

➤ Coalitions for the One Billion Campaign

Comparison of Coalition Case Studies

March 2015 (Revised April 2015)



To inform the creation of the One Billion Coalition, we analyzed 12 different models of building coalitions from within and outside the IFRC

- 1. We selected 12 coalition case studies that might provide useful insights for building the One Billion Coalition.** Internal coalitions were suggested by the IFRC and external coalitions were selected based on Dalberg's prior experience in this space.

Internal Coalitions

- Global Road Safety Partnership (GRSP)
- Global Water and Sanitation Initiative (GWSI)
- Kenyans for Kenya Initiative
- At the Water's Edge (Grenada)
- Red Cross 143 (Philippines)
- United States Home Fire Preparedness Campaign
- New Zealand Red Cross Recovery Program
- Roll Back Malaria (RBM)

External Coalitions

- 2030 Water Resources Group (WRG)
- Global Alliance for Improved Nutrition (GAIN)
- Grow Africa
- Project Last Mile

- 2. We conducted a desk review to obtain information on the aims, characteristics, composition, activities and outcomes of the coalitions.** The research dimensions aligned with the stated aims and vision of the One Billion Coalition. We plan to complement this desk review with targeted questions to fill information gaps.
- 3. We analyzed the data to identify best practices and key insights that could be useful in building the One Billion Coalition.**

We highlighted coalitions that share similar ambitions, activities, and approaches with the One Billion Coalition

Ambitions

- **Global Reach.** The One Billion Coalition intends to reach households in 189 countries.
- **Local Ownership.** The One Billion Coalition will be driven by local partners.

Activities

- **Risk awareness.** Members raise public awareness of vulnerabilities, and suggest actions to strengthen resilience.
- **Galvanizing local action.** Members are able to engage locals in strengthening their levels of resilience.
- **Partnering.** Members create sustainable partnerships that capitalize on each other's strengths.
- **Resource mobilization.** Members are able to increase the amount of funding for resilience-strengthening activities.
- **Advocacy.** Members are able to influence key decision-makers and affect policy at the local, national and international levels.

Approaches

- **Co-creation.** Building on communities' own capacities and best practices, organized through local coalitions, and informed by easy-to-use tools.
- **Leadership.** Strengthening national, state, and local systems.
- **Diversity of entry points and solutions.** Diversifying entry points for engagement through schools, hospitals, chambers of commerce, etc.
- **Relevance for all communities.** Including low, middle, and high-income countries, with age, gender and diversity analysis and inclusion.
- **Connectedness and consolidation.** Including partnerships with existing initiatives.

Based on the experience of similar efforts, we suggest creating a Steering Committee at the international level, with national coalitions led by NSs



DRAFT – FOR DISCUSSION PURPOSES

Similar coalitions face similar problems. IFRC can learn from their experiences.

Task	Suggestions for the One Billion Coalition
<p>Creating a governing structure for the One Billion Coalition</p>	<ul style="list-style-type: none"> • Create an international-level Steering Committee consisting of donors, international entities and the IFRC responsible for ultimate strategic oversight, resource mobilization and international advocacy. • Create a Secretariat hosted by the IFRC and responsible for the day-to-day operations of the 1BC. • Create national-level governing bodies consisting of National Societies, government entities and partner organizations responsible for resource mobilization and overseeing implementation.
<p>Establishing national-level coalitions</p>	<ul style="list-style-type: none"> • Design multiple options for national/local level coalitions to allow for adaptation to local contexts. • Utilise National Society strengths by leveraging their convening power, local knowledge, and existing partnerships to maximize the impact of the coalition. • Work closely with national/local governments to ensure buy-in and alignment with policies. • Provide initial seed funding to assist coalitions in launching their operations.
<p>Recruiting additional organizations to national coalitions</p>	<ul style="list-style-type: none"> • Develop an online toolbox on how to mobilize coalitions and update regularly with lessons learned. • Actively recruit member organizations based on their competencies and potential contributions. • Conduct mapping of private sector CSR programs in each country to identify partners whose aims and activities align with those of the 1BC. • Allow expressions of interest and entrust the national governing bodies with managing applications.
<p>Implementing resilience projects</p>	<ul style="list-style-type: none"> • Develop an online toolbox which provides partners with advice and criteria for selecting, planning, implementing, and evaluating projects. Empower members to update the toolbox with best practices • Partner with government projects and existing initiatives to avoid duplication of efforts. • Utilize existing community structures to increase local ownership and minimise costs. • Actively recruit additional volunteers and expand entry points beyond National Societies.

DRAFT – FOR DISCUSSION PURPOSES

Internal IFRC coalitions seem to be most aligned with the One Billion Coalition's aims in terms of their reach, local ownership and activities

Coalition	Global reach (# of countries) ¹	Local ownership ²	Activities ³				
			Risk awareness	Galvanizing local action	Partnering	Resource mobilization	Advocacy
Global Road Safety Partnership	44	Yes	Yes	Yes	Yes	Yes	Yes
Global Water and Sanitation Initiative	80	Yes	No	No	Yes	Yes	No
Kenyans for Kenya Initiative	1	No	Yes	No	Yes	Yes	No
At the Water's Edge	1	Yes	Yes	Yes	Yes	No	Yes
Red Cross 143	1	Yes	Yes	Yes	No	No	No
United States Home Fire Preparedness Campaign	1	Yes	Yes	Yes	Yes	No	No
New Zealand Red Cross Recovery Program	1	No	No	Yes	No	Yes	No
Roll Back Malaria	47	No	No	No	Yes	Yes	Yes
2030 WRG	9	No	Yes	No	Yes	No	Yes
GAIN	29	No	Yes	No	Yes	Yes	Yes
Grow Africa	12	No	No	No	Yes	Yes	No
Project Last Mile	3	No	No	No	Yes	Yes	No

DRAFT – FOR DISCUSSION PURPOSES

Key: Areas that are aligned with the One Billion Coalition

IFRC participates in coalitions in **bold**

Notes: 1) The threshold for having global reach is that the coalition works in at least 25 countries across at least 3 continents; 2) Based on Dalberg analysis; 3) Dalberg 6
 Categories taken from www.ifrc.org/one-billion-coalition. Sources: Dalberg analysis; www.ifrc.org/one-billion-coalition

IFRC participates in coalitions that are typically designed in collaboration with local/national entities and funded by businesses and international entities

Coalition	International entity				National entity				Local entity			
	NGOs	Organizations	Foundations	MNCs	NGOs	Governments	Businesses	Academia	NGOs	Governments	Businesses	Communities
Global Road Safety Partnership												
Global Water and Sanitation Initiative												
Kenyans for Kenya Initiative												
At the Water's Edge												
Red Cross 143												
US Home Fire Preparedness Campaign												
New Zealand Red Cross Recovery Program												
Roll Back Malaria												

Key: Advocate Coordinator/Designer Funder Implementer

DRAFT – FOR DISCUSSION PURPOSES

External coalitions that we examined are typically designed in collaboration with national entities and funded by governments and international entities

Coalition	International entity				National entity				Local entity			
	NGOs	Organizations	Foundations	MNCs	NGOs	Governments	Businesses	Academia	NGOs	Governments	Businesses	Communities
2030 WRG												
GAIN												
Grow Africa												
Project Last Mile												

DRAFT – FOR DISCUSSION PURPOSES

Key: Advocate Coordinator/Designer Funder Implementer

Based on our analysis, we have identified several existing coalitions that broadly share the aims and desired characteristics of the One Billion Coalition

DRAFT – FOR DISCUSSION PURPOSES

Internal IFRC coalitions seem to be most aligned with the One Billion Coalition's aims in terms of their reach, local ownership and activities

Coalition	Global reach (# of countries) ¹	Local ownership ²	Activities ³				
			Risk awareness	Galvanizing local action	Partnering	Resource mobilization	Advocacy
Global Road Safety Partnership	44	Yes	Yes	Yes	Yes	Yes	Yes
Global Water and Sanitation Initiative	80	Yes	No	No	Yes	Yes	No
Kenya for Kenya Initiative	1	No	Yes	No	Yes	No	No
At the Water's Edge	1	Yes	Yes	Yes	Yes	No	Yes
Red Cross 143	1	Yes	Yes	Yes	No	No	No
United States Home Fire Preparedness Campaign	1	Yes	Yes	Yes	Yes	No	No
New Zealand Red Cross Recovery Program	1	No	No	Yes	No	Yes	No
Roll Back Malaria	47	No	No	No	Yes	Yes	Yes
2030 WRG	9	No	Yes	No	Yes	No	Yes
GAIN	29	No	Yes	No	Yes	Yes	Yes
Grow Africa	12	No	No	No	Yes	Yes	No
Project Last Mile	3	No	No	No	Yes	Yes	No

Key: Areas that are aligned with the One Billion Coalition. IFRC participates in coalitions in **bold**.
Notes: 1) The threshold for having global reach is that the coalition works in at least 25 countries across at least 3 continents; 2) Based on Dalberg analysis; 3) Dalberg. Categories from www.ifrc.org/one-billion-coalition. Sources: Dalberg analysis; www.ifrc.org/one-billion-coalition

DRAFT – FOR DISCUSSION PURPOSES

List of coalitions with 4+ areas in which they align with aims of One Billion Coalition

- Global Road Safety Partnership
- Global Water and Sanitation Initiative
- At the Water's Edge
- United States Home Fire Preparedness Campaign
- GAIN

IFRC participates in coalitions that are typically designed in collaboration with

External coalitions that we examined are typically designed in collaboration with national entities and funded by governments and international entities

Coalition	International entity				National entity				Local entity		
	NGOs	Organizations	Foundations	MNCs	NGOs	Governments	Businesses	Academia	NGOs	Businesses	Communities
2030 WRG											
GAIN											
Grow Africa											
Project Last Mile											

Key: Advocate Coordinator/Designer Funder Implementer

Source: Dalberg analysis

DRAFT – FOR DISCUSSION PURPOSES

List of coalitions that have coordination at the international, national and local levels

- Global Road Safety Partnership
- Global Water and Sanitation Initiative
- At the Water's Edge

There are a number of best practices when establishing, governing and sustaining a successful coalition that have been identified

Topic	Best practices of similar coalitions ¹
<p>Governing the One Billion Coalition</p>	<ul style="list-style-type: none"> • Establish an international-level Steering Committee that represents all stakeholders and is responsible for developing a strategic plan and sourcing funding. • Establish an international-level Secretariat that supports national-level coalitions and conducts the day-to-day operations of the coalition in terms of administration. • Establish national-level governing bodies that coordinate coalitions and implement projects.
<p>Establishing national-level coalitions</p>	<ul style="list-style-type: none"> • Design a range of coalition models that are appropriate for the national/local level. • Formalise informal collaborations. • Align with government priorities to ensure endorsement and avoid duplication. • Provide initial seed funding to assist coalitions in launching their operations. • Share an Executive Summary of the coalition with potential partners and ask them to endorse the strategy and consider contributing resources.
<p>Recruiting additional organizations to national coalitions</p>	<ul style="list-style-type: none"> • Develop a toolkit on how to mobilize coalitions and allow national coalitions to update it with lessons learned. The aim is to create a knowledge-sharing platform between national coalitions. • Conduct mapping of private sector CSR programs to identify suitable partners whose activities align with those of the coalition. • Allow organizations to request to join and assess their application to the coalition against a set of standardized criteria. • Recruit additional volunteers through the National Society network.

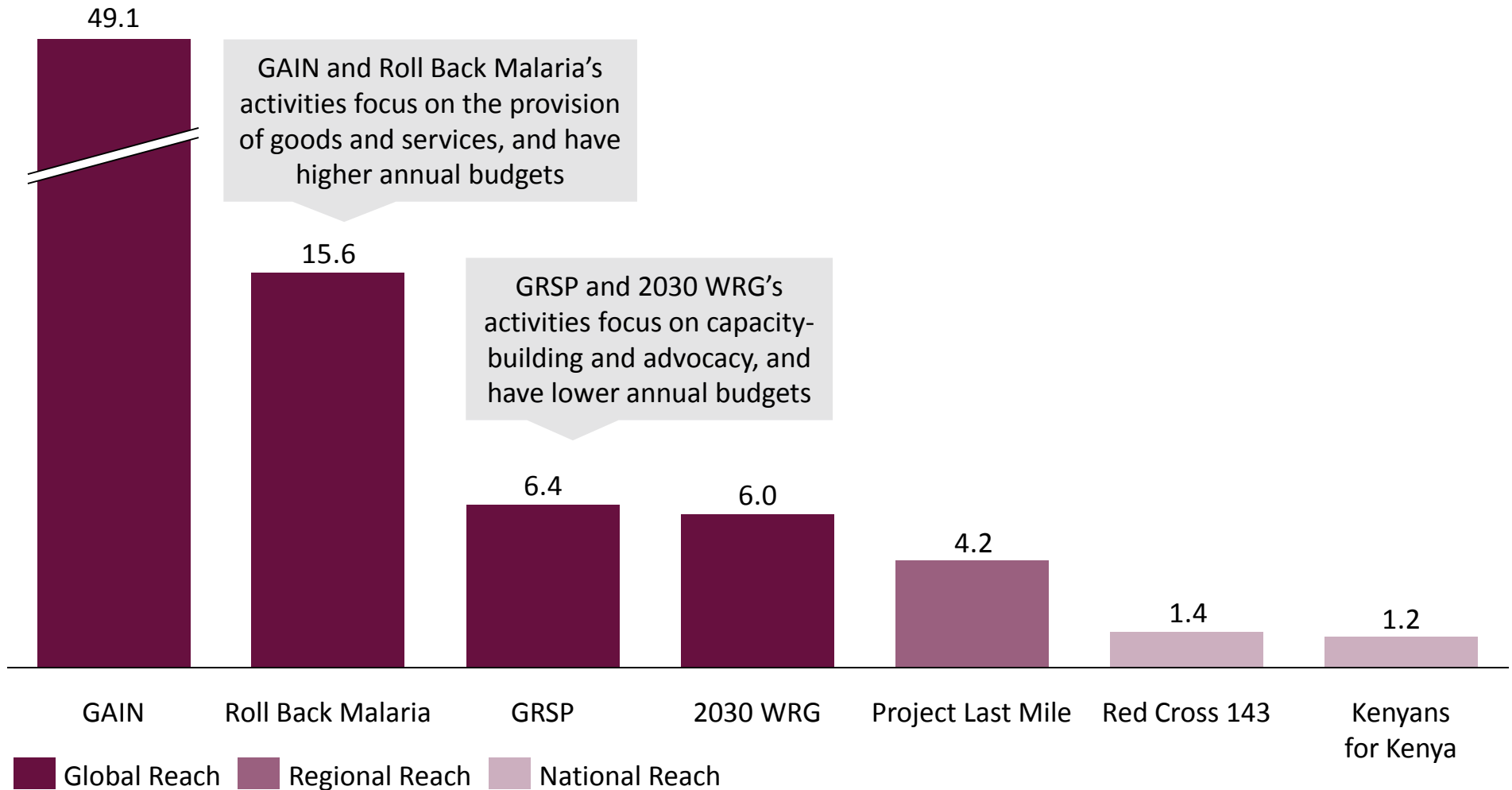
Notes: 1) Best practices were identified by: (i) Assessing key areas that the IFRC needs to consider to build the 1BC (Topics); (ii) Noting the activities of each coalition case study within each Topic; and (iii) Analysing each Topic and summarising best practices from across the case studies. Source: Dalberg analysis.

Based on analysis of coalitions with similar aims, the One Billion Coalition should aim for local inclusion, government representation and a broad vision

Topic	Characteristics of similar coalitions
Co-creation	<ul style="list-style-type: none">• Inclusion of local people in coalitions. Locals are engaged in the decision-making process and/or receive training.
Leadership	<ul style="list-style-type: none">• Strengthening government capacity. National and local governments are included in national- and local-level coalitions.
Diversity of entry points and solutions	<ul style="list-style-type: none">• Recruiting volunteers. National Society volunteers span a broad range of sectors and professions.• Using local institutions. Local level partners are responsible for project implementation.
Relevance for all communities	<ul style="list-style-type: none">• Implementing projects across the world. Coalitions tend to address a broad issue that affects people worldwide regardless of their wealth (e.g. road safety).
Connectedness and consolidation	<ul style="list-style-type: none">• Supporting existing initiatives. Coalitions tend to receive external funding or generate new funding to strengthen existing initiatives.

Coalitions that operate with a global reach and focus on the provision of goods and services are likely to require more funding

Annual budgets of case study coalitions (US\$M)



DRAFT – FOR DISCUSSION PURPOSES

Notes: The Red Cross 143 budget is assumed to be equal to the operating costs of the Philippines Red Cross, and comprises expenditure on 'Personnel', 'Consultants and Professional Fees', 'Workshops and Trainings' and 'General Expenditure'.

Sources: GRSP 2013 Annual Report; Kenyans for Kenya Audit Report; Philippines Red Cross Expenditure 2012; WRG Briefing Report for WEF 2012; GAIN 2013-14 Financial Statement; Grow Africa 2013-14 Annual Report; Coca-Cola Project Last Mile Press Release; Roll Back Malaria 2013 Financial Report.

Draft case studies for coalitions in which the IFRC participates

Global Road Safety Partnership - Context

Vision

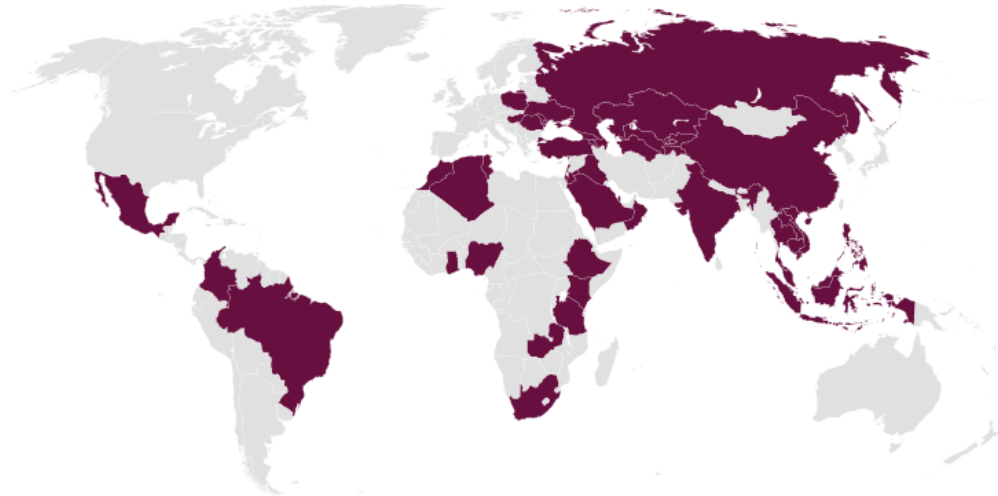
To create “a world free of road crash death and injury”, through developing multi-sectorial road safety partnerships that implement good practice road safety interventions, particularly in low-and middle-income countries.

Target Date: Not specified

Background to creation

The Global Road Safety Partnership was initiated by the IFRC, the World Bank, and DFID in 1999, following the publication of the 1998 World Disasters Report which highlighted the high number of global traffic deaths and injuries.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Previous efforts by governments and donors to improve road safety tended to have limited success in developing countries, with many efforts not financially or institutionally sustainable.
- Road traffic injuries were amongst the leading causes of death globally.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Global Road Safety Partnership - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Conducts extensive awareness-raising activities at the national level, and publishes documents to enhance publically available road safety knowledge.
- Delivers and facilitates evidence-based road safety interventions around key themes of helmets, seat belts, drink-driving, speed, fleet safety and vulnerable road users.
- Provides training and capacity-building of road safety practitioners.
- Creates and supports road safety partnerships between business, government and civil society at all levels.
- Actively engages in advocacy at all levels, and works with governments to improve laws and regulations.
- Secures increasing funding for road safety interventions.

Key: Activities which the coalition undertakes

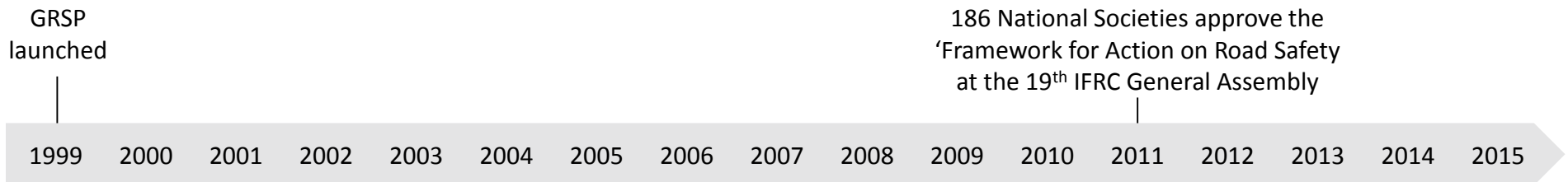
Outcomes

Human Capital

- Through awareness-raising campaigns, the coalition has significantly reduced road traffic deaths and accidents in many countries around the world.
- For example, following demonstration projects in 2 Chinese cities, drink-driving reduced by 65% and in Sakhalin, Russia, seatbelt wearing increased from 3% to 80% which has helped to reduce road deaths and injuries by 20%.
- In 2010, the GRSP conducted workshops on fundraising, project implementation and advocacy for National Society staff and volunteers in Dakar, Nairobi, Uzbekistan and Panama.
- GRSP conducted 2 workshops at the IFRC General Assembly to promote National Society Engagement in advocating for road safety.

Governance Systems

- 70% of participating National Societies have placed road safety on their agendas, and are carrying out road safety interventions.¹












Global Road Safety Partnership - Member Profile (1/2)

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		Participate on the Steering Committee/Executive Committee. Provide expertise and technical support. Provide Secretariat support (IFRC).	
International organizations		Participate on the Steering Committee/Executive Committee. Provide expertise and technical support.	 UNECA, UNESCAP, UNECE, UNESCWA
International foundations		Participate on the Steering Committee/Executive Committee. Contribute to discussions regarding new focus countries and initiatives. Provide financial support to the coalition.	
Multi-national businesses		Participate on the Steering Committee/Executive Committee. Provide expertise and technical support. Provide funding.	
National NGOs		Implement road safety activities, and produce awareness-raising materials. Act as a national reference centre for first aid. Play an active role in policy making (MENA region only).	142 participating National Societies

DRAFT – FOR DISCUSSION PURPOSES

Key: Advocate Coordinator/Designer Funder Implementer

Global Road Safety Partnership - Member Profile (2/2)

Member types	Roles	Activities	Members (Non-exhaustive)
National governments	 	Participate on the Steering Committee/Executive Committee. Provide expertise and technical support. Provide funding.	 
National businesses		Provide funding for projects.	
Local NGOs	 	Enable awareness raising activities to be implemented. Participate in city-based partnerships.	Schools
Local governments		Participate in city-based partnerships.	Transport, education and health departments of the city government; city police
Local businesses		Participate in city-based partnerships.	

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Global Road Safety Partnership - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- Decisions regarding new focus countries are guided by country expressions of interest, donor input and data analysis.
- In a new country, a GRSP advisor will approach the government’s road safety lead agency to identify areas for possible assistance. A meeting is then held between interested partners to identify roles and to elect a coalition Chairperson.
- The GRSP advisor (typically an international expert) remains available to provide advice and support to National GRSPs.
- GRSP operates 3 coalition models, providing National GRSPs with the flexibility to adapt to local needs, partner interests and the coalition scope: i) national-level coalitions, ii) city-based partnerships, and iii) local collaborations.

Governing a new coalition

- The GRSP is governed on an international level by a partnership comprised of business, governments, CSOs and donors.
- The Secretariat (based in the IFRC in Geneva) is responsible for preparing an annual business plan and strategy. This is discussed and approved by the Executive Committee, who also set the overall policy of the programme, and approve new members, new focus countries, and annual budgets. A Steering Committee, comprised of members that span the entire road safety community, elect the Executive Committee and provide feedback on planned activities.
- Due to the risks involved, there is a move away from connecting National GRSPs to the Global GRSP HQ through MOUs.

Recruiting additional members

- The GRSP suggest conducting a mapping of private sector CSR programs in each country could be helpful in identifying potential partners, based on whether their aims and activities align with those of the One Billion Coalition.
- There is a renewed focus on encouraging National Societies to play a major role in their local GRSP (and in establishing new National GRSPs). GRSP HQ mentors those National Societies who weren’t previously involved in road safety.
- Within the GRSP, voting partners must be invited to join the partnership by the Executive Committee. Non-voting partners can apply for membership, which is then subject to acceptance by the Executive Committee.

Other comments

- National-level coalitions may benefit from initial seed-funding for establishing the coalition and financing initial operations, as the GRSP provided. However, this is likely to be unsustainable in the long-run so the GRSP encourages national-level coalitions to identify local sources of funding (e.g. through sponsorship, member fees, etc.)
- National-level coalitions require a team of dedicated and self-motivated individuals to ensure success.
- GRSP advisors are contracted as consultants to provide advice in countries or regions they are familiar. They provide specialist advice on aspects of road safety management and specific aspects of project implementation.

DRAFT – FOR DISCUSSION PURPOSES

Global Water and Sanitation Initiative (GWSI) - Context

Vision

To create a common but adaptable approach across National Societies to establish large-scale, long-term sustainable water and sanitation programmes which contribute more effectively to the MDGs. The GWSI's target population has been revised upwards, and they currently aim to reach 30 million people by 2025 with water and sanitation services.

Target Date: 2025

Background to creation

The coalition was established in 2005 by the IFRC in response to the MDGs on water and sanitation.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Sanitation was added to the MDGs in 2002, with the target of halving the number of people without basic sanitation by 2015.
- Since 2002 there has been an increase in the sanitation work of international organizations yet efforts are not meeting the need. The MDG target on sanitation is the furthest goal from being reached.
- In 2005, 1.1 billion people lacked access to safe water and 2.4 billion people lacked access to basic sanitation services worldwide. Approximately 4 million people die each year as a result.

Aims of coalition:

Co-creation

Leadership

Diversity of entry points and solutions

Relevance for all communities

Connectedness and consolidation

Global Water and Sanitation Initiative (GWSI) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- The GWSI provides funding to National Societies that make successful proposals for projects that take an integrated approach to improving water and sanitation conditions.
- Establishes a common approach for National Society water and sanitation development projects, by assessing proposals against a set of standardized criteria.
- Encourages projects to take a partnership approach by engaging potential beneficiaries, government ministries and other water and sanitation actors in the design of GWSI projects to promote sustainability.

Key: Activities which the coalition undertakes

Outcomes

Physical Capital

- As of 2015, GWSI has implemented 476 water and sanitation projects in 80 countries
- As of March 2012, GWSI had mapped over 300 projects in 55 countries. This includes completed projects, on-going projects and planned projects which are fully funded.
- By December 2015, GWSI will have delivered safe water and sanitation services to more than 15 million people worldwide. The average cost is approximately 34 CHF per beneficiary.









Human Capital

- GWSI have reach more than 6.5 million people with hygiene promotion activities and campaigns.

DRAFT – FOR DISCUSSION PURPOSES











Global Water and Sanitation Initiative (GWSI) - Member Profile (1/2)

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		The IFRC's Water and Sanitation Unit provides advisory and technical support to National Societies to mobilize resources, undertake planning and prepare proposals. Where appropriate, the IFRC assists in project implementation and M&E.	
International organizations		Provides funding to GWSI projects. External donors are encouraged to participate in field visits, steering committee meetings, project evaluations, and national/international WASH forums.	
International foundations		Provides funding to GWSI projects. External donors are encouraged to participate in field visits, steering committee meetings, project evaluations, and national/international WASH forums.	Charitable Foundation <i>Cartier</i>
Multi-national businesses		Provides funding to GWSI projects. Partners with implementers where appropriate. External donors are encouraged to participate in field visits, steering committee meetings, project evaluations, and national/international WASH forums.	
National NGOs		Proposes projects to the GWSI. Develops project strategies, manages initiatives and provides training/resources to external implementers where appropriate.	104 National Societies, including 80 Implementing and 24 Supporting National Societies

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Global Water and Sanitation Initiative (GWSI) - Member Profile (2/2)

Member types	Roles	Activities	Members (Non-exhaustive)
National governments	 	Partners with programmes to ensure they align with national water and sanitation policies, thereby reducing duplication and creating to promote the sustainability of projects beyond the implementation phase. Attends partnership coordination meetings and participates on the project steering committee. Provides funding to GWSI projects (for some high-income country governments e.g. Australia, UK).	 
Local NGOs	 	Collaborates with implementers where appropriate. Attends partnership coordination meetings and participates on the project steering committee.	
Local governments		Partners with programmes to ensure stakeholder involvement through existing community structures. Attends partnership coordination meetings and participates on the project steering committee.	
Local communities		Engage in the decision-making process. Commit to sustaining water and sanitation facilities and adopting behavioural change.	

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Global Water and Sanitation Initiative (GWSI) - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The coalition was established in order to ensure a more coordinated response to a key issue from national societies. It is therefore an example of alignment within the Federation more than with external actors, which is done on a needs-must basis.

Governing a new coalition

- The coalition is run by the IFRC with National Societies as the primary implementers.
- The coalition makes efforts to ensure that GWSI projects are fully endorsed by governments, and thereby are aligned to government priorities. Implementing National Societies are encouraged to regularly interact and actively participate in government WASH coordination platforms.
- Funding is provided by international organizations, foundations, governments and the private sector. The IFRC's Strategic Partnerships and International Relations team support the coalition in managing its external funding streams.

Recruiting additional members

- National Societies submit a proposal to the IFRC to gain funding and support for a programme, and typically undertake project implementation themselves.
- The coalition encourages National Societies to undertake joint activities with governments (and other bodies where appropriate). Government staff may assist in project implementation or may seek secondments to GWSI projects.

Other comments

- It takes time to develop and observe impact from long-term and large-scale initiatives (e.g. it took 3-4 years before any significant impact could be measured from GWSI). Therefore, the 1BC should focus on long-term strategic planning.
- The GWSI has established standardized criteria, tools and methodologies for assessing and implementing its projects.
- A successful coalition requires buy-in from senior management, sustainable financial investment, and evidence-based interventions. There is also a need for regular communication between local-level implementers and members of the coalition who provide input at the national or international level.

Kenyans for Kenya Initiative - Context

Vision

To support vulnerable populations in Kenya following a severe drought, and to increase community resilience to the effects of future droughts, by raising money from the private sector.

Target Date: Not specified

Background to creation

The coalition was established in July 2011 as a result of the limited international humanitarian response to severe droughts in Kenya. It was launched via a nationwide drought appeal, in partnership with Safaricom Foundation, KCB Foundation, Media Owners Association and the Kenya Red Cross Society.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- The Kenya Red Cross Society (KRCS) launched an “early warning, early action” appeal in January 2011 to mobilize donor funding for the drought response in Kenya.
- However, the international response was slow in part due to a lack of presence of the disaster’s profile.
- In May 2011, the national government declared the drought a National Disaster. The KRCS partnered with national corporate organizations to launch the coalition via a nationwide drought appeal.

DRAFT – FOR DISCUSSION PURPOSES

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Kenyans for Kenya Initiative - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Media campaigns to raise awareness of the drought nationally and internationally.
- Raises funds from major companies, SMES and the general public through fundraising events and mobile platforms.
- Provides emergency relief (including food and medical interventions) to vulnerable populations
- Invests funds in medium- to long-term livelihood programmes to empower people to produce their food and end reliance on food aid.

Key: Activities which the coalition undertakes

Outcomes

Physical Capital

- Raised Ksh. 1 billion in funds - Ksh. 700 million in cash and Ksh. 300 million in-kind.
- Ksh. 350M was spent on short-term interventions and resulted in:
 - 1.8 million people reached with direct aid
 - 2,057 metric tonnes of Unimix which was distributed to 285,729 school children in affected areas
 - Global Acute Malnutrition rates in Turkana, one of the worst-affected counties, fell from 37.8% to 13.9% in January 2012
- Ksh. 350M was spent on long-term integrated food security and livelihood projects, which resulted in:
 - 3 pilot Disaster Risk Reduction (DRR) food security programs were launched, which were expected to assure food security to 7,000 households
 - 326 metric tonnes of certified drought-resistant seeds were distributed to over 200,000 farmers
 - Over 500 greenhouses were distributed to school and community groups
 - 16 boreholes were drilled, with 8 yielding enough water for irrigation.

Kenyans for Kenya launched

2011

2012











2013

2014

2015

DRAFT – FOR DISCUSSION PURPOSES

Kenyans for Kenya Initiative - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
National NGOs		Implement short-term emergency relief interventions and long-term projects.	
National governments		Provide funding and support for coalition projects.	
National businesses		Provide funding for coalition projects. If on the steering committee, coordinate the initiative and decide how funds are spent.	   Media Owners Association
Local businesses		Provide funding for coalition projects.	
Local communities		Provide funding for coalition projects.	

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Kenyans for Kenya Initiative - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The initiative was launched by a coalition of private sector actors and the Kenya Red Cross Society in response to a clear need for funding.

Governing a new coalition

- The coalition is driven by a Steering Committee comprising representatives from the Kenya Red Cross Society, Safaricom, Kenya Commercial Bank (KCB), Gina Din Corporate Communication and the Media Owners Association.

Recruiting additional members

- National celebrities were approached to support the campaign and increase its appeal/reach.
- Several fundraising events were held that targeted various segments of the private sector (major corporations, SMEs, and Savings Credit Cooperative Societies).
- The coalition consists only of those organizations who sit on the Steering Committee. Additional organizations were approached for funding, but had no role in coordinating or designing interventions.

Other comments

- An example of how a National Society has worked effectively with private sector actors to raise a large amount of money and successfully implement projects.
- The Kenyans for Kenya initiative was cited by the African Union as a foundation to build upon for a possible Africans for Africa initiative to encourage African people to take responsibility for the development of their own countries and not look to the West for Aid.

At the Water's Edge (Grenada) - Context

Vision

“To demonstrate that governments and communities of small island states can enhance their resilience to climate change by protecting, restoring and effectively managing their marine and coastal ecosystems and strengthening local capacity for adaptation”

Target Date: 2016

Background to creation

The coalition was convened in 2011 by the Nature Conservancy and the Grenada Red Cross Society, in response to the increased frequency and severity of natural disasters in the region.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- In 2004, Grenada and other islands in the Caribbean were hit by Hurricane Ivan, which destroyed much of the infrastructure on the islands.
- The Grenada Government and organizations within the country were working separately on trying to reduce the impact on coastal flooding.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation



At the Water's Edge (Grenada) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Assessing the vulnerability of coastal communities to natural hazards such as storms and sea level rise.
- Designing and implementing ecosystem-based adaptation projects (e.g. planting coral reefs, mangroves, sea grasses) in partnership with communities to reduce community vulnerabilities to coastal hazards.
- Educating the local community on climate-related risks.
- Advocating government agencies and other organizations to provide readily available, standardized information to help communities make informed decisions about adaptation and disaster risk reduction options.
- Sharing lessons learned from Grenadian projects with local, regional and global decision-makers.

Key: ■ Activities which the coalition undertakes

Outcomes

Human Capital

- Connected government agencies with local, regional and international organizations that produce/manage data relevant to risk reductions and adaptation planning.
- Trained over 600 people in how to integrate climate and risk reduction data to inform risk reduction planning.
- Created community action plans for sites in Union Island and Grenville that include short, medium and long-term actions.

Physical Capital

- Implemented hard/soft ecosystem-based engineering projects using natural infrastructure as a buffer to coastal hazards.
- Developed a set of web-based maps to visualize the results of national vulnerability assessments.

Natural Capital

- Planted mangroves and rebuilt a coral reef near the town of Grenville, to help buffer the coastline from storms.

Coalition launched

2011

2012

2013

2014

2015





At the Water's Edge (Grenada) - Member Profile (1/2)

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		Coordinate the partnership. Provide technical expertise and assistance on data production/management of risk reduction and adaption planning.	The Nature Conservancy Protecting nature. Preserving life.
National NGOs		Coordinate the partnership. Assess national and local vulnerabilities to climate-related events through collection, analysis and presentation of data. Design and implement associated action plans in partnership with the community. Advocate government agencies and other organizations responsible for collecting and managing data to make the information standardized and readily available. Develop training materials, and educate communities on the connections between natural habitats and the ability of the community to be protected.	Grenada Red Cross Society
National governments		Provide expertise and relevant data (e.g. census information).	Grenada government
National businesses		Implement hard/soft ecosystem-based engineering projects to reduce flooding.	Coastal engineers, Land use planners, landscape architects, Habitat restoration experts
Local NGOs		See "National organizations"	Grenada Fund for Conservation, Sustainable Grenadines

Key: Advocate Coordinator/Designer Funder Implementer



At the Water's Edge (Grenada) - Member Profile (2/2)

Member types	Roles	Activities	Members (Non-exhaustive)
Local governments		Provide expertise and relevant data (e.g. census information)	
Local businesses		Implement hard and soft engineering projects to reduce flooding	

Key:  Advocate  Coordinator/Designer  Funder  Implementer



At the Water's Edge (Grenada) - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The Nature Conservancy gathered a broad variety of actors from a range of sectors to collaborate to improve the resilience of communities to coastal flooding.

Governing a new coalition

- The coalition is co-led by The Nature Conservancy and the Grenada Red Cross Society, who are responsible for developing the overall strategy of the coalition.

Recruiting additional members

- The coalition approaches organizations with the specific expertise/skills required for project implementation. Additional members tend to participate in data collection and/or the implementation of hard and soft engineering projects to reduce flood risks.

DRAFT – FOR DISCUSSION PURPOSES

Red Cross 143 (Philippines) - Context

Vision

To strengthen the capacities of communities in the Philippines to respond to disasters and catastrophes, by developing a network of volunteers in each of the Philippines' 42,000 villages.

Target Date: Not specified

Background to creation

The Red Cross 143 Program was established in 2009 to ensure a faster response to disasters, the National Society wanted to develop a network of volunteers to act as an extension of the Philippine National Red Cross.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Prior to the Red Cross 143 Program, the Philippine National Red Cross (PNRC) was responsible for coordinating all activities centrally. This could lead to slow response times, as its volunteer network was relatively small.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Red Cross 143 (Philippines) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Strengthening the Philippines' Red Cross volunteer network through expanding membership.
- Training volunteers in each community to be able to provide information and mobilize a rapid response in the case of disaster or catastrophe. The program aims to train 44 volunteers in each village (1 leader and 43 other community members).
- Note that Red Cross 143 is not an explicit coalition model, but an outreach activity of the Philippine Red Cross to every community in the country.

Key: Activities which the coalition undertakes

Outcomes

Human Capital

- As of January 2012, the program had trained volunteers in 60% of the targeted villages.
- The intensification of the project forms part of the PNR's 5-year plan for 2012-2016.

DRAFT – FOR DISCUSSION PURPOSES

Red Cross 143
launched

2009

2010

2011





2012

2013

2014

2015

Red Cross 143 (Philippines) - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
National NGOs	 	<p>Training volunteers in each village, and providing an orientation event for new volunteers. Training covers 3 areas: (i) disaster preparedness, response and first aid; (ii) health and welfare; and (iii) voluntary blood donation. Provides funding for outreach activities.</p>	
Local communities		<p>Volunteers are responsible for assessing possible threats, creating a plan for how to deal with emergency situations, and alerting their community to disasters and evacuation measures using standardized alert signals</p>	

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate
  Coordinator/Designer
  Funder
  Implementer

Sources: www.redcross.org.ph/get-involved/red-cross-143; www.irinnews.org/report/94710/philippines-red-cross-to-train-1-8-million-volunteers; <http://newsinfo.inquirer.net/132663/red-cross-trains-village-folk>

US Home Fire Preparedness Campaign - Context

Vision

To reduce deaths and injuries caused by home fires in the USA by 25%.

Target Date: 2019

Background to creation

The Home Fire Preparedness Campaign was launched by the American Red Cross and its partners in October 2014 to tackle America's biggest disaster threat.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Home fires are the most frequent disaster that the American Red Cross responds to
- On average, home fires cause US\$7 billion in property damage each year in America.
- On average, home fires kill 7 people in the USA every day.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

US Home Fire Preparedness Campaign - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Raising awareness of simple steps to avoid home fires, through online and print media, in addition to nationwide canvassing campaigns.
- Hosting presentations on fire safety in schools nationwide.
- Partnering with fire departments and community groups to install smoke alarms in high-risk neighbourhoods.
- Running the annual “Paradigm Challenge” competition which awards cash prizes of up to US\$100,000 to teams with the best new ideas to prevent injuries and fatalities from home fires.

Key: Activities which the coalition undertakes

Outcomes

Physical Capital

- In Peoria, Illinois, the Red Cross partnered with the Peoria Fire Department to check smoke detectors in 147 homes, 38 of which had new smoke alarms installed.
- In Sampson County, North Carolina, the Red Cross has worked with more than 100 state and country community partners, and volunteers, to install ~1000 smoke alarms.

Human Capital

- In Sampson County, North Carolina, the Red Cross has worked with more than 100 state and country community partners, and volunteers, to educate residents on fire safety.
- Multiple home safety visit case studies have observed a 50% reduction in home fire fatalities in the targeted areas, although it is too early to determine the nationwide causal impact of the campaign.
















DRAFT – FOR DISCUSSION PURPOSES



Sources: www.redcross.org/prepare/location/home-family/prevent-home-fires; www.redcross.org/ca/orange-county/home-fire;

www.redcross.org/news/article/Home-Fire-Preparedness-Campaign-Stretches-Across-US; Dalberg interview with Jacqueline Yannacci, Director of Community Mobilization, and Zach Cahalan, Director of Major Preparedness Initiatives, at the American Red Cross.

US Home Fire Preparedness Campaign - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		Collaborate in the design of the Home Fire Preparedness Campaign.	Global Disaster Preparedness Centre
Multi-national businesses	 	Provide support for the coalition through direct funding or in-kind donations (e.g. staff volunteers, food, alarms, tools, etc.)	  
National NGOs	 	Encourage households to check or install smoke alarms, and practice fire drills at home. Liaise with fire departments and community groups nationwide to install smoke alarms in high-risk neighbourhoods. American Red Cross is responsible for developing and sharing the “Mobilize Guide” with local Red Cross Chapters, and for updating it based on lessons learned. Project Paradigm supported the development of the Paradigm Challenge.	 National Fire Protection Association, Project Paradigm Foundation, US Fire Administration
National businesses	 	Provide support for the coalition through direct funding or in-kind donations (e.g. staff volunteers, food, alarms, tools, etc.)	Disney, Grainger, The Home Depot Foundation, Radioshack, State Farm
Local NGOs		Encourage households to check or install smoke alarms, and practice fire drills at home.	
Local businesses	 	Provide support for the coalition through direct funding or in-kind donations (e.g. staff volunteers, food, alarms, tools, etc.)	
Local communities		Engage with the campaign, and encourage community members to take steps to reduce the risk of injuries/fatalities from home fires.	

Key:  Advocate  Coordinator/Designer  Funder  Implementer

DRAFT – FOR DISCUSSION PURPOSES

US Home Fire Preparedness Campaign - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The American Red Cross reached out to influential organizations in the US Fire Safety and Response Sector, key federal partners, national non-profits and targeted donors. Organizations were presented with an Executive Summary of the campaign and asked to endorse the strategy, and consider providing resources to support its success (e.g. time, money, people, access to vulnerable populations).

Governing a new coalition

- The American Red Cross HQ communicate their campaign strategy internally to local Red Cross Chapters via email, teleconference, group meetings, webinars, etc.
- The American Red Cross proposes 4 possible engagement models: (i) Red Cross-led: Red Cross Chapter is responsible for overall planning, implementation and reporting and is supported by partners through the provision of resources or direct participation; (ii) Partner-led: as above but roles are switched; (iii) Co-led: partners coordinate and share implementation activities; (iv) Endorsement: partners publically endorse the campaign or specific campaign activities.Q

Recruiting additional members

- The American Red Cross HQ has developed a toolkit to guide Red Cross Chapters on how to mobilize local coalitions, which has been distributed nationwide. The toolkit will be updated regularly to incorporate lessons learned by local Red Cross Chapters during implementation. This will facilitate a continual cycle of improvement and adaptation.
- The toolkit highlights the importance of collaborating with the local fire service.
- Red Cross Chapters have used the campaign as an opportunity to engage with existing partners on a different issue, or to engage with new partners.

Other comments

- The American Red Cross believes that having a compelling goal and a clear call to action was an effective tool in bringing different parties together.
- There have been challenges in training Red Cross Chapters in how best to target partners, conduct consistent service delivery and reporting, etc. It is hoped that the toolkit can be used to provide further guidance on selecting partners based on their capacities and potential contributions to the campaign.

New Zealand Red Cross Recovery Program - Context

Vision

To provide immediate assistance as well as ongoing development for communities affected by the 2010 Canterbury and 2011 Christchurch earthquakes.

Target Date: Not specified

Background to creation

The New Zealand Red Cross Earthquake Commission was founded in 2011 following the Christchurch earthquake, to coordinate the response and oversee the disbursement of grants from the 2011 Earthquake Appeal.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- The Red Cross Earthquake Appeal had begun raising money, but there was no central organization to coordinate the disbursement of grants.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

New Zealand Red Cross Recovery Program - Activities

Activities of coalition

Risk awareness	Galvanizing local action	Partnering	Resource mobilization	Advocacy
----------------	--------------------------	------------	-----------------------	----------

- Distributing grants.
- Conducting volunteer outreach visits.
- Developing a Recovery Plan for 2014-2016, informed by consultations with more than 40 organizations.
- Funding youth workers to provide physical and psychological support to pupils in earthquake-affected intermediate and secondary schools.

Key: Activities which the coalition undertakes

Outcomes

Financial Capital

- The Red Cross Earthquake Appeal raised a total of NZD\$128M following the 2011 Christchurch earthquake.
- Distributed NZD\$92M in grants to more than 110,000 recipients.

Human Capital

- The “Address the Stress” website, which was set up by the New Zealand Red Cross to help young people deal with the stress from the earthquakes, has received more than 14,000 visits.
- The Red Cross Outreach Programme made over 4,000 home visits to provide emotional support.

Physical Capital

- 12,750 Winter Warmer Packs have been delivered which contain essential items.
- 43,454 torch radios have been provided.

Coalition launched

2011

2012






2013

New Zealand Red Cross 2011 Earthquake Commission held their final meeting

2014

2015

New Zealand Red Cross Recovery Program - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
National NGOs	 	Assess grant applications and disburse funds. Develop response and recovery strategies. Implement and oversee the response to the earthquake, including the provision of emergency relief, counselling and outreach visits.	
National governments		Support the implementation of earthquake response measures.	New Zealand Government
Local governments		Support the implementation of earthquake response measures.	Municipal government in Wellington

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Sources: www.redcross.org.nz/what-we-do/in-new-zealand/stories/three-years-of-recovery-work-in-greater-Christchurch; www.redcross.org.nz/what-we-do/in-new-zealand/stories/extra-support-for-canterbury-schoolchildren; New Zealand Red Cross Recovery Framework; IFRC background documents

New Zealand Red Cross Recovery Program - Lessons Learned for the One Billion Coalition



Establishing a new coalition

- The coalition began as a partnership between the New Zealand Red Cross and the government of New Zealand. Later, the partnership expanded to include the municipal government in Wellington.

Governing a new coalition

- The New Zealand Red Cross 2011 Earthquake Commission is an independent Commission made up of community leaders.
- The Commission coordinated closely with the New Zealand Red Cross, and the national/municipal governments to ensure that priorities were aligned and that efforts were not duplicated.

Recruiting additional members

- N/A

Roll Back Malaria (RBM) - Context

Vision

To achieve global malaria eradication. It seeks to create a world where there is no malaria infection in any country and malaria control efforts can be stopped. Its overall strategy aims to reduce malaria morbidity and mortality by reaching universal coverage and strengthening health systems.

Target Date: Not specified

Background to creation

The RBM Partnership was launched in 1998 by WHO, UNICEF, UNDP and the World Bank in an effort to provide a coordinated response to tackling malaria.

Geographic Scope



Key: ■ Countries in which the coalition operates

Pre-coalition state

- Malaria was a low priority on political and development agendas, despite its high burden.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Roll Back Malaria (RBM) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Develops country roadmap plans, in collaboration with partners, for scaling up malaria interventions. They include information on targets, planned activities, commodity needs and gaps, financing, technical assistance needs and implementation risks.
- Strengthens support for coordination among country health partners.
- Publishes a toolbox for malaria control which provides advice to countries on planning, financing, implementing, monitoring and evaluating malaria interventions.
- Mobilizes resources for malaria control and elimination activities, for example through supporting The Global Fund's replenishment process.
- Advocates for continued political commitment in tackling malaria, for example by electing a *Global Advocate for the Partnership*.

Key: ■ Activities which the coalition undertakes

Outcomes

Physical Capital

- In 2013, an estimated 136 million long-lasting insecticidal nets (LLINs) were delivered to endemic countries. ~200 million LLINs have been funded for delivery in 2014.

Financial Capital

- Reduced the funding gap for 8 priority countries in sub-Saharan Africa to ~US\$826M in 2013, down from ~US\$1,580M in 2012.
- Assisted in the disbursement of US\$700M in grants to 18 countries through the Transitional Funding Mechanism.

Governance Systems

- 46 African countries have now developed roadmaps for malaria control and elimination.
- Launched the Malaria Situation Room in 2013, to respond to critical needs in the 10 hardest-hit countries in Africa. The Malaria Situation Room liaises with a network of partners that are capable of mobilizing resources and providing technical support at short notice.

Roll Back Malaria launched

1998

RBM endorsed by African Heads of State (Abuja, Nigeria)

2000

RBM's Global Malaria Action Plan was adopted by the malaria community

2008

Malaria Situation Room launched

2013

1999

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2011

2012

2013

2014

2015

Roll Back Malaria (RBM) - Member Profile (1/2)

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		Participate on the RBM Partnership Board. Assist in the development of roadmaps for scaling up malaria interventions, and implement recommendations. Provide financial support for the coalition.	
International organizations		Participate on the RBM Partnership Board. Provide financial support for the coalition.	<p>Office of UN Secretary General's Special Envoy for Malaria</p>
International foundations		Participate on the RBM Partnership Board. Provide financial support for the coalition.	

Key: Advocate Coordinator/Designer Funder Implementer

Roll Back Malaria (RBM) - Member Profile (2/2)

Member types	Roles	Activities	Members (Non-exhaustive)
Multi-national businesses		Participate on the RBM Partnership Board.	
National NGOs		Participate on the RBM Partnership Board. Assist in the development of roadmaps for scaling up malaria interventions, and implement recommendations.	Cameroon Coalition Against Malaria
National governments		Participate on the RBM Partnership Board. Develop roadmaps for scaling up malaria interventions in collaboration with the RBM Partnership. Implement recommendations from roadmaps. Track in-country progress towards targets and communicate this to the RBM Partnership. Provide financial support for the coalition.	
National businesses		Provide financial support for the coalition.	Nandos South Africa
Academia		Participate on the RBM Partnership Board. Publish evidence-based research on effective methods of malaria control and elimination, to inform national roadmap plans.	 South African Medical Research Council, Swiss Tropical and Public Health Institute

Key: Advocate Coordinator/Designer Funder Implementer

Roll Back Malaria (RBM) - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The RBM Partnership was launched by WHO, UNICEF, UNDP and the World Bank.
- It was endorsed by African Heads of State at a summit in Abuja, Nigeria in 2000.

Governing a new coalition

- The RBM Partnership is led by the Executive Director, and is served by a Secretariat that is hosted by the WHO in Geneva. Their role is to facilitate the implementation of RBM's work plans, facilitate policy coordination at a global level, and carry out the day-to-day operations of RBM in terms of administration and operations.
- The RBM Partnership Board establishes the priorities of the RBM Partnership and meets every ~6 months. Its 26 members together represent the 8 constituencies of RBM. Board members sit on the Board for 2 years.

Recruiting additional members

- Partners are drawn from 8 constituencies, each of which bring their own expertise, infrastructure and funds for fighting malaria. These are: (i) Malaria-endemic countries; (ii) Multilateral development partners; (iii) OECD donor countries; (iv) NGOs; (v) Research and academia; (vi) Private sector; (vii) Foundations; and (viii) Ex officio members.
- The RBM Partnership currently consists of more than 500 partners. Organizations apply for membership online, and must already have operations in malaria control and elimination at the community, national, regional or global level.

Other comments

- RBM publishes an online toolbox for malaria control which provides partners with advice on planning, financing, implementing, monitoring and evaluating malaria interventions. RBM invites partners to share best practices by adding new tools, and envisages the toolbox as a living document that is added to and refined over time.
- RBM established a Resource Mobilization Sub-Committee to develop a strategy to fund phase 2 of the GMAP. They analyse possible funding scenarios and provide guidance on innovative financing and approaching different sectors.
- RBM has a Finance and Performance Committee who are responsible for monitoring finances and developing KPIs.

Additional case study coalitions

2030 Water Resources Group (WRG) - Context

Vision

To help countries achieve water security, by facilitating collective action on water between government, private sector and the civil society

Target Date: 2030

Background to creation

The 2030 Water Resources Group (2030 WRG) was created in 2009. It emerged following a call from the 2008 World Economic Forum meeting for the international community to focus on the issue of water security and its geopolitical and economic implications.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Water scarcity was a low global priority, despite the world's growing population combined with the impacts of climate change increasing the threat of water scarcity worldwide.
- The “water gap” – the difference between water supply and demand – has been growing, with the agricultural industry consuming 70% of the world's water.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

2030 Water Resources Group (WRG) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Analyses data and develops country-specific analytics to support informed decision-making.
- Raises awareness of the scale and urgency of the water challenge by publishing research findings and publicizing country-specific analytics.
- Establishes and convenes national multi-stakeholder platforms to facilitate structured dialogue, and to trigger action.
- Tracks progress of projects and policies to obtain insights and best practices that can be applied elsewhere.
- Encourages governments to accelerate reforms for managing sustainable water resources in order to benefit long-term development (this new action-focused phase of the coalition was launched in 2010).

Key: Activities which the coalition undertakes

Outcomes

Natural Capital

- The South African government has implemented the No Drop incentives program, which aims to reduce municipal leakage. This was recommended by a multi-stakeholder platform – the Strategic Water Partners Network (SWPN) – that was established by the 2030 WRG to support government water-related efforts.
- In India, the coalition is in discussions with the Ministry of Water Resources, the private sector and CSOs to establish a national partnership focused on catalysing water security in the Ganges river basin.
- In Mexico, the coalition conducted 2 gap analyses of water resources management for the government.
- The Mongolian Ministry of Environment and Green Development decided to build a multi-stakeholder platform to define a path towards water security, based on the recommendations of a 2030 WRG report.

DRAFT – FOR DISCUSSION PURPOSES



2030 Water Resources Group (WRG) - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		To share insights on water-related issues.	
International organizations		To support the financial sustainability of the coalition. To share insights on water-related issues.	
Multi-national businesses		To provide insights and knowledge on how to address water security. To design and implement inclusive, innovative and sustainable solutions to water scarcity and water efficiency.	
National NGOs		To share insights on water-related issues.	
National governments		To encourage sustainable water use in-country, and adopt 2030 WRG recommendations. To support the financial sustainability of the coalition (e.g. Sida, Swiss Development Cooperation)	
National businesses		To provide insights and knowledge on how to address water security. To design and implement inclusive, innovative and sustainable solutions to water scarcity and water efficiency.	

Key: Advocate Coordinator/Designer Funder Implementer

DRAFT – FOR DISCUSSION PURPOSES

2030 Water Resources Group (WRG) - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- The coalition emerged through an informal collaboration between the International Finance Corporation, the World Economic Forum, multilateral and bilateral agencies, private sector companies, and other organizations.
- The coalition was formalised through the launching of the “Charting our Water Futures” report in October 2009.

Governing a new coalition

- The 2030 WRG Secretariat (based at the IFC) is the implementing entity of the 2030 WRG. It is supported by a Steering Board and a Governing Council. The Steering Board provides management oversight of the 2030 WRG, and is tasked with helping the Executive Director deliver a set of successful country programs. Its members hold water-related positions in the organizations that comprise the Governing Council.
- The Governing Council make key decisions related to the 2030 WRG strategic plan and budget. It consists of 15 members who are the senior executives of major 2030 WRG financial supporters and other institutions of influence.

Recruiting additional members

- The 2030 WRG is directly approaching private sector corporations, foundations, and civil society organizations in order to expand its membership. It aims to recruit two private sector global partners, and three international CSOs by June 2017.

Other comments

- The 2030 WRG’s “ACT” approach (Analyze, Convene, Transform) is flexible and iterative, allowing for a tailored engagement to meet the specific needs of each country and stakeholder.
- The 2030 WRG have dedicated country representatives in each country where they are working.

Global Alliance for Improved Nutrition (GAIN) - Context

Vision

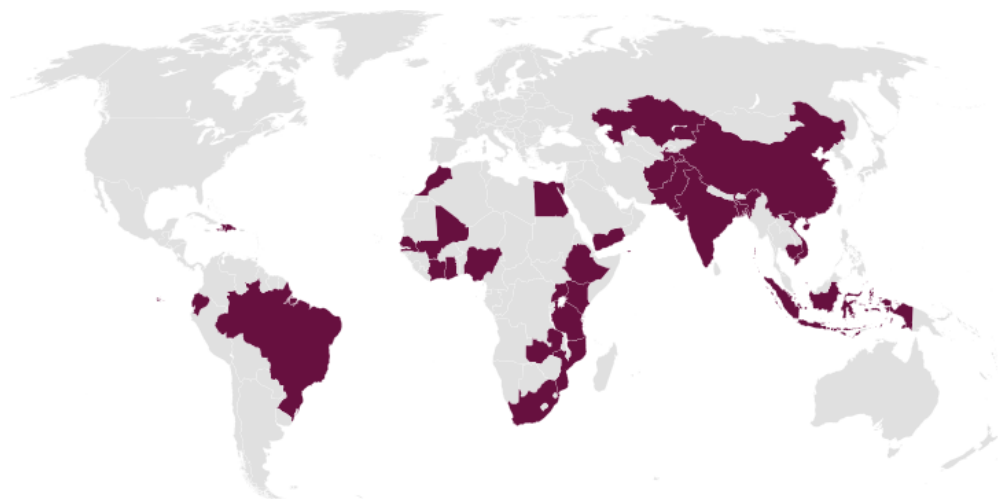
To create a world without malnutrition, by building alliances between governments, businesses and civil society in order to identify and deliver large-scale and locally-relevant solutions to malnutrition.

Target Date: Not specified

Background to creation

GAIN was launched in 2002 at the UN's Special Session on Children to tackle the human suffering caused by malnutrition, in response to inadequate global action on reducing malnutrition

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Food fortification policies were typically uncommon in developing countries, despite them being standard practice in most developed countries.
- Micronutrient deficiencies were common in most developing countries.
- Approximately 10 million children a year were dying from malnutrition and other preventable diseases in the early 2000s.

Aims of coalition:

Co-creation

Leadership

Diversity of entry points and solutions

Relevance for all communities

Connectedness and consolidation

Global Alliance for Improved Nutrition (GAIN) - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Conducts large-scale food fortification
- Provides education on the benefits of breastfeeding and good nutrition, specifically for women and children.
- Undertakes nutrition interventions along the agriculture value chain
- Advocates and assists governments in designing and implementing national nutrition policies.
- Launched the SUN Business Network in 2010 to promote business engagement in the Scaling Up Nutrition movement, and to facilitate business partnerships.
- Mobilizes funding from government and foundation donors for nutrition interventions.

Outcomes

Physical capital

- Helped more than 892 million people access affordable, nutritious food.
- Assisted more than 30 countries to fortify staple foods and condiments with essential micronutrients.
- GAIN has supplied premix to 41 countries, reaching a total of 150 million people. Their premix facility produces quality premix which is ready for fortification with staple foods.

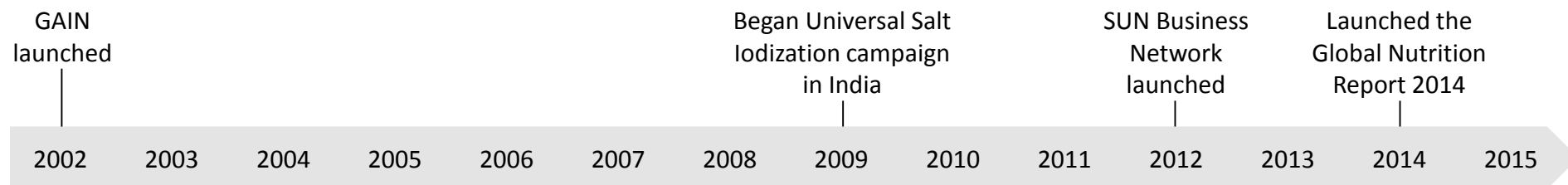
Human capital

- Their “Feeding Smart from the Start” digital campaign in South Africa has provided more than 7 million caregivers with information on optimal feeding practices.

Governance systems

- Successful in getting a Nutrition goal included in the draft versions of the SDGs

Key: Activities which the coalition undertakes



DRAFT – FOR DISCUSSION PURPOSES


Global Alliance for Improved Nutrition (GAIN) - Member Profile (1/2)

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		To support the design, delivery and scale-up of nutrition interventions, by providing access to existing networks	
International organizations		To support the design, delivery and scale-up of nutrition interventions	
International foundations		To provide financial support for coalition projects	
Multi-national businesses		To incorporate best practices for nutrition into their business models. The SUN Business Network (established by GAIN) aims to intensify business efforts in ensuring all people have access to good nutrition	
National NGOs		To support the design and delivery of nutrition interventions, by providing local knowledge and access to existing networks	
National governments		To ensure that nutrition remains at the forefront of global and national policies. To develop and implement national nutrition strategies. To provide financial support for coalition projects (for some high-income country governments including Canada, France, Ireland, the Netherlands, UK, USA)	20 national governments including: Bangladesh, Indonesia, Nigeria, South Africa
National businesses		To incorporate best practices for nutrition into their business models. The SUN Business Network (established by GAIN) aims to intensify business efforts in ensuring all people have access to good nutrition	Malawi Mangoes, Tansed International

DRAFT – FOR DISCUSSION PURPOSES

Key: Advocate Coordinator/Designer Funder Implementer

Global Alliance for Improved Nutrition (GAIN) - Member Profile (2/2)

Member types	Roles	Activities	Members (Non-exhaustive)
Academia		To conduct research and provide evidence to inform the design of programs and ensure that programs are adapted to local contextual needs. They conduct process and impact evaluations to ensure implementation challenges are identified and resolved	Swiss Federal Institute of Technology, Centre for Development Research

DRAFT – FOR DISCUSSION PURPOSES

Key:  Advocate  Coordinator/Designer  Funder  Implementer

Global Alliance for Improved Nutrition (GAIN) - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- GAIN was founded by Bill Gates and the US Government, and was launched at a Special Session on Children held by the UN General Assembly in 2002.

Governing a new coalition

- The GAIN Board is the governing body of the coalition, and consists of key donor organizations (e.g. BMGF, CIFF) and unaffiliated individuals that are appointed from leading development and scientific organizations.
- The Partnership Council advises the Board on strategic and investment priorities, and consists of representatives from GAIN's partner organizations including NGOs, businesses, foundations, academic institutions, and donor/developing country governments.
- GAIN has a number of regional and country offices that oversee GAIN's worldwide activities.

Recruiting additional members

- GAIN approaches organizations that play key roles in the agricultural and food production industries, and show a willingness to partner.
- Their SUN Business Network actively recruits companies from both food and non-food sectors, with a target of recruiting 99 companies by 2015.

Other comments

- GAIN take a tailored approach to building programs and developing alliances, using a variety of flexible models. Their solutions are designed around specific contextual needs.
- Recognized by the Stanford Social Innovative Review for their pioneering multi-stakeholder model, as a collaboration that achieves large-scale progress in the face of urgent and complex problems.

Grow Africa - Context

Vision

To promote investment in African agriculture in alignment with country-led priorities for agriculture and food security.

Target Date: Not specified

Background to creation

Grow Africa was established in 2011 by the African Union, the New Partnership for Africa's development (NEPAD) and the World Economic Forum. It now has 265 African and global partners.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Africa imports US\$40 billion of food each year, despite having 60% of the world's uncultivated arable land.
- Poor access to finance has hindered the ability of farmers to unlock Africa's agricultural growth potential.

DRAFT – FOR DISCUSSION PURPOSES

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Grow Africa - Activities

Activities of coalition

Risk awareness

Galvanizing local action

Partnering

Resource mobilization

Advocacy

- Supports partner countries to increase private-sector investments in agriculture.
- Hosts an annual “Agricultural Investment Forum” at which partner countries can present investment opportunities to global and regional investors, to help mobilize resources.
- Supports the development of multi-stakeholder partnerships to facilitate the exchange of best practices, and to combine the capacities of local and international stakeholders

Key: ■ Activities which the coalition undertakes

Outcomes

Financial Capital

- Grow Africa has generated US\$7 billion in planned investments from over 100 companies (US\$1 billion has been converted to date)
- Created 30,000 jobs
- Reached over 2.5 million smallholder farmers through services, sourcing, contracts or training.
- By 2014, Grow Africa had generated over US\$5 billion in investment commitments from the private sector.
- Grow Africa is working with the World Food Programme, farmers organizations and companies to establish value chain partnerships in Tanzania, Malawi and Rwanda.

DRAFT – FOR DISCUSSION PURPOSES

Grow Africa launched

Grow Africa Annual Investment Forum in Cape Town

Grow Africa Annual Investment Forum in Abuja

2011

2012

2013

2014

2015

Grow Africa - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
International organizations		To scale up procurement processes from smallholder farmers (e.g. WFP). To host and oversee Grow Africa's strategy and activities.	
Multi-national businesses		To invest in African agriculture, in particular smallholders and SMEs. To provide assistance in developing, and financing, inclusive value chains (e.g. A.T. Kearney, Rabobank)	
National governments		To provide an enabling environment for agricultural investment in response to market priorities. To support the financial sustainability of the coalition (e.g. USAID is the core funder).	

DRAFT – FOR DISCUSSION PURPOSES

Key: Advocate Coordinator/Designer Funder Implementer

Grow Africa - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- Grow Africa was founded jointly by the African Union, the New Partnership for Africa's development (NEPAD) and the World Economic Forum.

Governing a new coalition

- Grow Africa is co-convened by the African Union Commission, NEPAD Agency and the World Economic Forum, who form an executive committee for oversight of activities.
- A Steering Committee provides strategic direction, and consists of high-level leaders from companies, farmers' organizations, civil society, government and development partners..
- The Grow Africa Secretariat provides ongoing support for implementation of country-level initiatives and mobilizes partner support.

Recruiting additional members

- Public and private sector actors who have the resources or expertise to accelerate agricultural investment in Africa are requested to contact the relevant country office or Grow Africa.
- Countries that are looking to attract private sector investment are requested to contact Grow Africa to explore possible support. They must have a CAADP (Comprehensive Africa Agriculture Development Programme) Investment Plan.

Project Last Mile - Context

Vision

To transform the medical supply chains of African governments to ensure that everyone can access life-saving medicines and medical supplies. This is achieved by The Coca-Cola Company sharing their supply chain expertise in the areas of business management, distribution and marketing to build the capacity of public sector distribution networks.

Target Date: Not specified

Background to creation

Project Last Mile was launched in 2009 as a collaboration between The Coca-Cola Company, USAID, The Global Fund and BMGF to transform the storage, distribution and marketing of critical medicines and medical supplies in Africa.

Geographic Scope



Key: Countries in which the coalition operates

Pre-coalition state

- Almost 50% of people in Africa lack access to critical medicines, yet consumers in the most remote regions and villages are able to purchase a Coca-Cola.
- Although Coca-Cola had previously assisted national governments in the distribution of essential medicines through their existing supply chain channels, no long-term solution to improving access in the most remote regions of Africa had been created.

Aims of coalition: Co-creation Leadership Diversity of entry points and solutions Relevance for all communities Connectedness and consolidation

Project Last Mile - Activities

Activities of coalition



- Leverages Coca-Cola’s supply chain, distribution, logistics and marketing expertise to help African governments get vital medicines and supplies the “last mile” to remote communities.
- Transfers knowledge to public sector partners and the government agencies responsible for managing the procurement and distribution of essential medicines in order to build capacity.
- Implements new models of distribution, whereby medicines are supplied directly to health facilities rather than through central warehouses.
- Has invested more than US\$21M in addition to significant levels of in-kind resources.

Key: Activities which the coalition undertakes

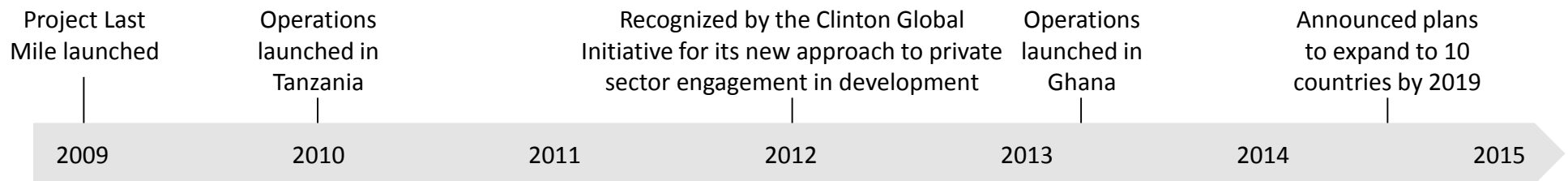
Outcomes

Physical Capital

- Since 2010, the coalition has improved access to critical medicines for nearly 20 million people in the ten regions where the revised distribution model has been implemented.
- By enabling Tanzanian health facilities to place their own orders for medicines, the availability of critical medicines has increased by up to 20%-30% in clinics where the new distribution model has been rolled out.
- Reduced the lead time for medicine deliveries in Tanzanian health facilities by as much as 25 days.
- The coalition already operates in 3 countries (Ghana, Mozambique, Tanzania) and plans to expand to an additional 7 by 2019.

Governance Systems

- In Tanzania, empowered the Medical Stores Department to re-design its distribution model so instead of delivering medical products to 500 warehouse drop-off points, it would directly deliver products to 5,000 health facilities.



Sources: www.coca-colacompany.com/press-center/press-releases/%20project-last-mile-expands-in-Africa; <http://nexus.som.yale.edu/ph-tanzania/?q=node/87>; www.theglobalfund.org/en/mediacenter/newsreleases/2012-09-25_Coca-cola_and_the_Global_Fund_Announce_Partnership_to_Help_Bring_Critical_Medicines_to_Remote_Regions

Project Last Mile - Member Profile

Member types	Roles	Activities	Members (Non-exhaustive)
International NGOs		Provide financial support for the coalition.	
International foundations		Provide financial support for the coalition.	
Multi-national businesses	 	<i>Accenture Development Partnerships</i> : Provide supply chain expertise and full-time project management support. Work with staff from MSD to identify supply chain issues and develop a pilot implementation plan. <i>Coca-Cola</i> : Share expertise developed in the private sector with government agencies responsible for the procurement and distribution of medicines and medical supplies. Educate agencies on how to forecast medicine demand, better market their availability, and properly maintain cold chain equipment for the storage of certain medicines and vaccines. Provide financial support for the coalition.	
National governments	 	In implementing countries, government agencies are responsible for co-developing and implementing recommendations from the coalition. Provide financial support for the coalition.	 Medical Stores Department (Tanzania), Ghana Health Service
Academia		Conduct process evaluation of Project Last Mile projects to document the development of the partnership, identify key success factors and assess the potential for scale-up.	

DRAFT – FOR DISCUSSION PURPOSES

Key: Advocate Coordinator/Designer Funder Implementer

Project Last Mile - Lessons Learned for the One Billion Coalition

Establishing a new coalition

- Project Last Mile was initially launched as a partnership between The Coca-Cola Company, The Global Fund and BMGF.
- At the World Economic Forum in 2009, Rajat Gupta, the then chair of The Global Fund board, approached Muhtar Kent, CEO of The Coca-Cola Company, with the idea of applying their private sector expertise in supply chain management to address distribution challenges in Tanzania.
- Following a set of stakeholder meetings in Tanzania to explore the benefits of collaboration, the Medical Stores Department (MSD) was identified as a potential partner in June 2009.

Governing a new coalition

- The coalition is co-led by The Coca-Cola Company, The Global Fund and BMGF, who are responsible for making strategic decisions such as new focus countries.
- They work closely with national governments to tailor the assistance that the coalition provides.

Recruiting additional members

- Partners are selected based on the expertise they are able to bring to the partnership. In March 2010, Accenture Development Partnerships (ADP) was selected as an implementing partner. In May 2011, Yale Global Health Leadership Institute was selected to evaluate the coalition's activities.
- In 2014, it was announced that USAID had officially been added to the coalition.