

10/03/2013

Alliance2015 Strategy 2013 –2016

Alliance2015 is a strategic partnership of independent non-governmental organisations engaged in cooperation on humanitarian and development activities across 80 countries, as well as campaigning and advocacy in Europe. Originally constituted to strengthen our contribution to the Millennium Development Goals, our partnership aims to join forces in order to achieve greater impact on Poverty Reduction and to influence development and humanitarian policies in Europe.

This document is the product of a collective reflection and consultation, led by the Alliance2015 Supervisory Council and informed by the thematic working groups of the Alliance. It does not cover all aspects of our on-going cooperation but outlines our strategic intent and progress sought for the next three years.

The context

The international context in which we are working is changing rapidly. The economic environment of many OECD countries is still severely affected by the economic crisis resulting in job losses and ensuing austerity measures with cuts on public services and budgets, including Aid budgets. Meanwhile, many developing countries have achieved impressive levels of growth and have joined the ranks of middle-income countries contributing to significant changes in the distribution and face of poverty worldwide.

Two years before the Millennium Development Goals (MDG) deadline, the global picture is still grim: one in every seven people in this world lives in extreme poverty (less than 1,25 \$ a day) and almost 900 Million people suffer from hunger and chronic malnutrition. The majority of this 'bottom billion' (70%) lives nowadays in middle-income countries, where growth has gone hand in hand with increasing inequality. Their situation will not improve unless policies geared towards redistribution and access to wealth opportunities are in place. Inequalities in between countries are also increasing. Entire countries - especially fragile states - are affected by extreme poverty due to conflicts, wars and corruption.

Such levels of poverty and the worsening of inequalities are not only morally unacceptable, but also detrimental to global security. Furthermore, progress made in the last decades in terms of poverty reduction is under threat given the impact of volatile food prices and the effects of climate change and natural disasters. We need real and sustained efforts to consolidate those poverty reduction gains and increase the resilience of vulnerable populations.

Demographics will also play a significant role. If current trends continue, by 2050 the world population will consume twice as many resources as at present. That will put an unbearable pressure on the sustainability of the planet and the livelihood of future generations. More immediately, most developing countries will witness a strong surge in the percentage of their working age population. Whether this will result in stronger economic development or greater social stress, instability and state fragility will depend on the ability of states to reduce inequality and give space to their citizens.

Last but not least, the effects of climate change are now felt in both developed and developing countries with unpredictable and often devastating results – a trend which will continue and worsen. Governments have so far failed to reach agreement on how to reduce the acceleration of global warming and mitigate its effects. Accordingly, the development debate is increasingly shifting towards addressing these global issues, which are captured in a 'common good' agenda. At the same time, building individual, community and societal resilience to better cope with consequences of climate change, and simultaneously over-exploitation of resources, is taking centre-stage in new development strategies. Investing on both fronts and catering for adequate instruments and funding will be a challenge for all involved in the near future.

In contrasting developments, the 'Arab Spring' events have been as inspirational as unexpected and will lead to still unclear but surely profound societal and political changes. Modern technologies are transforming people's lives in the most remote communities, enabling cash transfers and farmers' access to market prices but also general access to information. Many southern-led civil society coalitions are now using these technologies to inform and influence their environment. Pressure for transparency and access to data is growing and will soon compel all types of institutions and organisations to make their data accessible.

Implications for development and humanitarian work

Accountability, transparency and cooperation

Making sense of this changed and still rapidly evolving context and understanding the possible implications for our work is not easy. Ensuring and demonstrating that aid is delivering results becomes essential. Donors and the public alike demand more accountability and transparency as well as cooperation with different actors (Government, NGOs, Private sector and citizen) to be more effective and achieve sustainable results.

In the years preceding and following the formulation of the MDGs, we have seen a dramatic acceleration of the number and size of actors, be they governmental, non-governmental (both national and international civil society organisations) or from the private sector. While the MDGs provide a useful framework to channel these efforts, this concentration contributed also to heightened competition most likely continue and even increase with the emergence of many more private sector organisations in the development and humanitarian arena.

Capacity building, complementarities and partnerships with local NGO's

The role of Northern NGOs will continue to be under close scrutiny. INGOs are now more than ever obliged to demonstrate their added value. Naturally, this is even more so where strong and capable Southern NGOs are more likely to be the preferred and legitimate partners for international donors. While the relevance of INGOs in the field humanitarian interventions is broadly recognized, their role in structural development will increasingly need to aim at local capacity building, complementarities and partnerships with local NGO's, in order to maintain its relevance. INGO's are valued for their strong contextual knowledge and analyses and their ability to integrate long-term challenges in their day-to-day interventions. They are also appreciated for their ability to innovate, learn and share their experience as well as the capacity to scale up interventions or to deal with specific issues and gaps for which they have an expertise. Those assets will remain of great value in partnerships with local actors.

Rigor and learning

The complexity of the problems addressed by development aid is benefiting from easier access to information and the multiplication of sharper and powerful analyses based on

large-scale research and evaluations (including RCT¹s). Poorly designed approaches and global programmes are being challenged and choices made by donors and large development actors are being scrutinised. Several of the more recent MDG success stories have been qualified: the overall reduction of absolute poverty has not resulted in similar progress on levels of under-nutrition; in education, enrolment has progressed dramatically, but studies are repeatedly showing that students' learning outcomes are very low. In health, the new, non-communicable diseases that are progressing extremely fast in developing countries are now adding further stress to already weak health service capacity. This calls for more sophisticated and evidence based models, rigorous implementation as well as an organic approach to (real time) evaluation and learning.

Advocacy on global issues

As mentioned, global political and economic developments become increasingly relevant for the well-being of people in developing countries. Pressure on natural resources and land, shifting economic powers and dramatic increases in basic commodity and food prices will continue to shape our work and disproportionately affect the poor worldwide.

In the longer run, climate change will be key in shaping humanitarian and development work. Countries that are already affected by a high level of poverty often have a very low capacity to adapt to the brutal changes in climate and other irreversible and potentially catastrophic impacts of global warming. Even if current mitigation and adaptation efforts are successful – which is far from guaranteed – it is likely that the multiplication of extremely severe hazards like storms and droughts will continue.

Tackling these issues requires not only working on the ground to increase resilience of communities but also advocacy work in our own countries and on a global level in order to reach adequate policies, challenge and change Western lifestyle and consumption patterns and mobilise public opinion and funding for response and adaptation.

In this context, the negotiation of the new framework to replace the MDGs is crucial to the world's ability to address its challenges. However, there is a significant risk that such renegotiations at a time of global financial and economic instability and changing global power relations may undermine both the clarity of the outcomes and the overall and necessary level of ambition. INGO's, together with their Southern partners, have a role to play in terms of advocacy for an adequate framework.

Alliance2015

This is the fourth strategy document to guide our collective engagement. The first three years of Alliance2015's history (2000-2003) sought to shape the emerging network of the four founding members, chiefly designed to join forces and have a stronger impact on achieving the MDGs.

Our first strategy paper (2004-06) set a general approach that still frames our partnership. We wished to use our diversity as a positive tool and to develop a pragmatic network with very light central structures. Only one single staff position, that of Communications Officer, was created in 2003, to support the constitution of a new Intranet, a website and the publication of regular Alliance2015 publications such as the Newsletter and the Annual Report.

¹Random Control Trials

The "Rubicon strategy 2007-2010" sought to take the Alliance further regarding its advocacy and campaigning in the European arena; stronger and more systematic exchanges at different regional levels were deemed necessary to reach more collaboration on the ground. The 2008 economic crisis prompted us to be even more ambitious and to commit to the principles of Aid Effectiveness that we challenged donors to uphold. Alliance's ambitions were confirmed in the 2009 "Why waste a Good Crisis" paper, with ensuing agreements on a fast-track process in seven pilot countries, which promoted joint strategic plans, thus upholding our commitments to Aid Effectiveness. To support this process, a Senior Programme Officer (SPO) was hired in April 2010. Having a dedicated Alliance2015 programme staff enabled us to better understand, support and work with the perspectives of country teams and to review initial ambitions.

There has been great progress, since Alliance2015's inception. Member agencies meet and exchange regularly in most countries and joint initiatives have taken place in all pilot and many other countries. Tools have been developed to facilitate cooperation and support consortium agreements. Through annual country reports, a dialogue has started between country teams and Alliance Head Offices. While in the Haiti earthquake response, Alliance cooperation remained limited, the response to the Pakistan floods of July 2010 flourished in a series of large joint initiatives. A strong inter-agency cooperation and team work developed that also benefited from a thorough and continued learning process. This latest experience is now guiding our approach to emergencies.

Our advocacy work kept a strong European focus with the 2015-Watch series that focused on EU support to the MDGs. It also sought to address the topic of aid and development effectiveness in strong cooperation with southern partners, in preparation for the Accra and Busan high level meetings respectively.

Alliance2015: the road ahead

This new strategy will capitalise on our past collaboration and learning and aims to strengthen our cooperation and its impact. The values underpinning our partnership remain as originally agreed. They are: respect, professionalism, trust and transparency and will be supported by a network-strengthening plan attached to this strategy. In the course of the next three years, once the post-MDG, new global development framework is outlined, the Alliance2015 will engage on a new process to define its longer term vision and positioning.

Due to the absence of a 'central power', member agencies' commitment and engagement are our main driving force.

The areas of activity under this new strategy rest on three main pillars i.e. 'Development Programming', 'Emergency Preparedness and Response' and 'Advocacy'. Ensuring quality and high value added in both development and emergency contexts will guide our approaches. In our advocacy work we will seek to strengthen our dialogue with EU institutions contributing towards the achievement of the Millennium Development Goals, MDGs 1 and 2 in particular. Another focus will be the vital debate on the formulation of a new framework for post-2015 development goals.

We will become more systematic in ensuring that we collectively learn from our experience of joint interventions – whether they encompass all members or simply a few of them (including bi-lateral cooperation), so that we can evidence our results and our added-value, and rapidly address the areas where we still need to make progress.

Our communication will continue to support the various activities and promote the visibility of Alliance0215 through its online tools and publications. We will aim at further progress for a stronger promotion of our cooperation in the internal and external communication of our members when they refer to our joint programmes. Where relevant we will also continue to join forces in our campaigning work.

While this strategy expresses our firm commitment to intensifying our work together, we will maintain the pragmatic collaborative nature of our partnership designed to improve our collective impact while respecting each member's unique identity. It is no small challenge but we are encouraged by the results of our cooperation to date and energised by the prospect of having a greater impact still on the humanitarian and development challenges ahead.

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I - Development Programming

Specific context

Development programming is the means by which our organisations engage in collaborative work to reduce poverty in a structural way, i.e. by strengthening the capabilities of citizens and their organisations and addressing systemic change. This is a sector in which agencies are increasingly required to demonstrate their added value and their ability to address core issues at a significant scale. Development programming is also the arena in which agencies are challenged to create and evaluate new approaches in order to increase impact and improve the resilience and voice of citizens in the South, especially vulnerable communities.

Alliance2015 partners' joint development work may be less visible than the large joint humanitarian response carried out in Pakistan, but it is quite significant, especially when taking into account bi-lateral initiatives between member organisations. It is however recognised that a more systematic promotion of those forms of cooperation as part of our Alliance partnership is necessary in order to strengthen the full scope of our development cooperation.

Whilst learning from our experience was recognised as being important, the process of evaluating our operations would still benefit from being more systematic in order to better document the added value of our joint work and deepen our collective understanding of the areas that require improvement. More recent internal analyses and evaluations highlighted the need to reflect more on the implications of our Aid Effectiveness principles especially where Value for Money and accountability to beneficiaries are concerned.

We also realised that we still need to progress on our peer institutional knowledge and understanding of our members' respective programmes and competencies to enable an optimal use of our different abilities and operational approaches. The first knowledge-sharing process has begun amongst our Food and Nutrition Security specialists.

Finally, evidence from pilot and other countries points to a direct correlation between the number and frequency of country meetings/exchanges and the number of joint initiatives (be they shared offices/services or programming cooperation). The Alliance has also recognised the need to go beyond the pilot phase and to encourage systematic exchanges in all countries where two or more Alliance members operate, together with a special support for those who require it.

Strategic Objectives

By 2016, Alliance2015 will have strengthened its global and country based development cooperation and developed several joint programs through:

- Linking same sector activities in complementary geographical areas, thus ensuring significant scale and impact.
- Developing high quality, evidence based joint programmes, which build on key competencies of individual Alliance2015 members in cooperation with other actors (Private sector, research or academic institutes etc.)

WHY?

Our agencies pride themselves in ensuring high quality programming linked to the needs of communities. We believe that by working together, we can bring these to scale, learn from each other and have a stronger impact on poverty.

We are committed to adopting the principles of Aid and Development Effectiveness and our cooperation helps us to learn from each other's experiences in terms of alignment, partnerships, transparency and accountability.

We want to build on successful experiences to date, which enable us to reach significant scale in a given programming sector to combine strategic programming or administrative skills for large-scale high quality/profile programmes.

WHAT?

a) Increase Joint Programming:

- In selected countries we will link or scale-up sector-related activities in larger geographical areas.
 - We will join-up sector-related activities of our members to cover a much larger geographical area hereby increasing the scale of our interventions and ensuring a more significant impact on poverty reduction.
- We will develop at least two high quality, evidence based joint programmes:
 - Building on the experience of large-scale programmes developed in Liberia, Uganda, Bolivia and Guatemala, we will increase the number of joint programmes based on various combinations of our member agencies' complementarities.
 - Such programmes are likely to bring together two or three members at a time and may well need cooperation with academic or research institutions or the Private Sector, which will enrich both the competencies and the learning of our global partnership.

b) Strengthen Knowledge Sharing

In order to improve cooperation, we will improve our general knowledge of each other – our work, our key competencies, our niches, overall strengths, weaknesses and development plans.

In a few dedicated sectors where there is clear complementarity (sectors or approaches still to be identified), we will ensure that the organisations' experts meet and exchange their learning and knowledge.

We will also ensure that lessons are systematically drawn from our joint initiatives.

- We will promote peer Agency's knowledge of respective work, comparative advantages, approaches and methods.
 - Build a good institutional knowledge of each member agency's strongest programming areas, 'niche programs' and functional competencies.
 - Document and share the different ways our member agencies' combine their different competencies and ways of working.
- We focus our knowledge sharing on one or two key sectors and at least one

- cross cutting approach.
 - Build bridges and accelerating learning in specific areas of work
 - Strengthen linkages between knowledge, development practice and advocacy.
 - We learn from our joint programmes through evaluations.
 - Systematic inclusion of external evaluations in large programmes.
 - Contribute to improved approaches and designs in subsequent joint programmes.
 - Programme discussion of key learning issues in Alliance meetings and documenting in publications/website.

- c) Explore the feasibility of an Alliance2015 single-joint representation in hard-to-fund countries:**
 - The Programme Group will discuss the suitability and if appropriate, the means, of enabling our Alliance2015 cooperation to help address programming in hard-to-fund countries.

- d) Consolidate the foundations of Alliance2015**

Alliance2015 cooperation – in Development or in Emergencies – will only succeed if each member genuinely values the different aspects of our partnership and seriously invests in it. Fostering further cooperation is only possible with continuous support for organisations and country teams to engage regularly with the Alliance partners and objectives.

 - Foster trust and mutual understanding between Alliance2015 members through the development of a code of conduct and other mechanisms, including 'standard operating procedures'.
 - Meet regularly as Alliance2015 partners – thus meeting becomes the norm in countries where two or more Alliance members are active/present.
 - Design and pilot support fund for complementary joint approaches between two or more Alliance members at country level.
 - Continue development and promotion of tools and guidelines (including value for money issues) so as to promote a stronger understanding and adherence to our core values.
 - Reflect our Alliance2015 partnership in all joint programmes (bi-lateral or more) and in both internal and external communications.
 - Develop global and country-based indicators for improved cooperation based on strategic objectives and ensure yearly evaluations of progress (using Annual Reports but also Alliance group's assessment of HQ level progress).

II - Towards a more effective and intensified Cooperation in Emergencies

Specific context

The context in which International Governmental Organisations deliver humanitarian aid has been subject to significant changes during the last twenty years, raising important questions in relation to the effectiveness of aid and the architecture of the current international system.

The most relevant issues for Alliance2015 are:

- The already visible impact of climate change and the increasing number of “fragile states”, resulting in a greater need for humanitarian assistance and more effective approaches (aimed at increased resilience of affected communities);
- The issue of security of aid workers in the context of fragile states and the difficulty of reaching people affected by disasters;
- The need for a more results-oriented approach to the delivery of humanitarian aid, and an increase in the impact of our assistance;
- The need to involve local actors more in the delivery of aid, especially in addressing the issue of resilience and outreach;
- The changing funding structure with traditional donors reducing their aid budget and exploring ways to reduce transaction costs (e.g. by pooled funding mechanisms, consortia, etc.).

In this changing context, the Alliance2015 has the potential to position itself as a strong network, delivering aid quickly and effectively, especially in sudden onset disasters. The potential lies in:

- c) The **worldwide presence** of Alliance2015 partners, giving potential entry points for responses in 76 countries
- d) The variety of **different capacities and competencies** which we can offer
- e) The already **existing experiences with cooperation** in emergencies and the agreed procedures and instruments already available.

The Alliance2015 is comprised of organisations with different mandates, management structures and areas of specialisation. These differences need to be taken into consideration when addressing issues of harmonisation, capacities, and the fast decision making processes required for effective humanitarian action.

Strategic Objectives

To engage in a more effective and intensified manner in emergencies, two general strategic objectives are set:

- Co-operation within the Alliance2015 enables its members to deliver their emergency responses more effectively and efficiently without compromising on speed or quality.

- The Alliance2015 is internationally recognised as a strong network with professional response capacities.

WHY?

Our first all-Alliance joint response to a large-scale emergency in Pakistan mobilised a lot of Alliance2015 energy and had many important consequences: firstly there was some pride in being associated with a large scale quality response which saw a strong Alliance team spirit emerge from greater familiarity with, and understanding of, the different ways of working of the member organisations. This in turn encouraged Alliance members in Pakistan to join forces in order to address some of the large development challenges in the country. This has laid a strong foundation for future coordinated action in emergencies.

By working together, the members of the Alliance2015 are able to use their diverse strengths and experiences in a complementary manner and thus increase the impact and outreach of their aid with disaster-affected communities.

In a highly competitive context, collective learning and sharing of each other's experiences will, in addition, enable us to continuously improve the quality of our humanitarian action and establish a proven record of having fast and professional response capacities.

Finally, the membership within the Alliance2015 provides a vehicle to increase our leverage towards donors and other public institutions, influencing their policies and practices on behalf of the interests of the affected communities and the Alliance2015 member organisations.

WHAT?

a) Preparing together for a better response

The Alliance2015 will develop and utilise all necessary instruments to respond together quickly and efficiently without compromising on our speed or quality.

- Emergency preparedness plans will be put in place², and "after action reviews" will demonstrate that the field staff of Alliance2015 members who were active in disaster response felt well prepared for collaborative / joint action and responded appropriately and in a timely manner.

b) Prioritising collaborative action

Without compromising our commitment to deliver aid in a fast and professional manner, Alliance2015 partners will strive to engage in collaborative and joint action. This should not be an exclusive requirement, but rather a substantial part of our emergency preparedness and programme activities within the next five years.

- Build on the history of and use the existing mechanism for rapid decision making in sudden onset disasters.

² Reflecting and linking with other relevant plans.

- Achieve a substantial increase in the number of collaborative and joint actions³ in slow- and sudden onset disasters and document those experiences..
- In the event that an organisation establishes an individual response where cooperation would be possible, the rationale for this decision will be documented and shared with the Programme Group as soon as possible.

c) Enhancing quality, efficiency and relevance of Alliance2015 collaborative actions in emergencies

Collaborative actions will adhere to a minimum standard of quality, relevance and efficiency defined by the Alliance2015 partners.

- All collaborative or joint actions will be reviewed according to Alliance2015 quality standards, and relevant lessons identified for learning will be incorporated into the continuous improvement process of future emergency actions.

d) Positioning towards major humanitarian donors

Alliance2015 is a network acknowledged by major humanitarian donors for being able to respond quickly and professionally to disasters by bringing their members' capacities and competencies to their optimum.

- Increase the number of proposals submitted and funded for collaborative action by A2015 members.
- High-level formal introduction of the mandate and work of the Alliance2015 towards at least three major humanitarian donors.
- Invest in other collective representations by the Alliance2015 to donors, by putting forward common positions (partner meetings, meetings on ad hoc issues as proposals, results of assessments, etc.) and seek formal acknowledgements by donors
- Increase the number of published articles and reports on Alliance2015 emergency activities.

³ For definition, please refer to the end of the document.

III - ADVOCACY

Specific context

The role of the European Union as a global leader in development and humanitarian assistance is under pressure. As political and economic uncertainty persists within and far beyond the Union, the need for effective advocacy towards all institutions of the EU in order to protect and promote its commitment to poverty eradication across the globe has never been greater.

The following summarises the contribution Alliance2015 will make to those efforts, explaining how we will build on past advocacy and harness the capacity, convening power and advocacy potential of Alliance2015, made possible by our presence across 7 EU member states and 78 partner countries.

Alliance2015 advocacy over the past decade has sought to strengthen Europe's commitment, in policy and practice, to the achievement of the MDGs and the creation of a strong enabling environment for civil society across the EU's partner countries. Between 2003 and 2010, the 2015-Watch series measured the orientation⁴ of the EU towards the MDGs and called for increased EU investment in the MDGs, increased transparency of that investment and its impacts, and a stronger role for the EU Parliament in the programming of aid. From 2006 to 2011, our Aid Effectiveness advocacy called for an explicit EU commitment to the principle and practice of democratic ownership⁵. Though much has been achieved⁶, our impact could have been greater, if we had invested in more capacity. Tapping on the advocacy potential of Alliance2015 is one of the main thrusts of the new strategy.

The new EU advocacy initiative is designed to bridge this gap by building capacity within and across the membership in order to work together on a shared advocacy agenda over the next 3 years. Alongside this clear internal ambition, the 'shifting sands' of EU politics require us more than ever before to have focused and consistent engagement with policy makers at national and EU level if we are to effect change to the lives of the very poorest of our world.

Strategic Objective

To enhance coordination and dialogue between Alliance2015 members, beneficiaries and partners, and the institutions of the European Union (EU) contributing towards the achievement of the Millennium Development Goals (MDGs) - and MDGs 1 and 2 in particular - and the vital debate on what comes after the 2015 deadline for achievement of those goals.

WHY ?

Advocacy is recognised as one important means by which Alliance2015 will deliver on its overall Vision/wider objectives.

⁴ The 2015-Watch series of 6 reports was based on a methodology which assessed the orientation of the EU's legal, policy, financial and evaluation frameworks towards achievement of the MDGs

⁵ Mozambique, Tanzania, Ghana, Cambodia, Nicaragua, Bolivia

⁶ See Aid Effectiveness Evaluation Reports on Alliance intranet

At the heart of our Alliance2015 partnership is a shared commitment to the achievement of the MDGs. As the largest donor in the world, the EU shares that commitment and has a particular responsibility to deliver on it, while as EU NGOs, bound by a common vision, we in turn have a responsibility to positively influence the policies and practices of the Union and to hold our decision makers to account.

Alliance members have been working together on advocacy projects for almost a decade. There is a legacy of strong cooperation but weak cumulative capacity. Members have a wealth of experience, expertise, skills and capacities which could be used in the service of more effective advocacy but to fulfil that potential, the capacity of members must grow, and a strategy which harnesses the individual and collective strengths must be articulated. The new EC initiative provides both for additional advocacy capacity and the development of a new Alliance Advocacy Strategy.

The engagement of the Advocacy Group and others in various streams of the post-2015 debate should provide valuable input into Alliance's broader consideration of the post-2015 development framework including its implications for Alliance's work, vision and mandate up to and beyond 2015.

WHAT?

The Alliance2015 advocacy strategy in the coming three years will comprise two main areas:

- Unlocking the potential of Alliance to be an effective advocate at EU level, building on our strengths while seeking also to address our weaknesses. This endeavour has been formulated in a joint EU-supported initiative, starting in January 2013.
- Further elaboration of the longer term Alliance advocacy ambitions. While building on earlier documents and the experiences of the current initiative, this will provide an opportunity to look beyond the thematic focus of this EU project and determine the desirable scale and scope of Alliance advocacy into the future.

The 3-year initiative will link past research and advocacy on MDG-monitoring & Aid Effectiveness to future research and advocacy on Hunger, Education and the post-2015 development framework. It will see the Alliance2015 Advocacy Group increase its capacity and collaboration, working with 3-4 programme countries to support a stronger 'structured dialogue' with EU institutions around specific policies and practices.

In particular, Alliance2015 members will:

- Develop, disseminate and action an Advocacy Strategy across the seven Alliance2015 member states and at EU level
- Conduct and disseminate research and analysis on MDGs 1 & 2 in order to maximise their application and use in structured engagement with EU donors
- Support and engage in structured dialogue in Alliance2015 member states and other relevant networks on EU performance and ambition in relation to MDGs 1&2, enabling a meaningful and measurable contribution by Alliance2015 members, supporters, beneficiaries and partners to consultative processes which will take place across the EU on the post-2015 development model

IV. CONCLUSION

The Alliance2015 has a unique experience of a strong and lasting cooperation with no central power and a very light structure. This means that the success of our collective ambition depends chiefly on the involvement and contribution of our members, on mutual trust, understanding and the willingness to invest in this deliberate alliance.

The present document does not seek to capture everything that is done in the Alliance2015 and we will continue to work on our communication, campaigning, staff exchanges and training etc. The nature of our partnership encourages joint initiatives and our communication tools (internet, intranet, newsletter) seek to highlight those on a regular basis.

This strategy, however, is about defining new compelling priorities that will enable us to improve our contribution to the alleviation of poverty, strengthen the scope of our humanitarian response and step up our advocacy capacity at European level. This strategy does not mean that all agencies will be involved on all the components. Our cooperation can take different shapes depending on topics or countries but we are all convinced that our joint engagement, be it on bilateral basis here and there or on an all-agency initiative, is the appropriate path for us to engage with the current and unfolding development and humanitarian challenges.

As for all collective endeavours, the overall success will depend on the contribution of each and every partner at the relevant levels of their respective organisations. Leadership engagement will be paramount to promote this commitment within each of our organisations. The Alliance2015 working groups and Alliance2015 staff will develop detailed annual operational plans with clear indicators and a yearly monitoring exercise will be established in order to measure our progress. We expect each one of us, members of Alliance2015, to take clear responsibility for specific aspects of this collective plan thus ensuring shared leadership and responsibility for our results.

Our partnership is composed of very different organisations and this means that the processes within each structure will be different too. This diversity is a strong element of our Alliance identity. It can be a challenge too and we have decided that in the course of the coming years, the Alliance2015 will start a specific process to determine a stronger collective vision and sense of direction as well as values that will accompany us to engage in the – then newly defined – post 2015 framework. We will also need to decide whether the resources and structures dedicated to our cooperation within Alliance2015 are sufficient to serve our collective ambitions, and draw conclusions to bridge any apparent gap. The will to combine our respective strengths is going to be the determining factor for the success of this strategy, thus reinforcing our contribution to the improvement of the living conditions of millions!

Annex 1 – Development Programming - HOW?

Result one: Increased Joint Programming

a) Through linkages/scaling up on a larger geographical area

Activities:

- Identification of countries where linkages or sector scaling up is possible (when there is similar expertise in a sector but different locations or different sectors in a same area)
- Identification of potential for donor support
- Provision of design support through SPO or consultancy

b) Two high-quality, evidence based joint programmes

Activities:

- Identification of the countries, concerned sectors and agencies (initial focus on food and nutrition security) and study of potential donors' requirements.
- Initial joint capacity assessment and initial concept note design
- Direct consultations with potential donors
- Design workshop with relevant country staff and HQ advisors

Result two: Strengthen Knowledge Sharing

a) Promote peer agency's knowledge of work, comparative advantages, approaches and methods:

Activities:

- Initial analysis (building on information already available) report by PSO
- Identify areas of strongest demand/interest for peer knowledge and promote contacts between advisors/experts for information sharing and exchanges
- Promote and support knowledge exchange meetings, bilateral visits and workshops and use country/regional conferences and trainings to bring Alliance2015 partners together
- Share technical expertise, and facilitate access to each other's publications through websites

b) Focus collective knowledge sharing on one or two key sectors and one cross cutting approach

Activities:

- Sector and cross cutting approach identification (Food Security and Nutrition is one)
- Identify expertise (including establishing links between people responsible for evaluations and quality management to facilitate peer evaluations and exchanges) and experience in sector and promote initial meetings and exchanges
- Ensure space for Alliance2015 colleagues in specific relevant trainings organised by one member agency
- Open some relevant sector-wide evaluation missions to one other Alliance2015 colleague to facilitate exchanges and learning.
- Share relevant evaluation reports
- Engage with preparation of advocacy meetings/round tables on relevant topics and promote results and recommendations in respective organisations.
- For key sectors of interest for Alliance2015 members:
 - Create database of sector-oriented resource persons and experts
 - Create online sharing:exchange groups per sector

- Identify opportunities for scaling up innovations developed by one member agency.

c) Learning from joint programmes through evaluation:

Activities:

- Include external evaluation in all large (beyond €1 million) joint projects/programmes
- Evaluations of joint programmes are analysed and discussed in Programme Group
- Lessons learnt are shared with country teams and are made available through intranet and websites.

Result three: Explore feasibility of an Alliance2015 single/joint representation in hard –to-fund⁷ countries:

Activities:

- SPO report on consultation of each agency to identify key situations/countries and anticipated modalities
- Programme Group dedicated meeting to discuss choices and approaches.

Result four: Alliance2015 foundations consolidated

Activities:

- Include Alliance2015 work in CD's job descriptions
- Promote regular meeting of Alliance2015 partners at country levels
- Produce an end-report on the Pilot Country experience and, each year, identify countries where support will be focused (in addition to responding to countries' requests)
- Design, set up and pilot use of a support fund to ease design of complementary approaches between Alliance2015 members at country levels
- Code of Conduct and Standard Operating Procedures development (in cooperation with all other working groups)
- Promote knowledge and use of existing tools and guidelines
- Develop new Value for Money guidelines
- Review and promote cooperation indicators based on new strategy;

⁷ This title is initial and does not prevent other specific conditions that would warrant a closer cooperation or joint representation approach (like very high cost of operations, difficult government etc..)

Annex 2 – Cooperation in Emergencies Implementation - HOW?

Result one: Prepared together for a better response

Process:

Emergency preparedness planning is fully integrated as mandatory in the agenda for country meetings and annual reporting. Progress is reviewed by the Senior Programme Officer (SPO) as part of the annual summary of country reports.

If needed, joint preparedness planning activities are technically assisted by members of the Emergency Working Group (e.g. review of Contingency Plans, etc.).

Activities:

- Development of a framework allowing country programmes to implement joint emergency preparedness planning.
- Establishment of a systematic joint emergency preparedness planning process in all countries with more than one operational Alliance2015 member
- Review of the progress of the planning process annually by the SPO.
- Revision of the existing TOR for “Field Level Coordination” by the EWG in accordance with the ambition set out in the guidance notes and the response models (*yet to be developed- please refer to pt. 2*).
- Development of a “disaster response toolkit” by the EWG with the support of the Communications Group.
- The Alliance2015 website is adjusted to make the toolkit easily accessible for field staff.
- Agencies support possibilities of forming joint teams, joint training or staff secondment in emergencies.
- Development of a draft policy for staff secondment by HR Departments.
- External funding is sought for joint training and capacity building of Alliance2015 staff members by HR Departments or other organisational units responsible for staff development.
- Responses are made to calls for proposals to enhance response capacities globally or locally.

Resources:

- Time and travel costs of EWG members and SPO
- Time of HR managers

Result two: Collaborative action is prioritized

Process:

Guiding principles for emergencies to be drafted by the EWG and agreed upon by the members of the SC. These principles will be based on the development of a response model outlining the extent of cooperation between the Alliance2015 in different settings.

A process needs to be established by the EWG and Programme Group to involve the PG more systematically in promoting collaborative/joint action during a response, and to monitoring the implementation of the guiding principles/response models.

We also need to take into consideration, that even strong cooperation in emergencies can be hampered by the different timing of the responses of individual organisations. One important pre-condition for joint action is therefore a rapid coordinated decision making approach. Alliance2015 partners should not delay their immediate response to allow time for other partners to be available.

Activities:

- Definition of a response model and development of guiding principles for emergency action by EWG.
- Agreement on guiding principles and response models by the Supervisory Council.
- Development of a process to involve the Programme Group more systematically in promoting collaborative/joint action during a response and to monitor the implementation of the guiding principles/response models.
- Exploration of the potential of new instruments to encourage and enable Alliance2015 partners to engage more often in joint action. (EWG, PG, SC)

Resources:

Time and travel costs of PG and EWG members

Result three: Enhanced quality, efficiency and relevance of Alliance2015 collaborative actions in emergencies

In order to enhance the quality, efficiency and relevance of Alliance2015 collaborative action there needs to be an agreement on relevant joint quality standards and a standard approach to institutionalize learning after the response has taken place.

Activities:

- Development of minimum quality standards for joint and collaborative action by the EWG.
- Development of standard TOR for evaluations of collaborative action by the EWG.´
- Initiation of programme review after each collaborative action by the Lead Agency and of a formal evaluation process for all large scale cooperation. Such evaluations are designed to promote learning within the Alliance and partners.
- Initiation of a review process after each major emergency within the Alliance2015 to consider the nature of the cooperation. (EWG)
- Piloting of the TOR, and review after each subsequent use.
- Review of the set of standards as an integral part of each evaluation process.
- Agencies support possibilities to exchange staff to enhance learning from each other.

Resources:

- Costs of Evaluations
- Time and travel costs of EWG members
- Cost of people formulating capacity building proposals

Result four: Stronger positioning with major humanitarian donors**Process:**

A more proactive positioning of Alliance2015 towards relevant donors (ECHO as the first priority) is based on two aspects:

- a) A documented track record of responding quickly and effectively together as an alliance
- b) Raising the degree of "brand awareness" among donors and other important stakeholders (such as NGO platforms) of Alliance2015 through more proactive communications and advocacy work.

Activities:

- The Communications Working Group, together with the EWG, establishes a communication plan for Alliance2015 in emergencies (what the Alliance2015 publishes / which fora to address, etc.)
- The EWG outlines a process to better integrate the CWG into disaster response activities.
- A senior-level meeting between representatives of the Alliance2015 and Echo is organised by the PG with the support of the EWG.
- Joint representation towards ECHO Desks to discuss ongoing collaborative programmes.
- At least three humanitarian donors are identified (undertake donor mapping) and senior-level meetings are organised to introduce the work of the Alliance2015.
- Opportunities for joint representation on humanitarian platforms explored by the EWG and presented for discussion with PG/SC.
- Clear branding of proposals for collaborative action as Alliance2015 proposals.

Resources:

Participation of Alliance 2015 representatives and senior staff on meetings and conferences

Forms of Cooperation (Definitions as used in this paper)*Coordinated Action**

Alliance2015 partners regularly exchange information on their areas of intervention (sector/region) and programme approaches, ensuring that no overlapping takes place and that we are continuously looking for opportunities to create synergies through service support/sharing and further collaborative action.

Service support /service sharing

Alliance partners create synergies through supporting each other with available resources, establishing collective/pooled services and setting up joint programme infrastructure (office premises, etc.).

Collaborative Action

Two or more members implement a joint response programme. This can be done either as a formal consortium or by joining complementary planned projects (funded by different sources) under one overall programme objective. Members taking over different sectors in one region or implementing a harmonized approach in adjacent regions.

Joint Action

Planning and implementing a response with mixed teams/pooled resources under the lead of one Alliance2015 member. Joint assessment teams, joint implementation teams, exploring other options: joint pre-stocking, pooled emergency fund, etc.

Annex 3 – Advocacy – Implementation HOW?

The activities to be delivered over the next 3 years are set out below. It is important to note that these are intended to reinforce each other e.g. the consultations on post-2015 may inform the research (or visa versa) while the research should inform the latter roundtables. The available budget also makes provision for new advocacy capacity within each member, and the engagement of the Senior Programme Officer in order to ensure coherence between our advocacy actions and the broader ambitions and actions of Alliance2015. The intention of this additional resourcing – alongside the strategy development and annual Advocacy Group meeting – is to ensure that the members of Alliance can strengthen their individual and collective capacities over the three years.

Result one: An Alliance2015 Advocacy Strategy has been developed, disseminated and actioned by the members across the seven Alliance2015 member states and at EU level

Activities:

- Design and develop an overarching Alliance2015 advocacy strategy
- Establish an annual 2 day meeting of the Alliance2015 Advocacy Group

Result two: Development and dissemination of research and analysis on MDGs 1 & 2 in order to maximise their application and use in structured engagement with EU donors.

Activity:

- Develop and disseminate an analysis of EU27+EC investment in MDGs 1 & 2

Result three: A structured dialogue in Alliance2015 member states and other relevant networks on EU performance and ambition in relation to MDGs 1&2, enabling a meaningful and measurable contribution by Alliance2015 members, supporters, beneficiaries and partners to consultative processes which will take place across on the EU on the post-2015 development model.

Activities:

- Translation, launch and dissemination of the annual Global Hunger Index;
- 2013 Dublin Roundtable on Hunger;
- 2014 Roundtable on Education;
- 2015 Roundtable Hunger Beyond 2015;
- Alliance2015 Consultation on the post-2015 development model.