

Strategy Implementation Plan for Global Partnerships and Multi-member Grant Acquisition

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1. Rationale

This plan is designed to inform the implementation of the third priority of ChildFund Alliance strategic plan for FY22-FY25, which is about building new partnerships together for sustainable impact and growth. This priority reflects **our conviction that securing the financial health of all Alliance members is essential to grow our efforts to ensure children enjoy their rights and achieve their full potential.**

A core theme across ChildFund Alliance Strategic Plan for 2022-2025 is the value we place on unified action. Through the third priority, **we aim to join in cooperative efforts to create new, long-term partnerships with donors that share our determination to create a safe future for children.**

Building on the recent success, we will be expanding efforts to secure joint grant opportunities that can lead to sustainable growth. Alliance members have developed and strengthen joint grant acquisition practices over the past few years, but it remains a limited fraction of the Alliance members’ income. We have learned from these practices implemented through the Alliance EU Office but also bilaterally. This plan is built on existing strengths and accomplishments and is designed to ensure progress over a 5 years period.

2. Strategic focus: contribute to a safer future for children

ChildFund Alliance Strategic Plan for 2022-2025 reasserts our long-standing commitment to ending violence against children and to contribute to a safer future for children.

This is reflected in the strategic priority around campaigning to end violence against children, where we outline our ambitions to positively impact children’s lives by tackling emerging or growing threats to children’s safety. The first campaign implemented under this Strategic Plan will address child online safety, aiming to ensure children benefit from the

opportunities offered by technology while mitigating the mounting risks to their safety in a connected world.

This focus is also embedded in the strategic priority around building new partnerships together for sustainable impact and growth, as this work will foster cooperation between the members of the Alliance and **increase the resources available to jointly implement programs aiming at ending violence against children.**

Under this umbrella, **a particular focus will be given to fundraising for programs and projects that are aligned with the campaigns implemented throughout 2022-2025**, and therefore directly contributing to evidence-based advocacy (see section 4.d. for details).

3. Objectives and key results

This strategy aims at **growing the Alliance members' joint efforts with and for children by pursuing partnerships and grant opportunities that can contribute to sustainable growth and financial health.**

It is built around two complementary outcomes designed to track progress and achievements that are non-financial (quality of partnerships and impact) and financial (income generated):

- ❖ Outcome 1 (non financial): **Build long-term partnerships with institutions and private sector entities that share our goals** for more significant impact on children's lives.
- ❖ Outcome 2 (financial): **Diversify joint funding streams and increase resources available** for programming.

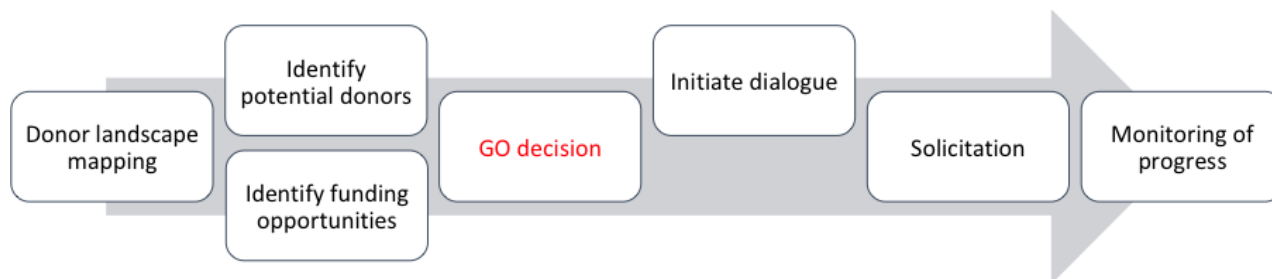
We will reach these outcomes through the following outputs:

- ❖ Output 1: A **unified and collective external engagement strategy** leads the Alliance members' efforts to develop long-term partnerships, secure funding, and increase programming in key priority areas. It ensures that partners and donors who align with the Alliance key priorities are pursued in priority, though not exclusively.
- ❖ Output 2: A clear detailed **member cooperation mechanism** supports Alliance members to collaborate efficiently and effectively for joint grant acquisition. Through this mechanism, all Alliance members will benefit from joint tools, coordination and resources. This allows them to learn together and from each other, and follow simple standard operating procedures for cooperation and collaboration in different settings and circumstances in order to maximize the added value of multi-member approach to grant acquisition.

4. Methods and activities

a. External engagement

This implementation plan provides for centralized multi-member engagement strategy as described in the graph below.



In continuous collaboration with all members (see section 4.b for details), we will be engaging with potential financial partners through 2 complementary approaches:

- Scouting opportunities: Proactively identifying and reaching out to potential donors on “flagship” projects, in line with ChildFund Alliance strategic priorities.
- Reacting to opportunities: Researching the various funding opportunities shared by donors and identifying those that are in line with ChildFund Alliance strategic priorities.

We will identify partnership and funding opportunities according to the following agreed-upon criteria:

- Strategic alignment with ChildFund strategy, values and policies.
- Size and duration of grants, focusing on opportunities leading to sustainable impact and growth
- Member cooperation offers added value
- No or limited previous strategic engagement with the donor
- Interest of 2 members or more.

The donors targeted by this work are public and private sector donors, such as institutional and multilateral donors, private foundations and corporations. A priority will be given to the donors that have never been approached by the members of the Alliance, as well as those with whom members have not been in a position to develop long-term strategic partnerships.

Eventual partnership and funding opportunities with donors located in an Alliance-member home territory will be first discussed and analyzed with the member concerned, prior to any engagement.

We will develop an initial list of potential donors, to be contacted proactively, during the first semester of FY22. This list will be based on the donors’ own strategy as well as on the Alliance current donor mapping and program mapping related to the Alliance key priority areas. This list will be updated on a regular basis (minimum every 6 months), to reflect the evolution of the engagement work. Once an agreement is reached on a list of potential donors, the Alliance will explore partnership on the basis of a sound programmatic proposal that is aligned with the donors’ strategy.

In compliance with the *Protocol for Multi-Member Collaboration in Cross-Alliance Grant Acquisition and Management*, this engagement work will be done in collaboration with one or more members, based on criteria such as:

- Prior engagement

- Donor located in an Alliance member home territory
- Strategic alignment.

We will communicate opportunities of collaboration for donor engagement through the Alliance GSC and, when relevant (eg. country-based opportunities), through the members existing structure (HO and COs).

Key activities for year 1 will include:

- Monitor global trends and funding opportunities that are aligned with the Alliance priorities;
- Create a donor package;
- Produce an initial list of potential donors, to be contacted proactively;
- Produce a program mapping and identify « multi-member flagship projects »;
- Donor outreach;
- Promote ChildFund expertise and visibility through representation.

b. Member coordination and cooperation

Inspired by the pre-existing practices, we have developed the following mechanism to ensure that member coordination and cooperation is in place at all stages of the joint grant process.

- 1) Sharing of information on multi-member partnerships and funding opportunities: The GSC is the forum for consultation, collaboration and cooperation between the members of the Alliance on all matters related to partnership and grant acquisition. The GSC is central to the implementation of this strategy, as we will communicate all funding and partnership opportunities on a regular through its mailing list. Members will be invited to communicate their interest to respond to these opportunities in a timely manner.
- 2) Common go-no go decision making process: At this stage, the Alliance members interested in a given funding opportunity (implementing and non-implementing members) will analyze the relevance of a joint response, by assessing the following criteria:
 - Value added of all potential consortium members (technical, geographical, previous relation with the donor, etc.)
 - Size of the grants
 - Geographical coverage
 - Share financial risks (cofounding, etc.)
 - Innovation and collective learning.
 - Perspective for developing a long-term strategic partnership with the donor.
- 3) Consortium building: The creation of the project consortium and signing of pre-teaming agreements require an agreement, between Alliance members and potential external partners, on elements such as:
 - Identification of the Consortium lead
 - Role of local partners in project development, implementation and decision-making.

- Consortium structure, in terms of management, reporting and finance.
Lessons learned from the GSC research on localization should be taken into consideration at this stage.

- 4) Unified proposal development process and tools: The proposal development process will be led by the Consortium lead, with the support of the Alliance EUO. A particular attention will be given to effective coordination.
- 5) Quality and compliance check: The Alliance EUO will proceed with a quality and compliance check, based on the donor's strategy and guidelines.
- 6) Co-funding and cost mitigation: We will set in place a costs mitigation plan to ease the financial burden of co-financing requirements and, in the best-case scenario, turn co-financing requirements into fundraising opportunities. Being strategic about match funding requires reflecting on and pursuing the following sources of co-funding: other projects, sponsorship funding, in-kind contributions, new grants, etc. This framework will allow the Alliance members to coordinate efforts and gradually move away from investing their own untied resources to meet co-funding requirements.

Key activities will include:

- Support the review of the Alliance *Protocol for multi-member collaboration for cross-Alliance grant acquisition*, which will provide more details on how this member cooperation mechanism will be implemented (principles, roles, rules, planning and deadlines, etc.)
- Support the review of the *Alliance Corporate Policy*
- Develop a cost-mitigating strategy
- Evaluation of member cooperation processes
- The development of common project development tools
- Coordination of multi-members and multi-country proposals;
- Provide technical advice to COs in developing and submitting quality proposals; Compliance check.
- Support the implementation of the recommendations and action plan on ChildFund localization process.

c. Capacity building

Updated on an annual basis, the Alliance EU Office training and learning activities are based on a continued needs assessment. These activities are specifically designed to strengthen the quality of the Alliance members' grant applications for EU and non-EU project proposals.

Key activities will include:

- Technical trainings on project cycle management, donor cultivation, crosscutting thematic issues, etc.;
- Participatory workshops on project development;
- Learning circles.

d. Transversal support to the Alliance campaigns

The present strategy will serve as a catalyst for linking ChildFund Alliance partnership, program and policy priorities.

This is reflected in our strategic focus presented under section 2, which is to grow joint efforts to create safer future for children and, under this wider umbrella, to increase the resources available for programs and projects that are aligned with the Alliance next campaigns and policy goals.

Concretely, for the first campaign implemented under the Alliance Strategic Plan that will address child online safety, this transversal priority will be translated into the following actions:

- External engagement:
 - o About half of the donors to be contacted proactively will be identified due to their strategic alignment on either 1) online sexual exploitation of children or 2) children’s digital citizenship
 - o The Alliance program mapping and identification of flagship projects will largely focus on the joint actions that are currently being implemented in the area of child online safety.

- Capacity building:
 - o A specific attention will be given to the need to build our capacity to 1) understand the donors digital agenda and gender action plan, and 2) integrate these priorities into our project development processes and donors’ submissions.

- Progress measurement:
 - o All KPIs will be disaggregated per areas of intervention (EVAC or child online safety) and eventually allow the tracking of our contribution to the campaign’s milestones or objectives. Ultimately, this will allow us to learn and adjust our partnership work and how it is contributing to the campaign on an annual basis.

5. Progress Measurement

An initial design and monitoring of the plan is presented here.

	Description	KPIs	Target
Overall objective	Grow joint efforts to create safer future for children	NA	NA
Outcomes	O1. Build long-term partnerships with institutions and private sector that share our goals for greater impact	1. Donor retention rate, per type of donors	70%
		2. Years of continued collaboration per donor	3 years

	on children’s lives.	3. Innovations developed due to partnership building	Qualitative
	O2. Diversify joint funding streams and increase resources available for programming with and for children	4. # of grants secured, per donor types, disaggregated by key priority areas	5 grants per year
		5. # of a) beneficiaries b) children, reached through joint grant implementation	tbd
		6. Quality contributions to campaign-related programs	Qualitative
Outputs	Op1: A unified and collective external engagement strategy that leads the Alliance members’ efforts to secure funding and increase programming on key priority areas.	7. % of submission rate	50%
		8. % of success rate	30%
		9. # of donors contacted, per type; # of donors secured, per type	20; 10
	Op2: A member cooperation mechanism that supports Alliance members to collaborate efficiently and effectively for joint grant acquisition.	10. # of members involved in a) grant submissions and b) grants secured	a) 6 b) 8
		11. # of countries and COs involved in a) grant submissions and b) grants secured	10 countries, 15 COs
		12. # of learning activities, involving # participants and # Alliance members	4 activities, 100 participants, 6 members

6. Structure

a. Implementation and management

ChildFund Alliance has mobilized resources that allowed for the recruitment of a Global Partnership Advisor in charge of donor relations, member coordination and capacity building. The Global Partnership Advisor is part of ChildFund’s partnership team based in Brussels, working under the supervision of ChildFund Alliance EU Director.

The Global Partnership Advisor will work closely with the Alliance committees (GSC, APC and CMC Corporate-Sub Group) throughout the implementation of the strategy.

b. Governance

As stated in the EUO Terms of Reference, the Alliance EU Steering Group has the delegated authority to provide strategic guidance in the development and implementation of the EUO strategy, which includes its contribution to the development and implementation of the third priority of the Alliance Strategic Plan.

More specifically, the EU SG will be in charge of:

- Approving the implementation plan, in alignment with the Alliance Strategic Plan for FY22-FY25;
- Monitoring progress twice a year;
- Making recommendations to the Alliance CEO Forum and Board on matters within their remits, as required.

Because partnership and grant acquisition work requires a flexible and continuous decision-making process, a Partnership and Grant Sub-Group is created, as a sub-entity of the EU SG. This sub-group will be tasked with the following responsibilities:

- Approve the lists of potential donors to be contacted proactively, based on the principles agreed upon in the Alliance Protocol;
- Approve a list of “flagship projects”
- Solve any issues rising from member coordination and cooperation processes, including competition,

The Partnership and Grant Sub-Group is composed of a maximum of 6 representatives, including the Chair of the EU SG, one Co-Chair of the GSC, one co-chair of the CMC Corporate sub-committee and the EU Director. Alliance members that are not currently represented on the EU SG are particularly invited to join this sub-group.