

# Building a CSO Partnership for Development Effectiveness (CSO Partnership)

December 2012

*In December 2011, following the conclusion of the Fourth High-Level Forum on Aid Effectiveness (HLF-4) and the Busan Partnership for Effective Development Cooperation (BPd), members of BetterAid and the Open Forum for CSO Development Effectiveness agreed to explore the possibilities of building one single future platform working on the implementation of the BPd and the CSO Key Asks.<sup>1</sup> The following represents the conclusions of a series of meetings and global consultations that have shaped this new CSO Partnership for Development Effectiveness.*

## I. OUR POLITICAL STATEMENT

### A. The need for a new approach to development– the current context

1. Unchecked globalization and profit driven economic growth are failing people living in poverty and the planet. They have exacerbated inequalities at all levels – between and within regions, countries and communities between men and women – and have sparked multiple crises of food, fuel, finance, and climate that still remain unresolved. 1.4 billion people, 70 percent of which are women and girls, still live in extreme poverty. The inequality gap between the world’s richest and the world’s poorest people continues to grow wider - thirty (30) per cent of the world’s wealth and resources are in the hands of 0.5 per cent of its population. The ‘geography of poverty’ is also changing, with the majority of the world’s poorest people living in middle-income countries.

2. The internationally agreed development goals (IADGs)<sup>2</sup>, which promised to address these disparities, will not be met through a continued focus on economic growth as the engine of development. There is now strong consensus that economic growth does not necessarily lead to improved human development and sustainability. What is needed is global and national political leadership and commitment to adopt and implement sustainable and alternative approaches to development. However, aid budgets are in decline. In many places, the voices of civil society are being silenced. Political declarations remain empty promises, devoid of concrete commitments or accountability to the rights and needs of the majority of the world’s population. Multilateralism is being redefined and regionalism has become an emerging phenomenon.

3. Civil society organizations (CSOs), as independent development actors in their own right, have

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<sup>1</sup> CSO Key Asks on the Road to Busan, April, 2011, [http://www.cso-effectiveness.org/IMG/pdf/cso\\_asks\\_final\\_.pdf](http://www.cso-effectiveness.org/IMG/pdf/cso_asks_final_.pdf)

<sup>2</sup> The IADGs are a set of specific goals, many with concrete time-bound targets, which form the United Nations Development Agenda. They summarize the major commitments of the UN global summits held since 1990 on different aspects of global development challenges. Some of these commitments were combined in the *Millennium Declaration* adopted by all governments at the Millennium UN Summit in 2000. The IADGs include the eight specific Millennium Development Goals (MDGs), but are a much broader set of objectives. The IADGs include challenges of economic growth at country level, equitable social progress, decent work, sustainable development, human rights (including women’s rights, children’s rights, indigenous peoples rights), equitable global economic governance, fair trade, debt cancellation and migration rights. Taken from *Synthesis of Findings and Recommendations*, Advisory Group on Civil Society and Aid Effectiveness, August 2008, p. 3 and *A Draft International Framework for CSO Development Effectiveness*, Version 2, November 2010.

been engaged for many years in promoting these sustainable alternatives and a human rights-based approach to development. Since 2008, even before the Third High Level Forum on Aid Effectiveness (HLF-3) and the Accra Agenda for Action (AAA), CSOs have demanded that human rights, women's rights and gender equality, decent work, environmental sustainability, and democratic ownership, be at the heart of the conclusions of any future High Level Forum. We came with this vision to HLF-4 in Busan, South Korea, where CSOs participated formally, including at the negotiation table.

4. We recognize that the HLF-4 and the Busan Partnership for Effective Development Cooperation (BPd) ushered in a new era in the global effort to advance people's development needs and rights. New actors, including key emerging economies and the private sector, participated for the first time in this process. Likewise, discussions moved beyond traditional modalities of development cooperation. It has incorporated South-South and Triangular Cooperation, the role of the private sector, parliamentarians and local government in development, the issue of climate financing, and the endorsement of the Istanbul Principles for CSO Development Effectiveness (Istanbul Principles). The BPd signalled an inspiration to shift from a northern donor-driven arrangement to a new international framework that is more inclusive of the breadth of development actors and the depth of new issues on the global development cooperation agenda.

5. We also acknowledge the enhanced and formalized space that civil society secured at HLF-4 and in the subsequent processes related to effective development co-operation. We recognize that changes to the scope and membership of the Global Partnership for Effective Development Co-operation (GPEDC) come with opportunities.

6. But civil society is also critical of several aspects of the BPd. We are concerned that the GPEDC envisages the private sector and economic growth as the driver of development. The BPd makes only token reference to human rights as the basis of development; its treatment of women's rights, environmental sustainability and the decent work agenda is weak and instrumental. We also believe that the BPd does not adequately respond to the failure of donors to fully implement their commitments under the Paris Declaration (PD) and the AAA. We are also deeply concerned that the commitment on an enabling environment for civil society does not provide an accountability framework to counter the current government backlash against CSOs, democracy and our fundamental freedoms and rights. Finally, we remain concerned about the lack of southern partner country engagement in the GPEDC.

## **B. The need for a new global and country-focused CSO structure**

### **Who we are**

7. The CSO Partnership for Development Effectiveness<sup>3</sup> (CSO Partnership) is an open platform that unites CSOs from around the world on the issue of development effectiveness, in particular in the

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<sup>3</sup>Development effectiveness promotes sustainable change, within a democratic framework, that addresses the causes as well 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 by 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 measurable commitments to improve the effectiveness of aid.

context of the BPD and GPEDC. The CSO Partnership is open to the participation of any CSO that endorses its vision, goals, and the *CSO Key Asks on the Road to Busan*, that believes in its objectives, and that adheres to the Istanbul Principles. The CSO Partnership is a platform open to the richness and the diversity of the world's CSOs.

### **Our vision**

8. We envisage a world where respect for human rights, participatory democracy, social and environmental justice and sustainability, gender equality and equity, decent work, sustainable change, and peace and security are achieved.

### **Our mission**

9. To promote development effectiveness in all areas of work, both our own and the work of others, including through active engagement with the GPEDC and other courses of action guided by a human rights-based approach

10. In order to develop a strong basis for CSO participation in the creation and realization of our vision, mission and goals for development, the CSO Partnership will work with a strong focus to support country, sub-regional and regional, and sectoral civil society; and combine this with the coordinated regional and global work on development effectiveness.

11. To achieve our vision, we also need to address exclusion and oppression; while we work on the removal of the structures of power that perpetuate injustice.

12. Therefore, we are committed to approaches and mechanisms geared towards social justice; we challenge unjust and oppressive power structures, especially those which affect women (by working towards a feminist approach), in order to emancipate excluded communities.

### **Our values and principles**

13. To achieve this, we will adhere to the following values: mutual respect, gender equity and equality; accountability to our members and peers; and transparency in all our decision-making processes and actions.

14. We will adhere to the [Istanbul Principles](#) and our [CSO Key Asks on the Road to Busan](#).

### **Our goals –what we hope to achieve and why**

15. To realize our shared vision, Goals were set and will be achieved by committing ourselves to work together in partnership on a global scale in relation to development effectiveness and the GPEDC. The said goals are listed below:

- to pursue and advocate a transformative agenda for development and development cooperation, informed by our guiding principles and a human rights-based approach to development that prioritizes gender equality, decent work, and environmental sustainability as

well as dignity, justice and improved livelihoods for all people living in poverty, including the most marginalized, victims of violence, and those with disabilities, and the full realization of human rights for all;

- to protect and deepen policy gains made in Paris, Accra and Busan, and reverse any of the harmful provisions that continue to guide those three agendas;
- to continue to advocate development effectiveness in development cooperation policy and practice, in particular as it relates to the accountability of governments to the broader development effectiveness agenda, the IADGs<sup>3</sup> and to people; and
- to continuously work to improve our own effectiveness and to further the realization of an enabling environment for civil society as independent development actors in our own right.

16. These goals are informed by our *CSO Key Asks on the Road to Busan*, including those raised ahead of Busan by women's organizations,<sup>4</sup> the trade unions,<sup>5</sup> and faith-based organisations,<sup>6</sup> the Istanbul Principles and [Siem Reap International Framework for CSO Development Effectiveness \(International Framework\)](#); and prior assessments of the Paris, Accra and Busan commitments.

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<sup>4</sup>Key Demands From Women's Rights Organizations And Gender Equality Advocates To The Fourth High Level Forum On Aid Effectiveness (Busan, Korea, 2011) And The Development Cooperation Forum (2012), <http://www.awid.org/Library/Key-Demands-from-Women-s-Rights-Organizations-and-Gender-Equality-Advocates-To-the-Fourth-High-Level-Forum-on-Aid-Effectiveness-Busan-Korea-2011-and-the-Development-Cooperation-Forum-2012>

<sup>5</sup>Towards a Comprehensive Paradigm for Decent Work and Development Effectiveness, [http://www.ituc-csi.org/IMG/pdf/Trade\\_union\\_positions\\_Busan\\_Executive\\_summary\\_FINAL.pdf](http://www.ituc-csi.org/IMG/pdf/Trade_union_positions_Busan_Executive_summary_FINAL.pdf)

<sup>6</sup> The enabling environment for Civil Society is shrinking [http://www.actalliance.org/resources/publications/Policy-Brief\\_March2011\\_Enabling-environment-in-Aid-Effectiveness](http://www.actalliance.org/resources/publications/Policy-Brief_March2011_Enabling-environment-in-Aid-Effectiveness)

## FOR OUTCOME STATEMENTS AND PLANNED ACTIVITIES

### A. The expected results of our work

17. In light of these goals, we look forward to achieving the following specific outcomes, taking into consideration important elements relevant to them.

#### ***Outcome Statement 1:***

18. By 2016, the CSO Partnership will endeavor to have 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.

To achieve this outcome, the CSO Partnership will:

- a. **Work through the sub-regional networks, existing national networks** and platforms , and sectoral networks to implement strategies as it relates to our goals;
- b. **Facilitate CSO representation from all regions, sub-regions, and sectors.** All possible efforts will be made to enhance access to, and the availability of information and key relevant CSO documents in various languages to facilitate participation across sectors, regions and sub-regions, and peoples;
- c. **Support inclusive multi-stakeholder platforms at the national level** with a view to promoting national development strategies that are democratically owned and implemented. Support will include resources to contribute to meaningful participation of the diversity of CSOs;
- d. **Encourage and support human rights and feminist based approaches when working with constituencies and in thematic areas at all levels;**
- e. **Promote decision-making that is consensus-based.** Decision-making processes will include and respect all parties, ensuring that their contributions and concerns are carefully considered and addressed;
- f. **Guarantee gender balance in all governance mechanisms and strive for a minimum of 20% quota for feminists/women's rights organizations in all decision-making bodies;** and
- g. **Address CSO demand-driven sharing of knowledge and learning.** CSOs will, where possible, support demand-driven learning exchanges between organizations at all levels.

#### ***Outcome Statement 2:***

19. By the end of 2016, all CSO Partnership members will be implementing, or can show evidence of implementing the Istanbul Principles and International Framework, and will have begun engaging their governments in their advocacy on CSO enabling environment.

To achieve the outcome, the CSO Partnership will:

- a. **Popularise the Istanbul Principles.** Pro-actively disseminate the Istanbul Principles, the International Framework and related public engagement materials at local, country, sub-regional and regional levels;
- b. **Implement and monitor the implementation of the Istanbul Principles.** Carry out activities, in particular in collaboration with national platforms, to help strengthen the capacity of organizations to implement the Istanbul Principles, share lessons learned and exchange experiences;
- c. **Promote a minimum set of standards.** Advocate minimum standards for an enabling environment for civil society at all geographic levels and create an accountability framework that will enable CSOs to address the abuse of freedom by the government.

This should be in line with the International Framework and the UN Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms (also known as the Declaration on Human Rights Defenders) and its related mechanisms and special procedures within the UN; and

- d. **Support the processes of learning and sharing among civil society**, particularly at the national level and among grassroots organizations, to advocate development effectiveness, both their own and more broadly, and for an enabling environment for civil society.

### **Outcome Statement 3:**

20. By the end of 2016, CSOs in the CSO Partnership will be **critically engaging with all key stakeholders of the Busan agenda<sup>7</sup> at all levels**, focusing on policy advocacy and mobilization efforts, including mobilization of resources to support these efforts, and will be influencing key provisions of the GPEDC.

To achieve this outcome, the CSO Partnership will:

- a. **Influence the work of the GPEDC steering committee and ministerial** outcomes through collective advocacy, research and policy development that draw from national and regional experience and voices;
- b. **Monitor the implementation of the Post-Busan accountability framework**. Such provisions should help deepen and broaden measures to implement democratic ownership, gender equality, women empowerment and human rights-based approaches; and
- c. **Coordinate and facilitate CSO engagement on Building Blocks**. This should include focusing on areas of special interest for CSOs, such as human rights-based approaches, women's equal participation, development effectiveness and CSO development effectiveness, and an enabling environment, as well as existing Building Blocks.

### **Outcome Statement 4:**

21. By 2016, CSO Partnership members will **continue to press for the CSO Key Asks as they relate to the outcomes of Busan**, including the unfinished business of Paris and Accra.

Strategic activities to achieve the outcome:

- a. **Strengthen the focus on development effectiveness in development cooperation**. This requires addressing the root causes, as well as the symptoms of poverty, inequality (in particular, gender inequality and women's rights), marginalization, injustice, and disability;
- b. **Use CSO Key Asks as a primary advocacy document together with the other documents referred to above**. These Asks will form the basis of our demands in terms of advocating for the progressive implementation of the BPD;
- c. **Hold new donors accountable to IADGs and the development effectiveness principles**. Advocate that emerging donors and governments engaged in South-South Cooperation implement their commitments to the IADGs and to the development effectiveness objectives, and do not undermine but contribute to the human rights of all people;
- d. **Challenge the mainstream notion of economic growth and the private sector as the driver of development and articulate alternative approaches in keeping with the CSO Partnership's vision and goals**. The BPD retains economic growth as the framework for development while excluding a comprehensive human rights-based approach, vision and policy framework to hold business to account

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<sup>8</sup> Key stakeholders include donor and partner country governments, local government, parliamentarians, international institutions, the private sector, as well as the full array of civil society actors.

- and to promote gender equality and decent work for all; and
- e. **Influence new areas of work as it arises through the Global Partnership, in keeping with our vision, values and goals.**

## THE FOUNDATIONS OF OUR APPROACH AND OUR WAYS OF WORKING

### A. The foundations of the CSO Partnership approach to development effectiveness

#### 1. The CSO Partnership is country-focused

22. The CSO Partnership will consistently organize its work in a manner that is **country-focused**.
23. For the CSO Partnership, country-focused means the following:
- based on local and grassroots knowledge;
  - ensures local participation, ensuring gender equity;
  - directs significant energy at the country level in support of national CSO efforts;
  - conducts country-led advocacy from the national to global –making the links between national, regional and global development policies;
  - fosters multi-direction relations - between and among countries, sub-regions and regions and thematic and sector groups; and
  - works in a strategic and light way at the global level, while retaining the majority of roles, responsibilities, decision-making and implementation at the national levels -with support from sub-regions and regions, as well sectoral and thematic groups.

#### 2. The CSO Partnership is about democratic ownership

24. At the national level the CSO Partnership will work in ways that promote the construction of democratic ownership through governance reform and the establishment of mechanisms and structures for inclusive participation - especially by CSOs themselves ensuring equality and gender equity. To achieve this, it will identify and respond to the needs and problems of people and organizations, using this as the basis for its work around capacity strengthening, policy formulation, development program and project design, monitoring and evaluation. Democratic ownership also entails participating in various democratic processes that shape national development policy, such as parliamentary oversight, audit reviews, and budget consultation, among others.

#### 3. The CSO Partnership is about women's rights, empowerment and gender equality

25. The CSO Partnership recognises that women's rights are a cornerstone of development. Women's rights are both a purpose *of* and a requirement *for* development effectiveness. Women constitute 70% of the world's poor people, and women are disproportionately the stakeholders of development.

26. Gender equality and equity are core goals that go to the heart of social justice and equality. As such, beyond the recognition of the central role of women in society, all of CSO Partnership's work is contingent on the advancement of women's empowerment- individually and collectively; and gender equality. Women are development actors in their own right and active agents of change, not consumers or human capital to be instrumentalized for economic growth.

27. For these reasons, the feminist approach of the CSO Partnership focuses on women's and girls' rights and gender equality through a human rights and empowerment perspective. Accordingly, the CSO Partnership reserves 20% of representative positions for feminist / women's rights organisations in the governance bodies (such as the



GC and Co-Chairs) and encourages such representation at the national and regional levels, as well as ensuring parity in participation between women and men.

## **B. Working at the Global, Regional and Local Level**

28. Achieving goals and expected outcomes will require us all to complement our efforts for standard-setting at the global level with a strong focus on multi-stakeholder engagement, implementation and action as well as on working with people's organizations and movements at the country level. To achieve this, we will also need to mobilize resources for meaningful CSO participation.

29. At the global level, CSOs commit to engage as full members of the GPEDC, and relate to its governance structures and other related structures (Building Blocks and other working groups), including our own CSO-led initiatives. The CSO Partnership also addresses development effectiveness objectives and actions in the framework of the UN, as it relates to development effectiveness and the GPEDC, working alongside other CSOs and coalitions engaged in these UN processes.

30. At the country level, the CSO Partnership is comprised of CSOs committed to advancing both development effectiveness and CSO development effectiveness at the country, sub-regional, and regional level and in the major sectoral groups.

31. Such a structure will allow us to amplify the voices of civil society at the national, regional, global and sectoral levels, make stronger connections between these levels, and achieve a shared vision and approach of development effectiveness in development cooperation.

32. While the pursuit of these objectives is coordinated globally, the platform will endeavor to focus on achieving and pushing for outcomes at the country level. It is felt that this is where constituencies of the CSO Partnership can make the most meaningful contribution to ensure a dignified life for all people with full respect for human rights, in particular the poorest, the most excluded and discriminated and those whose rights are most threatened. This includes monitoring how governments and donors implement their commitments.

### **1. The CSO Partnership connects the national level to the sub-regional and regional**

33. While advocating for permanent multi-stakeholder dialogue on development at the national level, the CSO Partnership also sees value in making the connections with sub-regional and regional levels, organized in a participative and transparent way, to assess and contextualize progress more broadly. More specifically, the CSO Partnership envisages the following:

- a. **Sub-regional frameworks will support the country focus.** As regions are large and complex, sub-regions covering a few countries are an optimal means to support the development of CSO capacities/processes/initiatives around country issues and concerns;
- b. **Regional frameworks will help make connections.** Regional frameworks will operate to ensure policy engagement with relevant institutions and processes, will ensure CSO policy and operational coordination to support sub-regions, and will orient and facilitate country access to funding opportunities; and
- c. **Regions and sub-regions will play a coordinating role.** In general, regions and/or sub-regions will work to support local, national and/or sub-regional processes and encourage coordination, communication and multi-directional relations within, between and among countries, regions, and sectors.

### **2. The CSO Partnership works with sectoral and major groups and will expand its outreach**

34. Working with sector and major groups is essential to guaranteeing broader outreach of the work of the CSO Partnership, as well as to ensuring our work follows a rights-based approach to development. Labor, women's, rural, faith-based and global organizations have been active in the CSO Partnership's precursors.

Looking forward, the CSO Partnership needs to expand its constituency by reaching out to organizations that represent youth, indigenous peoples and other ethnic minorities, people with disabilities, migrant populations, as well as human rights, and environmental organizations.

### **3. The CSO Partnership is active at the global level**

35. To make the connection between national development, sectoral processes and global debates, the CSO Partnership will also be active at the international level in a light and strategic manner. With this in mind, it will do the following:

- a. engage from a critical angle with 1) the GPEDC, including the Steering Committee, Ministerial meetings, the Secretariat and monitoring mechanisms as well as related regional entities, as well as the Organization for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC), and other relevant fora such as UN Development Cooperation Forum (UNDCF) and BRICS donors;
- b. work within these entities to ensure compliance with their commitments, and promote CSO analysis of these commitments and our own initiatives;
- c. monitor the implementation of Paris, Accra, and Busan from the global to country level, including on the issue of indicators and monitoring frameworks;
- d. engage from a critical angle with the Building Blocks and other entities, such as the International Aid Transparency Initiative (IATI), to advocate for the implementation and accountability of these initiatives, and promote CSO analysis and initiatives of these entities;
- e. initiate CSO-led multi-stakeholder initiatives, such as Building Blocks on human rights-based approach, CSO Development Effectiveness, and Enabling Environment for CSOs, among others;
- f. support an open and responsive communication within all levels of the CSO Partnership;
- g. promote sharing and creating knowledge and capacity building; and
- h. engage with other CSO processes and movements whose area of work coincides with, but does not clearly overlap, our area of focus.

## GOVERNANCE and WORKING STRUCTURES

### **The CSO Partnership Governance Structures**

1. *The Global Council*
2. *The Coordination Committee*
3. *The Co-Chairs*
4. *The Independent Accountability Committee*

### **Working Structures**

5. *The Working Groups*
6. *The Financial Agent and the Global Secretariat*

### **The CSO Partnership**

36. The CSO Partnership is an open platform of sub-regional, regional and sectoral/major groups constituencies that endorse the current declaration. By doing so, these constituencies commit to engaging actively on the development effectiveness agendas both in terms of advocacy and policy development. Each constituency is organized in its own right and represents its affiliates (sub-regions, national, subsectors) according to its own constituency set-up.

37. In structure, the CSO Partnership strives to be politically representative of the full diversity of the platform. The principles of diversity, representation, gender parity, consensus decision-making, and effectiveness are central to the functioning of the CSO Partnership. The CSO Partnership is committed to working with existing organizations, platforms, and networks; actions and decisions will be made at the level most appropriate to where they will be implemented.

38. To ensure it is financially self-sustaining, the CSO Partnership will cost share between its members, and will develop partnerships with donors and supporters that respect CSOs as independent development actors. Fundraising will be the responsibility of the Coordination Committee with support from the global secretariat. Sectors and regions will also be encouraged to seek out opportunities for decentralized fundraising.

39. The governance structures of the CSO Partnership are: the Global Council, the Coordination Committee, the Co-chairs, and the Independent Accountability Committee.

40. The working structures are

- permanent working groups: Finance Committee, the Working Groups on Development Effectiveness, on Enabling Environment, on Human Rights -Based Approaches, on South-South Cooperation, and on Post MDGs;
- *ad hoc* reference groups or task teams created by the Global Council based on specific Terms of Reference;
- the global secretariat that is responsible for the daily organizing of the CSO Partnership's work and working conditions.

### **Governance Structures**

#### **1. The Global Council**

### 1.1 Roles and responsibilities

41. The Global Council (GC) is the highest governing body of the CSO Partnership. It meets at least once a year. It provides political leadership and direction. It will oversee all aspects and all areas of work of the CSO Partnership. The GC is responsible for the signing-off of policy, advocacy and external communication papers. It ensures the accountability of the Coordination Committee (CC) and approves annually the size and composition of the GC.

### 1.2 Composition of the Global Council

42. The GC will be composed of representatives from its constituencies, ensuring a balance between sectoral / major groups and geographic representation.

## ***2. The Coordination Committee***

### 2.1 Roles and responsibilities

43. The day-to-day work of the GC is overseen by a smaller body, the Coordination Committee (CC), composed of members of the GC constituencies. It acts under the supervision and mandate of the GC. The CC reports to the GC.

44. The CC is responsible for the following:
- following up on the decisions of the GC in between GC meetings.
  - Representing the CSO Partnership
  - Facilitating policy development
  - preparing the draft agenda and reports for the annual GC meeting
  - facilitating the setting up, coordination and coherence of the working groups,
  - overseeing the work of the secretariat;
  - approving the draft annual budget for the CSO Partnership;
  - forming a Finance Committee within the CC.

The CC should meet at least twice a year.

### 2.2 Composition of the Coordination Committee

45. The membership of the CC consists of at least one representative of each constituency and the Co-Chairs. The CC members are members of the GC and are nominated by their respective constituencies. The size and composition of the CC will be approved by the GC at its annual meeting. The Director of the financial agent will be an ex officio member of the CC.

46. The Global Secretariat of the CSO Partnership shall be invited to the CC meetings in its support capacity.

47. A Finance Committee will be formed inside the CC to assist in management and finance functions. The CC members hosting secretariat functions will not be part of the Finance Committee.

## ***3. The Co-Chairs***

### 3.1 Roles, responsibilities, mandate, term and selection process

48. There are four Co-Chairs, who play four distinct roles: policy, finance, communications & outreach, and CSOs' development effectiveness. The criteria, the roles, and the responsibilities as well as the selection process for the Co-Chairs are established in the Terms of Reference, found in the annex. In order to uphold the highest standards of transparency and accountability, in allocating their respective portfolios, the Co-Chairs will take into account the principle of division of powers.

49. The Co-Chairs do not represent their constituencies, but rather the CSO Partnership. Once they have been elected, their seats in the CC and the GC are filled by a member of their respective constituencies.

### 3.2 Term of Co-Chairs

50. The Co-Chairs of the GC will be nominated for one two-year term, with a rotation of two of the four Co-Chairs every year. Co-Chairs cannot serve for two consecutive terms.

The Terms of Co-Chairs will become fully operational through transitional norms further detailed in the Annex.

## ***4. The Independent Accountability Committee***

### 4.1 Roles and responsibilities

51. An Independent Accountability Committee (IAC) will ensure all aspects of accountability and transparency in the fulfilment of the mandate of the CSO Partnership by its governance structures. This assessment will inform the work and strategies of the CSO Partnership, help identify new issues and emerging challenges, and allow the CSO Partnership to consider collectively its mandate, governance, and working structures.

### 4.2 Term of Independent Accountability Committee

52. Members of the IAC will serve two-year term. Their membership will be drawn from outside the GC.

## **WORKING STRUCTURES**

## ***5. The Working Groups***

### 5.1 Roles and responsibilities

53. There are:

- five permanent working groups: on CSO Development Effectiveness, on Enabling Environment, on Human Rights -Based Approaches, on South-South Cooperation, and on Post MDGs;
- ad hoc working groups or task teams created by the GC based on their specific Terms of Reference.

Working Groups will elaborate on the policy messages, elements of negotiation, information exchange, analysis, and strategic responses on all the details within their own thematic area. The GC and CC may organize working groups at all levels to undertake specific tasks related to current areas of work.

### 5.2 Functions of Working Groups

54. Each Working Group should establish a clear Terms of Reference for their work, for approval by the CC, including the expected duration of the Working Group, and a workplan, agreed by consensus of its members.

55. Working Groups must be flexible and open to the participation of all members of the CSO Partnership. The Working Groups shall be led by focal person/s and lead organization/s and composed of actively involved and interested organizations, ensuring gender parity in their composition. The GC may invite focal persons of these groups to attend meetings of the GC and CC as observers, to present reports, and engage in discussions.

## ***6. The Financial Agent and Global Secretariat***

56. The GC selects the Financial Agent and Secretariat Host from the recommendations of a Selection Committee. The CC creates the Selection Committee.

57. The Secretariat Host, once selected, will set up the Global Secretariat (GS). Both will be co-terminus with each multi-year programme of the CSO Partnership. At the end of the programme or upon programme evaluation, the GC, assessing the recommendations of the CC, can choose to retain the existing Financial Agent and Global Secretariat or it can call for a new selection process.

### ***6.1. Responsibilities of the Financial Agent and Secretariat Host***

58. The over-all function of the Financial Agent and Secretariat Host is two-fold: (1) to take on fiduciary responsibilities in behalf of the CSO Partnership; and (2) to establish the GS.

### ***6.2. Responsibilities of the Global Secretariat***

59. The GS will be responsible for managing the programs of the CSO Partnership, providing staff support to the platform and performing all expected administrative functions. It will be responsible for implementing planned program cycles, developing funding applications and reports, liaising with donors, preparing reports, and ensuring transparent financial management.

### ***6.3. Accountabilities***

60. The Host and GS will be accountable to the GC. In between the GC meetings, the GS will report to the CC. The CSO Partnership Co-Chairs provide day-to-day supervision of the GS. The Program Manager provides technical and administrative supervision to the GS staff.

61. The Host is accountable to the GC through the organisation's head who is part of the GC and CC as ex-officio member. The GS is accountable to GC and CC and reports to it directly through the Program Manager.