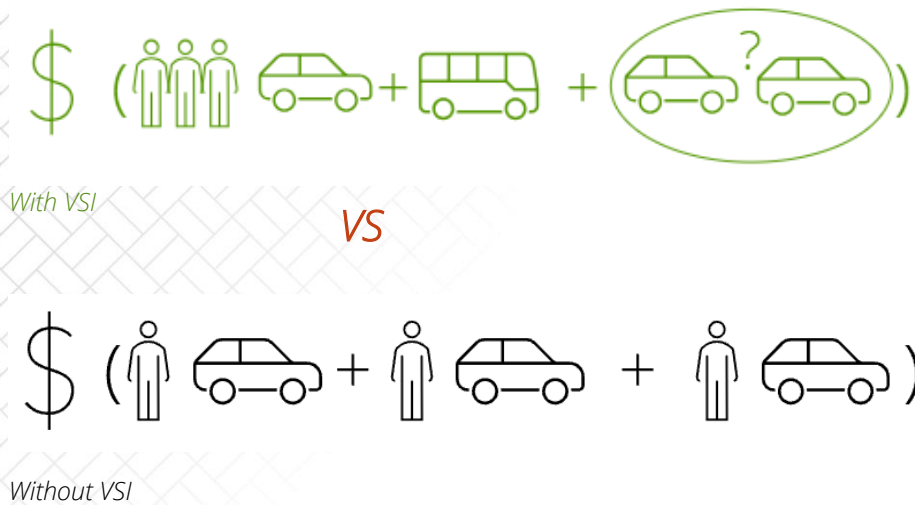*With VSI*   **VS**   *Without VSI*

Interestingly, few interviewees refer to this figure or calculation when they were asked if the vehicle-sharing initiative was cost and carbon saving. Moreover, **none of the partner organisations has yet carried out its own economic and environmental analysis** although benefits cannot be deduced from the overall analysis as it depends on each internal organisation (the decision to remove a car for example). Thus, vehicle sharing initiative may benefit some NGOs more than others, or even be an additional cost for some but it seems that the partners lack the time and perhaps appropriate tool to carry out this work. Therefore, **opinions about economic and environmental benefits of the vehicle-sharing initiative are based primarily on logic and to a lesser extent, on trust**. In particular, organisations that have managed to reduce their fleet, consider logically that this latter is cost-saving and helps to reduce their carbon footprint. However, for an organisation, being part of the VSI does not directly lead to a reduction of its fleet size. As underlined by an interviewee, before taking the decision to remove one or more vehicles from your fleet, you **need to have enough data and analysis** and to be sure that the vehicle-sharing system will continue to work properly to meet your needs. For organisations that have not yet removed any vehicle from their fleet, opinions are more mixed: some think the initiative is cost-saving whereas others don't. Some also consider that the impact of the VSI **might be longer term.**

It is true that the aim of the performance report and its analysis was primarily to focus on scaling up rather than being precise about impact by looking mainly at the evolution of shared trips and missed opportunities. This being said, **we think it could now be improved to better reflect the economic outcomes of the initiative**. Indeed, the "trip lens" of the economic benefits analysis hides the overall picture. The counterfactual scenario doesn't consider the fact that the trip would have most probably been made with cars that already belong to NGOs and with drivers who are already NGO staff. So, in reality, the cost of a non-shared trip is partially already paid for by NGOs, hence the **need to distinguish between fixed cost and variable costs**. This could be done based on the current cost-sharing model, directly inspired by the UNHCR's car-pooling experience. Moreover, the comparison between the current scenario and the counterfactual scenario does not take into account the fact that **the shuttle is an additional asset** to the overall fleet. Therefore, as pointed out by a handful of people, even if it is "*very cheap - cheaper than having a car*" (300 USD), **this may offset or even outweigh the reduction in fleet size in terms of costs and greenhouse gas emissions**.

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[5] "Vehicle sharing Lebanon Performance report June 2022 - December 2024", Fleet Forum, 2024

We also noted two **other shortfalls in the analysis**:

- **Only shared trips are taken into account**. If it might sound logical not to consider the non-shared movement when the car belongs to an NGO (it's as if this trip was not part of the VSI), it cannot be the same for the shuttle as this latter is an additional asset;
- In the same vein, **empty trips of the shuttle (probably return trips) are not taken into account** – and not all these empty trips have been entered into the database which, by the way, would lower the performance indicated in the reports – although they necessarily imply cost and GHG emissions.

As for the GHG emissions, **the emissions factors that have been used** – coming from manufacturers - seem to be **underestimated**. The used average (0,19 $kgCO_2e/km$) is indeed below the emission factor for car average motorisation indicated in the Humanitarian Carbon Calculator (0,22 $kgCO_2e/km$), not to mention that the emission factor for the shuttle is inevitably higher than that for car average motorisation.

Constructing a counterfactual scenario is not easy, just as it is difficult for the Fleet Forum to monitor the evolution of the member organisations' fleets in order to be able to compare the actual overall situation with the counterfactual scenario. However, this work would be really useful to demonstrate the economic and environmental interest of the initiative. It would even be interesting to go further by **developing several business models** based on different development hypotheses (integration of the shuttle or not, etc.), which would then enable member organisations to collectively choose the strategy that suits them best. But for now, it's currently **difficult to really know whether or not the initiative is cost and carbon saving**, either for the overall vehicle-sharing initiative or for each NGO partner. This being said, the key message to bear in mind is this: **for the vehicle-sharing system to reduce costs and GHG emissions, the main thing is to reduce the overall number of vehicles**.

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The shuttle system, a good idea but ultimately a deviant practice

In 2023, limited by the number of seats available on certain shared trips, the member organisations and the project coordination collectively decided to rent an additional asset: a shuttle. This not only enabled them **to increase the capacity** of the vehicle-sharing system but also **served as a promotional tool** for the initiative. Indeed, it was assumed that the shuttle, initially introduced on regular routes, would attract new NGOs to join the initiative.

In the end, experience showed that not only did the shuttle **fail to attract new NGOs**, but that the development of shuttle movements was to the detriment of shared-car trips. Much appreciated by the partner NGOs**, the shuttle was almost seen as the objective of the project, while the number of carpooling movements was decreasing**. This is what one interviewee

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described as **a 'deviant practice'**. Furthermore, as we have seen above, the addition of this vehicle to the overall fleet **makes the economic and environmental benefits of the initiative more questionable**.

Some interviewees have **suggested that shuttle renting should be stopped**, whilst others prefer the use of the shuttle, as it is reliant, with specific drop off points and times. Instead, it would still be possible to request an additional NGO car when needed or to rent an extra one for the specific day, as daily vehicle renting seems very frequent and easy in Lebanon. Whatever final strategic decision is taken, it is important to recognise that **shuttle contributed to change management**, as some users have overcome their adversity to the VSI through its use.

THE VEHICLE-SHARING SYSTEM, A WELCOME OPPORTUNITY TO SOCIALISE

One of the aspects of sharing a ride with someone, besides supposedly cutting costs and GHG emissions, is that you have to *share* your ride with other people, and so, socialise with others. As such, the initiative has helped users from different organisations to meet and to exchange, as highlighted in the below quote. People have posted pictures of their shared rides on the team WhatsApp for example – highlighting the social aspect of vehicle sharing. This **helps underline that vehicle sharing, which is often perceived as an inconvenience in people's daily movements, can also be an opportunity for socialising!**

"They exchange information, they have a cup of coffee or a smoke together..."

But the initiative has also been **an opportunity for the logistics coordinators** – and all staff engaged in VSI more generally - **to meet and exchange**, in a context where there seems to have limited options to cooperate on a daily basis:

"With the set up in Lebanon, most of the supply chain teams within each organisations were clueless about each other. We had no communication, we had nothing. So, to me it was also an opportunity to join hands and to check with other organisations and to get to know them better and how they're working."

Thus, the VSI also provides an opportunity for community socialising, both for the users and the coordinators. Whilst the evaluation team did not find particular examples of activities taking place beyond the project due to this opportunity, the interviewees highlighted that it remained a welcomed opportunity to socialise amongst their community.

SUSTAINABILITY QUESTIONS

Sustainability is at the heart of such initiative: how to ensure that the means put in the set up will help the VSI survive beyond the project that initially supported it? How to bring about sustainable changes of practice among the partners NGOs and the vehicle-sharing initiative users? These questions are particularly relevant as the project coordinator will leave its role in March 2025, and as the sector is, at the time of writing, going through massive budget restrictions.

As the project coordinator is leaving, a sustainability plan was presented to the VSI partners, to be implemented by the end of March 2025. Some interviewees have expressed concerns about the sustainability of the initiative without the Fleet Forum's support, highlighting **the need for clear governance system** once the Fleet Forum is no longer leading the initiative. A few issues in particular are in question:

- Economic viability:
  - o For operational costs it is important that **organisations integrate budget lines for the shared movements** in their project (and future project proposals) to guarantee payment. A small **management fee** could be integrated to maintain the viability of the system, and to cover the HR necessary (see below). The payment system would remain the same as it is, where costs induced by the project are absorbed by existing participating agencies, but might include an additional cost for HR, which were previously covered by the project.

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- o As the project's funding for the project coordinator and vehicle sharing officer are no longer available, some interviewees have indicated that they could accept the **shared cost** of such HR positions, hosted by one of the partner organisations.
- o In any case, a decision needs to be taken with regards to the HR positions. On the one hand that would entail increase in operational costs, but on the other hand it would ensure the leadership and/or the daily functioning of the initiative.
- Roles and responsibilities:
  - o With the project coordination no longer being there, interviewees and survey respondents have highlighted the need for clear roles and responsibilities, with the option of the initiative being **co-led by multiple NGOs** to ensure its success and continuity. This **rotational system** would ensure active participation and accountability among the partner organisations.
  - o It is important to clear the roles of the partner organisations in the MoU, as emphasised in the *A governance structure that is gradually taking shape* section.
  - o Participating organisations should integrate responsibilities towards ride sharing in their own **fleet management manuals and fleet management job descriptions**. This would be part of the effort to have the whole organisation on board, making vehicle sharing the norm, part of business as usual, rather than an exception.
- Number of organisations:
  - o Questions were raised on whether the number of partner organisations needs to grow in order to become sustainable, in particular for the economic viability. Yet, interviewees seem to indicate that rather there needs to be a **relatively small number of nuclear organisations** (around 7 or 8) who are active in the initiative, rather than having some who have signed on the MoU but they *"just have it on paper"*. As one interviewee highlights: "*It could and should work, especially with the current set up (7-8 organisations) who known each other past two years*".
  - o Interviewees have indicated the need to have a **clear process to integrate and/or expel organisations** in the initiative. This should be integrated within the MoU. As such, organisation who are not actively involved, would leave the initiative, ensuring an active core to the initiative.

A few interviewees have mentioned that the current USAID/BHA budget cuts could represent an opportunity, rather than a constraint, for organisations to either become more active, or to join the initiative. Indeed, in times of budget contractions, if used successfully, the VSI should allow organisations to reduce their fleet and to reduce operating costs that would no longer be covered. Per a source external to this evaluation, it was highlighted that in the Central African Republic, when a similar car sharing attempted to develop, there was much resistance, until there were severe fuel constraints, pushing organisations to jump onboard. This example underlines that **in times of crisis, mutualisation efforts can actually come as a solution**.

Overall, it is clear that questions on the sustainability of the initiative raised in this section underline the need for a clear governance system, question which is explored below.

ANALYSIS OF THE GOVERNANCE AND THE COLLABORATION MECHANISMS

Overall, the results of the survey showed a **good level of satisfaction with the collaboration and governance of the initiative**. This does not prevent us from identifying a few shortcomings and possible areas for improvement, which we will discuss below.

A GOVERNANCE STRUCTURE THAT IS GRADUALLY TAKING SHAPE

Most of the interviewees found the **governance structure of the vehicle-sharing initiative satisfactory**. The governance was in fact **built up and formalised little by little as the initiative progressed**, through the proposals put forward by the project coordinator and with the discussions between partner NGOs. Thus, the MoU signed between the organisations sets out how the initiative operates, the responsibilities of the organisations and the governance mode.

Interestingly, neither Fleet Forum nor Hulo appear in the MoU. the absence of the Fleet Forum in this MoU - and therefore of the role of a project coordinator, deliberately chosen to anticipate the autonomy of the initiative, nevertheless raises a question: **does the current MoU not reflect the desired future governance more than the reality of the current one?** In the MoU, coordination is indicated as one of the responsibilities of the partner organisations, but it is then only explained as 'active participation' in the initiative and in meetings. However, the role of coordination, especially for a multi-organisation initiative, seems to us to go much further. More generally, and as pointed out by the survey's respondents, the evaluation team believes that there is still **room for improvement in defining roles and responsibilities**, both in the MoU and in practice. Similarly, **certain mechanisms could be more detailed** (or possibly revised in the light of recent feedback), such as the reimbursement system.

This is all the more important as there is a **high turnover of human resources** in the aid sector, particularly at top management level, which might negatively impact the **institutional support** to the initiative. Similarly, **vacant positions**, such as that of logistic coordinator, were also a source of problems for some organisations, significantly hampering internal coordination and participation in the initiative. It should be noted, however, that the project has been leaning on rather steady human resources for its day-to-day management (mainly Lebanese people). The idea of setting up a **sponsorship system** (recommended in the previous evaluation) had been developed, but only one person had subsequently been appointed to do this and the idea was forgotten. Consequently, although some country directors have fully been involved in the initiative, this was quite person-dependent and changes in country director position have sometimes led to a weakening of leadership within certain organisations.

Clearly, being part of the initiative involves more than just signing the MoU and having the logistics coordinator and fleet manager supervise, plan and manage daily movements. **All employees should be in fact involved in the initiative** in one way or another, depending on their position. For example, the need for financial departments to be involved was mentioned by several interviewees. A good practice identified during the interviews is also to **add an information and awareness point on the VSI during the induction period for new staff**. To get everyone involved, there is also a **need to think about different areas for discussion and coordination, depending on the type of people involved.** For example, workshop participants recommended extending meetings to include officers managing day-to-day movements or holding specific meetings for them, ensuring better coordination and communication. This level of detail is perhaps the level missing from the MoU to date, as it was considered that this is ultimately a matter for each organisation to address, rather than for the general governance of the initiative.

Within the current project team, **the role of the vehicle-sharing officer appears to be key** in liaising between the different organisations, tracking movements, making shared trips happen or even being present at the meeting point to see the driver and check the car. **The need for a project coordinator seems less obvious to some interviewees now that the project has been set up**. However, their motivation is recognised and praised by almost all the interviewees and they still play a structural role for coordination in particular. Who else will do it otherwise? It therefore **seems essential, if the initiative is to survive beyond ad hoc funding, to consider both these positions**. Particularly if its financial cost is divided between the member organisations, it does not represent a big amount for each organisation. Conversely, and although it may seem unfair or paradoxical, **the unifying role played by the current coordinator since the very beginning of the project also seems to be a major risk for the sustainability of the initiative**, which must be able to function without him. This is also why the governance structure, although well advanced, needs to be further developed.

"These kinds of initiatives they are complicated – if you don't have someone like [the project coordinator] who is following up, because it's not part of the culture."

Finally, it should be noted that **Hulo's role in this initiative seems to be more that of a donor** (at least for the time being) than an operational stakeholder. In practice, this situation doesn't seem to pose any difficulties for the member organisations, but it is quite surprising that Hulo isn't more of a driving force behind this project, given that it is trying to carry out similar initiatives in other countries. One interviewee also mentioned that Hulo could provide external support in terms of documenting experience and collecting and analysing data.

INTERNAL COMMUNICATION IS KEY

Governance issues are traditionally highly correlated with internal communication issues. In the case of the VSI, this concerns communication between the partner organisations and the project staff, between the organisations themselves, and within each organisation.

- **Between the partner organisations and the project staff**

Overall, communication **seems to be pretty good**. The bi-weekly meetings enable organisations to maintain a regular level of exchange and the WhatsApp group offers an appropriate arena for real-time discussion when needed. The VSO is in charge of daily communication on movements, and the project coordinator is apparently very responsive as soon as he receives a request. Furthermore, **interviewees felt their opinions were well heard and taken into account**, and the survey results showed that 89% of respondents (so all but one) felt this way.

A number of difficulties were nevertheless identified:

- **Occasional absences of the VSO** (e.g. when on vacation) may lead to operational disruptions, underlining once again the importance of guaranteeing this position continuously;
- There seems to be **neither clear agenda for the meeting nor systematic meeting minutes**, leading to gaps in communication and decision-making. Indeed, not all organizations attend all of the meetings (either due to a lack of involvement or because of meeting clashes). In any case, it now seems necessary to better formalise this point by delegating these tasks to the project coordinator, or better still by setting up a rotation system between member organisations (which could both boost and reflect the motivation of participants).
- **The WhatsApp group is not always used wisely**. The choice of communication channel (WhatsApp, email, teams thread or even calls) should rather depend on the type of information people want to share. As an example of good practice in this area, a respondent to the survey pointed out just how much more practical a phone call can be than a digital exchange: "*It is always good to take an extra step and have a brief call to discuss any issue, as sometimes some trips are missed due to a 15 min difference between partner organisations departure times. It's better to always have this brief call versus just adding input on excel and moving forward as it is*".

- It seems that **organisations' fleet managers do not systematically share all upcoming staff trips in the booking tool**, so there could be more missed opportunities than indicated in the performance report. It is therefore important to remind and explain to them the importance of this sharing.

- **Between the organisations**

Generally speaking, the relationship between the partner NGOs was not the subject of many specific discussions during the interviews, as everything seemed to be going well *a priori*. However, unsurprisingly, communication problems do occur, due to **misunderstandings or lack of time to reply**. While the VSO provides a link between organisations for shared journeys, there is no equivalent to facilitate relations between the finance departments of different organisations. As a result, the **reimbursement process seems to be the stage most prone to communication difficulties**. Although not a major difficulty, these anecdotal tensions reflect both a management problem and an internal communication problem between the focal point and its finance department.

"[In meeting we were told] that we haven't paid the reimbursement requests while in reality we were sending emails like 10 times with no response from the focal point on this."

- **Within each organisation**

Notwithstanding the previous points, it seems that many of the communication difficulties encountered come from **internal communications defaults within organisations**, which are obviously difficult for project staff to address. Since the initiative involves different people depending on the topics and on their availability, it's important to **clarify - or set up if it doesn't already exist - a chain of communication** and eventually to adapt it when there are positions' gaps. Indeed, as we have seen in *Technical issues*, people in the finance departments seem to be insufficiently informed about the VSI and how it works. Similarly, given the high level of HR turnover in NGOs, it is necessary to ensure that **information about the initiative is properly passed on during each handover**.

"Sometimes they would not maybe cascade the information to their team members whether they are like the head of department or the officer, you know. They might be here a problem of internal communication."

Moreover, as recommended by one interviewee, **communication should go all the way down to the drivers**, and not just the managers, because "*the drivers are the one who know what's happening on a daily basis with the trips*". Their feedback on the initiative therefore deserves to be listened to and taken into account (unfortunately the evaluation team did not manage to capture it through the data collection process – see *Methodology*).

Ultimately, **communication mechanisms play a major role in social cohesion** within the initiative and therefore in the desire to join or leave it. Beyond mood and motivation, it **can also affect the effectiveness of the initiative**, by requiring the repetition of information that may have been poorly conveyed, or dispelling misunderstandings. In other words, improving communication also means saving time, which is precisely what humanitarians are always short of....

THE LACK OF TIME, A USUAL SUSPECT

As for any sharing initiative, time is always one of the main barriers for its success. Indeed, several interviewees have underlined the **time-consuming aspect of being part of the VSI**. Some have complained about it: "*The organisation of this initiative is taking too much time, because there are a lot of meetings, so many times the same things are repeated*". Time is required

from various people within one organisation to make the initiative function: attendance to the bi-weekly meetings, ad hoc meetings/workshops, filling in the booking tool, time spent with colleagues explaining the initiative's functioning... Data collection for the evaluation is also an illustration of this regular time-consuming processes.

"This initiative requires people to be very much involved and this is something that is also time consuming. We understand that the logisticians who work in other organisations also have other priorities"

This time needed to maintain the good functioning of the initiative comes in **conflict with other priorities**, as "*NGOs are overwhelmed and understaffed – especially support departments*". **This is particularly the case as budget cuts are putting a strain on NGO staff**. As one interviewee indicated, when there are enough logistics staff, it is easier to follow up and incentivise staff to take the shared movement. But when there are too few, and do not have time they *"do not have the energy to force you"*.

Yet, **with experience and time, the initiative should logically become more effective**. Certain mechanisms will be more automatic, collaboration will be more established, and solutions will be more easily found to problems that will have certainly been encountered in the past. As an example, the option of changing the bi-weekly meeting to a monthly one is being evaluated by the project partners. **Time is required at the beginning of the initiative and part of change management**, for example to enable the different stakeholders to work together.

LEARNING TO WORK TOGETHER

What the governance and collaboration mechanisms of this initiative emphasise above all is **the extent to which organisations are learning to work together**. As for any collective dynamic or attempt at pooling resources, the aim here is for organisations to learn to work collectively, to adapt to each other and to listen to each other. It's a fine, fragile mechanics that requires patience and a certain agility, but also a willingness to 'work together'.
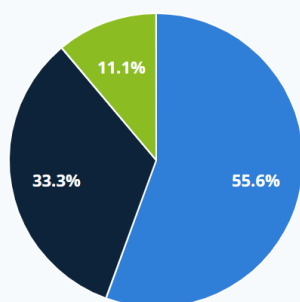
However, collective learning processes - in this case, mutualisation - take time, because one has to learn to do and think differently as well as to support the change. Change management may seem not time-efficient to some – at least at the beginning –, but in reality, it **reflects the timeframe of change and the efforts required** to achieve it. One respondent to the survey precisely highlighted the progress made: "*The project has been a work in progress since the day it was launched, and have improved significantly ever since, meaning that the team and even the members have understood the role of each and took initiative*".

The fact that the shuttle was still jointly used, albeit less, despite the war is a good illustration of the fruits of a two-years good collaboration. Without the **habits, new working methods and trust built up over the previous two years of collaboration**, the organisations would certainly not have attempted to rent a shuttle together at that time. The opposite example also exists: there has been little collaboration and collective learning time between the people in the partners' financial departments so far. Whilst finance coordinators have worked months together to set the cost sharing matrix and reimbursement process, it has not led to the creation of a cooperation work spirit, hence the current situation. Discussing the difficulties on the reimbursement system previously mentioned could be an opportunity to recreate a collective dynamic between NGOs financial departments around VSI.

'Doing together' doesn't mean 'doing for', but rather **drawing on the collective intelligence** to move forward together, hence the resolutely participative approach adopted throughout the initiative, particularly in the decision-making process. As a perfect illustration of the misunderstanding between 'doing with' and 'doing for', one interviewee whose the organisation is not part of the VSI, explains that they would accept other NGOs' staff using their trips but that themselves are not interested in the reverse (using other NGOs' trips).

THE DECISION-MAKING APPROACH

The VSI seems to have a **very participatory approach** to decision-making, with decisions to the functioning of the initiative taken at the bi-weekly meeting, with the set up being flexible enough to allow for change. As highlighted in the previous

Figure 1: Responses to the question "Do you think the decision-making process (who decides what and how) is appropriate?" (n=9)

Yes, correctly	5
Not really	1

evaluation, "the project coordinator acted more as a facilitator than executing a precisely pre-established road map"[6]. This underlines that the **project partners are in the decision seat, with the project staff facilitating the process**. Overall, although few interviewees clearly judged this approach to be unsuitable for the humanitarian and Lebanese context, too time-consuming and ultimately inefficient and would have preferred a more top-down method, most of the other stakeholders do not question this approach, as shown in the survey results and the interviewees:

"In terms of decision making, I think we were all involved in the decisions that were made."

Whilst decisions are taken collectively at meetings, interviewees and survey respondents have underlined that the **people who attend the meeting are not necessarily the one to have the authority to take decision for their organisation**, but rather those who have the time to participate in the meeting. This is also linked to the fact that the initiative is quite time-consuming (see *The lack of time, a usual suspect*). As such, to maintain a participatory approach, whilst permitting clear decisions to be taken when necessary, it could be suggested to **distinguish between meeting for day-to-day management and those where we need to take structural decisions**. They could alternate, so that the stakeholders attend not every meeting, but rather those where they are most useful. This could help guarantee higher management involvement and which would improve participation and adherence to the initiative.

We must also stress the **ambivalence of collective decisions**: a collective decision is not necessarily a consensual decision (especially if certain organisations were not present when the decision was taken) but it is a decision resulting from a participative process, recognised as legitimate and therefore accepted and applied. We saw in *Technical issues* section that day-to-day management choices, although the fruit of collective decisions, could be criticised by some interviewees. This seems to us to reflect a **need to clarify the 'deliberative body' and the decision-making process**.

There seems to be an **urgent need to finish formalising governance**, as the current project coordinator's involvement is coming to an end. This governance should also specify how decisions are to be taken in the case of non-consensus between members (how to take a decision when the choice is sensitive). The evaluation team also believes, even though some people have expressed the opposite view, that it **is important to fund not only the VSO position (30 – 40% part time) but also a project coordinator position (15% part-time)**. In the longer term, it will be possible to imagine a system operating without a project coordinator, but at a time when the war is barely over and the economic model is not yet fully established, it is important to maintain this position. It also emerges from the above **that the highly participative approach of the decision-making system is generally well appreciated**, and it would be a pity to move to a more directive approach. On the other hand, **the communication system still needs to be improved** to ensure that information - and in particular the decisions taken - are properly transmitted, and even, for the most important decisions, that all the organisations are properly consulted beforehand. This obviously also **requires responsiveness and rigorous communication on the part of the partner organisations**.

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[6] "Vehicle Sharing Among NGOs Proof of Concept - Project Report", Fleet Forum, 2023

BEYOND THE PROJECT, A BROADER CHALLENGE OF MINDSET CHANGE WITH REGARDS TO TRANSPORTATION

Beyond the initiative's performance results, and issues linked to its governance, it is important to analyse the initiative's role in bringing about change on individual and organisational levels linked to transportation. Indeed, many of the initiative's barriers are internal ones, that need to be worked on. Experience from such a VSI should thus be analysed and shared for replicability and broader change beyond the project.

CULTURAL INTERNAL RESISTANCE AND CHANGE

Cultural change is a part of the change process needed for vehicle sharing. It operates at a personal level for cultures of both Lebanese people and humanitarian workers, creating resistance to change.

In Lebanon, as elsewhere, humanitarian NGOs are rarely prone to allow their staff to travel by public transport, even though some of their national staff travel to the office by public transport, particularly if they do not have their own vehicles. This discrepancy highlights the high level of attention paid to business travel safety in the context of NGO work, compared to staff commuting. Moreover, as highlighted in the previous section *A favourable Lebanese context to some extent*, personal cars are seen as very valuable in Lebanon, and sharing movements is not common practice. Interviewees highlighted that these factors create resistance to change among the potential users.

As humanitarian workers, some are used to having a personal driver, which as highlighted by one interviewee *"it's a luxury, but you know everybody's doing it so…"*. As such, whilst a luxury, it is engrained in the representation of a humanitarian worker, as the perks that come with the job. Changing this to the inconvenience that come with sharing a ride as opposed to having one's own driver, can be quite difficult, and can raise a lot of resistance to change.

Interestingly, **the reluctance of some staff led them to question the necessity of their trip**, sometimes even cancelling the movement! Beyond this specific "reluctancy" cases, **it raises the matter of why we travel**, if there are ways to make this movements more efficient etc. Therefore, whilst it's a pity to note the reticence of some staff, this unexpected questioning is ultimately rather welcome as it opens up **a collective discussion on movements and sobriety**.

ORGANISATIONAL RESISTANCE AND CHANGE

Individual resistances create barriers at the organisational level, as staff do not want to take part in the VSI. In reality, as one interviewee pointed out, the **difficulty of introducing car-sharing practices exists within organisations, regardless of the VSI**, with some people preferring to organise their journeys on their own rather than coordinate with their colleagues. Yet, organisations have actually found some ways to help address these resistances. Some have **blocked movements** with the organisation's car if a shared option exists.

"We reached a point where we had we said OK, sorry, there's no car: you either take the shuttle, or you're not going anywhere until now. Yes, we have staff that are not convinced."

Some have highlighted the role of having **a flexible set up, and the role of the VSO:**

"In general, I think NGO workers are a bit spoiled when it comes to [movements]. So, you need to push them a bit more and sometimes it's difficult to do so because they come up with excuses... 'I can't be at this meeting point'. And this is where the Vehicle Sharing Officer plays a huge role. The flexibility of having a vehicle sharing officer that he was able to liaise and coordinate those points and which made our relationship with our staff much easier."

This case exemplifies the role of the VSO in the initiative, as someone who liaises not directly with the users, but rather that aims to overcome the difficulties raised by the fleet managers: here, users were flagging the meeting point as being an obstacle, which was raised to their fleet manager, then to the VSO, who coordinated to modify the meeting point and ultimately permitted the change to satisfy the users' request, and reduce their adversity to shared movement.

Interviewees have also underlined that **having a routine helped users to get onboard the initiative**: having fixed departure times and locations seems to have helped overcome the internal barriers people were facing, as it helps them organise their day around it – seeing it as an opportunity rather than a constraint. The shuttle driver was mentioned as being appreciated as he was always the same, users got to know him, and the fact that he is used to work in the world of humanitarian action, using humanitarian lingo etc. **This underlines that there is a need to have somewhat a formal initiative – which helps overcome initial resistance and creates a routine – whilst at the same time, being flexible enough to be able to respond to specific issues, through coordination with the vehicle sharing officer.**

"The idea is that they get used to it rather than to like it."

Making shared movement the norm rather than the exception also helps overcome the individual barriers at the organisational level. There is a need from management to endorse the initiative, and **to make share movement a policy**, stating that they are the main way to travel, with individual car rather being the exception.

It is also worth noting that the initiative does not seem to be of interest to local NGOs – which the evaluation team tried interview to no avail. According to one interviewee, this is simply due to the geographical location of local NGOs: they are based where they work and therefore do not need to travel as far as the INGOs. Again, this could **pave the way for discussions on less travel-consuming organisational models**. For others, the absence of local NGOs would be mainly due to the cultural resistance of the Lebanese people. In other words, it would be even more difficult to convince a local NGO to join the initiative than it already is for international NGOs. However, another reason for this absence could be a lack of engagement towards local actors – only a few presentations of the VSI were made to local NGOs and their forum. Not to mention the fact that some INGOs may also be reluctant to have local NGOs on board as they pretend it would raise security concerns.

Overall, it is **interesting to see how one of the main challenges for this initiative to take root is the cultural changes necessary to make it happen on an individual and organisational level**. Integration of the best practices put into place at the organisational level to overcome individual resistances are primordial for the sustainability of the initiative.

NEED FOR INDIVIDUAL ENGAGEMENT AND ROLE MODELLING OF TOP MANAGEMENT

The challenges of cultural and organisational change also correspond, on a more micro scale, to the challenge of individual commitment. Spreading social innovation requires the involvement of a critical mass of social actors. So the initial **users were also "allies"**. Their personal interest in the initiative was a driving force behind it and they became true "ambassadors". One interviewee mentioned them talking about the VSI in the cafeteria, helping to make known the initiative and to inspire others to give it a try. Similarly, the focal points in the organisations have been able to play a role in raising awareness and influencing their colleagues. Interestingly, one of the focal points is a grant manager - whereas the others are typically logisticians - which reflects not an involvement linked to their job but rather a personal conviction of the interest that VSI represents for their

organisation and for the aid sector. According to Rogers' model about the diffusion of innovations, the adoption of car-sharing behaviours relies on those "innovators" and "early adopters".
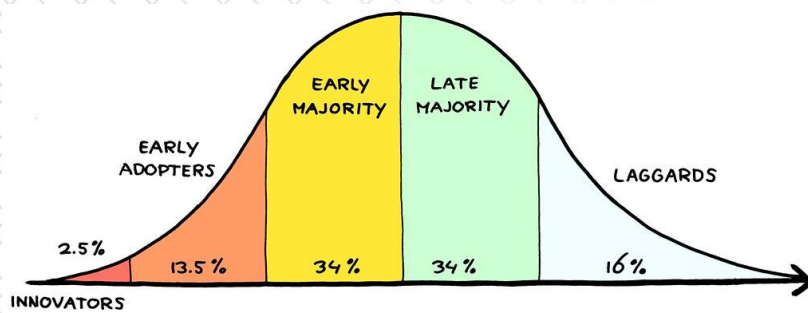

Figure 2. The diffusion of innovations according to Everett Rogers (1962)

On the other hand, **several interviewees regretted the lack of engagement and efforts from some participants** to make the VSI work. This is also illustrated by the fact that some people (who had confirmed their attendance) did not come to the evaluation workshop. As an additional example, some people involved in the initiative sometimes heard their colleagues say that it was that person's *thing*, rather than something everyone felt involved in: "*later on there was like a joke internally that [the logistics coordinator] is the only person that's using this initiative*".

However, not everyone has the same power to influence. It is in this sense that the **role of top management is key and is still insufficiently exploited**. For example, one interviewee highlights the **lack of role modelling** on the part of their country director, despite attempts to advocate towards senior management. Furthermore, as highlighted in the previous section, changes in travel practices also depend on organisational choices - for example, deciding that car-pooling is the primary method and not an 'opt in as you wish' one - which must be made by top management.

> *"I think our country director, logistics manager, no one ever took the shuttle [...] why only the project managers should be obliged to take the shuttle and other people are getting exceptions?"*

Others consider that "*management efforts only surfaced at certain levels, such as upper management, and did not permeate through all levels of the organization, hindering the initiative's success*". But isn't it precisely the role of top management to infuse good ideas and practices into the organisation? With the trend towards decentralisation within the aid sector, country directors have become very powerful. Therefore, NGOs are involved when country directors are involved, meaning they are pushing the initiative and communicating to their staff. Hence the idea of sponsor mentioned above. Conversely, experience have shown that a change of country director can lead to the departure of a partner organisation.

Without a fair distribution of efforts and clear institutional support, **fatigue and resentment of the injustice** of the efforts made run the risk of seriously undermining the social spread of the vehicle sharing initiative. Moreover, this point is not only true within each organisation. The same feelings can be expressed between organisations if some feel they are making more of an effort than others, or even if they feel impeded by organisations that are not doing enough. As for any collective dynamic, it is **crucial to recognise and reward individuals and organisations that contribute the most**, as this acknowledgment can boost morale, encourage continued dedication and even inspire others.

What role for HQ in vehicle-sharing initiatives?

As highlighted above, the whole organisation at country level should be involved in the initiative, but what role can HQ play? Interviewees have mentioned that HQ can play a role when joining the initiative. Indeed, few interviewees mentioned that **HQ pushed them to join the VSI**, based on their environmental agenda and for cost saving reasons, as one organisation underlined: "*It's coming from headquarter, so from Paris. So its really, I don't want to say the push, but really they told us, OK, explore this idea in in in order to reduce the fees and also the environmental impact*". HQ seems to not really be involved beyond the initial incentive to join the initiative, besides sharing good practices. Indeed, some interviewees did mention that they share the results from the VSI with their HQ, to **highlight good practices within the organisation**. Per one interviewee:

"So we have all these KPIs that were rolled out almost one year ago for us. So, for [HQ] to see such performance reports, they were impressed, and they were quite happy and to be honest with you, I raised it at HQ level saying 'at country level we're way before you, you should join the Fleet Forum!".

Overall, whilst HQ is not involved in the day-to-day of the VSI, it is important for the country level to share the role of the VSI and its impacts to HQ and for HQ **to incentivise other countries/missions to join such initiative**, by sharing those good practices, and in line with their commitments. HQ can **create an environment conductive to change**, by supporting field level and by encouraging others to join such initiative.

POTENTIAL FOR REPLICATION AND SCALABILITY

Finally, as the initiative seems to be particularly fitted to the Lebanese context, due to the high number of INGOs using the same routes, it is normal to wonder if it could be scaled up within the country, or even replicated somewhere else.

When asked about scalability in the Lebanese context, interviewees have indicated that the routes have emerged according to their needs, and as such they seem to be fitted to their use (beyond the *Technical issues*). A few have mentioned other potential routes:

- All the shuttle trips are leaving from Beirut and coming back to Beirut. One interviewee mentioned the potential **for trips from Tripoli to Beirut for the staff commuting to Beirut daily** (albeit this could be done through the movement plan which allows to select any point of origin/destination the agency wishes).
- Trips from and to the **airport**.
- As the Syrian context is changing, INGOs will soon do many trips from Beirut to Damascus, and this could be an opportunity to share. Yet, as it is crossing an international border, this is adding security concerns. The project staff have indicated that they would need a lot of documentation, but that it is "*doable, not too ambitious*". They are currently evaluating this option.

Some interviewees also mentioned the possibility of doing **shared freight** –using the same system to share movements of people but for movements of goods. One example of this was during the war, where one of the partner organisations used the shuttle as an extra vehicle to transport goods, instead of allocating one extra of theirs. This example underlines that it could be possible for such movements to take place without too many changes in the system. Yet, its development would require the involvement of different actors within the partner organisations, and if confirmed as a desire from the partner organisations, those discussions should be done in close collaboration with Hulo as they are already doing similar activities. Moreover, it would be a shift from the initiative's original intended goal.

"Definitely the setup would work in other countries or in another setup. I mean, it's a very straightforward system"

Interviewees have indicated that the way the initiative is set up (with a low-tech and participatory approach) would allow it to be replicated in another country. Indeed, Fleet Forum used the Lebanon project to build a toolbox for shared movements which are made to accelerate appropriation/dissemination of such practices in the sector.In fact, Hulo is currently developing similar initiatives in Central African Republic and in Burkina Faso, relying on the Fleet Forum for technical expertise. Albeit interviewees have mentioned that it might be more fitted for occasional movements (such as to and from the airport) rather than daily movements, as "*the day-to-day movements is what the current project is struggling on*".

From this evaluation, it seems that the initiative is replicable in other and similar contexts, on the condition that learnings from this piloting experience are integrated, in particular with regards to the governance system.

OTHER ONGOING INITIATIVES FOR TRANSPORTATION

Since its launch the initiative had been working to ensure coordination, and so as to not duplicate efforts done elsewhere. In particular, there has been close communication between the Fleet Forum's vehicle sharing initiative and the car-pooling

initiative from UNHCR (car-sharing, not movement-sharing) which was launched before. As other initiatives are emerging in the country, it is important to **keep the same intention to collaborate, to learn from each other, and to make sure that there are no overlaps**. The following initiatives in particular, mentioned by interviewees, can be of interest to the vehicle-sharing initiative in its drive to transform the aid workers think and behave about mobility:

- Atlas Logistics is currently working on a joint initiative to share trucks for transportation
- Hulo plans a launch for an application/whatsapp/googleplay for shared assets

VSI, like other initiatives, **helps to deconstruct the collective representation** of the car and to break with the traditional idea of independent individual mobility. To achieve this, this type of initiative **involves profound cultural and even psycho-social changes** that require time, the leadership of certain pioneering actors and the institutional support of top management.

RECOMMENDATIONS

The recommendations below are both strategic recommendations (in blue) and more operational recommendations (in black). The evaluation team has grouped them according to the type of stakeholders to whom they are addressed.

The evaluation team's main recommendation is to ensure the positions of the vehicle sharing officer at minimum and that of the project coordinator. These positions do not have to be full time, 30 – 40% part time for the vehicle sharing officer and 15% part-time for the project coordinator. They are essential to keep the initiative up and running at the time of the evaluation.

Once the initiative will be mature enough, partner organisations can move on to a rotational co-lead system of governance. This would guarantee continued involvement of the organisations, and the sustainability of the initiative, once the recommendations made in this evaluation on the initiative's governance are taken into account.

TO THE NGO PARTNERS: FROM AD HOC PARTICIPATION TO FULL INTEGRATION OF CAR-SHARING CONCEPT

To the top management	To all
✓ Role modelling by using the vehicle-sharing initiative; ✓ Endorse the initiative on an institutional (rather than individual) level; ✓ Include an information point about the vehicle-sharing initiative in the induction process for all, and specific points on shared fleet for the fleet managers in their job descriptions.	✓ Better circulate the information (not only logistics issue); ✓ Share good practices and success stories to overcome internal barriers; ✓ Have a discussion at organisational and initiative level on the necessity of the shuttle service's continuation; ✓ Integrate budget lines for shared movements in project design; ✓ Within the initiative, switch from bi-weekly to monthly meetings, and distinguish between day-to-day management meetings ('triaging') and decision meetings. This entails inviting finance people to decision meetings, and drivers and/or fleet managers to the triage meetings.
To the log coordinator/ vehicle-sharing initiative focal point ✓ Take the time to carry out specific cost analysis of the vehicle-sharing initiative in a broader lens of fleet management; ✓ Provide a training to the fleet manager; ✓ Integrate the security teams in a VSI few meetings, or at minimum hold an introductory meeting.	
To the fleet manager ✓ Share all your staff movements; ✓ If an opportunity for shared movements appears with a few minutes mismatch, call the other fleet manager to see if it is possible to match.	

To HQ
✓ Create an environment conductive to change by:
  o following up more closely this kind of innovative field initiatives;
  o sharing good practices to facilitate the uptake;
  o encouraging field offices to join similar initiatives;
  o rewarding and 'showing off' the field offices that are at the forefront of such initiative;	

✓ Make shared movements the main way of travelling, as opposed to an exception or a choice	

TO THE PROJECT STAFF: CLARIFYING GOVERNANCE AND CONSOLIDATING THE BUSINESS MODEL

For operations	For governance and collaboration

✓ Make sure information is reaching the correct person;
✓ Have a discussion at organisational and initiative level on the necessity of the shuttle service's continuation.
✓ Make sure Minutes of Meeting (MoM) are systematically written after each meeting and communicated through the appropriate channels;
✓ Separate communication streams depending on needs
   o Emails for MoM;
   o WhatsApp for day-to-day questions;
   o Phone call to see if movements can be arranged.
	✓ Keep the participatory approach to decision-making;
	✓ Deepen and clarify governance issues with current members of the initiative;
	✓ Take up the economic and environmental analysis to develop one or more solid business models for discussion;
	✓ In the MoU:
	   o Better clarify roles and responsibilities, including at each organisational level;
	   o Detail the reimbursement system;
	   o Detail the joining process, as well as reasons for getting removed from the initiative
	✓ Develop a tool to help partners carry out their own environmental and economic analysis based on their current expenditure and compared with their initial situation;
	✓ Switch from bi-weekly to monthly meetings, and distinguish between day-to-day management meetings and decision meetings. This entails inviting finance people to decision meetings, and drivers and/or fleet managers to the triage meetings;
	✓ Continue to communicate and coordinate with other ongoing initiatives to ensure complementarity and for each to learn from each other.

TO THE DONORS: ENCOURAGING POOLING AND FINANCING THE TRANSITION

✓ Support the initiative by encouraging your operational partners to join it, and by explaining the administrative procedure/compliance procedure, so the partners no longer have to worry about it;

✓ Fund a follow-up to the initiative to support change. More specifically, it would be interesting to fund the development of a business model to ensure the economic sustainability of the initiative.

TO THE HUMANITARIAN COMMUNITY: CHANGING THE WAY YOU SEE AND DO THINGS

✓ Transform the commitment to ecological transition into practical action;

- ✓ Support positive societal change by embedding it into organisational models and the way the humanitarian community operates;
- ✓ Lead by example to challenge the idea of individual mobility as the norm and encourage positive shifts in social behaviour;
- ✓ Move past the fear of administrative risks by embracing shared resources and trusting in the power of collective action.

CONCLUSION

As this evaluation draws to a close, it is becoming increasingly clear that VSI between NGOs in Lebanon is now at a key turning point in its history. With funding coming to an end, the issue of sustainability in particular is more crucial than ever.

After almost three years of experience, the VSI seems to have laid the foundations for a change in the way member organisations travel. On the whole, the shared system is working, organising and reorganising itself, testing out new modalities and overcoming technical obstacles but always with the day-to-day support of the VSO to identify potential trips to be shared and make them happen. Remarkably, it even managed to continue operating from time to time during the war period.

Although the demonstration of economic and environmental benefits needs to be perfected, the initial reasons that motivated the organisations to join this initiative - economic, environmental and social issues - remain fully relevant, and even more so today in the context of massive budget cuts. Besides, it is not insignificant that, during the interviews, the evaluation team identified two potential new member organisations (one being a former member that had left the initiative but wishes to rejoin it).

The initiative's highly participative approach has so far been a source of satisfaction and, to some extent, also a factor of ownership by the individuals and organisations involved. The operational functioning and governance of the initiative has thus been shaped little by little, according to the needs and expectations of each. This being said, the initiative does not yet seem sufficiently mature to operate without dedicated coordination. Before envisaging a full autonomy between NGOs, it therefore seems necessary to go through an intermediate phase to consolidate and formalise governance and certain communication processes in more detail. In addition, to be sustainable, the change management initiated must also become a genuine internal project in each of the member organisations, supported in particular by top management leadership and institutional transformations to mainstream carpooling more effectively.

The VSI in Lebanon is precursor and it is not surprising to see similar initiatives being set up in other humanitarian areas. But car sharing is not just a way forward for the aid sector. Its potential goes much further, since transport - which drives economic growth and social inclusion, and which is therefore set to expand - is a sector that emits particularly high levels of greenhouse gases in developing countries. Thus, this experience should also be a source of inspiration for civil society and the Lebanese authorities.

Finally, even if the member organisations don't necessarily realise it, car-sharing not only makes mobility more environmentally friendly, more social and less costly, it also has a transformative power in the sense that it helps, more generally, to rethink the very purpose of travel and the organisational models on which NGOs are based today.

ANNEX

A- KII question templates
a. Group 1 – project staff and supporting stakeholders

No.	Question	Response
1	To start with could you please tell us tell us a little bit about your position? And about your role within the Vehicle Sharing Initiative?	•
2	Do you think this initiative is useful? Why? In terms of cost saving? Environmental footprint reduction? Collaboration?	•
3	Do you think the way the initiative is set up (Friday scheduling, fixed meeting points and times, shuttle service…) is fitted to the ways of working of the users? And to the Lebanon context?	•
4	Did you notice a change in people's behaviour with regards to travelling to the field since the initiative was launched? Is there any resistance to change? Do you have any positive and/or negative feedback on users' experience?	•
5	Did you notice a change in organisations' ways of working (policies, planning etc.)? What have been internal barriers/constraints?	•
6	Do you believe the resources (financial, human, time) allocated to this initiative were used effectively? Were there any inefficiencies or resource constraints that affected the implementation? How could resource utilisation be improved?	•
7	Do you see this initiative working even without the Fleet Forum's support? What could be a sustainable business model?	•
8	Do you think this initiative is replicable somewhere else (in country or other country)? What practices would you keep? Which ones would you not want to keep?	
9	Is there anything else you would like to add about the work you are doing / have done, or any other comments?	

b. Group 2 - NGOs currently in the initiative

No.	Question	Response
1	To start with could you please tell us tell us a little bit about your position and the link with the Vehicle Sharing Initiative?	•
2	How did your organisation join the initiative? What were the initial motivations?	•
3	Is the roll-out of the initiative as you had expected it? What difficulties have you encountered?	•

No.	Question	Response
4	Do you think this initiative is useful? Why? In terms of cost saving? Environmental footprint reduction? Collaboration?	•
5	Do you think the way the initiative is set up (Friday scheduling, fixed meeting points and times, shuttle service...) is fitted to the ways your organisation work? And to the lebanese context?	•
6	Did you notice a change in colleagues' behaviour with regards to travelling to the field since the initiative was launched? Is there any resistance to change? Do you have any positive and/or negative feedback on users' experience?	•
7	Did you notice a change in your organisation's ways of working (policies, planning etc.)? What have been internal barriers/constraints?	•
8	Do you believe the resources (financial, human, time) allocated to this initiative were used effectively? Were there any inefficiencies or resource constraints that affected the implementation? How could resource utilisation be improved?	•
9	Do you see this initiative working even without the Fleet Forum's support? What would be the role of your organisation then? Would you be able to financially contribute?	•
10	Do you think this initiative is replicable somewhere else (in country or other country)? What practices would you keep? Which ones would you not want to keep?	
11	Is there anything else you would like to add about the work you are doing / have done, or any other comments?	

c. Group 3 – NGOs no longer part of the initiative

No.	Question	Response
1	To start with could you please tell us tell us a little bit about your position and the link with the Vehicle Sharing Initiative?	•
2	How did your organisation join the initiative? What were the initial motivations?	•
3	Is the roll-out of the initiative as you had expected it? What difficulties have you encountered?	•
4	Do you think this initiative is useful? Why? In terms of cost saving? Environmental footprint reduction? Collaboration?	•
5	Do you think the way the initiative is set up (Friday scheduling, fixed meeting points and times, shuttle service...) is fitted to the ways your organisation work? And to the Lebanon context?	•

No.	Question	Response
6	Why did your organisation leave the initiative? (Explain in details)	•
7	Could your organisation return to the initiative? What would need to change?	•
8	Is there anything else you would like to add about the work you are doing / have done, or any other comments?	

d.   Group 4 – never part of the initiative

No.	Question	Response
1	To start with could you please tell us tell us a little bit about your position?	•
2	How did you hear about the vehicle sharing initiative?	•
3	Do you think this initiative is useful? Why? In terms of cost saving? Environmental footprint reduction? Collaboration?	•
4	Your organisation has chosen not to join this initiative. Why?	•
5	Have you followed the initative's progress? What do you think about it?	•
6	Could your organisation eventually join the initiative? What would need to change?	•
7	With regard to the context of the humanitarian sector, could the vehicle sharing initiative be more relevant in the coming years?	•
8	Might your organisation be interested in a similar initiative in another geographical context?	•
9	Is there anything else you would like to add about the work you are doing / have done, or any other comments?	

B-   Workshop presentation – survey results

Groupe **UR**

EVALUATION OF THE VEHICLE SHARING INITIATIVE IN LEBANON

Workshop on governance and collaboration mechanisms

Aline Hubert, Johana Bretou-Klein

February 25th, 2025

Objectives

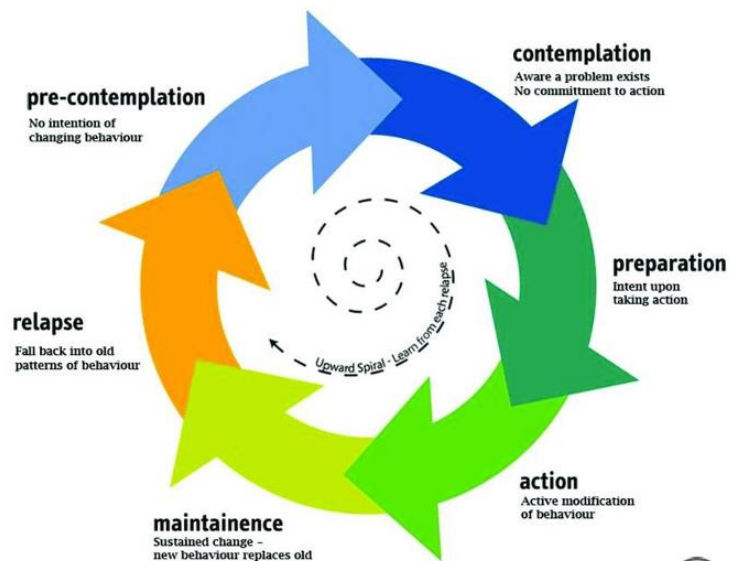**Investigate governance and collaboration mechanisms of the Vehicle-Sharing Initiative (VSI) in a safe space**

Agenda

1. **Introduction (10min)**

2. **Present and discuss the survey's results (30 min)**

3. **Co-construction of recommendations (45 min)**

4. **Conclusion and next steps (5 min)**

Groupe **UR**

Introduction – change management

ICEBERG FOR CHANGE
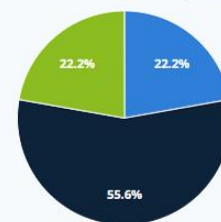Iceberg that Sinks Organizational Change

VISIBLE ORGANIZATIONAL CULTURE

Strategy | Vision
Shared Values | Goals
Structures | Policies

"The Way We Really Get Things Done"

INVISIBLE ORGANIZATIONAL CULTURE

Beliefs | Feelings
Perceptions | Procedures
| Tradition
Unwritten Rules | Norms
Stories | Shared Assumptions

pre-contemplation
No intention of changing behaviour

contemplation
Aware a problem exists
No committment to action

preparation
Intent upon taking action

action
Active modification of behaviour

maintainence
Sustained change – new behaviour replaces old

relapse
Fall back into old patterns of behaviour

Upward Spiral - Learn from each relapse

Prochaska & DiClemente Model

Survey results - overview

- 9 respondents (anonymous)
  - → 7 logistics ; 1 Director ; 1 Grants
  - → 8 partner organisations + 1 project staff (or associated)
- 39% response rate
- **VSI is relevant for most of the respondents**

According to you, how relevant are the project's goals to your role or your organisation's priorities?

Chart options »

22.2% | 22.2%
55.6%

Very relevant	2
Relevant	5
Nice to have but not a priority	2

Survey results - communication

From partner's perspective:

- Various points of views on the communication with the project staff

- No significant insight regarding communication between partners (4 efficient ; 4 neither efficient nor poor)

From a project staff's perspective:

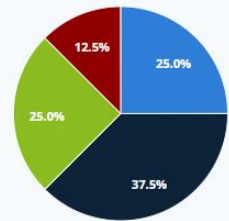- "neither poor or efficient" be it with or among partners

Issues:
- When project lead/focal point is absent
- No MoM

Good practices:
- To have a focal point to manage day-to-day movement
- Biweekly meetings
- Brief call instead of additionnal excel lines
- Systematic follow up and notes of meeting
- Availability and motivation of the PM

How would you rate communication with the project staff of the vehicle sharing initiative?
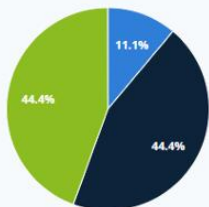
Chart options »

5 - Very efficient	2
4 - Efficient	3
3 - Neither efficient nor poor	2
2 - Poor	1

Survey results - collaboration

How would you rate the collaboration mechanism?

Chart options »

5 - Very good	1
4 - Good	4
3 - Neither good nor poor	4

- Rather good collaboration
- Many types of obstacles encountered and above all travel planning
- Other obstacles :
  - When there is no specific space to wait for the shuttle
  - IT issues (eventually fixed)

Have you encountered obstacles related to:

Chart options »

Travel planning	5
Procedures and policies	1
Security/safety	2
Financial aspects	3
Conflict management	2
Other (please specify)	2

Survey results - collaboration

Operational issues :
- Routes : difficult if no office at the destination point (for a more distant destination) ; Dispersion with various routes
- Timing + Waiting time (+people cannot work)
- Last minute cancellations (even by driver)
- Complex methodology for reimbursement/ trouble with the payment systems

Organisational issues:
- Additionnal workload
- Too frequent meetings

Change management issues:
- Not all partners promote the lead car/Lack of engagement from partners
- Lack of internal leadership

"On many occasions one organization was using the shared asset/vehicle which contradicts the objective for this initiative"

Good practices:
- Shared goals and vision
- Ability to adapt (freight in war times)
- Coordinator's accessibility
- Individual efforts to make the topic a priority

"The project has been a working progress since the day it was launched, and have improved significantly ever since, meaning that the team and even the members have understood the role of each and took initiative."
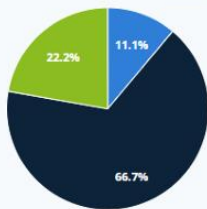
"For our organization it's the internal challenges that remain obstacles."
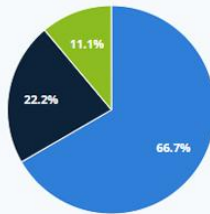
Groupe URD

Survey results - governance

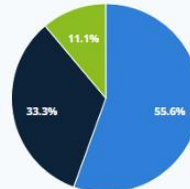**How would you rate the governance of the vehicle sharing initiative?**

Chart options »

5 - Very good	1
4 - Good	6
2 - Poor	2

Are the roles and responsabilities of each stakeholder clearly defined?

Chart options »

Yes, correctly	6
Yes, but it could be improved	2
Not really	1

Do you think the decision-making process (who decides what and how) is appropriate?

Chart options »

Yes, correctly	5
Yes, but it could be improved	3
Not really	1

All respondents but one consider that their opinions and feedback are heard and taken into account when decisions are made (highlighted as a good practice)

"The approach of 'shared management' and 'shared ownership' is not a successful one, there needs to be clear guidance and decision making."

Survey results - recommendations

Governance and collaboration:

- Clear management (with a VSO ; improved communication between VSO and organisations ; within FF)
- Consolidate the initiative with the existing members (rather than trying to attract other NGOs)
- Extend the meeting to the officers who follow the day-to-day movement and/or specific meeting
- Move from a "shared management" to a more "top-down management"
- Work on internal barriers within organisation

Operations:

- Improve the payment mechanism
- Better take donor demands into account

Co-construction of recommendations

Governance and collaboration mechanism

- Roles and responsibilities clarification
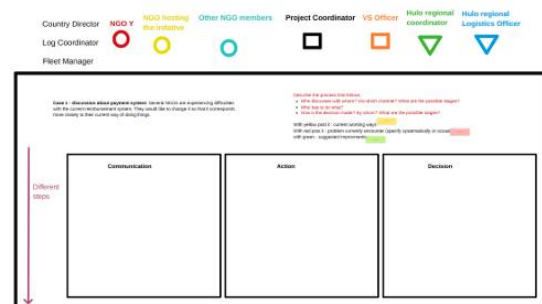- Communication systems and working methods
- Decision-making process

⚠️ **The aim is not to fix these issues but to investigate a methodology to adress them**

https://go.klaxoon.com/FHYPJZU

2 cases to be explored

- The payment system
- NGO engagement

Conclusion & next steps

- Aim of this workshop – better understand the initiative's governance (survey), and co-construct recommendations (exercise)
- Survey results and your comments will be integrated in our analysis, as well as the recommendations
- Finalisation of KII
- Preliminary presentation of results in two weeks
- Final report end of march – public but anonymous
→ recommendations to be taken into account in the sustainability plan

Thank you!

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