CIVIL SOCIETY
CONTINUING CAMPAIGN
FOR
EFFECTIVE DEVELOPMENT

A Program Proposal
November 2013- December 2016

submitted by the

CSOPartnership
for Development Effectiveness

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EXECUTIVE SUMMARY

The 4th High Level Forum on Aid Effectiveness (HLF-4) in Busan was a turning point for civil society as more than 300 representatives from different civil society organizations (CSO) were present to give voice to the demands of their constituencies on issues related to development cooperation and poverty eradication. Busan became the culmination of the mobilization and engagement efforts through the platforms of Open Forum (OF) on CSO Development Effectiveness and Better Aid (BA).

With the changing aid and development effectiveness architecture, the BetterAid Coordination Group (BACG) members with the Open Forum Global Facilitation Group (GFG) have united into a new platform. It represents CSOs' diversity, works to strengthen national and sub-regional platforms, and defines channels for CSO representation, critical engagement as well as monitoring of the Global Partnership for Effective Development Cooperation (GPEDC). The new platform is currently called the CSO Partnership for Development Effectiveness (CPDE)[1].

The CPDE is an open platform that unites CSOs from around the world on the issue of development effectiveness, in particular in the context of the Busan Partnership for Effective Development Cooperation (BPd) and the GPEDC. The CPDE is open to the participation of any CSO that endorses its vision, goals, and the *CSO Key Asks on the Road to Busan*,[2] that believes in its objectives, and that adheres to the Istanbul Principles for CSO Development Effectiveness (IP). The CPDE is a platform open to the richness and the diversity of the world's CSOs.

The CPDE Program, "**CIVIL SOCIETY CONTINUING CAMPAIGN FOR EFFECTIVE DEVELOPMENT**" seeks to make concrete contributions to global development through the promotion of development effectiveness and an enabling environment in all areas of work, among CSOs and to key development actors, through active engagement with the GPEDC, guided by the human rights-based approach. The program is characterized by CSO action at global, regional, sub-regional and national levels utilizing a mix of approaches in policy advocacy, engagement, outreach and capacity development. The Program will run from July 2013 - June 2016.

At the end of three years, the Program expects to deliver the following:
- CSOs in at least 50 countries claiming their rights in multi-stakeholder development policy arenas;
- CSOs in at least 50 countries working on their own effectiveness;
- global development and development cooperation policies that are clearly influenced by CSO advocacy positions; and
- multi-stakeholder initiatives at relevant national, sub-regional, regional and global policy arenas advancing enabling environment for CSOs.

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[1]Development effectiveness promotes sustainable change, within a democratic framework, that addresses the causes aswell as the symptoms of poverty, inequality and marginalization, through the diversity and complementarity of instruments, policies and actors. Development effectiveness in relation to aid is understood as policies and practices of development actors that deepen the impact of aid and development cooperation on the capacities of poor and marginalized people to realize their rights and achieve the Internationally Agreed Development Goals (IADGs). Conditions for realizing development effectiveness goals must include measureable commitments to improve the effectiveness of aid.

[2] CSO Key Asks on the Road to Busan, April 2011, http://betteraid.org/en/member-downloads/doc_download/275-csoasks.html

I. BACKGROUND AND JUSTIFICATION

The 4th High Level Forum on Aid Effectiveness (HLF-4) in Busan was a turning point for civil society. More than 300 representatives from different civil society organizations (CSO) were present to give voice to the demands of their constituencies on issues related to development cooperation and poverty eradication. Busan became the culmination of the mobilization and engagement of the Open Forum (OF) on CSO Development Effectiveness and Better Aid (BA).

A year later, in December 2012, CSOs launched a new path from Busan with the creation of the CSO Partnership for Development Effectiveness (CPDE). The CPDE, a product of the merger between OF and BA, is an open platform that unites CSOs from around the world on the issue of development effectiveness. As such, it is set up to better shape and inform the changing aid architecture, particularly in the context of the Busan Partnership for Effective Development Cooperation (BPd) and subsequently, the Global Partnership for Effective Development Cooperation (GPEDC). Details of the founding rationale, objectives and composition of the CPDE General Council was articulated in the Nairobi Declaration attached as **Annex 1**.

The CPDE also sees the need to engage other relevant policy fora and processes. Most notably, the international development community has, in recent months, initiated the process to develop a successor framework to the Millennium Development Goals. The Post 2015 UN International Development agenda is expected to attract considerable attention over the next two years from governments, international institutions, CSOs, the private sector, parliamentarians and other actors in development. The GPEDC also identified developing linkages with the Post 2015 process as an institutional partner, as well as the thematic expertise and knowledge repository the CPDE has developed (under BA and OF) which make the platform well placed to contribute substantively to the discussions. Further, development partners as well as CSOs themselves already demand that CSOs mobilize towards the Post 2015. Initial thinking on the links of the CPDE to the Post 2015 process, including an elaboration of country level processes is enclosed as **Annex 2**.

Through BA and OF, CSOs delivered relevant impacts to the aid and development discourse at the international level. The policy spaces provided to the CSOs were maximized and in return, CSOs were able to contribute in transforming the discussion from aid effectiveness to development effectiveness. Alongside these critical gains of CSOs in the policy arenas are the heightened recognition of CSOs as development actors in their own right and improvement of CSOs' own development effectiveness.

While CSOs have achieved modest gains in influencing development cooperation policy reforms from Accra, the challenge lies in governments implementing the Paris/Accra commitments, and a range of other unfinished business, and for CSOs to monitor the implementation of such commitments. Further, there is a need to cascade these reforms at a national level, and entrench them in policy and practice towards the realization of human rights, social justice, equality (especially gender equality) and sustainability in development.

The external evaluation[3] of the BA and OF processes noted that entry points for multi-stakeholder engagement needs to be found at the national level. Development effectiveness, heralds a new form of development cooperation governance and accountability, which requires creating engagement mechanisms for the different stakeholders involved and strengthening the capacities of weaker stakeholders – particularly CSOs – in order that they can actively participate in these mechanisms on a level playing field. As such, the Program focuses on outreach, capacity development and delivering impacts at the country level.

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[3] Conducted in 2012, *Evaluation of the BetterAid and Open Forum Programmes* contracted by Sida. Full text can be found in https://docs.google.com/file/d/0B_P8EchZ0mp_UjV1VU1BX1lGWGM/edit?usp=sharing

Moreover, CSOs are still confronted with the need to respond to putting forward CSO Development Effectiveness as its core thrust to build stronger consistency and coherence to make use of global, regional, and national spaces in the optimum level to carry out their independent leadership roles. The CPDE needs to act as a platform to share the good practices, lessons learned and tools used for the implementation of the Istanbul Principles at the country level, among the CSOs involved in the CPDE process and beyond.

From a CSO perspective, much of the advantage and potential for achievements of the GPEDC lies in its inclusiveness - embodied in its multi-stakeholder character. But this is not a given. Civil society needs to continue to advocate for a more accountable multi-stakeholder framework for development and development cooperation. For civil society, a key element of any reform is the pursuit by governments of minimum standards to ensure an enabling environment for their participation, specifically in areas of democratic ownership, from a national to a global level.

On all issues, there are national and global dimensions, which means advancing and strengthening such policy dialogues for development.

In order to meet this challenge, the CPDE has designed a coordinated national-regional-global and sectoral campaign. The backbone of this campaign are individual national platforms working on development effectiveness, their own CSO effectiveness through the Istanbul Principles, and advocating for an enabling environment.

And at the heart of this campaign is the CPDE platform. Its power will lie in the broad and inclusive participation of a range of CSOs from around the world, ensuring gender parity in representation, overcoming language and cultural barriers, and including those that are most commonly discriminated against and excluded.

III. PROGRAM DESIGN

A. Development Objective

The CPDE in seeking to contribute to national and global development will promote development effectiveness in all areas of work, among CSOs and with key development actors, through active engagement with the GPEDC among other relevant fora, guided by the human rights-based approach.

B. Immediate Objectives

For the next three years, the CPDE will focus on achieving the following immediate objectives:

1. Contribute to favorable outcomes in development cooperation policy, and enabling environment for CSOs, from national to global levels where we can influence and advance our agenda; and

2. Contribute to the development of capacity and effectiveness of CSOs, particularly at the national level and amongst the most marginalized groups, to practice and advocate for development effectiveness through the Istanbul Principles and International Framework for CSO Development Effectiveness (International Framework).

C. Activities

A thorough look at the immediate objectives indicates the primary areas the platform is working on, namely (1) continuous monitoring and advocacy on the Global Aid and Development Effectiveness Agenda, ensuring alignment with the Human Rights-Based approach, CSO Key Asks and agreements in Busan; (2) promoting an Enabling Environment for CSOs; and (3) building CSO Development and Effectiveness through the implementation of Istanbul Principles and International Framework.

It also indicates the nature of activities the platform will have to ground itself in order to ensure progress in the said areas. Activities may be categorized as under (1) Policy and Advocacy Engagement and (2) Outreach and Capacity Building. The platform will organize its work on different levels, global, regional, sub-regional and national and with special consideration to particular sectors. More importantly, specific activities under each area of work at the different levels, will generally be guided and informed by the three major themes of the platform: (1) Human Rights-Based Approaches (HRBA); (2) Development Effectiveness (DE) and in particular CSO Development Effectiveness (CSO DE); and (3) Democratic Ownership and the Enabling Environment (EE).

1. POLICY AND ADVOCACY ENGAGEMENT

a. Establishing Basis for Policy and Advocacy Engagements

In advancing the development effectiveness agenda and the major themes supported by the platform, it is important for members to have a good handle of the issues surrounding them and to use a perspective that considers insights from bottom – up. Policy discussions and recommendations at all levels will have to be supported by sound research and in depth study.

Policy research activities will help the platform establish sources of evidence-based information, which in turn will ensure that policy analysis and recommendations are always rational and relevant and that local realities are reflected in policy discussions especially at the global level.

Members working on the GPEDC and its different work strands and Building Blocks will lead policy research; Working Groups on CSO led initiatives such as HRBA, DE, EE and SSC; and the recognized sectors. Data gathering and consolidation of inputs are expected to take place at different levels (national to global) and result to clearer policy positions and negotiation points for CSOs.

Aside from the current work being done by the Working Groups, at present, there are already two additional research ideas standing: (1) proposal aiming to establish indicators to monitor and evaluate activities on CSO DE and EE at different levels and (2) proposal to gather data reflecting current conditions (particularly existing spaces for participation and the level of recognition and influence CSOs hold) in terms of advancing democratic ownership at the national level.

This will have a strong national component, as national platforms will be responsible for piloting the indicators, identifying gaps, and generating key data on the enabling environment. It will establish important baselines in country, strengthen the capacity of groups to concretely monitor legislative and policy environments, and could form the basis of national advocacy plans.

Another important area, anticipated to become the focus of most work in the platform is on the Post-2015 process. An assessment of current efforts and the levels of success achieved for different target outcomes can form the basis for establishing a new framework to follow the Millennium Development Goals (MDGs).

CSOs are expected to participate and contribute largely to multi-holder discussions by bringing in the insights and actual experiences of its constituencies, especially those working in the ground. A diverse set of data and information can be gathered at the country level to identify gaps, opportunities for improvement and recommendations for possible changes in strategies and design and implementation of programs related to eradication of poverty and hunger, addressing gender issues and universal health concerns and promoting environmental sustainability and development cooperation.

The challenge for the CPDE is how to leverage its present structure to mobilize for awareness promotion and data gathering activities. Planning includes decisions on sifting and organizing available information to highlight important issues which will guide the CSO Partnership in engaging at the different levels and collaborating with other stakeholders on this process.

b. Ensuring Meaningful Policy and Advocacy Engagements

Highlighting the importance of democratic ownership and the process of discourse and dialogue, representation of civil society in multi-stakeholder activities will have to be ensured at all levels. Maintaining the regular stream of external communication through submission of comments and recommendations and sharing of policy study findings to influence decisions of major actors will help strengthen the presence of civil society in process.

At the regional, sub-regional and national levels, regional or sub-regional coordinating units will assist in building national CSO platforms and/or processes that seek to advance development effectiveness. These platforms or processes will translate the global agenda at the national level as appropriate to their particular context. National Focal Points will lead country-level engagements.

The platform's primary global engagement will be through the GPEDC. Ministerial-level meetings, the key forum for dialogue within the Global Partnership, are scheduled to take place at least once in the span of 18-24 months. The Coordination Committee and Global Council will consciously meet in line with this schedule in order to guide and plan CSO positions on important themes on this engagement. CSOs representative/s will be have to be present in these meetings and ancillary events to help ensure the necessary coordination and oversight to produce a coherent work program that will remain committed to the principles agreed in Busan.

Furthermore, participation in other multi-stakeholder activities and engagements in the different policy arenas with global, regional, sub-regional and national actors where representatives are expected to raise issues important to civil society will also be supported by the platform. Primary to these would be engagements related on the Post 2015 theme.

At the global level, bulk of the work at this level will be taken on by the permanent Working Groups (HRBA, CSO DE, CSO EE, Post 2015, and SSC), Reference Groups (Aid Fragmentation, Climate Finance, Effective Institutions, Private Sectors and Results and Accountability), and the GPEDC Advocacy and Policy Working Committee with the guidance of Coordination Committee. These units are expected to support CPDE's engagement in the official key processes: (1) GPEDC through the Steering Committee, Work strands (Inclusive Development, Private Sector, Domestic Resource Mobilization, and Knowledge Sharing) and the Building Blocks; (2) Post 2015 processes; and (3) other global policy arenas. A diagram to further explain the relationships and interface of related units can be seen in **Annex 3**.

2. OUTREACH AND CAPACITY DEVELOPMENT

c. Continuing Work on the International Framework for CSO Development Effectiveness and Istanbul Principles

The platform will also build on the extensive work conducted on CSO Development Effectiveness. CSOs are expected to continue their commitment to the International Framework and to practice the eight Istanbul Principles, namely, (1) Respect and promote human rights and social justice; (2) Embody gender equality and equity while promoting women and girls' rights; (3) Focus on people's empowerment, democratic ownership and participation; (4) Promote environmental sustainability; (5) Practice transparency and accountability; (6) Pursue equitable partnerships and solidarity; (7) Create and share knowledge and commit to mutual learning; and (8) Commit to realizing positive sustainable change.

In the transition period, all regions are conducting mapping of CSO activities related to the Istanbul Principles and the issue of development effectiveness. This is intended to identify new innovations and best practices among organizations, but also to identify the gaps that need to be addressed at a sub-regional or regional level.

For the multi-year program, implementation of the Istanbul Principles and International Framework will be monitored. Evaluation of outcomes to ensure that resources are available in order to support continuous promotion of implementing the Istanbul Principles will be extended. Documentation of CSO stories under different contexts and at different levels and how the Istanbul Principles were able to change the ways CSOs work can serve as reference to other CSOs. Prior to dissolving, the Open Forum established a Wiki[4] designed to house such

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[4] CSO wiki, website in http://wiki.cso-effectiveness.org/?lang=en

knowledge sharing efforts. Continuing to build on this resource can serve as important reference to other CSOs.

Regular peer sharing will be organized in order to address challenges and successes and highlight good practices. Presentation of these cases will also be a way to celebrate the fifth founding anniversary of the International Framework in the final year following the schedule in the program framework.

Furthermore, the current proposed research on establishing indicators to monitor and evaluate activities on CSO DE and EE is expected to use information gathered at different levels as inputs to establishing the baseline and indicators for monitoring and building on sufficient database to evaluate the platform's initiatives for promoting CSO DE and EE and planning for possible future activities.

d. Expanding Membership and Strengthening Internal Participation

In order to ensure the broad and inclusive participation of a range of CSOs from around the world, the platform will implement outreach activities. These will encourage groups from new countries and sectors to participate, particularly those that are often excluded and most commonly discriminated against, to engage on development effectiveness discussions. Primary to this will be the development of a range of accessible information materials and facilitators to help provide the development effectiveness lens on their focus areas of work.

In doing outreach, it will be important to consider the following: (1) enhancing the image of the platform to its stakeholders and (2) introducing the platform to the rest of the world. Means and venues to do this can range from the conduct of information campaigns, production of videos and other information materials, and taking advantage of new media by building websites and wiki pages and managing social media accounts such as Facebook and Twitter.

Current efforts to reach out to other sectors such as indigenous people, youth and people with disability will also be continued. There will also be on-going discussions to establish a more organized strategy, process and timeline to encourage their formal entry to the platform. The CPDE will continuously observe coordination mechanisms that ensure gender parity in representation and overcome language and cultural barriers

e. Establishing Internal Communications and Knowledge Sharing Mechanisms

Discussion of common issues and sharing of lessons learned and best practices amongst CSOs themselves will help establish a pool of information which will be useful in engagements with other stakeholders especially at the regional, sub-regional and country levels. Thus, aside from the list serves and current internal channels of communication, the platform will strive to establish mechanisms which will allow for knowledge sharing and other forms of interactions. This will be done through building a portal or online forum dedicated to discussions and storage of materials and resources and encouraging that sessions devoted to sharing of success stories and current activities be provided during meetings and consultations.

Another important element that can help improve the capacity and confidence of member CSOs to critically engage will be to secure them that all these information will be available and accessible when necessary. The Global Secretariat will ensure that effective channels of internal communication are in place. Specifically, it will aim to effectively manage the following: (1) dissemination/cascading of information from top to bottom levels and vice-versa; (2) information exchanges between the different units of platform; (3) storage of information materials and resources (database management); and (4) translation of information materials and resources in at least three major languages.

f. Implementing Capacity Building Activities on Research, Advocacy, and Mobilization

Foremost among the objectives of the platform is to ensure that CSOs and sectoral formations at the regional, sub-regional and country levels are capable of doing work related to research, advocacy, and mobilization efforts. While CSOs perform a variety of roles and functions, focus will be on these areas as they are fundamental in promoting development cooperation.

CSOs are expected to critically engage with key stakeholders of the Busan agenda at all levels, pushing forward the major points in the CSO Key Asks as they relate to the outcomes of Busan, including the unfinished business of Paris and Accra. At the country level, in particular, it will be important to build the capacity of CSOs to advocate for a minimum set of standards for enabling environment, to continue to promote democratic ownership and inclusive development, and to more effectively monitor and evaluate the development plans of respective governments.

In order to do this, the platform will endeavor to implement a full range of capacity development activities that will help fill the knowledge and skills gap within member CSOs. This range will span from the conduct of seminars and training programs on specific topics and issues, peer sharing of good practices actual provision of technical assistance such as direct supervision or hand holding and/or simple guidance and advise to ensuring there will be opportunities for them to demonstrate these capacities.

3. IMPLEMENTATION AND MANAGEMENT

The achievement of these objectives and implementation of activities under each area of work will be managed at the global level through coordination and communication between the different units, namely the Global Council as composed of the different representatives from the regional and sub-regional levels and sector formations, National Focal Points, Coordination Committee, Working Groups and Reference Groups, Global Secretariat, and Independent Accountability Committee - from planning and fundraising to the actual conduct of activities until monitoring and evaluation.

g. Planning and Fundraising

The Global Council will meet yearly to discuss and decide on the major strategies of the platform in terms of policy and advocacy engagements and set the direction as to the kinds of projects and activities to be implemented. Findings made by the Independent Accountability Committee during its course of monitoring will also contribute to analyzing and improving processes and systems operating within the platform.

The Coordination Committee together with focal persons from the permanent Working Groups and with the aid of the Global Secretariat will meet to prioritize the activities that will be implemented in each year following the discussions within the Global Council. This will serve as the basis for fund raising efforts. Regional and sub-regional coordinating units are also be encouraged to meet to clarify the details in implementing more effective strategies for promoting developing effectiveness at the their levels and contribute to the achievement of overall goals of the platform and possibly to contribute to fund raising efforts.

h. Coordination and Daily Management

The Global Secretariat will remain the primary unit handling the coordination of activities within the platform. It will have the primary responsibility of providing support services to the different units, monitoring day to day activities, providing necessary information and communication, and facilitating financial transactions.

Coordinating units will be set-up in the regions to facilitate and support the movement of information and processes at the global and national levels. Secretariats for regions will be organized to easily identify point persons who will responsible for many of the activities to be conducted in the sub-regions and countries. These units will also be in charge of monitoring activities at these levels and will report to directly to the Global Secretariat to ensure that they are properly implemented.

D. Results

A detailed Program Performance Framework that explains the performance indicators, means of verification, and assumptions and risks for each immediate objective can be seen in **Annex 4.** Below is a summary linking the key activities with outputs and outcomes

Component 1. Policy Engagement and Advocacy Intended Impact: Favorable outcomes in development cooperation policy, and enabling environment for CSOs, from national to global levels where CSOs can influence and advance the development effectiveness agenda.		
Inputs	**Outputs**	**Outcomes**
Evidence-based policy research	Evidenced based policy recommendations and submissions, particularly reflecting country level data are used (for written submissions to the GPEDC and its different work strands and BBs, GPEDC Ministerial statement/key asks, Post-2015 processes, sectoral, regional, sub-regional policy statements, position papers and negotiation points)	Favorable outcomes in development cooperation policy are achieved in defending Paris/Accra commitments and towards realization of human rights, social justice, equality (especially gender equality) and sustainability in development, specifically in areas of democratic ownership and enabling environment from national to global level
External communications	Key development cooperation actors are aware of and understand CSO policy positions	Accountable multi-stakeholder framework for development and development cooperation and an enabling environment for CSOS are promoted with evidence of improved impact on the policy dialogues for development at national to global level
Multi-stakeholder dialogues/policy engagement	Key development cooperation actors are supportive of CSO policy positions	

Component 2. Capacity Building and Outreach Intended Impacts: Development of capacity and effectiveness of CSOs, particularly at the national level and amongst the most marginalized groups, to practice and advocate for development effectiveness through the Istanbul Principles.		
Activities	**Outputs**	**Outcomes**
Implementation of Istanbul Principles and International Framework for CSO Development Effectiveness	CSOs are aware of and are effectively implementing the Istanbul Principles and International Framework for CSO Development Effectiveness (documenting and sharing good practices and monitoring and evaluating current activities)	Effective performance of CSO roles and capacities and enhanced systems and approaches for organizing work on realizing development effectiveness, establishing the importance of principles and framework for CSO Development Effectiveness
Capacity development on policy research, advocacy and mobilization	CSOs at the regional, sub-regional, country levels and sectoral formations are doing relevant research, advocacy and mobilization efforts	Critical engagement of CSOs with key stakeholders of the Busan agenda at all levels of the GPEDC and other arena sincluding Post-2015 processes focusing on research, advocacy and mobilization efforts, pressing for the CSO Key Asks as they relate to the outcomes of Busan, including the unfinished business of Paris and Accra
Outreach to Constituencies	CSOs in at least 50 countries in all global regions and sectoral formations are participating in the CPDE	Broad, inclusive and strengthened participation of a range of CSOs from around the world, making concerted efforts to ensure gender parity in representation, overcome language and cultural barriers, and include groups from new countries and sectors, including those that are most commonly discriminated against and excluded
Internal communications and knowledge sharing	CSOs are using and sharing knowledge and information in engaging the development effectiveness agenda (updated and translated documents through effective communication and knowledge sharing channels)	

E. Beneficiaries

The direct beneficiaries of the Program are the civil society participating in the platform, with particular emphasis to those operating at the country level. Through the Program, civil society organizations (CSOs) will have stronger human rights-based advocacies in development and development cooperation through a unified voice, linked multi-stakeholder initiatives and direct support from the various units of the platform. CSOs are also expected to improve their effectiveness through the implementation of the Istanbul Principles and International Framework and progressive realization of Enabling Environment for CSOs. Effective coordination of the expansive outreach of the platform will ensure mutually beneficial relations of its different units, themes, and levels of operation. At the national level, for instance, CSOs will be able to leverage gains at and benefit from support of upper levels and sectoral/ thematic units of the platform. At higher levels and thematic/sectoral arenas, country experiences and grounding strengthen the legitimacy and power of advocacies and positioning.

The ultimate beneficiaries of the Program are the impoverished and marginalized groups who compose the constituents of the CSOs (who are direct beneficiaries). This is based on the already established assumption that increased effectiveness of CSOs in influencing policy and other areas of work contribute to enabling the impoverished and marginalized groups to claim their rights and improve their lives.

III. PLANNING, MONITORING, AND EVALUATION

1. Process

The planning, monitoring and evaluation (PM&E) system will be established by the Global Secretariat guided by the Coordination Committee within the first half of the first year. The program, performance framework will serve as the basis for the PM&E system.

The program proposal and program performance framework is informed by inputs from the different units[5] representing all the constituencies of the platform.

While the project performance framework outlines the over-all plan and intended results of the Program, each of the implementing units of the platform will undertake detailed work planning. These specific work plans will be vetted by the Secretariat and approved by the CC tested against the performance framework, ensuring that activities clearly contribute to set outcomes. Consequently, the budgets for specific working groups, sectors, regions, sub-regions and countries may be adjusted in accordance with the approved plans.

The Program will have clear assessment (to set performance indicators) and evaluation periods (to assess performance indicators). Internal monitoring and review will be on going throughout the program. In gathering information, a range of methodologies will be used to ensure that the most appropriate tools are used to gather all the viewpoints of relevant people and groups. Findings will be made widely available to relevant groups and used as the basis for on going planning. In addition, they will provide the program with information to (a) make day-to-day decisions about processes; (b) review objectives; and (c) demonstrate accountability to members, platform participants, donors, and other stakeholders.

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[5] See Section V for details

Mid-year and annual assessment and planning exercises will be conducted and will be reported to the bi-annual meetings of the CC. The annual assessment and planning are likewise opportune times to refine plans and requisite budgets. Annual Assessments will be tabled in the Global Council.

An Independent Accountability Committee (IAC) will also be set up to further fortify the platform's transparency and accountability mechanisms.

2. Indicators

The following are preliminary output and outcome indicators of the Program:

Immediate Objective 1. Contribute to favorable outcomes in development cooperation policy, and enabling environment for CSOs, from national to global levels where CSOs can influence and advance the development effectiveness agenda.			
Outputs	**Indicators**	**Outcomes**	**Indicators**
Evidenced based policy recommendations and submissions, particularly reflecting country level data are used (for written submissions to the GPEDC and its different work strands and BBs, GPEDC Ministerial statement/key asks, Post-2015 processes, sectoral, regional, sub-regional policy statements, position papers and negotiation points)	Policy researches conducted to support advocacy Policy recommendations developed and submitted	Favorable outcomes in development cooperation policy are achieved in defending Paris/Accra commitments and towards realization of human rights, social justice, equality (especially gender equality) and sustainability in development, specifically in areas of democratic ownership and enabling environment from national to global level	Changes in relevant policies where influence of CSO position can be evidenced
Key development cooperation actors are aware of and understand CSO policy positions	Donor and partner governments and other development actors with increased awareness of CPDE positions	Accountable multi-stakeholder framework for development and development cooperation and an enabling environment for CSOS are promoted with evidence of improved impact on the policy dialogues for development at national to global level	Increased multi-stakeholder character of development and development cooperation policy and practice
Key development cooperation actors aware of CSO policy positions	Donor and partner governments and other development actors referencing CSO positions		

Immediate Objective 2. Contribute to development of capacity and effectiveness of CSOs, particularly at the national level and amongst the most marginalized groups, to practice and advocate for development effectiveness through the Istanbul Principles.

Outputs	Indicators	Outcomes	Indicators
CSOs are aware of and are implementing the Istanbul Principles and International Framework for CSO Development Effectiveness (documenting and sharing good practices and monitoring and evaluating current activities)	CSOs with increased awareness of the Istanbul Principles and International Framework for CSO Development Effectiveness	Effective performance of CSO roles and capacities and enhanced systems and approaches for organizing work on realizing development effectiveness, establishing the importance of principles, and framework for CSO Development Effectiveness	Some evidence of CSOs demonstrating increased effectiveness from implementing the Istanbul Principles and International Framework for CSO Development Effectiveness
CSOs at the regional, sub-regional, country levels and sectoral formations are doing relevant research, advocacy and mobilization efforts	Regional, sub-regional, country and sectoral formations report enhanced capacity for policy research, advocacy and mobilization efforts	Critical engagement of CSOs with key stakeholders of the Busan agenda at all levels of the GPEDC and other arenas including Post-2015 processes, focusing on research, advocacy and mobilization efforts, pressing for the CSO Key Asks as they relate to the outcomes of Busan, including the unfinished business of Paris and Accra	CSO Key Asks as they relate to the outcomes of Busan, including the unfinished business of Paris and Accra are advocated in relevant processes at all levels
CSOs in at least 50 countries in all global regions and sectoral formations are participating in the CPDE	Countries where CPDE activities are conducted Sectoral formations engaged in the development effectiveness agenda	Broad and inclusive participation of a range of CSOs from around the world, making concerted efforts to ensure gender parity in representation, overcome language and cultural barriers, and include groups from new countries and sectors, including those that are most commonly discriminated against and excluded.	Profile of CPDE membership demonstrating inclusiveness Range of CPDE members involved in different areas of work at different levels Positive feedback from members on inclusiveness of CPDE
CSOs are using and sharing knowledge and information in engaging the development effectiveness agenda (updated and translated documents through effective communication and knowledge sharing channels)	CSOs with increased awareness of CPDE positions and other relevant information necessary for effective engagement of development effectiveness agenda		

Two complementary monitoring measures will be undertaken to establish progress against objectives and triangulate reports from various units of the platform. These are: (1) an independent perception survey on awareness and information needs of CSOs and other key stakeholders and (2) a synthesizing research on democratic ownership and enabling environment integrating, at least, 30 country reports.

3. Risk Management

The key risks in the assumptions enumerated in the ProgramProject Performance Framework can be found in the table below with the corresponding corrective measures the ProgramProject will take in order to manage these risks.

Key Risk Factors	Corrective Measures
That commitments in the BPd and other international conventions/ instruments will be implemented and will have resulted in broad, multi-institutional based, inclusive, and development oriented policies and that the GPEDC mandate will continue to include global policy reform	The CPDE will continue to monitor and push for the implementation of commitments in the BPd and other international conventions/ instruments. As member of the Steering Committee of the GPEDC, the CPDE will endeavor to ensure that policy reform remain within the mandate of the Partnership
That partners in GPEDC and other policy making bodies at different levels recognize the integrity of policy proposals that CSOs produce and respect these as evidence in policy formulation and that donor and partner governments recognize CSOs as independent development actors and, as such, are rightful players in development and development cooperation policy formulation	The CPDE will continue to draw on the vast experience of CSOs in asserting their legitimacy and advancing their positions in policy reforms. The CSOs strong linkages with the grassroots leading to a deep understanding and a particular perspective on development issues will be the foothold of this assertion.
That CPDE plans can adapt to the specificities of each country; that country conditions allow for CSO activities at regional, sub-regional and national activities as projected in CPDE's plans; and, that partner government and donor representatives are willing to meaningfully engage with CSOs at all levels	The CPDE will consider the policy environment in the selection of sites for national activities. It will likewise consider, as a key criterion, the capacity to ensure multi-stakeholder engagement in the identification of national focal points. The CPDE will also leverage its existing working relationship with the members of the GPEDC (donors and recipient governments) to assist in this process, as appropriate.
That geographical and sectoral formations of CPDE are organized and capable to reach out and represent the most marginalized groups	CPDE will mobilize its most advanced global, regional and sub-regional units to extend capacity development and assist in organizing activities at different levels

IV. SUSTAINABILITY

Sustainability is a key element of the program's methodology. Principles underpinning the sustainability of the program are:

- CSOs directly participate and contribute resources in planning, implementation and evaluation of activities undertaken and develop ownership of them;
- Building multi-stakeholder mechanisms for increased engagement with government over development cooperation policies and implementation of development policies;
- Capacity development and support to CSOs to promote organizational sustainability;
- Supporting, strengthening and expanding existing CSO structures and roles, not replacing them.

CPDE Program's core methodologies are linked policy advocacy and capacity development. Experience has shown that this combination of approaches ensures that policy gains and organizational capacity are sustained after the funding period has ended.

A. Financial and economic sustainability

CPDE recognizes that the global mobilization of CSOs to campaign for development effectiveness requires a sizeable infusion of external funding. The program relies on CSOs being engaged to meet the program objectives. Many contributions to this engagement, since BetterAid and Open Forum and currently in CPDE, are not completely covered by the program budget. It is a program premise that CSOs engaged contribute substantially in-kind. A system for CSO In-Kind Contributions Tracking And Reporting is attached as **Annex 7**.

In response to development partners call for direct financial contributions from CSOs the Co-chairs have issued a request for funding coursed through the INGO representative of the General Council as well as regional representatives of Europe and North America. It is also planned that the Finance Committee would develop an internal fundraising strategy together with these representatives for implementation throughout the duration of the program.

Financial and economic sustainability is also embedded in the program through:

- Ensuring the financial accountability through implementation of Internationally Accepted Accounting Principles for all implementing organizations as part of the MoU with the IBON/main financial host and oversight of the Independent Accountability Committee;
- Encouragement and support on supplementary fundraising activities for specific activities particularly at the country level;
- Support for direct multi-stakeholder engagement of CSOs that increases their recognition as development actors and facilitates support and awareness among other stakeholders who may be in a position to provide funding support (i.e., government, donors and INGOs)

B. Institutional sustainability

A key component of the program is promoting institutional sustainability of partners and community structures through capacity building, using a range of appropriate interventions. By working in partnership with sectoral, regional, sub-regional and national platforms, the approach is to ensure that both the program's impact _and_ means are sustained after program support is withdrawn. The program is designed around identified activities by constituencies, and which, when implemented, would complement and strengthen their existing work. The emphasis on CSO development effectiveness and enabling environment to make this possible coupled with capacity development, in the long-term, will be better enable CSOs to increase the effectiveness and efficiency of their work.

The program's focus on networking and sharing of good practice adds another dimension to institutional sustainability, by giving participating CSOs the opportunity to take on lessons from other stakeholders in order to improve their own effectiveness.

C. Social and cultural sustainability

Measures that have been planned to ensure long-term acceptance of its results:
- Constituency involvement in the program's planning and decision-making. The program has been designed in response to CSOs plans and in consultation with their representatives.
- Involvement of state and non-state players. The program has a strong multi-stakeholder component and provides CSOs with networks, activities and platforms for full communication and participation necessary to ensure the maximum possibility of mutual support and acceptance.
- Process reviews: The program will measure the impact of its processes to identify and negate any undesirable spin-offs that might affect acceptance of the program outputs and outcomes.

V. WORK ARRANGEMENTS

Work Arrangements for Policy and Advocacy Engagement Activities

Bulk of the work on policy and advocacy at the global level will be taken on by the permanent Working Groups, Reference Groups and the GPEDC Advocacy and Policy Group with guidance from the Coordination Committee. These units are expected to support CPDE's engagement in the official key processes,

Through their representatives at the Global Council and Coordination Committee, issues and concerns at the sectoral, regional, sub-regional and country levels are expected to be elevated in global level discussions. Operationally, this can be ensured by rooting policy researches on country level experiences, local practices and community-based stories. Conduct of consultations at the regional and sub-regional levels will have to consciously observe the participation and involvement of as many representatives from different countries with diverse nature of work as possible. Such schemes reinforce the need for less abstract and more realistic outcomes and solutions which can be translated in unique contexts.

Moreover, sectoral formations will take the lead on issues that relate directly to their particular sector. Their inputs are also expected for policy and advocacy submissions made by policy and advocacy oriented units within the platform working on issues with cross cutting themes but which bear direct impact to their constituents.

Looking at the Post-2015 process as an exercise of this working arrangement, it will be important for policy and advocacy units doing work at the global level to recognize which of the available information at the country level will be most necessary and how they can be utilized to contribute to current efforts on the Post-2015 process given the variety of stakeholders and actors actively involved. This can serve as guide for organizing activities below. Focal organizations at the regional, sub-regional and country levels can be expected to mobilize and implement these activities. The results from their monitoring and reporting can feed into the system to contribute to current resources and further enrich the quality of discussions.

Work Arrangements for Capacity Building Activities

Outreach and capacity building activities are expected to be taking simultaneously at all levels. Members of the Global Council, as the external representatives of the platform and through their active engagement in different policy spaces and advocacy efforts, are expected to promote awareness and encouragement for new members to join the CPDE. Part of promoting awareness and of knowledge and skill building, they also have the main responsibility to provide information and updates to members within their regions and sub-regions regarding the different thematic areas of work of CPDE.

For more organized forms of capacity building to happen at a global scale, the Coordination Committee and the Global Secretariat will have to plan for a more comprehensive CSO Development Effectiveness strategy. Baselines will have to be first established to account where gaps are present and where capacity building on research, advocacy and mobilization will be most needed. This will be benefit from the parallel work to be conducted by the Working Groups on CSO Development Effectiveness and Enabling Environment. A listing/mapping of persons and organizations considered as experts on different themes and issues and who are current members of the platform may also be conducted to facilitate ease in tapping experts to help in capacity building efforts. Setting up systems and processes and establishing physical and virtual mechanisms for doing all these will have to be further discussed.

Activities set forth will be implemented through the new CPDE structure and will follow the basic levels of organization detailed below.

A. Global Council

The Global Council (GC) will be the highest governing body of the CPDE composed of representatives from the constituencies ensuring balance between sector and major geographic representation. The GC will provide political leadership and financial guidance to the CPDE. It will perform the follow basic responsibilities: (1) facilitate information exchange within the CPDE; (2) ensure accountability of CC; (3) oversee aspects and areas of work of the CPDE; (4) review and approve report, work, action plans, policies, work, fundraising strategies, and proposals; and (5) confirm the nominations of new constituencies and focal persons of the members of the CC and election of Co-chairs and formation of new committees. The List of Global Council Members is attached as **Annex 5**.

B. Coordination Committee

A smaller body, known as the Coordination Committee (CC), will conduct the day-to-day work of the GC. It will be composed of representatives from each of the regions and sectoral groups and headed by Co-chairs. The CC will (a) represent the CPDE at the level of the GPEDC, and other relevant policy arenas; (b) conduct global advocacy on the Busan commitments; (c) monitor and evaluate the Busan monitoring framework; (d) facilitate policy development as necessary; (e) consult with the GC and the working groups; (f) guide the activities of the working groups on the BBs and receive reports; (g) reach out to communicate with the broader membership of the CPDE; (h) oversee the support of functions, the day-to-day activities, and financial management; (i) facilitate the fundraising activities; and (j) ensure accountability for all processes in the CPDE. The List of Coordination Committee Members is attached as **Annex 6**.

C. Working Groups

Working Groups (WG) will undertake much of the thematic work of the CPDE. They will elaborate on the policy messages, elements of negotiation, information exchange, analysis, and strategic responses on all the details with their own thematic area. They will work with the support of the GC. The GC may also organize Working Groups at all levels to undertake specific tasks related to current areas of work. The Working Groups which are currently operational are on the following themes: (a)Human Rights-Based Approach; (b) CSO Development Effectiveness; (c) Enabling Environment; (d) Post-2015 and (e) South-South Cooperation.

Plans and reports of WGs are vetted by the Secretariat based on the guidance of the CC and its Co-chairs. The thematic WGs will be working with the Advocacy Working Committee with regards to policy positions in engaging the GPEDC and other policy advocacy arenas. They will likewise work with the sectoral, regional, sub-regional and national units to mutually support the relevant areas of their work. Each WG will identify lead organization(s) to administer plans, manage resources, and ensure delivery.

D. Working Committees

Members of the CPDE will also be organized into committees along various areas of work. These committees will make the necessary proposals and plans for approval of the governing bodies on CPDE's work in Policy Advocacy, Communications, and Finance.

E. Sub-Regional and Regional Coordinating Units

Sub-regional and regional coordinating bodies, in particular, Regional Secretariats will facilitate the work at the sub-regional and regional levels. They will convene existing national platforms, development CSOs and sectoral networks/groups to devise a collective lobbying and advocacy work plan. Advocacy work will be conducted in a way that will allow full country participation.

Plans and Reports of Sub-regions and Regions Plans and Reports are vetted by the Secretariat based on the guidance of the CC and its Co-chairs. Each will identify lead organization(s) to administer plans, manage resources, and ensure delivery.

F. National Focal Points

Regional and sub-regional processes will identify country-level focal points from national CSOs participating in the platform. Subsequent national CSO processes will confirm these focal points. The focal points will coordinate the platform's activities at the country level and ensure broadest levels of participation. It will likewise administer national plans, manage resources, and ensure delivery.

G. Global Secretariat

The Global Secretariat (GS) will be responsible for managing the programs of the CPDE and in performing all expected administrative functions. It will be responsible for implementing planned program cycles, developing fundraising proposals and reports, liaising with donors, preparing reports, and ensuring transparent financial management.

The Global Secretariat will be devolved into three organizations: (1) IBON to handle core Secretariat functions of project and finance management and platform coordination and outreach; (2) ITUC to handle liaison and policy support; and (3) CIVICUS to handle communications.

The Global Secretariat will have the following staffing complement:

1. Program Manager (IBON)
   - Ensure program translation of GC objectives, plans and related decisions
   - Design program planning, monitoring and evaluation systems and ensure its implementation
   - Manage program guided by the Global Council (GC) and Coordinating Committee (CC)
   - Provide day-to-day supervision to all CPDE staff
   - Maintain relationship with CPDE's donors
   - Support the Independent Accountability Committee
2. Coordinator (IBON)
   - Coordinate the CPDE's activities
   - Administer support to the GC and CC
   - Collect and manage information related to CPDE's work
   - Monitor and coordinate implementation of GC & CC decisions
3. Finance Officer (IBON)
   - Prepare budget based on approved plan
   - Ensure finance documentation, monitoring and reporting
   - Ensure finance control and audit
4. Outreach Officer (IBON)
   - Coordinate CPDE outreach work with Regional, Sub-regional and Sectoral Focal Points
5. Policy Associate (ITUC)
   - Liaise with the OECD and UNDP regarding CPDE's concerns and requirements for its advocacy work
   - Inform CPDE CSOs of developments in the GPEDC and Building Blocks

- Provide policy and technical assistance to advocacy/lobby units of CPDE's working groups
6. Communications Officer (CIVICUS)
   - Coordinate and manage the communications component of CPDE's advocacies, campaigns and public image
   - Develop communication objectives and communication plans based on the CPDE's objectives
   - Implement communication plans utilizing the CPDE members and positions as resource
   - Produce IEC materials for the BACG through different media and outlets

H. Independent Accountability Committee (IAC)

The Independent Accountability Committee (IAC) will ensure that all aspects of accountability and transparency will be observed in the fulfillment of the mandate of the CPDE by its different working units. The IAC will meet once a year to assess the implementation of activities. The results of their assessment will help identify and address issues and challenges, contribute to work strategies of the CPDE, and allow the CPDE to collectively consider its mandate and work structures.

An Identification of Implementation Units per key activity is attached as **Annex 8**.

VI. INDICATIVE BUDGET[6] (in USD)

BUDGET SUMMARY				
	Year 1	Year 2	Year 3	Total (in USD)
Policy Development and Advocacy Engagement	**701,134.20**	**799,865.80**	**839,000.00**	**2,340,000.00**
Working Groups	269,134.20	445,865.80	410,000.00	1,125,000.00
CSO Participation in Task Team meeting on CSO DE and EE	26,000.00	26,000.00	26,000.00	78,000.00
Participation in Advocacy Arenas	30,000.00	30,000.00	30,000.00	90,000.00
Participation in the GPEDC Ministerial / Global Council Meeting	170,000.00	140,000.00	140,000.00	450,000.00
Policy Support	56,000.00	48,000.00	48,000.00	152,000.00
Coordinating Committee (CC) Meeting	110,000.00	110,000.00	110,000.00	330,000.00
Synthesizing Trends in Development Cooperation and South-South Cooperation in the light of Busan	40,000.00	-	75,000.00	115,000.00
Capacity Building and Outreach	**954,263.08**	**1,611,469.92**	**1,282,600.00**	**3,848,333.00**
Regional	511,290.00	966,243.00	964,000.00	2,441,533.00
Sectors	312,373.08	525,626.92	194,000.00	1,032,000.00
Outreach Support	50,000.00	39,000.00	44,000.00	133,000.00
External Communications support	45,000.00	45,000.00	45,000.00	135,000.00
External Communications activities	35,600.00	35,600.00	35,600.00	106,800.00
Platform Coordination and Programme Management	**224,667.00**	**204,000.00**	**204,000.00**	**632,667.00**
Programme Management	75,000.00	65,000.00	65,000.00	205,000.00
Platform Coordination	75,000.00	65,000.00	65,000.00	205,000.00
Translations	45,000.00	45,000.00	45,000.00	135,000.00
Internal Communications	10,000.00	10,000.00	10,000.00	30,000.00
Policy Administration Costs	4,667.00	4,000.00	4,000.00	12,667.00
IAC Meeting	15,000.00	15,000.00	15,000.00	45,000.00
SUB-TOTAL	**1,880,064.28**	**2,615,335.72**	**2,325,600.00**	**6,821,000.00**
Fiscal Management (10%) [1]	**188,006.43**	**261,533.57**	**232,560.00**	**682,100.00**
GRAND TOTAL	**2,068,070.71**	**2,876,869.29**	**2,558,160.00**	**7,503,100.00**

VII. LIST OF ANNEXES (Links)

1. Nairobi Declaration
2. CPDE and the Post 2015: Focus on Country-level Processes
3. Global Policy Work of CPDE
4. Project Performance Framework
5. List of Global Council Members
6. List of Coordination Committee Members
7. CSO In-Kind Contributions Tracking And Reporting
8. Identification of Implementation Units

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[6] As explained in the PM&E section, each working group, sector, region, sub-region and national units will undertake detailed work planning that will be subjected to vetting of the Secretariat and Finance Committee. The specific budget lines of each may later be revised to rationalize allocation based on plans. As indicated in the PM&E section, the annual planning and assessment activities of the CC will be maximized to review this budget and revise as necessary. Detailed Indicative budget is attached as **Annex 9**.