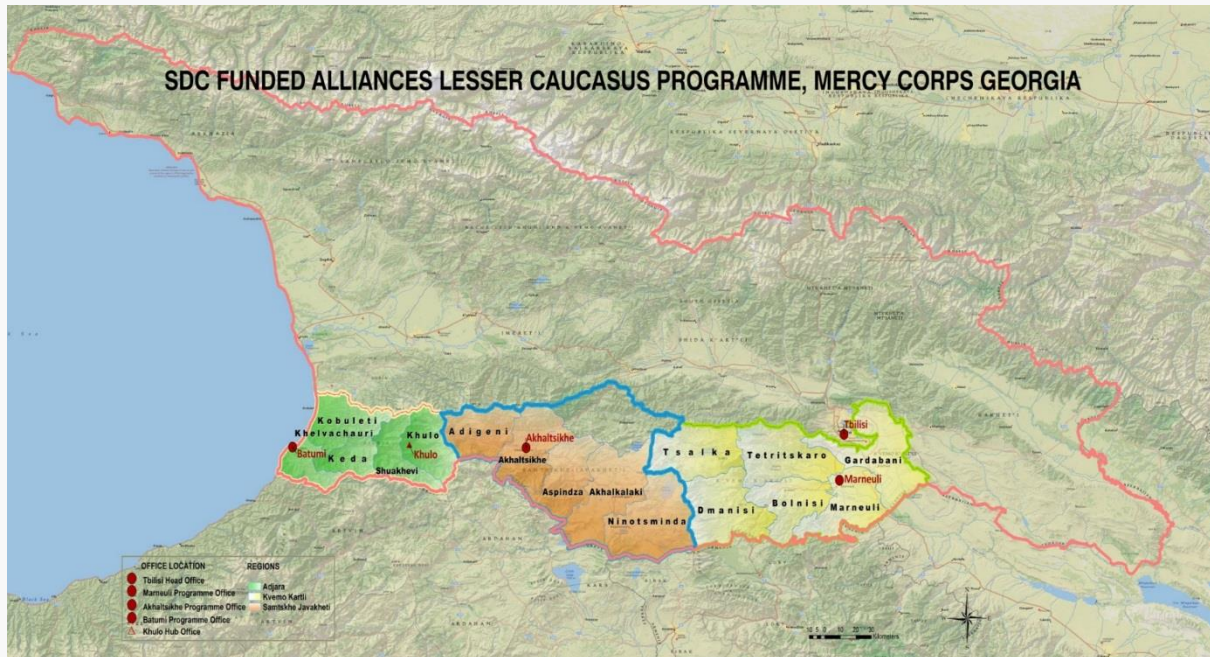


> Guidance from the field: The Investment Manual of the Alliances Lesser Caucasus Programme

A BEAM Exchange webinar

7 December 2016



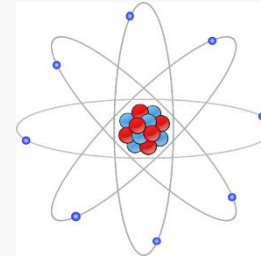


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> The Alliances Investment Manual: Multiple Functionality



Tries to codify facilitation or ‘gut feeling’ an overarching theme throughout. Particularly in relation to the programme Business Development Officer and client relationship and processes.

Tries to explain the actual ‘how to’ of structuring the relationship and deal at the centre of an intervention and provides the processes and the tools to enable this to happen.

Balances the ‘have to’ with the ‘want to’. Compliance and due diligence and accountability versus programme aspiration and intent.

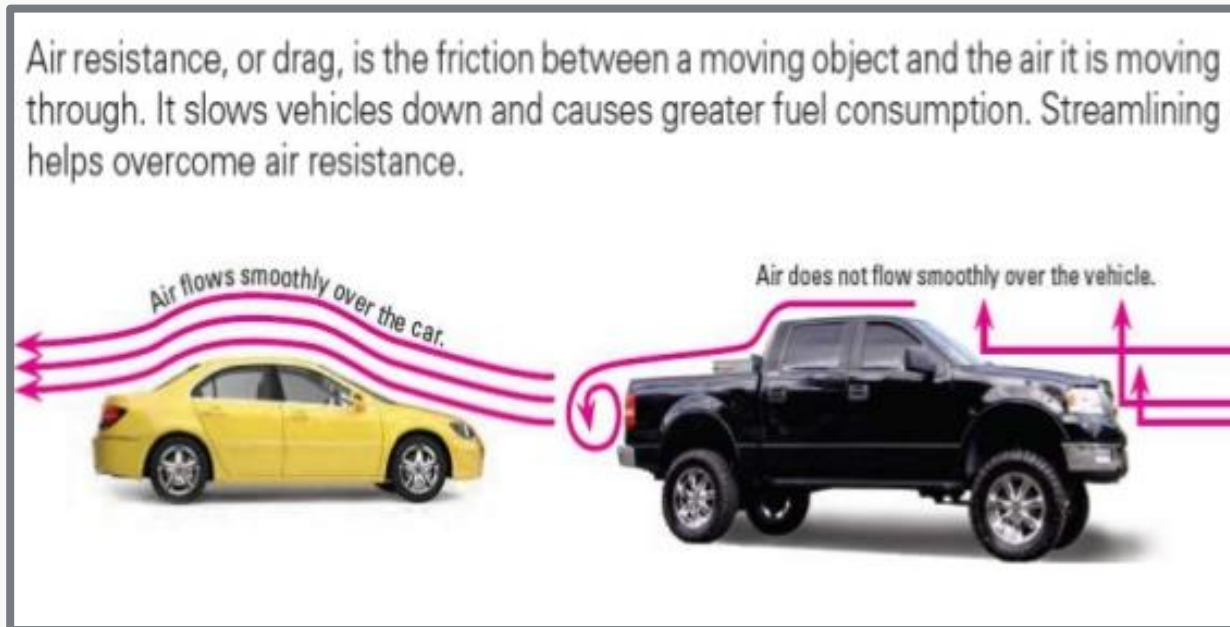
Negotiates & bridges the complex development environment specific to Alliances. Between donor, the implementing organisation and the field implementation team.

Provides a methodological fixed point within a matrix of other fixed points steering the programme i.e. Gender and WEE guidelines, Monitoring and Evaluation Manual/System and Reports which provide the founding principles, tools and feedback mechanisms of the programme.

> Streamlining: Minimize Resistance Maximize Efficiency

Programmatic Requirement: To maximize flexibility and space in implementation

Operational Requirement: Rigour and accountability in operations, implementation and reporting



> The Alliances Investment Manual: Negotiation over Time



FRONT ENDED: Programme Outlook: Intense & Defensive, Introverted, Resistance High (2008-2013)

Evolving processes

Market analysis and First Manual 2011

Building relationship with donor & feedback mechanisms and results



NEGOTIATION: Programme Outlook: Energetic, Protective, Outgoing, Resistance Variable & Usually Improving (2014/2015/16)

Rewriting of manual 2015 (current) DCED audit increased external accountability and M & E Manual

Growth in experience/feeling based on 'that's what we do' which needed putting into words for others, SDC need for more accountability, growing MSD community of practice wanting transferable 'how to'.



BOLSTERING: Programme Outlook: Careful & Confident, Driven, Generally Streamlined but New Outreach means New Resistance (2016 – and beyond)

Longevity allows for more codifying of the 'how to'.

Mechanisms are in place, 'development operating environment' settled more streamlined programming

➤ **The Alliances Investment Manual: Who uses it? How and when?**



> The Alliances Investment Manual: What Next

www.acip.ge/downloads [ALCP Manuals and Tools](#)
[Beam Exchange Library](#)



Favourite bits: Part 4 & 5 Co-investment Practice, including additional funding, risk management, negotiation practice and guidance.

Work Flow Diagram

A LIVING DOCUMENT IT NEEDS UPDATING...

> Further Information



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