

STRATEGIC PLAN 2020-2023

Leveraging Effective Development
Cooperation for Inclusive Partnerships
to Deliver the 2030 Agenda



CSOPartnership 
for **Development Effectiveness**



WHAT'S NEW IN THIS
**Strategic
Plan**

Focusing CPDE's impact on **effective and inclusive development partnerships** as contribution to the means of implementation of the Agenda 2030

Paving pathways towards **robust national-level programming** to optimise likelihood of making lasting impacts where it matters the most: at country level and to the lives of the impoverished and marginalised

Articulating a **three-pronged approach to private sector engagement** in development cooperation: advocating government regulation, monitoring business behaviour for accountability, and promotion of micro, small, and medium enterprises

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Scaling up **Belgrade Call to Action** to reach to the broadest possible stakeholders towards a Global Action Plan to reverse the trend of shrinking civic space and criminalisation of civic action

Launching initiatives on **cross-cutting issues of climate and nexus of humanitarian, development, and peace**, and integrating them in our advocacy and ways of working

Recognising a new 'normal' in the development landscape in the light of the **Covid-19 pandemic**

Defining work on **CSO effectiveness as a continuous action-reflection learning cycle**

Decisively **addressing organisational challenges** on governance, communication, engagement, and collaboration cycle



TABLE OF CONTENTS

1	Foreword
5	Our Context
11	Vision, Mission, Values and Principles
13	Theory of Change
17	Strategic Policy Objectives and Success Indicators
23	Strategic Organisation Goals



Foreword

In December 2012, the CSO Partnership for Development Effectiveness (CPDE) was founded with the aspiration of promoting development effectiveness in a variety of areas, both on our own – as CSOs – and in the work of others, guided by the human rights-based approach. More than 7 years since its establishment, the platform looks back at the following considerable accomplishments:

- Enabling global CSO engagement, securing CSO seats in important global fora that work on effective development cooperation, including the first Non-executive Co-Chair of the Global Partnership for Effective Development Cooperation, CPDE's main advocacy arena, and making use of these platforms to bring the voice of CSOs and marginalised people to the table
- Recognised as the only CSO platform working on effective development cooperation and acknowledged for its expertise in this area in the wider CSO community
- Building the organisational capacities of its constituencies to conduct advocacy and research
- Engaging CSOs in 84 countries to engage in EDC-related activities since 2014, with active CSO country focal points in at least 35
- Amplifying the voice of the marginalised by advocating people-centred development in all arenas it engages
- Sustaining the efforts of CSOs to work on their own development effectiveness
- Forging alliances with other key, global CSO players such as Civicus and Agenda for Sustainable Development for the Belgrade Call to Action initiative; the trade union movement; the CSO Financing for Development Group; and the DAC CSO Reference Group more recently.





Kevin Et Laurianne Langlais

In order to build on these successes, and respond to the recommendations of recent reviews and audits, CPDE has agreed on the following Strategic Imperatives for the coming three years. We will:

Strengthen our governance structure to address weaknesses in consensus processes; membership engagement; functionality of working groups, sectoral/ regional secretariats; links between governance levels; and, perceived Asian/ Philippine bias;

Enhance the **relevance and sustainability** of our work **at the country-level**;

Strive to **make our communications more accessible** to a wider audience of CSOs and advocacy targets;

Broaden our collaboration with the wider CSO community and other stakeholders, and articulate/communicate clearly our work's alignment with the Sustainable Development Goals;

Ensure that **gender perspectives are sufficiently addressed** in the project and platform policies; and finally,

Integrate climate and environmental concerns in our advocacy, organisational priorities, and ways of working.

These Strategic Imperatives are elaborated in this strategic plan. Cognisant of both our achievements and challenges, the platform faces the next three years with renewed resolve, optimistic but pragmatic, and with clarity of direction borne of painstaking and rigorous organisational learning processes, through evaluations, strategic reviews, and management audits, among others. In this succeeding phase of our work, we will promote development effectiveness with greater focus on effective and inclusive development partnerships. We will do so by building on our strength as a truly global and constituency-based platform that draws its driving force from the aspirations and struggles of the impoverished and marginalised peoples of the world.





Our Context

Five years into the implementation of the 2030 Agenda for Sustainable Development, millions of people are trapped in extreme poverty and a greater number of people continue to live under the poverty threshold. Inequality has also reached unprecedented levels, with more than two-thirds of the world's population living in countries where the wealth gap is growing.¹ Income and wealth are still concentrated in the richest 1% of the population. Meanwhile, economic disparities among countries remain vast. The rate of progress may not be fast enough to achieve considerable gains in reducing poverty and inequality by 2030. In addition, various world crises pose challenges to the delivery of the 2030 Agenda.

The warmest global temperatures have been recorded in the last five years. With the current levels of greenhouse gas emissions, the world is on its way to breach the Paris Agreement of keeping temperature increase below 2°C or 1.5°C above pre-industrial thresholds. This could further aggravate the effects of climate-induced disasters on society.² **Climate change** disproportionately impacts disadvantaged groups and people living in developing countries, on account of their lack of sufficient social, technological, and financial resources to adapt. The worsening climate risks increasing people's vulnerability to poverty, as is already evident in the movements of climate migrants and refugees. Between January and June 2019 alone, more than 6.7 million people have been internally displaced by hurricanes and cyclones.³ Available financing for climate mitigation and adaptation, however, remains woefully inadequate. Climate action also increasingly relies on mobilising private sector finance and questionable market frameworks in addressing the climate crisis. But **climate action** needs to be driven by a Just Transition towards sustainable societies and economies to ensure an **inclusive approach and sustainable solutions** that will respond to the needs of workers and communities. With their inaction and business-as-usual practices, governments risk driving more people into poverty and make the world's poor even poorer as a result of climate change.

Conflict and fragility pose another major global threat to the implementation of the 2030 Agenda. About 1.8 billion people live in situations of conflict and fragility. Fragile states produce the largest share of refugees and at the same time host the biggest number of refugee populations and internally displaced. The world's poorest are also concentrated in these contexts.⁴ War and occupation, persistence of violence, hunger,





Eduardo Casajus Gorostiaga

and famine heighten political instability in these areas, and continue to create catastrophic consequences on sustainable development and human welfare. Development partnerships should address issues of **humanitarian, peace, and development in a nexus**. Instead of providing 'quick fix' and stopgap measures, partnerships for sustainable development need to take into account the structural determinants of conflict and the unique challenges of development in fragile contexts.

Today, humanity also faces the **immediate- and long-term impacts of** the continuing spread of **Covid-19** particularly on poor countries and vulnerable populations, which are too significant to ignore. The pandemic has infected over three million individuals and resulted in the deaths of hundreds of thousands of people, and these figures are likely to grow. With over a quarter of the world's population under lockdown, the world is about to enter a deep economic recession. Adversely affected are the poor and vulnerable communities, particularly workers who have lost their means of livelihood and who lack access to adequate social protection. Women are also seen to be disproportionately affected, as they comprise the majority of health and social care workers on the frontlines. The catastrophic effects of Covid-19 will not only hamper progress but even risk reversing the gains made in achieving the Sustainable Development Goals (SDGs). Dealing with the aftermath of the pandemic will require effective development cooperation and partnerships that place primacy on human rights.

Fostering **partnerships with the private sector** is currently the dominant approach in SDG partnerships. In a context where traditional sources of public finance supposedly fill only a

small portion of SDG financing needs, mobilising private sector resources has become the centre of the attention because of its desired potential to greatly expand the resource pie for the 2030 Agenda.

A notable development in the present discourse concerns the evolution of the private sector role from ‘engines of economic growth’ to ‘solvers of sustainable development problems’. Increasingly, governments favor privatisation of essential sectors such as health and education. Governments and international financial institutions rely more frequently on partnerships with businesses in the delivery of public services, including water, transport, sanitation, and housing. The ‘private sector bias’ in development policy-making takes place in the **absence of convincing evidence of development impact** and decent work creation. Also lacking are strong **safeguards and accountability mechanisms** to ensure that these partnerships deliver for the poor and marginalised, and protect and promote human rights and international labor standards. The present crisis casts light on two important points: the indispensable role of governments as duty-bearers, and the limitations of a private sector-driven development strategy. Development stakeholders are then urged to rethink its underlying assumptions.

Transformative progress in the SDGs will not be possible without a fully engaged civil society. Development **partnerships that promote open civic space and people’s participation** is important in achieving the SDG commitments of reducing poverty and inequality. As independent development actors in their own right⁵, civil society actors





Omotayo Tajudeen

– including indigenous peoples, those supporting and representing rural and peasant communities, trade unions, women’s rights activists, youth groups, environmental defenders, and faith-based groups – contribute to sustainable development outcomes in a myriad of ways. However, mounting attacks on civil society have taken on various forms – legal, administrative, selected criminalisation, harassment and abuse, and other forms of violent repression – and undermine the capacities of CSOs to advance the SDGs. These continue unabated amid the Covid-19 pandemic. Emergency measures in a number of countries have even been shown to contribute to a growing pattern of **shrinking civic space and curtailment of human rights**. Promoting partnerships that reverse deteriorating conditions for civil society is critical in delivering the 2030 Agenda promise of ‘leaving no one behind’.

Effective development cooperation remains the cornerstone of development partnerships. Despite claims that development cooperation is insufficient to meet the resource requirements for the SDGs, it remains an indispensable public asset for countries and communities in dire need. However, current trends suggest that development cooperation priorities for poverty reduction are being eroded by traditional donors’ allocations increasingly driven by security and foreign policy preoccupations, priorities that promote national interests, and private sector-oriented sectors. Additionally, the current practices of Southern providers are not entirely promising. They contradict **South-South cooperation** principles and seem to be headed towards a similar trajectory as traditional **North-South cooperation**.



Development partnerships are crucial in the delivery of the SDGs. The crisis brought by Covid-19 exacerbates the challenges already confronting the development community. It will have an impact on all the SDGs and can jeopardise the delivery of these goals. The platform is aware that the strategy needs to be constantly revisited and possibly adjusted as the impacts of the pandemic continue to unfold.

CPDE has a vital role to play in emphasising the significance of **effective development cooperation and human rights** in dealing with Covid-19 and its socio-economic impacts. Partnerships for sustainable development that recognise the importance of international solidarity and human rights are needed to respond to the extraordinary conditions the world finds itself in. Such partnerships are critical not only in getting the SDGs back on track but in effecting positive changes on the lives of the poor and furthest behind in these challenging times.



Our Vision

We envision a world where respect for human rights, including gender equality, peace, participatory democracy, and economic, social and environmental justice are guaranteed, enabling effective people-centred development that ensures a peaceful world and dignified life for all.



Our Mission

Promote effective and inclusive development partnerships among our members as well as other stakeholders at the national, regional, and global levels;

Advocate for effective development partnerships based on human rights, gender equality, decent work, and environmental sustainability as vital components for a people-centred development;

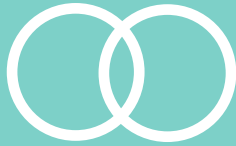
Address structural impediments that perpetuate injustice, exclusion, and oppression, especially of women and girls, and marginalised communities; and

Improve our own effectiveness, with focus on activities at the country, regional, sectoral, and global levels that promote a culture of collaboration and learning.



Our Values and Principles

We work together based on the values of mutual respect, equity and gender equality, democratic ownership, transparency in our actions and decision-making, and accountability to our members and peers.



Commitment to CSO Development Effectiveness

We continue to uphold that CSOs are effective and independent development actors in their own right whose multiple roles in society are vital to development. We commit to continue to work on our own effectiveness.

We uphold the Istanbul Principles.

The Istanbul Principles for CSO Development Effectiveness



Respect and promote human rights and social justice



Embody gender equality and equity while promoting women's and girls' rights



Focus on people's empowerment, democratic ownership, and participation



Promote environmental sustainability



Practice transparency and accountability



Pursue equitable partnerships and solidarity



Create and share knowledge, and commit to mutual understanding

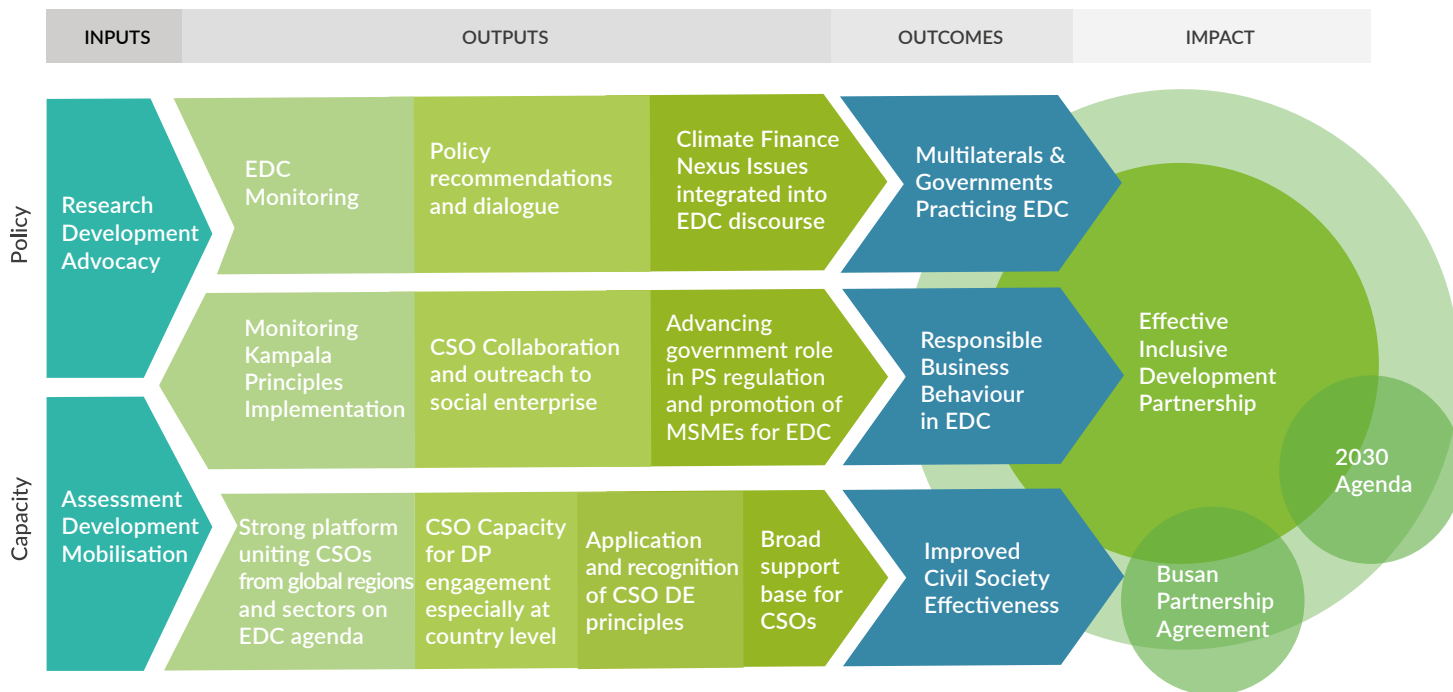


Commit to realising positive sustainable change.



CPDE believes that effective and inclusive development partnerships, as upheld in the Busan Partnership Agreement, is key to achieving the aspirations of the 2030 Agenda. Through such partnerships, the (means of implementation) process and (sustainable development goal targets) outcomes of development can put people at the centre. CPDE's work would be directed towards this impact.

The CPDE Theory of Change





Building these partnerships requires **behavior change** from state, market and civil society actors. **State actors** – national governments and multilateral agencies – should implement commitments in development cooperation reform. As duty-bearers, their approaches should include the regulation/promotion of private sector engagement (PSE) that adhere to human rights standards and promote an enabling environment for civil society. The **private sector** should practice responsible business behavior aligned with the principles of effective development cooperation (EDC). **Civil society organisations** should continuously work on their own effectiveness. These are the outcomes that CPDE, as a global CSO platform for EDC, intends to contribute to.

In order to push for **EDC reform** to be implemented by state actors, CPDE will continue to perform its role in **promoting accountability** by establishing monitoring mechanisms, utilising the data to develop evidenced-based policy recommendation and integrating emerging cross-cutting issues such as climate, conflict, and migration, among others.

In order to promote **responsible business behavior** in development cooperation, CPDE will also establish a **system for monitoring** the implementation of Kampala Principles⁶, reach out and explore **collaboration with micro, small, and medium enterprises (MSMEs)** and develop policy and programme recommendations for improved government regulation of the private sector and promotion of MSMEs in EDC.

In order to **build and sustain a culture of learning** among CSOs in working on their own effectiveness, CPDE will work on **strengthening itself** as an open platform that

unites global regions and sectors on the EDC agenda, builds capacity of CSOs to engage in development partnerships especially at country level, set up pathways for the application of CSO development effectiveness principles, and reach out to all actors to support CSOs and their positions on EDC.

These will be pursued through CPDE's value-adding work on policy research, policy development, and policy advocacy as well as capacity assessment, capacity development, and mobilisation of CSOs.



Daniel Kawed



Strategic Policy Objectives and Success Indicators

This section details our strategic objectives, what will be done to deliver on these, and how we will measure our success.



Key initiatives

- Training and capacity building of **national CSOs** on **monitoring EDC commitments** in development cooperation and partnerships
- Development of **country-level observatories**⁷ that study and track the application of EDC principles in SDG partnerships
- Active engagement in the **GPEDC work plan**, in both the drafting and implementation stage
- Engagement in the **Voluntary National Review process and GPEDC monitoring exercise** using data and findings from CSO monitoring at country level
- Facilitation of **dialogue** with governments, development partners and other development stakeholders **at national, regional, and global levels**



Indicators

- Elements of **effective development cooperation principles** (including South-South Cooperation) can be seen in the planning, implementation, follow-up, and review process of the 2030 Agenda in at least 15 countries, 6 regions, and at the global level
- At least 15 countries with **active CSO engagement** in multi-stakeholder development effectiveness monitoring
- **Accountability mechanisms** in the monitoring of development cooperation and partnerships in at least 15 countries and at the global level
- Preserving the **integrity of the GPEDC** as the sole, multi-stakeholder platform dedicated to the implementation of the Busan principles; in particular, the GPEDC comprehensive Progress Report will stay as a key, unique accountability tool

Objective

Advance the implementation of effective development cooperation (EDC) commitments as a contribution to the means of implementation of the 2030 Agenda and the Addis Ababa Action Agenda

Objective

Promote accountability and development effectiveness of private sector engagement in development partnerships



Key initiatives

- Engagement in relevant **global and national policy forums** tackling private sector engagement through development cooperation
- Training and capacity building on **monitoring the application of EDC principles and Human Rights-Based Approach (HRBA)**, including Kampala Principles, in ODA-supported private sector activities
- Development of an **online hub of CSO monitoring** information on the application of EDC principles and HRBA in private sector engagement in development partnerships
- Conduct of **outreach and dialogue with networks of MSMEs and social enterprises** in development cooperation



Indicators

- Accountability mechanisms on **business practices' application of EDC principles and HRBA**, including Kampala Principles, in utilising public finance
- Accountability mechanisms on **state regulation of private sector** and promoting its effectiveness
- Participation of local economic actors especially **MSMEs and social enterprises in policy dialogue** on development cooperation at national, regional, and global levels



Key initiatives

- Engagement in relevant **global, regional, and national processes** tackling the issue of enabling CSO environment
- **National campaigns on shrinking civic space** to raise awareness and promote dialogue with national development actors
- Collaboration with other global CSO players in the **follow-up to the Belgrade Call to Action** initiative
- **Development of a Global Action Plan** that contains lessons learned and action points on implementing CSO effectiveness and enabling environment
- Active engagement in **GPEDC Workstream 2.4 on CSO Partnerships**, in both the design and implementation



Indicators

- Policy gains on **implementation and/or reform of legal and regulatory frameworks** on civil society in at least 10 countries
- Participation in **multi-stakeholder policy dialogue on role of CSOs** in development and development cooperation
- Policy gains on the application of **EDC and human rights principles in donor global and in-country programmes** in at least 10 countries
- Policy gains that address the **worsening shrinking space as a by-product of governments' response** to the Covid-19 pandemic in at least 15 countries

Objective

Contribute towards reversing the pattern of closing and shrinking space for civil society in development partnerships

Objective

Promote the development effectiveness agenda in financing climate action for the SDGs



Key initiatives

- Development of **CPDE policy analysis and position** on climate finance
- Engagement in relevant **global policy arenas** on climate finance
- Conduct of **policy researches and case studies** that examine the application of effectiveness principles in climate finance



Indicators

- Application of **development effectiveness principles in climate finance** context
- Development of **coordinated CSO engagement and policy recommendations** in climate finance policy arenas



Key initiatives

- Engagement in relevant **global policy arenas** – including but not limited to the New Deal and the International Dialogue on Statebuilding and Peacebuilding – tackling humanitarian, development, and peace issues
- Conduct of **policy researches and case studies** that examine the effectiveness of humanitarian aid
- **Engagement and dialogue with states and public officials** to ensure transparency and accountability in addressing urgent needs of people living in conflict and fragility amid the COVID-19 crisis
- **Study sessions/webinars** to increase understanding on pertinent concepts and international agreements (e.g. New Deal)



Indicators

- **Development effectiveness principles applied** in global humanitarian, peace-building, and state-building processes
- Development of **coordinated CSO engagement and policy recommendations** in policy arenas tackling humanitarian, development, and peace issues
- CPDE participation in CSO engagement in the **monitoring of the New Deal** in fragile and conflict-affected countries

Objective

Ensure that the nexus of humanitarian, development, and peace issues (or the 'triple nexus') advances the effective development cooperation and human rights agenda



23

Strategic Organisation Goals

This section details our strategic objectives, what will be done to deliver on these, and how we will measure our success.

1

Strengthened constituency-base.

CPDE will be building on its democratic and inclusive character to ensure its legitimacy, and the depth and breadth of its reach.

CPDE will seek to maintain **coverage of six regions** (Africa, Asia, Europe, Latin America and the Caribbean, Middle East and North Africa, Pacific) **and eight sectors** (Faith-Based, Feminists Group, Indigenous Peoples, International CSOs, Labour/Trade Union, Rural, Youth, Migrants).

CPDE will promote **cross-constituency linkages and cross-cutting perspectives** in its work.

CPDE will work on reviving its **engagement in North America**.

Through the constituencies, the platform will improve **mechanisms for membership engagement, capacity development, and outreach work**.

Constituency-specific membership engagement strategies will be implemented by Global and Unit Secretariats to enhance coordination and consolidation of members in different CPDE constituencies.

Constituencies may opt to develop their **own governance/coordination structures and secretariats** who will lead and monitor implementation of CPDE work.





2

Streamlined governance structure. The steering of the platform will be made more agile without sacrificing representation and democratic processes.

The Global Council (GC) will be transformed into a **Global Assembly (GA)** of members that sets strategic directions of the platform at the end of each strategic plan period and elects the CPDE Co-chairs.

A **representative Coordinating Committee (CC)** will provide statutory authority and exercise political leadership, direction, and oversight.

The **Co-Chairs** will facilitate and exercise political leadership in the implementation of the CPDE mandate, mission, and strategic objectives.

The CC will create a **Steering Committee** (Co-chairs, Finance Management Organisation, Executive Secretary) that will make executive decisions to guide the Global Secretariat (GS) that does the overall coordination of CPDE work.

CPDE will maintain an **Independent Accountability Committee (IAC)** that will help and assist governance and operational structures maintain highest standards of openness, transparency, and accountability in all CPDE affairs.



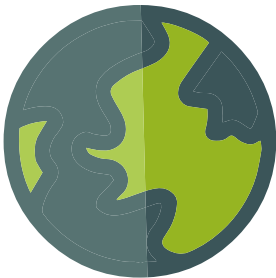
3

Country work coordinated at regional level. Ensuring realisation of CPDE's country focus will be the main mandate of the CPDE regions.

Regions coordinate **guidance and support** to country focal points and their national platforms in line with the objectives of CPDE applied in the particular context of every country.

Regions will work with CPDE sectors to facilitate the **diversity and inclusiveness** of national platforms and CPDE working groups to ensure **strong linkages** between our global and national advocacies.

Regions will work on improved **reporting and monitoring** of country work.



4

Advocacy work carried out by the CPDE constituencies. Constituencies will align their plans and priorities with the strategic goals.

Their objectives, leadership, technical expertise, and deep knowledge of the issues on the ground, expected outcomes, timeline and outputs will be **clearly defined** in line with this strategic plan.

Working Groups (WGs) will work with regions and sectors in ensuring that global advocacy is **informed by on-ground realities**, and **serves CPDE's national initiatives**.



5

Messages delivered to improve policy and practice influence and broaden support base. *All communication will aim towards advancing the platform's strategic objectives.*

The GS will ensure **global visibility**, produce the materials for international dissemination, and manage the brand.

Constituencies and WGs will carry out **communications work** to help achieve their own advocacy objectives.

The GS communications team will coordinate with constituencies and WGs to promote **grounding of global messaging** and **broad dissemination** of international updates.

CPDE will develop a **communications strategy** to respond to internal and external communication needs.





6

Internal coordination simplified and made more responsive to constituent needs. The Global Secretariat will coordinate with constituency and WG coordinators who, in turn, coordinate with the rest of the membership.

All **cross-constituencies and cross-thematic concerns** will be coordinated and addressed in specific relevant bodies.

CPDE will progressively move to a more **decentralised structure** in order to strengthen the coordination among its units.

New “network-working” methods, including internet-based online discussions, conferences, webinars, and meetings will be introduced to enable broader and more decentralised participation, and reduce carbon footprint.

Communication and communication materials that impact on participation and decision-making will be **released/ translated in three languages** (i.e. English, French, and Spanish) by the Global Secretariat.

Constituents are encouraged to **translate to relevant languages** to facilitate broader reach and participation.





7

Programme work and funds administered efficiently. *The Global Secretariat will provide efficient support to all structures and lead the coordination of programme functions.*

As the hub of the CPDE structure, the GS will ensure that all its constituent bodies are working in **alignment with the strategic goals and objectives** as well as able to fully comply with contractual obligations.

CPDE and its constituencies will see to it that **funding reflects CPDE's priorities and principles**, including moving decisively towards ensuring the diversity/balance in choice of implementing organisations

CPDE will build on **capacities of regions, sectors, and countries in network and project management**. Implementing organisations will be assessed if they possess minimum capacities to manage the work and funds to promote compliance. Gaps will be addressed by individual organisations and the platform collectively. This will include capacities for project development, donor relationship-building, and fundraising to strengthen their work.

The GS will maintain **good relations** with donors and partners.



ENDNOTES

- 1 UN DESA, World Social Report 2020, Inequality in a rapidly changing world, Retrieved from: <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/02/World-Social-Report2020-ExecutiveSummary.pdf>
- 2 World Meteorological Organization, 2020, WMO statement on the state of the global climate in 2019, Retrieved from: https://library.wmo.int/doc_num.php?explnum_id=10211
- 3 Ibid.
- 4 OECD, 2018, States of Fragility 2018: Highlights, Retrieved from: https://www.oecd.org/dac/conflict-fragility-resilience/docs/OECD%20Highlights%20documents_web.pdf
- 5 The Accra Agenda for Action, 2008, Retrieved from: <https://www.oecd.org/dac/effectiveness/45827311.pdf>
- 6 The GPEDC Kampala Principles emphasise the following principles for effective private sector engagement in development cooperation: inclusive country ownership, results and targeted impact, inclusive partnership, transparency and accountability, and leave no one behind. Retrieved from: <https://effectivecooperation.org/wp-content/uploads/2019/06/Kampala-Principles-final.pdf>
- 7 Observatorios in this context refer to a national platform for citizen-based monitoring of development cooperation and partnerships.



The CSO Partnership for Development Effectiveness (CPDE) is an open platform that unites CSOs from around the world on the issue of effective development cooperation (EDC).

Through its advocacies and messages, CPDE brings together CSOs, as well as thematic groups and sectors, from different countries. At the moment, CPDE's membership covers six (6) geographic regions and eight (8) sectors. Its work is guided by five (5) advocacy priorities complemented by working groups to provide policy expertise and lead advocacy engagement.

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about the CSO
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