

The Poverty Alleviation Coalition Standard Operating Procedures (SOP)

Version of 12 February 2020

Introduction

1. The Poverty Alleviation Coalition (PAC) was launched on the 7th of July 2019 in Geneva at the UNHCR NGO Consultations. It has the vision of alleviating the poverty of 500,000 refugee- and host community households of poverty from 2020-2024 using the Graduation Approach.

Coordination

2. At HQs level, a working group representing all members will be convened by UNHCR and will have monthly group calls and annual face to face meetings¹. The working group will:
 - Set the strategic directions of the coalition;
 - Select target countries;
 - Organize and participate in global fund raising and knowledge management events;
 - Support global communication;
 - Collect global data (UNHCR) and aggregate M&E data (TBC);
 - Revise concept notes and proposals developed by country teams; and
 - Share best practices and technical guidance documents.
3. The HQs working group will decide to organize ad-hoc and volunteer based smaller groups if there is a need to discuss technical matters or to respond to specific technical support requests coming from country teams.
4. The working group has for example appointed a voluntary 'technical advisory group' formed by technical experts of member organisations. The objective of the technical advisory group is to discuss technical matters (M&E indicators, standards, quality assurance of proposals, etc.) and provide advice, options and decision points to the working group.

¹ As much as possible in conjunction with global events to take advantage of the members' presence in the same location.

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5. At the level of target countries, members of the coalition will be convened by UNHCR to form country level working groups. The country level working groups will:
 - Design and develop concept notes and programmes in line with directions set by the HQ working group²;
 - Agree on the implementation modalities and the partition of funds among partners;
 - Conduct communication and fundraising activities and;
 - Report lessons learned to the HQs working group through respective members.

Membership

6. Convened by the UNHCR, the current members are BRAC, Caritas Switzerland, Concern Worldwide, the Danish Refugee Council (DRC), GOAL, HIAS, Innovations for Poverty Action (IPA), Mercy Corps, the Norwegian Refugee Council (NRC), Trickle Up, Village Enterprise and World Vision International and. The PAC is an Affiliate member of The World Bank's Partnership for Economic Inclusion (PEI).
7. Adding new members to PAC will be discussed in the HQs working group and agreed upon collectively. The working group will take into consideration strategic and tactical factors to build their decision such as experience in implementing Graduation projects, refugee experience, capacity to contribute to global work, timing, etc. Particular preference will be given to organizations giving a significant value-add and complementarity to the Coalition.

Methodology.

8. The Coalition uses the well proven poverty alleviation model, The Graduation Approach (GA). The model has been extensively used in the development community, and, most recently, has been successfully applied in refugee contexts. The technical features of the Graduation is continuously discussed in the HQs working group and is available on the [PAC website](#).

Selection of target countries

9. The selection of countries is based on the operational presence of the implementing NGO members. The current number of target countries is 35. The target number of beneficiary households will be formulated taking into account the NGOs' capacity, local context and upon

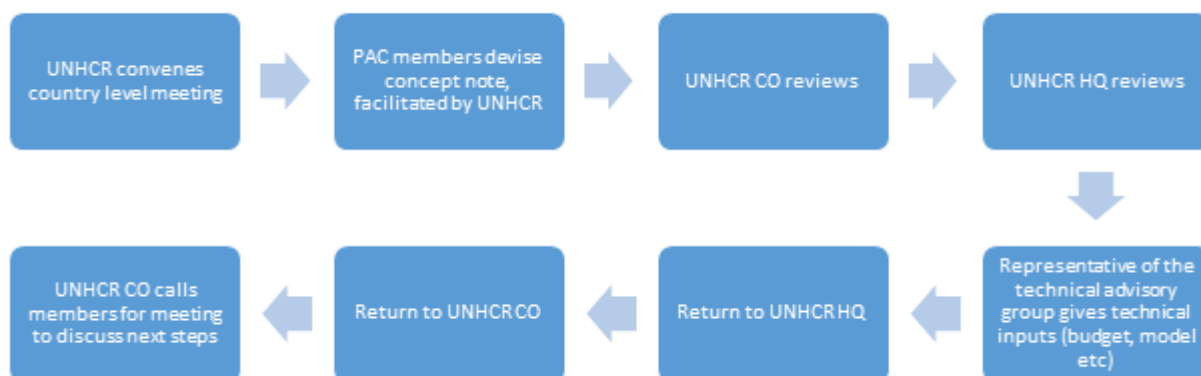
² Such as the Global Programme document

agreement among members at the country level. The target may change subject to number of additional requests from NGOs to join or expand number of countries, availability of funding, change of political, economic or security situation, change of refugee situations, or other events impacting the poverty situation and the Coalition's ability to target the intended populations.

Programme design and technical assistance

10. In-country Coalition members will jointly develop a country project proposal(s) that will be used for fundraising. These can either cover the whole country, or certain geographies or populations. The details of the country projects will be developed and agreed upon by the Coalition members present locally. Each coalition member designates an in-country technical person to follow up on the design process. UNHCR country operations will convene the technical focal points to initiate the country program development, however UNHCR country offices will not necessarily play a technical role but will provide facilitation support and coordination services related to refugee operations.
11. Concept notes and project proposals will describe in details the project objectives, technical approaches, roles of partners and the project costs. Concept notes will usually cover a whole country, however, it may for practical reasons be divided into several concept notes per country based on geography or current collaborations.
12. The country working group might decide to request technical assistance from specialized members of the PAC and allocate some seed money to support this initial stage to ensure the technical integrity of the project proposal. Technical assistance arrangements will be discussed between the members and related costs will be covered by the requesting agency or as agreed by concerned members. Costs for technical assistance should be taken into consideration in the country level concept notes and separate proposals might be prepared to cover this very important consideration.
13. Concept notes and proposals, should further assess the need for (and cost of) technical assistance throughout the project cycle.
14. To ensure consistency and quality, the concept notes should be forwarded for review by the UNHCR country office and the technical advisory group before being promoted as work of the PAC. The following procedure is indicative of the stakeholders who should review, although the steps may be different from country to country.

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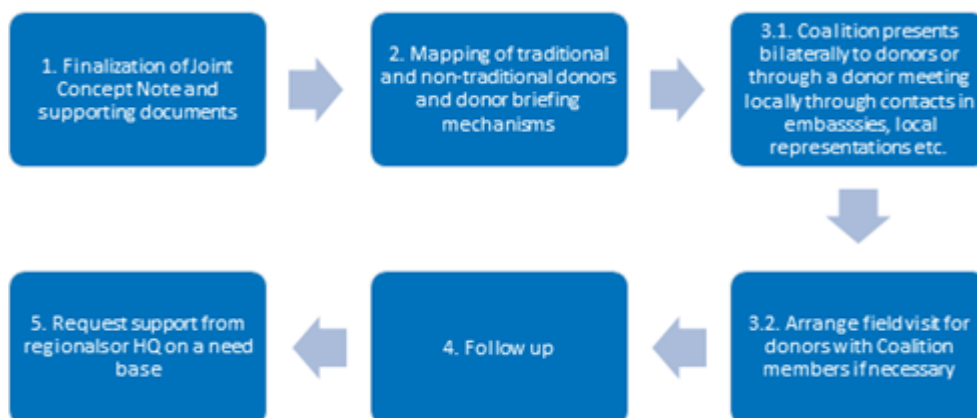
Fundraising

15. Using the concept notes and project proposals, fundraising will be done primarily at country level through identified channels. In addition, country project proposals will be shared with the HQs working group to be disseminated collectively by PAC members to potential donors through bilateral or multilateral engagement, participation in fundraising events or any other donors outreach platforms. In some cases, it will not be feasible or desirable to submit full concept notes to donors. In these cases, concept notes can serve as the background documents from which responses to specific opportunities or RFPs are produced.
16. The [Key Considerations for fundraising](#) provides step-by-step suggestions for fundraising.

Fund Management

17. The coalition will apply parallel funding in which each member organization (or the consortium lead agency depending on the agreed upon programme coordination structure at country level) receives and manages its own funds from donors. Funds are channelled directly from the donor to each participating agency (or according to the submitted proposal). Other funding mechanisms like pooled funding or pass-through arrangements, in which for example the UNHCR is the vehicle, may be discussed if donors insist on using them.

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Program implementation

18. The implementation in a selected country will commence as soon as funds are raised. Multiple programs may be implemented in one country based on the interest and operational presence of implementing Coalition members. Division of labour will be decided by the members, for example, geographical focus, target populations, etc. The NGOs will manage their own programs while closely coordinating with the other Coalition members to ensure cohesiveness and encourage cross-fertilization of knowledge.
19. Implementing members will be fully accountable to their respective donors. Multiple partners may decide to jointly implement a program. In such cases, arrangements and division of labour will be decided among the concerned partners in collaboration with the respective donor.

Monitoring and Evaluation

20. Implementing members will be responsible for conducting monitoring and evaluation utilizing their own monitoring systems. However, members will be required to report to the Coalition HQs working group using an agreed upon set of high-level indicators. In practice, Coalition partners will submit collected data to livelihoods@unhcr.org. The indicators are currently being finalized but will count 4-5 and be similar to indicators that implementing members would in any case be reporting on to donors.
21. In order to feed into the evidence around the impact of poverty alleviation projects on refugees, PAC members will incorporate an evaluation and research component in their country program proposals. This learning should be shared back with the larger coalition. The research partner in PAC Innovations for Poverty Action (IPA) will develop separate evaluation and research proposals to be submitted to donors.

Communication and knowledge management

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22. The Coalition members will communicate about the PAC as of their standard communication strategies. This means for example ensuring that all members inform stakeholders of their participation in PAC, and that members actively promote the PAC at public speeches, panels, conferences, on their website and other relevant for activities. Additionally, PAC members might agree on additional communication activities to support ongoing fundraising and knowledge management efforts.
23. The Coalition's main communication tool will be the website: <https://alleviate-poverty.org/>. The website is kindly funded by the Norwegian Refugee Council, and managed by UNHCR. Any updates or suggestions may be sent to livelihoods@unhcr.org
24. UNHCR and PAC members will organize low cost events to facilitate knowledge management and dissemination of lessons learned, such as arranging webinars, creating community of practices, and sending progress updates to all country teams. Suggestions are welcomed.

Resources³

- Fundraising Tracking Tool: https://docs.google.com/spreadsheets/d/1SIHOoVo11c6g-9BiYwq_dN2j2iqDchpF_UmIBTRdWeQ/edit#gid=0
- Members contact list: <https://docs.google.com/spreadsheets/d/1pqqQS6o7excIP2aRsO8IHtvFZFC-w9HhVrRIw7kC3o0/edit#gid=1169901929>
- M&E Indicators: <https://docs.google.com/document/d/1d1OTM5xSu-XSUBHW0kW56MfwIFbwNfrm7W6vhAPoYxg/edit>
- Website: <https://alleviate-poverty.org/>

³ Use Google Chrome to open