HOW EFFECTIVE ARE INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS?

A study of International Non-Government Oroganization Support of the Development Effectiveness Agenda

CSO Partnership for Development Effectiveness

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A study of INGO Support of the Development Effectiveness Agenda

EXECUTIVE SUMMARY

In the run up to the second High Level Meeting of the Global Partnership for Development Effectiveness (GPEDC) at the end of 2016, it is timely to carry out an assessment of the level of support and recognition that the effectiveness agenda still generates at different levels. Understanding the traction that the effectiveness agenda has among International Non-Governmental Organisations (INGOs) may be instrumental in mobilizing renewed interest in the light of the challenges stemming from the implementation of the 2030 Agenda.

This study takes place within the activity framework of the CSO Partnership for Development Effectiveness (CPDE) INGO constituency group and is part of a broader global reflection by CPDE on CSO effectiveness. The study aims to provide a snapshot of whether INGOs still find the development effectiveness agenda relevant; how INGOs are implement effectiveness principles in practice and what INGOs think about the role and future mandate of the Global Partnership for Development Effectiveness (GPEDC) as well as the relevancy and representativeness of the CPDE. The study does not attempt to provide a comprehensive assessment of INGO implementation of the development effectiveness principles, which would require an independent external evaluation outside the scope of the Terms of Reference. Instead it forms part of a self-assessment exercise and is based on a survey and interviews with experts working in nine International NGOs.

MOVING FROM PRINCIPLES TO PRACTICE

The results of the study show that INGOs are aware of the effectiveness principles and are incorporating them into their own practices – albeit to varying degrees. While the organisations surveyed provided a wealth of case studies and best practice examples, neither of these appears to be consistently shared within the sector.

The findings would indicate that INGOs are successfully mainstreaming the effectiveness principles into their programmatic activities, however less so within their policy, advocacy and campaigning work. Less than half of the INGOs surveyed are including gender analysis, environmental sustainability and transparency in their advocacy and campaigning strategies.

The majority of INGOs are integrating core principles such as a human rights based approach, gender equality, transparency and access to information into their internal policies and practices. However the principles of democratic ownership, environmental sustainability and accountability towards multiple stakeholders are proving more challenging to implement.

CHALLENGES AND ENABLING FACTORS FOR PROGRESS

INGOs highlighted that donor funding and reporting requirements can have a significant impact on how the sector practices accountability and effectiveness. An organisational reliance on restricted funding from official donors can engender an emphasis on programmatic quality, donor reporting requirements and the need to deliver short-term results. As a result organisations will tend to be more accountable to the donors that fund them, rather than to the communities or affected populations with whom they work.

The extent to which an organisation is centrally governed, has strong leadership commitment to effectiveness principles or has developed common internal policies and mechanisms would appear to have a significant impact on its ability to implement this agenda across the organisation, including at local level. These issues are of particular importance, given the increasing number of INGOs that are devolving their governance structures.

Equitable partnerships is an area where INGOs are most acutely aware of their changing role in the development landscape and they recognize the need to be honest about the nature of their partnerships with local actors. The issue of INGO funding and how this impacts on the power dynamics of relationships with local partners is perceived as one of the main barriers to change in this area. Many respondents cited a dependence on donor funding as limiting strategic support to partners. Other factors included an over-focus on risk avoidance and compliance, where local partners can be perceived as being risky; competition between national CSOs and INGOs over financing; and leadership skills and attitudes within organisations that fail to promote equitable partnerships.

RELEVANCY OF EFFECTIVENESS PRINCIPLES AND GPEDC'S ADDED VALUE

INGOs consider that the Busan principles of country ownership, a results focus derived from local priorities, inclusive development partnerships and transparency and accountability continue to remain relevant within the context of the 2030 Agenda for Sustainable Development. However for the GPEDC to remain a relevant platform for engagement, it must ensure that it aligns its purpose with the mechanisms for both the Sustainable Development Goals (SDGs) and the Financing for Development (FFD) outcomes and clarifies its added value within that framework.

INGOs emphasized the importance of the GPEDC's role in monitoring implementation of commitments on effective development cooperation offering a unique tool to hold stakeholders, particularly governments accountable for their commitments. More efforts are needed to provide meaningful evidence on what makes development cooperation effective and to strengthen international commitments by linking global and national discussions and ensuring these are grounded in existing consultation and accountability mechanisms at country level.

The role of the Global Partnership as a multi-stakeholder platform, enabling CSO engagement in policy dialogue as reflected by civil society's equal role in its governance structure, was also identified as a priority. However organisations highlighted limited resources and competing processes and platforms as factors limiting their capacity for engagement with the GPEDC. For many, the extent to which governments are investing in the Global Partnership and its ability to demonstrate change in development practices is a key driver in determining their organisational engagement.

CPDE'S ROLE IN THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION

The majority of INGOs are aware of the activities of the CSO Partnership for Development Effectiveness and highlighted CPDE's success in building a broad coalition of grass-roots, local, national and international civil society organisations working in this area. INGOs emphasized CPDE's important role in updating and consulting its membership on on-going discussions within the Global Partnership and influencing policy at global and country levels while recognizing the challenges that this represents.

However just under half of the respondents surveyed felt that the INGO constituency was not sufficiently represented within CPDE with a number of organisations expressing concerns that by acting as a "gatekeeper" the CSO Partnership is restricting broader CSO participation within the GPEDC. It was suggested that the CPDE reaches out beyond its current membership base, enables CSOs to engage more freely in the Global Partnership, channelling or amplifying these initiatives where appropriate and possible.

Tibet
Indien
Iran
Arab.
Ceylon
Aquator
Sudan
Kenia
Angola
INDISCHER
OZEAN

OBJECTIVES

This short study summarises the findings and conclusions of a self-assessment of the level of support from the INGO community for the development effectiveness agenda. It takes place within the activity framework of the CSO Partnership for Development Effectiveness (CPDE) INGO constituency group and is part of a broader global reflection by CPDE on CSO effectiveness. The study aims to increase CPDE's understanding how development effectiveness principles, as applied to civil society, are reflected in the way INGOs function, both internally and externally and in particular at local level in the countries where they operate. It examines the individual perceptions of INGO staff members on the role and future mandate of the Global Partnership for Development Effectiveness (GPEDC) as well as the relevancy and representativeness of the CPDE.

BACKGROUND

The Global Partnership for Effective Development Cooperation (GPEDC) is a multi-stakeholder forum bringing together governments, bilateral and multilateral organisations, civil society and representatives from parliaments and the private sector to strengthen the effectiveness of development co-operation. At the Fourth High-Level Forum on Aid Effectiveness in Busan in 2011, the GPEDC agreed a set of shared principles, goals and commitments for effective international development (see Busan Partnership Agreement in annex 1).

As a global CSO platform, CPDE has been participating on behalf of civil society organisations (CSOs) in the GPEDC since 2012 and advocates for increased effectiveness in development cooperation policies and practices as these relates to the accountability of governments and civil society organisations themselves. In 2011, following extensive worldwide consultations at national, regional and international levels, civil society organisations agreed the Istanbul Principles as a framework to guide their effectiveness as independent development actors in their own right. The principles focus on a number of key areas – the respect for human rights and social justice, gender equality and women and girl's rights, people's empowerment, democratic ownership and participation, equitable partnerships, environmental sustainability and transparency and accountability to multiple stakeholders. These Principles are outlined in full in annex 2.

METHODOLOGY

This short study summarises the findings and conclusions of a self-assessment of the level of support from the INGO community for the development effectiveness agenda. It takes place within the activity framework of the CSO Partnership for Development Effectiveness (CPDE) INGO constitue This study has been carried out to both raise awareness of the effectiveness principles and stimulate internal discussion on the extent to which INGOs are implementing them. Therefore the process of conducting the study and sharing its findings is just as important as its results. It provides INGOs with an opportunity not only to engage in internal discussion and reflection on their own effectiveness, identifying ways in which this could be strengthened and barriers to change, but also to share best practice. All the organisations that have engaged in the survey have asked to receive a copy of the study.

The approach focused on gathering expert views and opinions from focal points working in relevant areas within the INGO sector. Focal points were identified and encouraged to reach out to colleagues within their organisation for further information and to provide examples, web links or case studies highlighting best practice in particular areas as identified by the survey questions. An INGO Peer Review Group was established to provide guidance and feedback on the structure of the survey and relevant contacts to approach within organisations.

The study is based on a participatory, self-assessment approach and the data and information collected on which the findings are based were collected through the following methods:

- An on-line survey was sent to 45 stakeholders across the INGO sector in February 2016.
- Twelve (12) structured interviews based on the survey questions were carried out with INGO respondents during the period April to May 2016. A total of nine INGOs engaged in the self-assessment process. The survey questions and a list of organisations, which have engaged with the survey process, are outlined in annex 3.
- A SoGo Survey data report summarized INGO responses, attached in annex 4.
- Desk research including the Practitioners Activity Guide and implementation toolkit developed by the Open Forum on CSO Development Effectiveness on how organisations can put development effectiveness principles into practice. ncy group and is part of a broader global reflection by CPDE on CSO effectiveness. The study aims to increase CPDE's understanding how development effectiveness principles, as applied to civil society, are reflected in the way INGOs function, both internally and externally and in particular at local level in the countries where they operate. It examines the individual perceptions of INGO staff members on the role and future mandate of the Global Partnership for Development Effectiveness (GPEDC) as well as the relevancy and representativeness of the CPDE.

KEY FINDINGS ON INTERNAL EFFECTIVENESS

PROMOTING HUMAN RIGHTS AND SOCIAL JUSTICE

When asked how their organisation promoted human rights and social justice, the majority (78%) of respondents said that their organisation used a human rights based approach in their policy, advocacy and campaigning work. Over two thirds (67%) said their organisation used a human rights based approach in programming and relationships with affected communities; and through specific internal policies and practices. Many respondents provided information and links to internal guidance documents or organisational strategies, for example Oxfam's Quick Guide to Rights-Based Approaches to Development, WorldVision's Development Programme Approach and Plan International's Child-centred Community Development Approach (see Box 1 below). As the respondent from ActionAid noted "Our identity since 2004 has been as an organisation that promotes this foremost in our work and it explicitly guides our work – it's the foundation of everything we do."

Many see their organisation's traditional focus on providing essential services – such as health and education - as shifting, to encourage local self-managed solutions as part of a human rights based approach. One respondent highlighted how his organisation has made a conscious, strategic decision to pull back from providing services in the countries where it works "[service delivery] is often a way to get into new communities and there is also a lingering hangover that communities expect this from us but we are definitely moving away from this model toward a human-rights based approach."

BOX 1
Plan International's Child-centred Community Development (CCCD)

Plan International's vision is of a world in which all children realise their full potential in societies that respect people's rights and dignity. The Child-Centred Community Development (CCCD) approach is Plan's translation of this vision into the practice of international development. CCCD is a rights-based approach. It is not limited to any technical sector of development and it is not confined by ideological or religious boundaries. It relies on the collective action of civil society to generate the empowerment of children to realise their potential, and on the actions of states to live up to their obligations under the UN Convention on the Rights of the Child. Although the term CCCD implies a focus on the community, the approach incorporates an understanding that meaningful changes in the lives of children require social, political, economic and cultural changes at many levels, transcending community and even national level boundaries.

Organisations perform less well on promoting human rights and social justice by using indicators that reference human rights standards for programme assessments and evaluations (56%) and through research which references human rights standards (44%).

CONTENIDO

BOX 2
ActionAid's Feminist Leadership Training

"[The programme] focuses on top levels going through training that puts forward an idea of feminist leadership, not only on women's rights but a way of approaching democratizing the way we practice inclusion and are aware of how power dynamics work within our organisation". ActionAid's Guidance Note on Good practice approaches for engaging with social movements for women's rights shares learning from the DFID PPA Women's Rights and Social Movements Pilot Project.

SUPPORTING GENDER QUALITY AND PROMOTING WOMEN'S RIGHTS

When asked how their organisation is supporting gender equality and promoting women's rights the majority of respondents said that their organisation is taking women's empowerment and gender equality into account in their programming (78%) and by including women's rights issues in their internal policy and organisational practices (78%).

A number of respondents indicated that poor and marginalized women would be a focus of their organisation's strategic objectives within the context of Agenda 2030 and the Sustainable Development Goals (SDGs). As the respondents from Oxfam noted "When women and girls are able to make their own choices and exercise their collective voice, and when institutions address their needs and interests, gender justice will be achieved. For that reason it is important for women to be supported in developing their own visions and strategies for change, and in building the organisations and movements required to affirm that achieving women's rights is a foundation for all development goals."

The majority of organisations surveyed have established internal working groups examining recruitment practices and staff salaries to determine levels of representation by women within the organisation and identify pay gaps among staff of the same level. CARE International has institutionalized this approach and is gathering internal organisational data disaggregated by country, region and country office to track hiring practices.

The respondent from ActionAid highlighted how his organisation has shifted towards mainstreaming gender equality and women's rights across the organisation, including at country level. He cited the recruitment of women into senior leadership roles within the organisation, supported by a programme of feminist leadership training as major factors contributing to this change process – see Box 2.

Just under half of the organisations surveyed (44%) are including gender analysis in their policy and campaigning work, but only a third are including women's empowerment and gender equality in their research activities.

ENSURING PEOPLE'S EMPOWERMENT, DEMOCRATIC OWNERSHIP AND PARTICIPATION

The majority of respondents (89%) felt their organisation was ensuring people's empowerment, democratic ownership and participation in the countries where they are working, through the direct engagement with affected populations in the development of their policies, advocacy campaigns and programming activities. 78% of organisations are carrying out participatory research methodologies that empower communities, and over 67% are involving affected communities in the prioritization and review of service delivery activities.

Many respondents have incorporated this approach into their organisation's internal programming guidance, such as World Vision International's Development Programme Approach outlined in Box 3. CARE International has mainstreamed stakeholder participation into its programming activities and is developing cross-organisational indicators, which will enable it to gather more data.

In terms of the challenges of ensuring democratic participation by affected populations in its programming work, one respondent highlighted the "local accountability trap." His organisation faces difficulties in expanding its engagement beyond the community and district levels to identifying and working with partners at the national level in order to facilitate coalitions that promote accountability between state and non-state institutions.

Another highlighted the impact of donor practice on his organisation's ability to use participatory research methodologies that empower communities: "in practice our restricted funding comes with the expectation from donors that we will do research papers with a conventional standpoint, in other words by hiring a consultant to write a report so we do end up reverting to type. Instead we want staff to work with communities to formulate original ideas for change."

Just over half (56%) of the respondents surveyed indicated that their organisation directly engaged stakeholders in determining the INGO's priorities, however this would appear to depend on the type of activity and level of decision-making. For example organisations tend to practice "downward accountability" to affected communities and local partners on their programming activities at country level and "upward accountability" to internal governance bodies and donor communities on their national or global strategic planning.

BOX 3
World Vision International's Development Programme Approach (DPA)

The DPA works to empower communities to identify and analyse barriers to child well being and co-create plans to address these issues. WorldVision staff work collaboratively with local community groups and partners to build a community-owned vision for child well being. This is the basis for selecting and adapting WV projects that can be implemented with local partners. Monitoring is shared by the community and partners, and is used to show how the community is progressing towards its own vision. This process empowers local communities with the information they need on their rights and entitlements. It includes a strong emphasis on analysing power dynamics, and builds the capacity of local communities to engage in constructive dialogues with service providers and local governments to hold them to account for the delivery of their entitlements.

PRACTICING ENVIRONMENTAL SUSTAINABILITY

A majority of organisations (78%) are practicing environmental sustainability through programming that strengthens the control of people living in poverty and marginalized groups over natural and other environmental resources (land, water, food, forests).

World Vision International's community programming approach enables communities to analyse the root causes of poverty and vulnerability, which includes identifying environmental hazards, through the use of "community hazard and vulnerability assessments". When environmental factors are identified as a root cause, then projects are initiated to strengthen or protect environmental factors, such as farmer-managed natural regeneration.

Just over half of the organisations surveyed (56%) are practicing environmental sustainability through internal policies and practice. A number of organisations are members of the Global Reporting Initiative, which allows for voluntary reporting on the economic, environmental, and social impacts of their activities, however they reported that this tends not to be widely or consistently practiced across organisations' membership structures.

One respondent highlighted the internal tensions between his organisation's practice of accepting corporate funding from international mining companies and its environmental principles. Although the organisation vets the companies it works with as part of its Corporate and Social Responsibility process, the practice has created internal tensions as other members of the organisation have refused to accept the funding.

A number of respondents highlighted austerity and budget cuts as being key drivers for changes in travel and consumption patterns rather than internal policy: "We have tried to set up systems … but recognize that working face-to-face is important, especially regarding the decentralisation of our teams and organisational structure."

Just under half of the organisations surveyed (44%) are including environmental sustainability and community resilience in their policy, advocacy and campaigning strategies.

PRACTICING TRANSPARENCY AND ACCESS TO INFORMATION

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BOX 4
WorldVision International's commitment to transparency

WorldVision has an open information policy and shares programming tools and resources on an open access website www.wvdevelopment.org. It has also developed a Programme Accountability Framework that guides all its programmes in sharing information, consulting with communities, encouraging participation and acting on feedback and complaints. The organisation has started publishing data on all its grants to the IATI Standard and is working on adding more funding streams, with plans to make this information publicly available on the IATI Registry and on WorldVision's official website www.wvi.org.

BOX 5
Oxfam - working
to strengthen accountability

Oxfam is a member of the INGO Accountability Charter and produces an annual accountability report with an annex that fulfils the Global Reporting Index (GRI) NGO supplement requirements. An Independent Review Panel assesses this report. Oxfam has committed to producing a yearly report in the countries where it works and the information is available in hard copy in appropriate languages and it organizes a public dialogue around the report. In the 2014-2015 report Oxfam is aiming to present a full picture of accountability efforts by all its affiliates.

PRACTICING ACCOUNTABILITY

The vast majority of organisations (89%) surveyed are practicing accountability and integrity by carrying out programming activities in support of social accountability initiatives such as citizen monitoring and participatory budgeting. 78% are engaged in national or international accountability frameworks. Specific NGO initiatives such as the INGO Accountability Charter , Sphere and the Core Humanitarian Standard were both mentioned as sectoral accountability frameworks that a number of organisations are either members of or voluntarily report to.

Just over half of the respondents surveyed think their organisations practice accountability through their internal policies (56%) and by enabling partner organisations and /or affected populations to hold them to account for their policies, advocacy or campaigning content and practices (56%), for example by sharing relevant information with stakeholder groups in a clear and accessible manner, ensuring the meaningful participation of partners and beneficiaries in various stages of the programme and project cycles and by implementing safe and reliable mechanisms for receiving, managing and responding to complaints and other forms of feedback.

However nearly all respondents emphasized that their organisations are predominantly accountable to the donors and supporters that fund them, rather than to the communities or affected populations with whom they work. One respondent highlighted that donor reporting structures have a significant impact on his organisation's accountability practices: "if it's in a log-frame yes, we do it, if we need to change internal policies we struggle more".

The short timeframes of donor-funded programming were also identified as a contributing factor towards donor-centric accountability. One respondent felt that as a result project timescales are too short to deliver the institutional change that is required and to incentivize INGOs to engage with affected communities and populations, which de facto requires a more long-term approach.

A number of respondents highlighted the challenges of having a consistent approach across their organisations, including member organisations or local offices and depending on the organisational structure. Strengthening accountability to multiple stakeholders has been a major priority for Oxfam, as outlined in Box 5.

ENGAGING IN COORDINATION

All the respondents surveyed stated that their organisation coordinates with local CSOs and other INGOs beyond their own affiliates for representation in policy dialogue with governments. The majority of organisations are also coordinating with local CSOs and other INGOs in programming or service delivery activities (78%).

PURSUING EQUITABLE PARTNERSHIPS AND SOLIDARITY

The vast majority of organisations surveyed are pursuing equitable partnerships and solidarity through mutual/co-learning initiatives (89%). Most respondents (78%) citied the provision of funding based on partner goals (with core institutional support where feasible); Partnership Agreements developed in dialogue; shared priorities for policy content and advocacy/campaigning strategies; and mutually agreed conditions to manage risk, monitoring and evaluation are ways in which their organisation pursued this goal.

The majority of respondents identified partnerships as an area where INGOs are most acutely aware of their changing role. One respondent thought that INGOs' intermediary role as a conduit of funds should change, but recognized that most organisations are struggling with this: "Moving our headquarters south was seen as a pragmatic way to get a balance of power and delegate decision-making, but the key is who handles the money. Very few organisations truly aim to "dissolve" themselves".

Most respondents recognized that local civil society partners need to be treated by INGOs as equal partners, not subcontractors, by including them in their organisations' key decision-making processes and making information on their operating budgets open and transparent: "we need to be really honest with ourselves as INGOs if we have real partnerships or not. […] Partnership is often

BOX 6
CARE International's Inclusive Governance Approach

CARE International recently invited peer organisations from the INGO community and southern partner organisations to attend an inclusive governance workshop to understand how it can best work with integrating inclusive governance into CARE's five 2020 Program Strategy outcome areas by working through strategic partnerships in civil society and linking local and global advocacy efforts

sub-granting, and a way for us to get the best local expertise at the lowest cost".

Another respondent highlighted that local partners can have greater credibility on the ground within their national context but at times can't openly challenge their government's policy without putting staff and operations at risk. She felt that INGOs should be more effective at vocalizing these concerns whenever this happens.

Respondents noted the issues of INGO funding models (dependence on donor funding often limiting strategic support to partners); an over-focus on risk avoidance and compliance, where local partners can be perceived as being risky; competition between national CSOs and INGOs over financing; and leadership skills and attitudes that fail to promote equitable partnerships are being among the barriers to change in this area.

Oxfam has developed six partnership principles to guide all of its work in long-term development, humanitarian response and disaster prevention, and campaigns and advocacy. CARE International is taking steps to engage peers and partners in its inclusive governance approach as outlined in Box 6.

ENGAGING IN COORDINATION

A majority of respondents surveyed consider that their organisation is sharing knowledge and carrying out learning through internal structures (78%) and through programming activities that safeguards local indigenous knowledge and cultural wisdom (78%). Less than half the organisations surveyed (44%) are building on local knowledge and wisdom through designated staff positions and funding. One respondent emphasized that "sharing information with communities is no news…it's much more difficult to get feedback into the organisation".

KEY FINDINGS ON EXTERNAL EFFECTIVENESS PLATFORMS

THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION

89% of respondents surveyed said they were aware of the Global Partnership and when asked to rank the GPEDC's most important activity among a list of four options, "monitoring implementation of Busan commitments for development cooperation" came top, followed by "providing a multi-stakeholder platform for engagement and policy dialogue" and then "influencing development cooperation practices in an open voluntary multi-stakeholder forum outside the UN". The role of knowledge sharing of best practice among different stakeholders was the least favoured option. One respondent warned against a perceived shift towards making this the platform's focus: "this should not be the intent of the GPEDC ….the Busan commitments need to remain at the heart of the institution".

A significant number of respondents wanted to emphasize the importance of the GPEDC's monitoring exercise as the "back-bone" of its work, offering a unique tool to hold stakeholders, particularly governments accountable for their Busan commitments. "More efforts are needed from the GPEDC to ensure this framework provides tangible and useful evidence to inform decision-making and leads the way to improving the effectiveness of development".

One organisation highlighted that the Global Partnership should strengthen the implementation of the Busan commitments at country level by linking global and country level discussions and ensuring these are grounded in existing consultation and accountability mechanisms at country level: "such an effort will be instrumental to ensure the agenda is living and truly owned by all relevant stakeholders in partner countries".

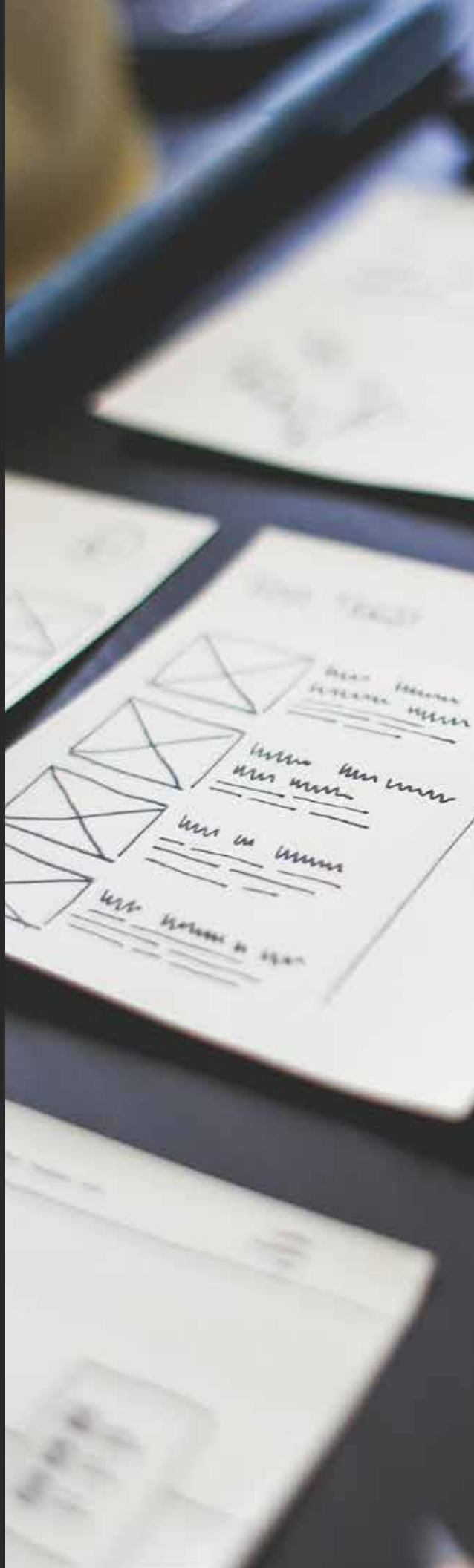
All the respondents surveyed thought that the Busan principles continue to remain relevant within the context of the 2030 Agenda for Sustainable Development. They also highlighted the importance of the GPEDC

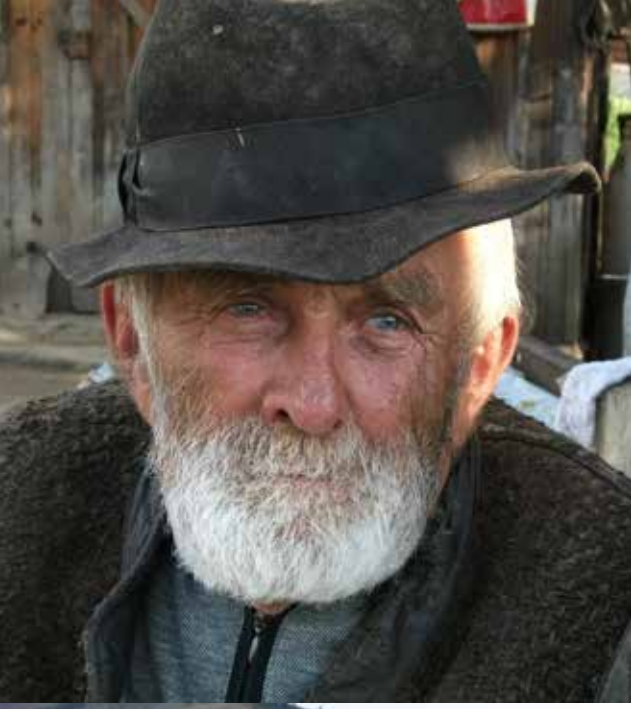
aligning its purpose with the mechanisms for both the Sustainable Development Goals (SDGs) and the Financing for Development (FFD) outcomes and to clarify its added value within that framework.

As one respondent noted "a key premise for Agenda 2030 is that each country is responsible for its own progress in reaching the SDGs. In this regard making sure that all development flows – including ODA - strengthen partner country institutions to lead these efforts will be fundamental. This is why the principle of ownership still matters so much".

A number of organisations stressed that effectiveness principles should be applied to all actors and all financing flows for development in order to monitor and achieve the SDGs. As one respondent noted: "the efforts of all stakeholders – governments, civil society, the private sector, will be needed if we stand a chance of achieving [this]. The principle of inclusive partnership is therefore highly relevant and so are the conditions that will make these partnerships work. These include transparency and accountability among stakeholders and an enabling environment for CSOs."

A number of respondents highlighted the importance of transparency and accountability and the need for better data to meet and monitor the SDGs, in particular at district level in order to increase impacts for vulnerable communities. One respondent was concerned that global indicators will become a "tick-box" exercise and emphasized the role of CSOs contributing their own data to national monitoring processes. He emphasized that INGOs should be enabling a stronger role by national partners within global platforms rather than dominating the discourse themselves to promote the organisation and its brand: "it shouldn't be about the logo! That throttles their voice and we are sometimes guilty of that".





SHOULD CSOS ENGAGE WITH THE GPEDC?

All respondents agreed that civil society should continue to be involved in the GPEDC, however many expressed a number of concerns, which are further outlined below. The majority of organisations highlighted the unique multi-stakeholder platform that GPEDC represents in enabling space for CSOs in policy dialogue at the global regional and national levels. This is reflected by civil society's equal role in the Partnership's governance structure: "Whenever we have a space, we should do our best to contribute". However others warned that this should not be a "box-ticking" exercise: "We need to assess if [involvement in the GPEDC] makes sense depending on whether the GPEDC is fulfilling its function and if governments are stepping up or not in this process." Another expressed concerns regarding the perceived political direction the GPEDC is taking "It is becoming more of a political/government institutions [process], with less voice for CSOs. It is time to get our voice heard for fair and mutual cooperation."

A number of respondents also stressed that CSOs should be mindful of their own development effectiveness: "There is an agenda, which includes rights and duties for all stakeholders [therefore] as a community we need to walk the talk".

In spite of this conviction, only two thirds of respondents said their organisation would be engaging on the GPEDC, highlighting limited resources and competing processes and platforms as factors limiting their capacity for engagement as well as concerns about the "power" that the Global Partnership has in enabling change. As one respondent noted: "The GPEDC needs to find its added value, how does it contribute to making development cooperation better? If it was perceived as powerful and governments were engaged then CSOs would go there. We go where the power is and where we can have most impact and this is not clear with the GPEDC".

Another flagged the lack of awareness of the Global Partnership by INGOs at the country level, linked to increased demands on country programmes: "it's too top-down and feels a bit academic ... I expect our Country Directors have never heard of this".

HOW EFFECTIVE IS THE CPDE IN REPRESENTING CONSTITUENCY VIEWS?

78% of organisations surveyed were aware of the activities of the CSO Partnership for Development Effectiveness, which was also recognized as one of the most representative and dynamic Steering Committee members of the GPEDC. CPDE's role in policy influencing at global level and efforts to ensure its constituency is updated on on-going GPEDC discussions and to ensure consultation with its constituency were specifically acknowledged by a majority of respondents.

Of the respondents aware of CPDE activities, just under half (44%) felt that the CPDE effectively represented the views of its constituency in GPEDC discussions. A significant number expressed concern that CPDE has taken the role of "Gatekeeper" for civil society participation within the GPEDC process and at the High Level Forums and feel this restricts inclusivity. As one respondent noted "CPDE has become a one-stop shop for CSO representation but there is a problem that there are other organisations which are not CPDE members and which have a contribution to make but they are not part of the governing body so don't get speaking slots or their policy positions are not included in the CPDE common position…it needs to reach out beyond its membership base".

The CPDE was criticized by some organisations as being perceived as having too many constituencies, while being controlled by a small number of dominant organisations. Another respondent felt that INGO voices were not sufficiently represented within the CPDE and warned that inadequate representation for INGO interests would result in a lack of engagement by the group as a whole.

The need for consensus and a "heavy representational structure" were highlighted by some respondents as reasons why CPDE's processes are sometimes seen as being too heavy and slow, preventing INGOs from engaging effectively. As a result, some organisations admitted to circumventing the CPDE in order to share positions in a timely manner.

One respondent questioned whether the CPDE is stretching itself beyond its core business by developing statements and positions when others are already doing this. Another identified the development of common positioning on GPEDC areas as being useful "but there needs to be proper consultation". It was suggested that CPDE should avoid trying to control spontaneous CSO initiatives but instead ensure there is space for CSOs to engage freely in the Global Partnership and to channel and amplify messages where possible.

CONCLUSIONS AND RECOMMENDATIONS

MOVING FROM PRINCIPLES TO PRACTICE

The results of the study show that INGOs are aware of the effectiveness principles and are incorporating them into their own practices – albeit to varying degrees - across all the areas included in the survey. The organisations surveyed provided a wealth of case studies and best practice examples neither of which appears to be consistently shared within the sector. As one responded noted, it would be mutually beneficial to do this in a more systematic way: "a lot is captured internally and in our reporting to donors but not shared within our own INGO community". National or regional NGO platforms could play an increased role in strengthening the sector and raising performance by convening members for peer learning as BOND's effectiveness and transparency team aims to do for the UK NGO sector.

The findings would indicate that INGOs are successfully mainstreaming the effectiveness principles into their programmatic activities, however less so within their policy, advocacy and campaigning work, where an organisation's brand management approach may be a more dominant factor. Less than half of the INGOs surveyed are including gender analysis, environmental sustainability and transparency in their advocacy and campaigning strategies.

The majority of INGOs are integrating core principles such as a human rights based approach, gender equality, transparency and access to information into their internal policies and practices. However the involvement of local stakeholders, especially affected populations in determining organisational priorities and the inclusion of environmental sustainability and accountability towards multiple stakeholders, in particular to local partners within internal policies and practices are proving to be more challenging to implement.

CHALLENGES TO PROGRESS

An organisation's funding model would appear to be one of the most significant factors in determining its accountability and effectiveness. As one respondent highlighted, an organisational reliance on restricted funding from official donors can engender an emphasis on programmatic quality and donor reporting requirements. As a result organisations will tend to be more accountable to the donors that fund them, rather than to the communities or affected populations with whom they work.

In principle unrestricted funding (for example raised from supporters, crowd-funding or child sponsorship), enables organisations to be more flexible and innovative in their approaches, however there may be less demand for accountability unless there are strong internal systems in place. A strong internal leadership commitment to improving organisational performance by the CEO or Senior Management Team will be important to achieving this.

A number of respondents highlighted the lack of consistency in practice across their organisation, in particular within federated structures where members have considerable autonomy. The extent to which an organisation is centrally governed or has developed common internal policies and mechanisms would appear to have a significant impact on its ability to implement effectiveness principles across the organisation, including at local level. This issue is of particular importance, given the increasing number of INGOs that are devolving their governance structures.

The majority of respondents identified equitable partnerships as an area where INGOs are most acutely aware of their changing role and the need to be honest about the nature of their partnerships. INGO funding models, with a dependence on donor funding often limiting strategic support to partners; an over- focus on risk and compliance, where local partners can be perceived as being risky; competition between national CSOs and INGOs over financing; and leadership skills and attitudes that fail to promote equitable partnerships are among the barriers to change in this area.

RELEVANCE OF DEVELOPMENT EFFECTIVENESS IN THE POLITICAL LANDSCAPE

INGOs consider that the Busan principles of ownership, a results focus, inclusive development partnerships and transparency and accountability continue to remain relevant within the context of the 2030 Agenda for Sustainable Development. However for the GPEDC to remain a relevant platform for engagement it must ensure that it aligns its purpose with the mechanisms for both the Sustainable Development Goals (SDGs) and the Financing for Development (FFD) outcomes and clarifies its added value within that framework.

INGOs emphasized the GPEDC's unique role in monitoring implementation of commitments on development effectiveness and in providing a multi-stakeholder platform enabling CSO engagement in policy dialogue, as reflected by civil society's equal role in the Partnership's governance structure as key factors. However organisations also highlighted limited resources and competing processes and platforms as factors limiting their capacity for engagement. For many, the extent to which governments are investing in the Global Partnership is a key driver in determining their organisational engagement.

CPDE'S ROLE IN THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION

The majority of INGOs surveyed are aware of the activities of the CSO Partnership for Development Effectiveness and acknowledge CPDE's efforts to update and consult the constituency on on-going GPEDC discussions within the Global Partnership recognizing the challenges that this represents.

However just under half of the respondents surveyed felt that the INGO constituency was not sufficiently represented within CPDE with a number of organisations expressing concerns that by acting as a "gatekeeper" the CSO Partnership is restricting broader CSO participation within the GPEDC. It was suggested that the CPDE reaches out beyond its current membership base, enables CSOs to engage more freely in the Global Partnership, channelling or amplifying these initiatives where appropriate and possible.

ANNEXES

BUSAN PARTNERSHIP AGREEMENT

ISTANBUL PRINCIPLES FOR CSO DEVELOPMENT EFFECTIVENESS

SURVEY QUESTIONS AND LIST OF ORGANISATIONS THAT ENGAGED WITH THE SURVEY

SOGO SURVEY DATA REPORT

BUSAN PARTNERSHIP AGREEMENT

BUSAN PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

FOURTH HIGH LEVEL FORUM ON AID EFFECTIVENESS, BUSAN, REPUBLIC OF KOREA, 29 NOVEMBER-1 DECEMBER 2011

1. We, Heads of State, Ministers and representatives of developing and developed countries, heads of multilateral and bilateral institutions, representatives of different types of public, civil society, private, parliamentary, local and regional organisations meeting here in Busan, Republic of Korea, recognise that we are united by a new partnership that is broader and more inclusive than ever before, founded on shared principles, common goals and differential commitments for effective international development.

2. The nature, modalities and responsibilities that apply to South-South co-operation differ from those that apply to North-South co-operation. At the same time, we recognise that we are all part of a development agenda in which we participate on the basis of common goals and shared principles. In this context, we encourage increased efforts to support effective co-operation based on our specific country situations. The principles, commitments and actions agreed in the outcome document in Busan shall be the reference for South-South partners on a voluntary basis.

3. The world stands at a critical juncture in global development. Poverty and inequality remain the central challenge. The Millennium Declaration sets out our universal mandate for development and, with the target date for the Millennium Development Goals less than four years away, the urgency of achieving strong, shared and sustainable growth and decent work in developing countries is paramount. Moreover, the Declaration identifies that promoting human rights, democracy and good governance are an integral part of our development efforts. Nowhere are our development goals more urgent than in fragile and conflict-affected states. Political will is vital if these challenges are to be addressed.

4. As we reaffirm our development commitments, we realise that the world has changed profoundly since development co-operation began over 60 years ago. Economic, political, social and technological developments have revolutionised the world in which we live. Yet poverty, inequality and hunger persist. Eradicating poverty and tackling the global and regional challenges that have adverse effects on the citizens of developing countries are central to ensuring the achievement of the Millennium Development Goals and a more robust and resilient global economy for all. Our success depends on the results and impact of our joint efforts and investments as we address challenges such as health pandemics, climate change, economic downturns, food and fuel price crises, conflict, fragility and vulnerability to shocks and natural disasters.

5. We also have a more complex architecture for development co-operation, characterised by a greater number of state and non-state actors, as well as co-operation among countries at different stages in their development, many of them middle-income countries. South-South and triangular co-operation, new forms of public-private partnership, and other modalities and vehicles for development have become more prominent, complementing North-South forms of co-operation.

6. International development co-operation has achieved many positive results. When we met in Monterrey a decade ago, we recognised that increases in volumes of financing for development must be coupled with more effective action to generate sustainable and transparent results for all citizens. Our dialogue in Busan builds on the foundations laid by previous High Level Fora, which have been proven to remain relevant, and which have helped to improve the quality of development co-operation. Yet we recognise that progress has been uneven and neither fast nor far-reaching enough. We each reaffirm our respective commitments and will implement in full the actions to which we have already agreed.

7. We can and must improve and accelerate our efforts. We commit to modernise, deepen and broaden our co-operation, involving state and non-state actors that wish to shape an agenda that has until recently been dominated by a narrower group of development actors. In Busan, we forge a new global development partnership that embraces diversity and recognises the distinct roles that all stakeholders in co-operation can play to support development.

8. Our partnership is founded on a common set of principles that underpin all forms of development co-operation. At the same time, we recognise that the ways in which these principles are applied differ across countries at various stages of development, and among the different types of public and private stakeholders involved. Lessons should be shared by all who participate in development co-operation. We welcome the opportunities presented by diverse approaches to development co-operation, such as South-South co-operation, as well as the contribution of civil society organisations and private actors; we will work together to build on and learn from their achievements and innovations, recognising their unique characteristics and respective merits.

9. Sustainable development results are the end goal of our commitments to effective co-operation. While development co-operation is only part of the solution, it plays a catalytic and indispensable role in supporting poverty eradication, social protection, economic growth and sustainable development. We reaffirm our respective commitments to scale up development co-operation. More effective co-operation should not lead to a reduction in resources for development. Over time, we will aim to increase independence from aid, always taking into account the consequences for the poorest people and countries. In this process, it is essential to examine the interdependence and coherence of all public policies – not just development policies – to enable countries to make full use of the opportunities presented by international investment and trade, and to expand their domestic capital markets.

10. As we partner to increase and reinforce development results, we will take action to facilitate, leverage and strengthen the impact of diverse sources of finance to support sustainable and inclusive development, including taxation and domestic resource mobilisation, private investment, aid for trade, philanthropy, non-concessional public funding and climate change finance. At the same time, new financial instruments, investment options, technology and knowledge sharing, and public-private partnerships are called for.

Shared principles to achieve common goals

11. As we embrace the diversity that underpins our partnership and the catalytic role of development co-operation, we share common principles which – consistent with our agreed international commitments on human rights, decent work, gender equality, environmental sustainability and disability – form the foundation of our co-operation for effective development:

a) *Ownership of development priorities by developing countries.* Partnerships for development can only succeed if they are led by developing countries, implementing approaches that are tailored to country-specific situations and needs.

b) *Focus on results.* Our investments and efforts must have a lasting impact on eradicating poverty and reducing inequality, on sustainable development, and on enhancing developing countries' capacities, aligned with the priorities and policies set out by developing countries themselves.

c) *Inclusive development partnerships.* Openness, trust, and mutual respect and learning lie at the core of effective partnerships in support of development goals, recognising the different and complementary roles of all actors.

d) *Transparency and accountability to each other.* Mutual accountability and accountability to the intended beneficiaries of our co-operation, as well as to our respective citizens, organisations, constituents and shareholders, is critical to delivering results. Transparent practices form the basis for enhanced accountability.

12. These shared principles will guide our actions to:

a) Deepen, extend and operationalise the democratic ownership of development policies and processes.

b) Strengthen our efforts to achieve concrete and sustainable results. This involves better managing for results, monitoring, evaluating and communicating progress; as well as scaling up our support, strengthening national capacities and leveraging diverse resources and initiatives in support of development results.

c) Broaden support for South-South and triangular co-operation, helping to tailor these horizontal partnerships to a greater diversity of country contexts and needs.

d) Support developing countries in their efforts to facilitate, leverage and strengthen the impact of diverse forms of development finance and activities, ensuring that these diverse forms of co-operation have a catalytic effect on development.

13. We recognise the urgency with which these actions must be implemented. Beginning implementation now – or accelerating efforts where they are ongoing – is essential if our renewed approach to partnership is to have the maximum possible impact on the realisation of the Millennium Development Goals by 2015, as well as on development results over the longer term. We will hold each other accountable for implementing our respective actions in developing countries and at the international level. As we focus on implementing our commitments at the country level, we will form a new, inclusive Global Partnership for Effective Development Co-operation to support implementation at the political level.

Realising change: Complementary actions to reach common goals

Inclusion of new actors on the basis of shared principles and differential commitments

14. Today's complex architecture for development co-operation has evolved from the North-South paradigm. Distinct from the traditional relationship between aid providers and recipients, developing nations and a number of emerging economies have become important providers of South-South development co-operation. They remain developing countries and still face poverty at home. As such, they remain eligible to benefit from development co-operation provided by others, yet they have increasingly taken upon themselves the responsibility to share experiences and co-operate with other developing countries. The Paris Declaration did not address the complexity of these new actors, while the Accra Agenda for Action recognised their importance and specificities. While North-South co-operation remains the main form of development co-operation, South-South co-operation continues to evolve, providing additional diversity of resources for development. At Busan, we now all form an integral part of a new and more inclusive development agenda, in which these actors participate on the basis of common goals, shared principles and differential commitments. On this same basis, we welcome the inclusion of civil society, the private sector and other actors.

Improving the quality and effectiveness of development co-operation

15. Progress has been made in advancing the aid effectiveness agenda, yet major challenges persist. Evidence has shown that – despite the challenges encountered in the implementation of our respective commitments – many of the principles underpinning the Paris Declaration on Aid Effectiveness and Accra Agenda for Action have contributed to higher quality, more transparent and effective development co-operation.

16. We will sustain our high-level political leadership to ensure that the commitments made here in Busan are implemented. Within this context, those of us that endorsed the mutually agreed actions set out in Paris and Accra will intensify our efforts to implement our respective commitments in full. A growing range of actors – including middle-income countries, partners of South-South and triangular co-operation and civil society organisations – have joined others to forge a broader, more inclusive agenda since Paris and Accra, embracing their respective and different commitments alongside shared principles.

17. Drawing on the evidence generated through periodic monitoring and the independent evaluation of the Paris Declaration, we will be guided by a focus on sustainable results that meet the priority needs of developing countries, and will make the urgently needed changes to improve the effectiveness of our partnerships for development.

Ownership, results and accountability

18. Together, we will increase our focus on development results. To this end:

a) Developing countries' efforts and plans to strengthen core institutions and policies will be supported through approaches that aim to manage – rather than avoid – risk, including through the development of joint risk management frameworks with providers of development co-operation.

b) Where initiated by the developing country, transparent, country-led and country-level results frameworks and platforms will be adopted as a common tool among all concerned actors to assess performance based on a manageable number of output and outcome indicators drawn from the development priorities and goals of the developing country. Providers of development co-operation will minimise their use of additional frameworks, refraining from requesting the introduction of performance indicators that are not consistent with countries' national development strategies.

c) We will partner to implement a global Action Plan to enhance capacity for statistics to monitor progress, evaluate impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions.

d) As we deepen our efforts to ensure that mutual assessment reviews are in place in all developing countries, we encourage the active participation of all development co-operation actors in these processes.

e) Pursuant to the Accra Agenda for Action, we will accelerate our efforts to untie aid. We will, in 2012, review our plans to achieve this. In addition to increasing value for money, untying can present opportunities for local procurement, business development, employment and income generation in developing countries. We will improve the quality, consistency and transparency of reporting on the tying status of aid.

19. The use and strengthening of developing countries' systems remains central to our efforts to build effective institutions. We will build on our respective commitments set out in the Paris Declaration and Accra Agenda for Action to:

a) Use country systems as the default approach for development co-operation in support of activities managed by the public sector, working with and respecting the governance structures of both the provider of development co-operation and the developing country.

b) Assess jointly country systems using mutually agreed diagnostic tools. Based on the results of these assessments, providers of development co-operation will decide on the extent to which they can use country systems. Where the full use of country systems is not possible, the provider of development co-operation will state the reasons for non-use, and will discuss with government what would be required to move towards full use, including any necessary assistance or changes for the strengthening of systems. The use and strengthening of country systems should be placed within the overall context of national capacity development for sustainable outcomes.

20. We must accelerate our efforts to achieve gender equality and the empowerment of women through development programmes grounded in country priorities, recognising that gender equality and women's empowerment are critical to achieving development results. Reducing gender inequality is both an end in its own right and a prerequisite for sustainable and inclusive growth. As we redouble our efforts to implement existing commitments we will:

a) Accelerate and deepen efforts to collect, disseminate, harmonise and make full use of data disaggregated by sex to inform policy decisions and guide investments, ensuring in turn that public expenditures are targeted appropriately to benefit both women and men.

b) Integrate targets for gender equality and women's empowerment in accountability mechanisms, grounded in international and regional commitments.

c) Address gender equality and women's empowerment in all aspects of our development efforts, including peacebuilding and statebuilding.

21. Parliaments and local governments play critical roles in linking citizens with government, and in ensuring broad-based and democratic ownership of countries' development agendas. To facilitate their contribution, we will:

a) Accelerate and deepen the implementation of existing commitments to strengthen the role of parliaments in the oversight of development processes, including by supporting capacity development – backed by adequate resources and clear action plans.

b) Further support local governments to enable them to assume more fully their roles above and beyond service delivery, enhancing participation and accountability at the sub-national levels.

22. Civil society organisations (CSOs) play a vital role in enabling people to claim their rights, in promoting rights-based approaches, in shaping development policies and partnerships, and in overseeing their implementation. They also provide services in areas that are complementary to those provided by states. Recognising this, we will:

a) Implement fully our respective commitments to enable CSOs to exercise their roles as independent development actors, with a particular focus on an enabling environment, consistent with agreed international rights, that maximises the contributions of CSOs to development.

b) Encourage CSOs to implement practices that strengthen their accountability and their contribution to development effectiveness, guided by the Istanbul Principles and the International Framework for CSO Development Effectiveness.

Transparent and responsible co-operation

23. We will work to improve the availability and public accessibility of information on development co-operation and other development resources, building on our respective commitments in this area. To this end, we will:

a) Make the full range of information on publicly funded development activities, their financing, terms and conditions, and contribution to development results, publicly available subject to legitimate concerns about commercially sensitive information.

b) Focus, at the country level, on establishing transparent public financial management and aid information management systems, and strengthen the capacities of all relevant stakeholders to make better use of this information in decision-making and to promote accountability.

c) Implement a common, open standard for electronic publication of timely, comprehensive and forward-looking information on resources provided through development co-

operation, taking into account the statistical reporting of the OECD-DAC and the complementary efforts of the International Aid Transparency Initiative and others. This standard must meet the information needs of developing countries and non-state actors, consistent with national requirements. We will agree on this standard and publish our respective schedules to implement it by December 2012, with the aim of implementing it fully by December 2015.

24. We will also work to make development co-operation more predictable in its nature. To this end:

a) Those of us who committed, through the Accra Agenda for Action, to improve medium-term predictability will implement fully our commitments in this area, introducing reforms where needed. By 2013, they will provide available, regular, timely rolling three- to five-year indicative forward expenditure and/or implementation plans as agreed in Accra to all developing countries with which they co-operate. Other actors will aim to provide developing countries with timely and relevant information on their intentions with regard to future co-operation over the medium term.

25. We welcome the diversity of development co-operation actors. Developing countries will lead consultation and co-ordination efforts to manage this diversity at the country level, while providers of development assistance have a responsibility to reduce fragmentation and curb the proliferation of aid channels. We will ensure that our efforts to reduce fragmentation do not lead to a reduction in the volume and quality of resources available to support development. To this end:

a) We will, by 2013, make greater use of country-led co-ordination arrangements, including division of labour, as well as programme-based approaches, joint programming and delegated co-operation.

b) We will improve the coherence of our policies on multilateral institutions, global funds and programmes. We will make effective use of existing multilateral channels, focusing on those that are performing well. We will work to reduce the proliferation of these channels and will, by the end of 2012, agree on principles and guidelines to guide our joint efforts. As they continue to implement their respective commitments on aid effectiveness, multilateral organisations, global funds and programmes will strengthen their participation in co-ordination and mutual accountability mechanisms at the country, regional and global levels.

c) We will accelerate efforts to address the issue of countries that receive insufficient assistance, agreeing – by the end of 2012 – on principles that will guide our actions to address this challenge. These efforts will encompass all development co-operation flows.

d) Providers of development co-operation will deepen and accelerate efforts to address the problem of insufficient delegation of authority to their field staff. They will review all aspects of their operations, including delegation of financial authority, staffing, and roles and responsibilities in the design and implementation of development programmes; and they will implement measures that address the remaining bottlenecks.

Promoting sustainable development in situations of conflict and fragility

26. Fragile states are for the large part off-track to meet the Millennium Development Goals (MDGs). Achieving these goals will depend on our collective ability to understand the unique challenges facing fragile states, overcome these challenges, and promote foundations for lasting development. We welcome the New Deal developed by the International Dialogue on Peacebuilding and Statebuilding, including the g7+ group of fragile and conflict-affected states. Those of us who have endorsed the New Deal will pursue actions to implement it and, in doing so, will use:

a) The Peacebuilding and Statebuilding Goals (PSGs) – which prioritise legitimate politics, people's security, justice, economic foundations and revenues and fair services – as an important foundation to enable progress towards the MDGs to guide our work in fragile and conflict-affected states.

b) FOCUS – a new country-led and country-owned way of engaging in fragile states.

c) TRUST – a set of commitments to enhance transparency; manage risk to use country systems; strengthen national capacities; and improve the timeliness and predictability of aid – to achieve better results.

Partnering to strengthen resilience and reduce vulnerability in the face of adversity

27. We must ensure that development strategies and programmes prioritise the building of resilience among people and societies at risk from shocks, especially in highly vulnerable settings such as small island developing states. Investing in resilience and risk reduction increases the value and sustainability of our development efforts. To this end:

a) Developing countries will lead in integrating resilience to shocks and measures for disaster management within their own policies and strategies.

b) Responding to the needs articulated by developing countries, we will work together to invest in shock resistant infrastructure and social protection systems for at-risk communities. In addition, we will increase the resources, planning and skills for disaster management at the national and regional levels.

From effective aid to co-operation for effective development

28. Aid is only part of the solution to development. It is now time to broaden our focus and attention from aid effectiveness to the challenges of effective development. This calls for a framework within which:

a) Development is driven by strong, sustainable and inclusive growth.

b) Governments' own revenues play a greater role in financing their development needs. In turn, governments are more accountable to their citizens for the development results they achieve.

c) Effective state and non-state institutions design and implement their own reforms and hold each other to account.

d) Developing countries increasingly integrate, both regionally and globally, creating economies of scale that will help them better compete in the global economy.

To this effect, we will rethink what aid should be spent on and how, in ways that are consistent with agreed international rights, norms and standards, so that aid catalyses development.

29. Effective institutions and policies are essential for sustainable development. Institutions fulfilling core state functions should, where necessary, be further strengthened, alongside the policies and practices of providers of development co-operation, to facilitate the leveraging of resources by developing countries. Developing countries will lead in efforts to strengthen these institutions, adapting to local context and differing stages of development. To this end, we will:

a) Support the implementation of institutional and policy changes led by developing countries, resulting in effective resource mobilisation and service delivery, including national and sub-national institutions, regional organisations, parliaments and civil society.

b) Assess country institutions, systems and capacity development needs, led by developing countries.

c) Support the development of improved evidence on institutional performance to inform policy formulation, implementation and accountability, led by developing countries.

d) Deepen our learning on the determinants of success for institutional reform, exchanging knowledge and experience at the regional and global levels.

South-South and triangular co-operation for sustainable development

30. The inputs to sustainable development extend well beyond financial co-operation to the knowledge and development experience of all actors and countries. South-South and triangular co-operation have the potential to transform developing countries' policies and approaches to service delivery by bringing effective, locally owned solutions that are appropriate to country contexts.

31. We recognise that many countries engaged in South-South co-operation both provide and receive diverse resources and expertise at the same time, and that this should enrich co-operation without affecting a country's eligibility to receive assistance from others. We will strengthen the sharing of knowledge and mutual learning by:

a) Scaling up – where appropriate – the use of triangular approaches to development co-operation.

b) Making fuller use of South-South and triangular co-operation, recognising the success of these approaches to date and the synergies they offer.

c) Encouraging the development of networks for knowledge exchange, peer learning and co-ordination among South-South co-operation actors as a means of facilitating access to important knowledge pools by developing countries.

d) Supporting efforts to strengthen local and national capacities to engage effectively in South-South and triangular co-operation.

Private sector and development

32. We recognise the central role of the private sector in advancing innovation, creating wealth, income and jobs, mobilising domestic resources and in turn contributing to poverty reduction. To this end, we will:

a) Engage with representative business associations, trade unions and others to improve the legal, regulatory and administrative environment for the development of private investment; and also to ensure a sound policy and regulatory environment for private sector development, increased foreign direct investment, public-private partnerships, the strengthening of value chains in an equitable manner and giving particular consideration to national and regional dimensions, and the scaling up of efforts in support of development goals.

b) Enable the participation of the private sector in the design and implementation of development policies and strategies to foster sustainable growth and poverty reduction.

c) Further develop innovative financial mechanisms to mobilise private finance for shared development goals.

d) Promote "aid for trade" as an engine of sustainable development, focusing on outcomes and impact, to build productive capacities, help address market failures, strengthen access to capital markets and to promote approaches that mitigate risk faced by private sector actors.

e) Invite representatives of the public and private sectors and related organisations to play an active role in exploring how to advance both development and business outcomes so that they are mutually reinforcing.

Combating corruption and illicit flows

33. Corruption is a plague that seriously undermines development globally, diverting resources that could be harnessed to finance development, damaging the quality of governance institutions, and threatening human security. It often fuels crime and contributes to conflict and fragility. We will intensify our joint efforts to fight corruption and illicit flows, consistent with the UN Convention Against Corruption and other agreements to which we are party, such as the OECD Anti-Bribery Convention. To this end, we will:

a) Implement fully our respective commitments to eradicate corruption, enforcing our laws and promoting a culture of zero tolerance for all corrupt practices. This includes efforts to improve fiscal transparency, strengthen independent enforcement mechanisms, and extend protection for whistleblowers.

b) Accelerate our individual efforts to combat illicit financial flows by strengthening anti money laundering measures, addressing tax evasion, and strengthening national and international policies, legal frameworks and institutional arrangements for the tracing, freezing and recovery of illegal assets. This includes ensuring enactment and implementation of laws and practices that facilitate effective international co-operation.

Climate change finance

34. Global climate change finance is expected to increase substantially in the medium term. Recognising that this resource flow brings with it new opportunities and challenges, we will endeavour to promote coherence, transparency and predictability across our approaches for effective climate finance and broader development co-operation, including to:

a) Continue to support national climate change policy and planning as an integral part of developing countries' overall national development plans, and ensure that – where appropriate – these measures are financed, delivered and monitored through developing countries' systems in a transparent manner.

b) Continue to share lessons learned in development effectiveness with those entities engaged in climate activities and ensure that broader development co-operation is also informed by innovations in climate finance.

The road ahead: Partnering for progress towards and beyond the MDGs

35. We will hold each other accountable for making progress against the commitments and actions agreed in Busan, alongside those set out in the Paris Declaration on Aid Effectiveness and Accra Agenda for Action. To this end, we will:

a) At the level of individual developing countries, agree on frameworks based on national needs and priorities for monitoring progress and promoting mutual accountability in our efforts to improve the effectiveness of our co-operation and, in turn, development results. Developing countries will lead in the elaboration of such frameworks which, together with any indicators and targets agreed, will respond to their specific needs and will be grounded in their aid and development policies. The results of these exercises will be made public.

b) Agree, by June 2012, on a selective and relevant set of indicators and targets through which we will monitor progress on a rolling basis, supporting international and regional accountability for the implementation of our commitments. We will build on the initiatives led by developing countries and learn from existing international efforts to monitor aid effectiveness. We will review these arrangements in the context of the post-MDG framework. We will periodically publish the results of these exercises.

c) Support initiatives at the national and regional levels led by developing countries that strengthen capacities to monitor progress and evaluate the impact of efforts to improve development effectiveness.

36. We accept that the strengthening of our co-operation and the adherence to both common goals and differential commitments calls for continued high-level political support, as well as an inclusive space for dialogue, mutual learning and accountability at the global level. Regional organisations can and should play an important role in supporting implementation at the country level, and in linking country priorities with global efforts. The UN Development Cooperation Forum is also invited to play a role in consulting on the implementation of agreements reached in Busan. To this end, we will:

a) Establish a new, inclusive and representative Global Partnership for Effective Development Co-operation to support and ensure accountability for the implementation of commitments at the political level. This Partnership will offer an open platform that embraces diversity, providing a forum for the exchange of knowledge and the regular review of progress.

b) Agree, by June 2012, on light working arrangements for this Global Partnership, including its membership and opportunities for regular ministerial-level engagement that complements, and is undertaken in conjunction with, other fora.

c) Call on the Working Party on Aid Effectiveness (WP-EFF) to convene representatives of all countries and stakeholders endorsing this document with a view to reaching agreement on the working arrangements for the Global Partnership – and the indicators and channels through which global monitoring and accountability will be supported – in preparation for the phasing out of the WP-EFF and its associated structures in June 2012.

d) Invite the Organisation for Economic Co-operation and Development and the United Nations Development Programme to support the effective functioning of the Global Partnership, building on their collaboration to date and their respective mandates and areas of comparative advantage.

ISTANBUL PRINCIPLES FOR CSO DEVELOPMENT EFFECTIVENESS

Istanbul CSO Development Effectiveness Principles[1]

Open Forum for CSO Development Effectiveness

Civil society organizations are a vibrant and essential feature in the democratic life of countries across the globe. CSOs collaborate with the full diversity of people and promote their rights. The essential characteristics of CSOs as distinct development actors – that they are voluntary, diverse, non-partisan, autonomous, non-violent, working and collaborating for change – are the foundation for the Istanbul principles for CSO development effectiveness. These principles guide the work and practices of civil society organizations in both peaceful and conflict situations, in different areas of work from grassroots to policy advocacy, and in a continuum from humanitarian emergencies to long-term development.

1. **Respect and promote human rights and social justice**
   CSOs are effective as development actors when they … develop and implement strategies, activities and practices that promote individual and collective human rights, including the right to development, with dignity, decent work, social justice and equity for all people.

2. **Embody gender equality and equity while promoting women and girls' rights**
   CSOs are effective as development actors when they … promote and practice development cooperation embodying gender equity, reflecting women's concerns and experience, while supporting women's efforts to realize their individual and collective rights, participating as fully empowered actors in the development process.

3. **Focus on people's empowerment, democratic ownership and participation**
   CSOs are effective as development actors when they … support the empowerment and inclusive participation of people to expand their democratic ownership over policies and development initiatives that affect their lives, with an emphasis on the poor and marginalized.

4. **Promote Environmental Sustainability**
   CSOs are effective as development actors when they … develop and implement priorities and approaches that promote environmental sustainability for present and future generations, including urgent responses to climate crises, with specific attention to the socio-economic, cultural and indigenous conditions for ecological integrity and justice.

5. **Practice transparency and accountability**
   CSOs are effective as development actors when they … demonstrate a sustained organizational commitment to transparency, multiple accountability, and integrity in their internal operations.

6. **Pursue equitable partnerships and solidarity**
   CSOs are effective as development actors when they … commit to transparent relationships with CSOs and other development actors, freely and as equals, based on shared development goals and values, mutual respect, trust, organizational autonomy, long-term accompaniment, solidarity and global citizenship.

7. **Create and share knowledge and commit to mutual learning**
   CSOs are effective as development actors when they … enhance the ways they learn from their experience, from other CSOs and development actors, integrating evidence from development practice and results, including the knowledge and wisdom of local and indigenous communities, strengthening innovation and their vision for the future they would like to see.

8. **Commit to realizing positive sustainable change**
   CSOs are effective as development actors when they … collaborate to realize sustainable outcomes and impacts of their development actions, focusing on results and conditions for lasting change for people, with special emphasis on poor and marginalized populations, ensuring an enduring legacy for present and future generations.

Guided by these Istanbul principles, CSOs are committed to take pro-active actions to improve and be fully accountable for their development practices. Equally important will be enabling policies and practices by all actors. Through actions consistent with these principles, donor and partner country governments demonstrate their Accra Agenda for Action pledge that they "share an interest in ensuring that CSO contributions to development reach their full potential". All governments have an obligation to uphold basic human rights – among others, the right to association, the right to assembly, and the freedom of expression. Together these are pre-conditions for effective development.

Istanbul, Turkey
September 29, 2010

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[1] **Please note**, the Istanbul Principles, as agreed at the Open Forum's Global Assembly in Istanbul, September 28 -30, 2010, are the foundation of the Open Forum's Draft *International Framework on CSO Development Effectiveness*. These principles are further elaborated in Version 2 of this *Framework*, which is being updated and will be found on the Open Forum's web site, www.cso-effectiveness.org.

SURVEY QUESTIONS AND LIST OF ORGANISATIONS THAT ENGAGED WITH THE SURVEY

Annex 3

INGO Respondents

Respondents from the following INGOs participated in the survey process:

1. ActionAid International
2. CARE International
3. Development Initiatives
4. Oxfam International
5. Plan International
6. Save the Children
7. Transparency International
8. World Vision International
9. World Wide Fund for Nature

Survey questions: CPDE Survey on INGO support of the development effectiveness agenda

Q1. Please enter the name of your organisation:
Q2. Where is your organisation based?
Q3. Please enter you first and last name
Q4. Please enter your job title
Q5. Please enter your e-mail address
Q6. Please enter your telephone number (including country code)
Q7. Do you agree to be contacted in the event of a follow-up interview? Yes/No

Q8. How does your organisation promote human rights and social justice? Please select any of the following that apply:

a) By using a human rights based approach in programming and relationships with affected communities and populations
b) By using a human rights based approach in policy/advocacy/campaigning
c) Through research which references human rights standards
d) Through specific internal policies and practices (please specify below)
e) By using indicators that reference human rights standards for programme assessments and evaluations
f) It does not use a human rights-based approach
g) Other (please specify)

Q9. Please provide more information
Q10. Please attach relevant documents

Q11. How does your organisation support gender equality and promote women's rights? Please select any of the following that apply:

a) By including gender analysis in policies/advocacy/campaigning
b) By investing in partnerships that strengthen capacities for women's empowerment
c) By taking women's empowerment and gender equality into account in programming
d) By including women's rights issues in internal policy and organizational practices (Please specify below)
e) Through research which reflects women's empowerment and gender equality
f) No initiatives on women's empowerment and/or gender equality
g) Other (please specify)

Q12. Please provide more information [add free text]
Q13. Please attach relevant documents

Q14. How does your organisation ensure people's empowerment, democratic ownership and participation by stakeholders, in the countries/contexts where you work, especially the poor and marginalised? Please select any of the following that apply:

a) Through internal policies and practices that directly engage stakeholders in determining the organization's priorities (Please specify below)

b) Through direct engagement with affected populations in the development of policies, advocacy campaigns and programming activities

c) Through participatory research methodologies that empower communities

d) Through service delivery priorities that are determined and periodically reviewed by affected communities

e) It does not engage in empowerment, democratic ownership or stakeholder participation activities

f) Other (please specify)

Q15. Please provide more information [add free text]
Q16. Please attach relevant documents

Q17. How does your organisation practice environmental sustainability in its operations? Please select any of the following that apply:

a) Through strategic partnerships with CSOs involved in environmental initiatives to promote sustainable approaches to development

b) Through research priorities that address local impacts of climate change, biodiversity loss, and other forms of environmental degradation

c) Through programming that strengthens control over natural and other environmental resources (land, water, food, forests) by people living in poverty and marginalized groups

d) Through policies/advocacy/campaigning strategies that include environmental sustainability and community resilience

e) Through internal policies and practices (Please specify below)

f) It does not practice environmental sustainability in its operations

g) Other (please specify)

Q18. Please provide more information [add free text]
Q19. Please attach relevant documents

Q20. How does your organisation practice transparency and access to information? Please select any of the following that apply:

a) Through open information policies and transparent operational procedures within internal structures (Please specify below)

b) Through policy/advocacy/campaigning strategies that include transparency and access to information

c) By providing accessible information to all partner organizations in appropriate languages

d) Through accessible, open source, programme information on the web site

e) Through publishing to IATI's open data Standard

f) Through timely and accurate responses to public information requests, including public disclosure of audited financial statements on the organization's web site

g) It does not practice transparency and access to information

h) Other (please specify)

Q21. Please provide more information [add free text]
Q22. Please attach relevant documents

Q23. How does your organisation practice accountability and integrity to multiple stakeholders? Stakeholders could include civil society partners, the communities with whom you work, your supporters or constituency members, funders or partner country governments. Please select any of the following that apply:

a) Through internal policies (Please specify below)

b) By developing relationships with partners with built-in methods for mutual accountability

c) Through national/International accountability frameworks (please specify below)

d) By enabling partner organizations and/or affected populations to hold your organization accountable for its stated policies, advocacy and campaigning content and practices

e) Through programming in support of social accountability initiatives, such as citizen monitoring and participatory budgeting

f) By research to address issues and improve CSO accountability

g) It does not practice accountability and integrity to multiple stakeholders

h) Other (please specify)

Q24. Please provide more information [add free text]

Q25. Please attach relevant documents

Q26. How does your organisation engage in in CSO coordination mechanisms at the local or country level? Please select any of the following that apply:

a) By coordinating with local CSOs in programming or service delivery

b) By coordinating with other INGOs in programming or service delivery

c) By coordinating with local CSOs for representation in policy dialogue with governments

d) By coordinating with other INGOs for representation in policy dialogue with governments

e) It does not engage in coordination mechanisms at local or country level

f) Other (Please specify)

Q27. Please provide more information [add free text]

Q28. Please attach relevant documents

Q29. How does your organisation pursue equitable partnerships and solidarity? Please select any of the following that apply:

a) By providing funding based on partner programmatic goals, including core institutional support where feasible

b) Through mutual / co-learning initiatives

c) By Partnership Agreements, which specify the terms of the relationship developed in dialogue (Please specify below)

d) Through shared priorities for policy content and advocacy/campaigning strategies

e) Through shared analysis developed with participatory research methodologies

f) Through mutually agreed conditions and mechanisms to manage risk, monitoring and evaluation

g) It does not pursue equitable partnerships

h) Other (Please specify)

Q30. Please provide more information [add free text]

Q31. Please attach relevant documents

Q32. How does your organisation share knowledge and carry out learning including by building on local knowledge and the wisdom of indigenous communities? Please select any of the following that apply:

a) Through internal structures (Please specify below)

b) Through designated staff positions (Please specify below)

c) Through designated programming, including co-learning initiatives based on partner priorities

d) Though designated funding

e) Through strategic partnerships, participation in knowledge-sharing CSO networks, and in multi-stakeholder dialogues

f) Through programming that safeguards local indigenous knowledge and cultural wisdom

g) It does not carry out knowledge and learning activities

h) Other (Please specify)

Q33. Please provide more information [add free text]

Q34. Please attach relevant documents

Q35. Is your organisation aware of the Global Partnership for Effectiveness Development Cooperation (GPEDC), rooted in the outcome of the 2011 Busan High Level Forum (i.e. the Busan Partnership for Effective Development Cooperation)? Yes/No

Q36. Does your organisation think that the four Busan principles for development cooperation of ownership, results-focus, inclusive development partnerships, and transparency and accountability remain relevant within the context of the 2030 Agenda for Sustainable Development?

Q37. If yes, why? [add free text]

Q38. If no, why? [add free text]

Q39. Do you think civil society organisations should continue to be involved in the GPEDC?

Q40. If yes, why? [add free text]

Q41. If no, why? [add free text]

Q42. What do you think is the most important activity that the GPEDC carries out? Please put in order of priority, where 1 is the highest priority from the following options:

a) Monitoring implementation of Busan commitments for development cooperation - 1

b) Knowledge and sharing of best practice among different stakeholders (including donors, partner country governments, CSOs, parliamentarian organizations, and private sector organizations) - 2

c) Providing a multi-stakeholder platform for engagement and policy dialogue - 3

d) Influencing development cooperation practices in an open voluntary multi-stakeholder forum (outside the UN) - 4

e) Other (Please specify below)

Q43. Please provide more information [add free text]

Q44. Is your organisation planning to engage on the GPEDC during the course of 2016? Yes/No

Q45. If yes, at which organisational levels? Please select any of the following that apply:

- National
- Regional
- International
- Other (Please specify)

Q46. If no, any reason? [add free text]

Q47. Did your organisation previously engage in BetterAid? Yes/No

Q48. If yes, what worked well? [add free text]

Q49. What needed improvement? [add free text]

Q50: Did your organisation engage with the Open Forum on CSO Effectiveness? Yes/No

Q51. If yes, what worked well? [add free text]

Q52. What needed improvement? [add free text]

Q53. Are you aware of the activities of the Civil Society Partnership for Development Effectiveness (CPDE)? Yes/No

Q54. If yes, do you think its work remains relevant in relation to your organization's priorities? [add free text]

Q55. Does CPDE effectively represent the views of its' constituency (i.e. civil society) in GPEDC discussions? [add free text]

Q56. What do you expect from CPDE? [add free text]

Q57. Would you like to receive more information on CPDE and its activities? Yes/No

SOGO SURVEY DATA REPORT

Annex 4 – SoGo Survey Data Report

Survey Title: INGO development effectiveness

Report Type: Bar Graph

Q8. How does your organisation promote human rights and social justice? Please select any of the following that apply:

Responses	Count	%	Percentage of total respondents
By using a human rights based approach in programming and relationships with affected communities and populations	6	67%	
By using a human rights based approach in policy/advocacy/campaigning	7	78%	
Through research which references human rights standards	4	44%	
Through specific internal policies and practices (Please specify below)	6	67%	
By using indicators that reference human rights standards for programme assessments and evaluations	5	56%	
It does not use a human rights based approach	1	11%	
Other (Please specify)	0	0%	
Total Responses	**29**		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Q11. How does your organisation support gender equality and promote women's rights? Please select any of the following that apply:

Responses	Count	%	Percentage of total respondents
By including gender analysis in policies/advocacy/campaigning	4	44%	
By investing in partnerships that strengthen capacities for women's empowerment	5	56%	
By taking women's empowerment and gender equality into account in programming	7	78%	
By including women's rights issues in internal policy and organizational practices (Please specify below)	7	78%	
Through research which reflects women's empowerment and gender equality	3	33%	
No initiatives on women's empowerment and/or gender equality	0	0%	
Other (Please specify)	0	0%	
Total Responses	**26**		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Annex 4 – SoGo Survey Data Report

Q14. How does your organisation ensure people's empowerment, democratic ownership and participation by stakeholders in the countries/contexts where you work, especially the poor and marginalised? Please select any of the following that apply:

Responses	Count	%	Percentage of total respondents
Through internal policies and practices that directly engage stakeholders in determining the organisation's priorities (Please specify below)	5	56%	
Through direct engagement with affected populations in the development of policies, advocacy campaigns and programming activities	8	89%	
Through participatory research methodologies that empower communities	7	78%	
Through service delivery priorities that are determined and periodically reviewed by affected communities	6	67%	
It does not engage in empowerment, democratic ownership or stakeholder participation activities	1	11%	
Other (Please specify)	0	0%	
Total Responses	**27**		20% 40% 60% 80% 100%

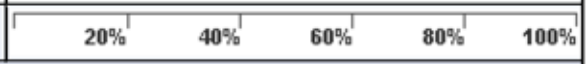
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Q17. How does your organisation practice environmental sustainability in its operations? Please select any of the following that apply:

Responses	Count	%	Percentage of total respondents
Through strategic partnerships with CSOs involved in environmental initiatives to promote sustainable approaches to development	4	44%	
Through research priorities that address local impacts of climate change, biodiversity loss, and other forms of environmental degradation	5	56%	
Through programming that strengthens control over natural and other environmental resources (land, water, food, forests) by people living in poverty and marginalized groups	7	78%	
Through policies/advocacy/campaigning strategies that include environmental sustainability and community resilience	4	44%	
Through internal policies and practices (Please specify below)	5	56%	
It does not practice environmental sustainability in its operations	0	0%	
Other (Please specify)	1	11%	
Total Responses	**26**		20% 40% 60% 80% 100%

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Annex 4 – SoGo Survey Data Report

Q20. How does your organisation practice transparency and access to information? Please select any of the following that apply:			
Responses	**Count**	**%**	**Percentage of total respondents**
Through open information policies and transparent operational procedures within internal structures (Please specify below)	7	78%	
Through policy/advocacy/campaigning strategies that include transparency and access to information	4	44%	
By providing accessible information to all partner organizations in appropriate languages	6	67%	
Through accessible, open source, programme information on the web site	5	56%	
Through publishing to IATI's open data Standard	8	89%	
Through timely and accurate responses to public information requests, including public disclosure of audited financial statements on the organization's web site	8	89%	
It does not practice transparency and access to information	0	0%	
Other (Please specify)	0	0%	
Total Responses	**38**		
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

Q23. How does your organisation practice accountability and integrity to multiple stakeholders? Stakeholders could include civil society partners, affected communities, supporters or constituency members, funders or partner country governments. Please select any of the following that apply:			
Responses	**Count**	**%**	**Percentage of total respondents**
Through internal policies (Please specify below)	5	56%	
By developing relationships with partners with built-in methods for mutual accountability	6	67%	
Through national/International accountability frameworks (Please specify below)	7	78%	
By enabling partner organizations and/or affected populations to hold your organization accountable for its stated policies, advocacy and campaigning content and practices	5	56%	
Through programming in support of social accountability initiatives, such as citizen monitoring and participatory budgeting	8	89%	
By research to address issues and improve CSO accountability	5	56%	
It does not practice accountability or integrity to multiple stakeholders	0	0%	
Other (Please specify)	0	0%	

Total Responses	36		20% 40% 60% 80% 100%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

Q26. How does your organisation engage in in CSO coordination mechanisms at the local or country level? Please select any of the following that apply:			
Responses	**Count**	**%**	**Percentage of total respondents**
By coordinating with local CSOs in programming or service delivery	7	78%	
By coordinating with other INGOs in programming or service delivery	7	78%	
By coordinating with local CSOs for representation in policy dialogue with governments	9	100%	
By coordinating with other INGOs for representation in policy dialogue with governments	9	100%	
It does not engage in coordination mechanisms at local or country level	0	0%	
Other (Please specify)	0	0%	
Total Responses	**32**		20% 40% 60% 80% 100%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

Q29. How does your organisation pursue equitable partnerships and solidarity? Please select any of the following that apply:			
Responses	**Count**	**%**	**Percentage of total respondents**
By providing funding based on partner programmatic goals, including core institutional support where feasible	7	78%	
Through mutual / co-learning initiatives	8	89%	
By Partnership Agreements, which specify the terms of the relationship, developed in dialogue (Please specify below)	7	78%	
Through shared priorities for policy content and advocacy/campaigning strategies	7	78%	
Through shared analysis developed with participatory research methodologies	6	67%	
Through mutually agreed conditions and mechanisms to manage risk, monitoring and evaluation	7	78%	
It does not pursue equitable partnerships	0	0%	
Other (Please specify)	0	0%	
Total Responses	**42**		20% 40% 60% 80% 100%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

Annex 4 – SoGo Survey Data Report

Q32. How does your organisation share knowledge and carry out learning including by building on local knowledge and the wisdom of indigenous communities? Please select any of the following that apply			
Responses	**Count**	**%**	**Percentage of total respondents**
Through internal structures (Please specify below)	7	78%	
Through designated staff positions (Please specify below)	4	44%	
Through designated programming, including co-learning initiatives based on partner priorities	6	67%	
Though designated funding	4	44%	
Through strategic partnerships, participation in knowledge-sharing CSO networks, and in multi-stakeholder dialogues	6	67%	
Through programming that safeguards local indigenous knowledge and cultural wisdom	7	78%	
It does not carry out knowledge and learning activities	0	0%	
Other (Please specify)	0	0%	
Total Responses	**34**		20% 40% 60% 80% 100%
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

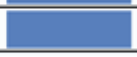
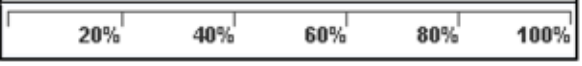
Q35. Is your organisation aware of the Global Partnership for Effectiveness Development Cooperation (GPEDC), rooted in the outcome of the 2011 Busan High Level Forum (i.e. the Busan Partnership for Effective Development Cooperation)?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	8	89%	
No	1	11%	
Total Responses	**9**		20% 40% 60% 80% 100%

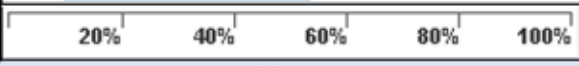
Q36. Does your organisation think that the four Busan principles for development cooperation of ownership, results-focus, inclusive development partnerships, and transparency and accountability remain relevant within the context of the 2030 Agenda for Sustainable Development?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	9	100%	
No	0	0%	
Total Responses	**9**		20% 40% 60% 80% 100%

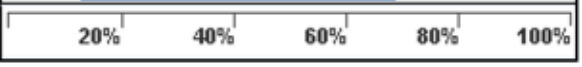
Q39. Do you think civil society organisations should continue to be involved in the GPEDC?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	9	100%	
No	0	0%	
Total Responses	**9**		20% 40% 60% 80% 100%

Annex 4 – SoGo Survey Data Report

Q42. What do you think is the most important activity that the GPEDC carries out? Please put in order of priority, where 1 is the highest priority from the following options:						
Responses	**Rank 1**	**Rank 2**	**Rank 3**	**Rank 4**	**Rank 5**	**Weighted Rank (Score)**
Monitoring implementation of Busan commitments for development cooperation	5	3	1	0	0	1 (40)
Providing a multi-stakeholder platform for engagement and policy dialogue	2	2	4	1	0	2 (32)
Influencing development cooperation practices in an open voluntary multi-stakeholder forum, outside the UN	1	2	3	3	0	3 (28)
Knowledge and sharing of best practice among different stakeholders (including donors, partner country governments, CSOs, parliamentarian organizations, and private sector organizations)	1	2	1	5	0	4 (26)
Other (Please specify below)	0	0	0	0	9	5 (9)
Total Responses						**9**

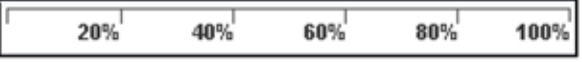
Q44. Is your organisation planning to engage on the GPEDC during the course of 2016?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	5	56%	
No	2	22%	
(Did not answer)	2	22%	
Total Responses	**9**		

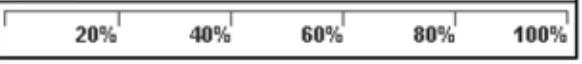
Q45. If yes, at which organisational levels? Please select any of the following that apply:			
Responses	**Count**	**%**	**Percentage of total respondents**
National	1	11%	
Regional	2	22%	
International	4	44%	
Other (Please specify)	0	0%	
(Did not answer)	4	44%	
Total Responses	**11**		
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.			

Q47. Did your organisation previously engage in BetterAid?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	4	44%	
No	5	56%	
Total Responses	**9**		

Annex 4 – SoGo Survey Data Report

Q50. Did your organisation engage with the Open Forum on CSO Effectiveness?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	6	67%	
No	3	33%	
Total Responses	**9**		

Q53. Are you aware of the activities of the Civil Society Partnership for Development Effectiveness (CPDE)?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	7	78%	
No	2	22%	
Total Responses	**9**		

Q55. Does CPDE effectively represent the views of its' constituency (i.e. civil society) in GPEDC discussions?			
Responses	**Count**	**%**	**Percentage of total respondents**
Yes	4	44%	
No	4	44%	
(Did not answer)	1	11%	
Total Responses	**9**		

CSOPartnership
for Development Effectiveness