|  |
| --- |
| Beyond 2015  Mid-term Review    (Short version) |

**Overview of action points;**

The international secretariat must urgently develop a comprehensive and detailed roadmap for 2015, which include objectives, positions, resources, activities, deadlines and a clear division of labour among the different working groups.

The Executive Committee must take a strong leadership and urgently ensure that an exit strategy is developed in an open, inclusive and transparent process with all relevant stakeholders involved.

The regional task forces must promote a more shared and participatory leadership, e.g. appointment of ad-hoc working groups implementing specific tasks.

The review believes that members have sufficient trust and confidence in the campaign, allowing the International Secretariat to take a stronger leadership in certain areas in the final stages of the campaign.

The international secretariat must engage in a quick lessons-learned process in order to improve the internal communication. The secretariat could e.g. establish a fast-working and time-bound task force on ‘Effective Communication’ and request member organisations to allocate relevant resource persons to contribute to the task force.

The Advocacy Director must take responsibility for developing and/or strengthening existing on-line mapping tools in which members can contribute with the latest political intelligence from national governments

The European Task Force must take stronger notice of the limited resources in other regions and seek to enhance collaboration and cross-fertilization across regions when possible.

**1) Introduction and background**

This mid-term review of the Beyond 2015 campaign aims to assess to which extent the campaign has been participatory, inclusive and responsive, how the organizational design has supported civil society participation and influence at all levels, and provide recommendations for the last months of campaigning towards a new post-2015 framework.

**The Beyond 2015 campaign has two overall goals, namely:**

- A global, overarching, cross-thematic framework that succeeds the MGDs, reflecting Beyond 2015’s policy positions; and

- The process of developing this framework is participatory, inclusive and responsive to the voices of those directly affected by poverty and injustice.

**Beyond 2015 objectives;**

**Objective 1:** To ensure that the post-2015 agenda is influenced by Beyond 2015 and their civil society partners policy positions.

**Objective 2:** To create a more unified, informed and coordinated global campaign, working together at the national, regional and international level to influence the post-2015 development agenda.

**Objective 3:** To ensure that high quality participatory research is available to CSOs and other actors, and that it is taken into account meaningfully throughout the intergovernmental negotiation process.

**Objective 4:** To support 15-20 states who are sympathetic to and supportive of two or more of Beyond 2015’s values to take progressive positions during the intergovernmental process.

**Methodology**

The formation of a diverse global civil society campaign does not happen very often. Consequently, civil society have a responsibility to document the lessons-learned for future civil society campaigns. This mid-term review aims to assess to which extent the Beyond 2015 campaign has been participatory, inclusive and responsive, how the organizational design has supported civil society participation and influence at all levels, and provide recommendations for the last months of campaigning towards a new post-2015 framework.

The review has analysed a wide range of internal and external documents, including strategies, progress reports, policies, position papers, outcome documents, campaign material etc.The review has consulted and interviewed internal and external stakeholders from the Beyond 2015 structures at national, regional and global level. The review has used Broad Key Informants questions tailor made for the specific stakeholders, which include the international secretariat (international coordinator, project director, advocacy director and international officer), Executive Committee, Regional Coordinators, UN staff and government officials. Primary data was collected through telephone interviews, skype, written responses to questionnaires as well as meetings and inputs to the first draft of the report.

**Review criteria’s:**

**Relevance** – is the campaign and its activities the relevant/appropriate solutions for the identified needs or problems? Does the campaign programme address the creation of a post-2015 development agenda in its design as well as execution strategy?

**Effectiveness** – the extent to which the campaign is achieving its desired or planned results (outputs, outcomes and impacts). Will/has the campaign and the initiatives put in place by the Beyond 2015 Secretariat made credible gains in pushing forward the post-2015 development agenda and is it likely to be able to successfully feed into the UN led process? Does the programme have effective monitoring and reporting mechanisms in place to measure progress towards the achievement of results?

**Efficiency** – Since the campaign inception and implementation have inputs been utilised or transformed into activities that have produced outputs in the most optimal or cost efficient way? Could the same results have been produced by utilising fewer resources?

**Impact** – Has the campaign produced planned positive changes that have the potential to feed into the UN led process regarding the post-2015 agenda and framework and hence lead to long-term changes?

**Sustainability** – Sustainability is about ensuring that the benefits from this campaign continue beyond the life of the campaign. Therefore re the campaign results creating conditions that will ensure that the framework will have a long-term effect on the development agenda and will continue to be implemented throughout the time period allotted for the new development agenda? Will the development agenda address the needs of people affected by poverty and injustice and will these groups continue to enjoy the benefits beyond the life of the campaign?

**2) Institutional and Management Support Arrangements**

The Beyond 2015 campaign has developed organically over a four-year period and it is clear that the rapid expansion of members has not always been matched with a similar increase in the Secretariat. The campaign has recently revised its organizational structure with focus on increasing the regional capacity and coordination. With the campaign coming to an end, it might be difficult to introduce radical changes in the governance structures. Still, **the review finds that some structures, organisations and individuals must take a stronger leadership in order for Beyond 2015 to achieve its expected goals.**

**International Secretariat**

The International Secretariat consists of a management, finance and the advocacy and membership team with staff based in South Africa, Belgium, the UK and the USA. Its main responsibility is to facilitate and support collective advocacy at national, regional and international levels. The secretariat leads and supports collective lobbying in collaboration with members, engages in strategic partnerships and supports the executive committee. The International Secretariat plays a crucial role in fundraising, grant management, monitoring and evaluation, communication as well as financial administration. The International Secretariat is also responsible for linking national, regional and global stakeholders and providing support to working groups and task forces.

Both members and external stakeholders find that the International Secretariat has been extremely responsive to requests and suggestions. Stakeholders describe the secretariat as constructive and respectful and good at managing challenging and complex policy processes which include many different stakeholders. Some members recommend that the International Secretariat assume an even more proactive and instrumental role, in particular in relation to coordination and policy processes. **The review believes that members have sufficient trust and confidence in the campaign, allowing the International Secretariat to take a stronger leadership in certain areas in the final stages of the campaign.**

**The Executive Committee**

The Executive Committee is mandated to provide leadership to the Beyond 2015 campaign and represents the campaign at the national, regional, international and relevant external fora. The committee also provides guidance to the International Secretariat on strategic priorities and daily management issues. The Executive Committee clearly has a crucial role in the campaign, but decisions are not communicated visibly and most members are unaware of the work of the committee. The review finds the lack of communication particular worrying, due to the lack of a common vision for the future. **Members of the Executive Committee must urgently take responsibility for promoting transparency about its work, and take leadership of a member-led process defining an exit strategy.** The lack of strong leadership from the Executive Committee could potentially lead to frustration and disengagement among members and thereby the damage the reputation of the campaign.

**Regional Coordinators**

Since early 2014, the campaign has been able to employ full-time Regional Coordinators with the objective of strengthening the linkages between national and global levels of the campaign, and enhancing capacity to support regional advocacy initiatives. It is still to early to assess the impact of the Regional Coordinators, but national members has clearly requested enhanced regional capacity, so this move most be warmly welcomed. Still, the review finds that more organisations and individuals must be given space and opportunities to undertake concrete activities within the regional structures. **Consequently, the review recommend that the regional task forces promote a more shared and participatory leadership, e.g. appointment of ad-hoc working groups implementing specific tasks.**

**The European Task Force**

The European Task Force is clearly the strongest and most organized of the regional hubs. The European members of Beyond 2015 often have offices or take part in other coordination meetings at Brussels level. The task force has also strongly benefited from a part-time regional coordinator from early stages. Consequently, the coordination has been relatively smoother than in other regions. The European Task Force has been very successful in lobbying regional decision makers; European Commission, EU Parliament, Council and EEAS, and has become the reference point for civil society on post-2015 in Europe. But several stakeholders also find that the European Hub is somewhat disconnected from the rest of the campaign, following its own agendas and policy processes. **The review recommend that the European Task Force take stronger notice of the limited resources in other regions and seek to enhance collaboration and cross-fertilization across regions when possible.**

**UN Working Group**

The UN Working Group was previously dominated by a few organisations with own resources and the internal transparency was limited. But the International Secretariat has managed to deal with these challenges and today **all stakeholders acknowledge that the UN Working Group has managed to manifest itself as one of the greatest successes in the campaign**. There is clear evidence that the UN Working Group has a strong and credible reputation in the UN system and among governments. The working group’s sustained engagement in the Open Working Group, with regular responses to drafts, participation in sessions and continuous outreach meetings with negotiators ensured that key Beyond 2015’s targets were reflected in the Open Working Group’s Outcome Document on SDGs. The hiring of a full-time Advocacy Director has contributed tremendously to the group and has improved the quality of the advocacy work in general.

## 3) Beyond 2015 Campaign Achievements

**Mobilization**

The Beyond 2015 campaign has mobilized more than 1,200 civil society organizations worldwide in more than 130 countries. The campaign has Regional Coordinators in the five regions and 39 countries, and a number of well functioning Working Groups and Task Forces, including a strong presence in New York. These structures have helped Beyond 2015 to become a much more effective advocacy campaign in 2014. **The review find that all countries and regions in principle have been given the opportunity to participate in the discussions, dialogues, lobbying and engagement on the post-2015 agenda.**

**One common platform**

The Beyond 2015 campaign was founded by 5 CSOs from 3 countries in November 2010 and has since grown dramatically in numbers. In December 2012 the campaign included 577 CSOs from 95 countries and one year later the number had grown to 903 CSOs in 117 countries. The decision to work in three languages; English, French and Spanish has been particular important to bridge the language gap between regions and the campaign currently has more Southern members than from the North. The Beyond 2015 campaign has also entered into strategic partnerships with other key civil society networks, e.g. CAN-International, CIVICUS, GCAP, IFP and Participate. **The review find that the creation of one common civil society platform has strengthened and institutionalized the role of civil society in the post-2015 negotiations.**

**Capacity building**

Capacity and resource constraints have posed seriously limitations to the southern members full participation and many members have been unable to raise funds for their own participation and activities. Still, the review finds that the campaign has been successful in strengthening the links between organizations participating in the campaign as well as building capacity to southern organisations. The support from Beyond 2015 has enabled members to take collective action in advocating for the post 2015 agenda. **The review find that members of the Beyond 2015 campaign are better informed and are able to work collectively at national, regional and international levels. They also have access to the highest levels of intelligence to guide them through processes.**

**Substantial influence**

The Beyond 2015 campaign has consistently contributed to the intergovernmental negotiations and there is strong evidence that the Beyond 2015 campaign has influenced many of the relevant UN processes and negotiations. It is impossible for this review to document all the examples of influencing. In 2012 alone, it is estimated that the campaign was represented at over 100 events worldwide. In 2013 and 2014 the number of events have increased substantially. But key UN processes include; the Rio+20 Summit, High-level Panel of Eminent Persons, the UN thematic consultations, Open Working Group, and several outcome documents from UN General Assembly and reports from the UN Secretary-General. **The International Secretariat has analysed many of the UN outcome documents in details and has recorded many direct inspirations from Beyond 2015 positions.**

**From national to global influence**

The Beyond 2015 campaign has successfully influenced the UN inter-governmental process by mobilizing national CSOs to directly lobby their government representatives at the national level and to support specific campaign positions. This approach has been extremely effective and national governments and regional groupings have often arrived to the global intergovernmental negotiations already supporting Beyond 2015 positions. In 2014, the campaign launched the ‘Supportive States Initiative’, which has identified seven member states that are sympathetic to and supportive of Beyond 2015 values and positions and therefore likely to take progressive positions in the intergovernmental process. In the coming months, the campaign will give priority to strengthen the coordination between New York and the national hubs on supporting this initiative.

This year, the Beyond 2015 campaign will also start the ‘Pincer Movement’ which aims to capitalize on the structures at the global and national levels. Going forward the Advocacy Director in New York will strengthen the coordination with national lead agencies and focal points at the national level, ensuring that key messages reach the key governments and the key times, both in New York and in the capital. Regional coordinators will have a key role ensuring that national lead agencies and focal points are aware of the key messages coming from the global campaign, and that they reinforce the messages at the capital level (and vice versa). **The review find that the ‘Supportive States Initiative’ and the ‘Pincer Movement’ has strong potential to streamline the campaign messages and thereby enhance the impact.**

**Research and documentation**

The Beyond 2015 campaign and the Seed Institute of Kenya has coordinated the Participate initiative, which brings 18 research organizations who are involved in participatory research projects in more than 30 countries and connects unfiltered voices of those who are affected by poverty and injustice. The aim of the Participate initiative was to get an in-depth understanding of how people living in extreme poverty and marginalization experience change in their lives, and the different factors that contribute to either negative or positive change. **There is some evidence that the Participate initiative has brought the perspectives of the poorest into the post-2015 debate by engaging with UN and Governments as well as policy makers at different levels.** But it would take a more comprehensive review to assess the specific impact and value of the Participate initiative.

**4) Lessons learned**

A key objective of this mid-term review is to document lessons learned from the first four years. Although being in the final stages of the campaign, it is still the ambition to learn from the positive and negative experiences and to take corrective actions, change procedures and inform current and future projects. This section summarizes some of the important lessons learned

**Effective communication**

Global campaigns with huge numbers of members, working in different languages and in different time zones is extremely challenging to coordinate and needs well functioning communication systems. Several stakeholders have highlighted lack of communication as a challenge in the campaign. A 2014 survey finds that many members have no or little awareness of the work of the Beyond 2015 campaign. Several respondents in the mid-term review also point to an information gap between the campaign and its members. The Secretariat is committed to improve its communication in the coming months, but should ideally also engage in a quick lessons-learned process in order to introduce the most effective changes. **The secretariat could e.g. establish a fast-working and time-bound task force on ‘Effective Communication’ and request member organisations to allocate relevant resource persons to contribute to the task force**.

**New faces versus new perspectives**

The Beyond 2015 campaign has deliberately taken a bottom-up approach and given priority to civil society representatives with direct knowledge and experience of poverty and injustice. This has clearly given the campaign a strong legitimate voice in the negotiations. The Beyond 2015 campaign has successfully introduced many new faces and spoke persons into the post-2015 campaign. There is also evidence that the campaign has provided space to representatives with in-depth knowledge and experience, and not just promoting the usual suspects. While this is an important achievement, the campaign must not fall into tokenism and promoting new faces (only). The credibility of the campaign often relies on personal performances of its spoke persons. **Consequently, the campaign should focus on promoting new perspectives and ideas presented by the most relevant and best articulated spoke persons.**

**Potential for popular mobilization**

Some stakeholders argue, that the Beyond 2015 campaign could have enhanced its influence by engaging more strongly in popular mobilization campaigns. This would naturally have required more financial and human resources and it would have risked drawing attention from the advocacy work. Still, the Beyond 2015 has experienced some success with the virtual campaign #Aimhigher. Last year, a Thunderclap to “call on world leaders to #aimhigher2015 to put people and the planet at the centre of the #post2015 #SDGs” was endorsed by 68 organisations, joined by 387 supporters, and had a combined social reach of 699,459 people. Weekly views on Beyond 2015’s Twitter account #aimhigher2015 shot up to 37,000 during UNGA week, compared to a maximum weekly view of 7,703 in the preceding three months. **The potential for popular mobilization is clearly present in a campaign with more than 1250 members, and could ideally have been explored even further.**

**5) Challenges**

**Shared and participatory leadership**

The international secretariat has been relatively slim compared to the substantial member base and the huge number of external stakeholders involved in the campaign. Although this has enabled the international secretariat to move fast, it has also limited the coordinating role of the secretariat. A 2014 survey finds that many members feel the Beyond 2015’s structures are not sufficiently resourced, transparent and inclusive. **This suggests that the campaign must urgently improve the internal communication and could gain from enhancing the collaboration and cross-fertilization across countries and regions**. In particular the regional coordinator structure is very dependent on personal capacities and the regional working groups could potentially contribute by promoting a more shared and participatory leadership, e.g. appointment of ad-hoc working groups implementing specific tasks.

**Lack of funding**

Although the campaign has not meet its original financial targets, the international secretariat must be commended for the growth from a small budget of roughly €20,000 in 2011, to mobilize over €700,000 in 2013. In 2014, the budget grew further to roughly €1.3 million, enabling the campaign to increase its support at national, regional and global level. During 2014, the campaign provided sub-grants, ranging from €4,000 to €9,000, to 31 of the lead agencies in Africa (5), Asia (6), Latin America (9), Europe (5), North America (1) and the Pacific (5) for national level advocacy. Still, **a fulltime fundraiser at the international secretariat could potentially have raised additional funds, which much sooner could have supported members and building capacity.**

**Need for stronger intelligence**

While the Beyond 2015 campaign has continuously shared political intelligence, in particular within the regional working groups, the 2014 survey indicates that the campaign must put much more resources into political mapping and intelligence gathering in the coming months. It is part of Beyond 2015’s political strategy to ensure a stronger coordination between the Advocacy Director in New York and national lead agencies and focal points at the national level. Consequently, the campaign must put much more human resources into political mapping and intelligence gathering during the negotiations, and acting upon it. **The Advocacy Director could e.g. take responsibility for developing and/or strengthening existing on-line political mapping tools in which members can contribute with the latest intelligence from national governments.** Such a tool would provide the campaign with a strong foundation for lobbying during the intergovernmental negotiations.

**6) Conclusion**

The mid-term review find strong evidence that the Beyond 2015 campaign in a period of only four years has become a key actor in the post-2015 negotiations and has achieved significant influence and results. The Beyond 2015 campaign has effectively expanded the space for civil society in the post-2015 negotiations and external stakeholders finds the campaign professional, constructive, flexible and very influential.

The review finds that the Beyond 2015 campaign in its fourth year has manifested itself as a global campaign. The Beyond 2015 campaign is well known and respected and has access at all levels, from national, regional to global, and promotes a coherent global civil society voice. **Considering the challenging nature of coordinating a global, complex and diverse civil society campaign, the Beyond 2015 campaign is evidently a unique achievement.**

This year, Beyond 2015 has entered into the final and crucial phase of post-2015 negotiations, and the campaign must capitalize on previous years political investments. After the post-2015 Summit in September, the Beyond 2015 campaign will cease to exist, but the work is far from complete. **All members of the campaign have a responsibility to utilize the lessons-learned from the Beyond 2015 campaign - in existing or new global civil society platforms, which will work on the new post-2015 framework.**

**7) Recommendations**

**A. Beyond 2015 must capitalize on its political investments**

The Beyond 2015 campaign must capitalize on its political contacts and investments, by promoting coordinated advocacy messages in New York and in the capitals, in advance of and during the intergovernmental negotiations. It is vital that the campaign - both individually and collectively - invest all available resources at national, regional and global levels in this final year of the post-2015 negotiations. The coming months will determine to what extent the Beyond 2015 campaign has been influential and civil society cannot afford to miss this important opportunity.

**B**. **Beyond 2015 must develop a roadmap for the rest of 2015**

The international secretariat must urgently develop a comprehensive and detailed roadmap for 2015, which include objectives, positions, resources, activities, deadlines and a clear division of labour among the different working groups. A roadmap for 2015 must provide guidance on how individual members best can contribute to national, regional and global level advocacy, and it will improve the impact and visibility of the campaign. A roadmap for 2015 will also reconfirm the trust and confidence of members in the collective work of the campaign.

**C. Beyond 2015 must promote shared leadership**

It is vital that the Beyond 2015 campaign effectively involve all constituencies at national, regional and global levels to ensure that more organisations and individuals taken active leadership and promote actions on behalf of Beyond 2015. All working group must promote a shared and participatory leadership in order improve efficiency and impact. Regional coordinators are encouraged to delegate tasks to working group members and develop a clear division of labour for the coming months of actions.

**D. Beyond 2015 must have an exit strategy**

The Beyond 2015 Campaign has developed a unique platform for CSO information sharing and coordination, which must be sustained when the campaign is resolved. The Beyond 2015 campaign must develop a clear exit strategy for how to continue without the support from the international secretariat. Some members see a need for an ‘Exit Conference’ with all relevant stakeholders to discuss a common vision for the way forward. The Executive Committee must take a strong leadership and should urgently clarify the process and ensure that the exit strategy is developed in an open, inclusive and transparent process with all relevant stakeholders involved. A lack of clarity risks undermining the ownership to the campaign and thereby also the quality and impact.