



2019:17

Sida Decentralised Evaluation

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# Evaluation of IBON International and the CSO Partnership for Development Effectiveness (CPDE) Project

Final Report

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**Sida Decentralised Evaluation 2019:17**

Commissioned by Sida

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**Date of final report:** 2019-02-04

**Published** by Nordic Morning 2019

**Art. no.** Sida62226en

urn:nbn:se:sida-62226en

This publication can be downloaded from: <http://www.sida.se/publications>

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# Abbreviations and Acronyms

ADA	Austrian Development Agency
ANND	Arab NGO Network for Development
AWID	Association for Women's Rights in Development
CC	Coordination Committee of CPDE
CEO	Chief Executive Officer
CIVSAM	Sida Civil Society Unit
CPDE	Civil Society Organisation Partnership for Development Effectiveness
CSO	Civil Society Organisation
DAC	Development Assistance Committee of OECD
EC	European Commission
GAC	Global Action Canada
GC	Global Council of the CPDE
GS	Global Secretariat of the CPDE
GE	Gender Equality
GPEDC	Global Partnership for Effective Development Cooperation
HRBA	Human Rights Based Approach
ICNL	International Center for Not-for-Profit Law
ICSO	International Civil Society Organisation
IDA	The International Disability Alliance
IDS	Institute for Development Studies
IFP	International Forum of National NGO Platforms
ILGA	The International Lesbian, Gay, Bisexual, Trans and Intersex Association
OECD	Organisation for Economic Co-operation and Development
SDGs	Sustainable Development Goals
SEI	Stockholm Environmental Institute
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme

# Preface

This assignment, an evaluation of IBON International and the CSO Partnership for Development Effectiveness (CPDE) Project, was commissioned by Sida through the framework agreement on evaluation services. The evaluation has been conducted by a team from NIRAS consisting of Annika Nilsson (Team Leader and main author of this report), Catherine Ngugi, Ellen Girerd Barclay, Ica Fernandez and Jonas Norén. Ellen Girerd Barclay and Jérôme Gouzou managed the evaluation process from the head office, and quality assurance was conducted by Niels Dabelstein. The evaluation was undertaken during the period September 2018 and February 2019.

We would like to thank Sida, CPDE and other stakeholders for allocating the time to speak to the evaluation team and for the openness to provide information and participate in frank discussions.

# Executive Summary

This evaluation was commissioned by Sida and aims to assess a) the degree to which the supported CPDE programmes have achieved results, and b) if its management has been effective. Specifically, the evaluation seeks to gather lessons in the following result areas:

- Facilitating global CSO engagement in policy reform processes
- Capacity development for sustainable CSO engagement in national level policy reforms
- Challenges and benefits of multi-stakeholder engagement

The evaluation used a contribution analysis method to assess the specific contributions by CPDE and was based on a Theory of Change developed by CPDE Global Secretariat. Data was collected through

- making use of findings from other parallel external evaluations and on-going internal reviews
- interviews with 59 informants, representing staff, CPDE constituency and external observers in the sector
- staff workshop and feed-back session
- web-survey, web-crawler and networking analysis

The evaluation found that CPDE had indeed played a decisive role in ***facilitating global CSO engagement***. CPDE had managed to secure CSO seats in important global fora that work on effective development cooperation and make use of these platforms to bring the voice of CSOs and marginalised people to the table. At the Nairobi high level meeting, CPDE managed to secure renewed commitments by development partners to key development effectiveness principles. CPDE is known as a competent think tank that is able to produce policy research reports on important topics and to be well prepared ahead of meetings, with evidence to underpin its advocacy.

The evaluation found that in terms of facilitation of ***country level CSO engagement in policy reform processes***, CPDE had not yet played a significant role, although the constituency of CPDE reported that they had increased their capacities to do advocacy and research. The reasons for limited progress in country level CSO engagement were both external (e.g. closing space for civic action) and internal such as the role and functioning of CPDE. The areas of improvement in terms of CPDEs functioning mentioned by respondents were:

- The need to better balance global policy engagement and initiatives on the ground, at country and grassroots levels
- Improving strategies, approaches and tools to better reach country level CSOs, taking into consideration that country level outcomes will require domestication of norms and translation of policies to practices that will work at the specific national and sub-national level,

- Improving communication and web-page and becoming more proactive and inclusive in relationship building
- Rationalising governance structures to be more fit-for-purpose, agile, relevant, and streamlined.

A number of respondents also had concerns regarding the dominance of Filipino based organisations, networks and staff in CPDE structures and working groups. Also, the intertwined relationship between IBON International and CPDE, being both an independent global platform with its own governance and a project under IBON was raised a problem. These issues affected the perceptions of accountability and legitimacy of the platform.

While *multi-stakeholder engagement* is described as a model and pre-condition for inclusive development cooperation processes in theory, in practice these tended to depend on the willingness of governments and private sector actors to form such platforms, make them inclusive of CSOs and take note of CSO inputs. The commitments made in Busan and Nairobi on such inclusive development processes are still to be achieved at country level, with some few exceptions. Thus, multi-stakeholder platforms may not be the best way for every country and needs to be supplemented by other issue-based and ad-hoc coalitions that can address various policy and planning processes.

The evaluation also found that *donors could do more to practice what is preached* in terms of effective development cooperation. The synergies between the EU funded project and the Sida/pooled funded projects could be strengthened and donors could agree to contribute towards the CPDE strategy with its results framework, and accept an overall annual report outlining how various donors have contributed. Donors could also do more to link the global level support with their national level programmes.

The evaluation concludes that CPDE has made important contributions at the global level and provided marginalised groups with a voice in negotiations at high level meetings on development effectiveness. It has been harder for CPDE to achieve tangible outcomes at country level and to build a global constituency that actively informs the global agenda. CPDE has an on-going process to review and improve its strategies, communication tools and governance structures aiming at addressing some of the challenges identified.

The evaluation also notes that the context of the development effectiveness agenda is changing, which affects the relevance and effectiveness of CPDE's programmes. New challenges for civil society engagement include the reduced role of ODA and increased role of private sector in development programmes and implementation of the SDGs, the trend towards closing civic space for CSOs and the increasing fragmentation of the CSO sector, the reduced interest of governments to comply with global commitments (with important role model nations taking the lead in such negative trends).

These external developments, combined with the internal challenges identified, call for a substantial re-strategizing. CPDE should, together with its constituency and donors, rethink its purpose, role and functioning.



The evaluation recommends that CPDE should formulate a short-term plan and a budget as a basis for Sida support in the coming two years (the same period as the EU programme, which is already agreed on). The plan should include at a minimum:

- Measures to address identified governance issues, as well as addressing the Philippine bias in structures.
- Measures to coordinate the Sida support with the EU funding in order to have these two funding streams contributing to one holistic theory of change (and a realistic results framework) for CPDE.
- Measures to address the communication gaps, with a focus on language, web-page (information and tools) accessibility and enhanced outreach.
- Measures to enhance cooperation with other stakeholders (existing structures) and be more connected to actual SDG processes.
- Amendments to sub-granting operations, in accordance with KMPG recommendations.

The evaluation further recommends that CPDE should consider consolidating its work and focus on enabling a smaller number of country level CSOs in each region to sustain their work on monitoring of GPEDC indicator 2 and SDG 17. This would entail enhancing the abilities of these country level CSOs to:

- Link up with local research institutions that can provide them with evidence-based research;
- Strategize, seek alliances and participate meaningfully in policy dialogue on various issues;
- Mobilise a broad local movement to enhance democratic developments and counteract the trends of closing civic space. This includes promoting legitimacy and accountability of CSOs and finding allies in communities, culture, faith-based organisations, sports, human rights defenders, media as well as private sector pioneers etc;
- Engage purposefully and constructively with the private sector, as well as mitigation of potential risks;
- Ensure that the voices of women and girls and the most marginalised groups are heard and considered.

Finally, CPDE should develop a long-term vision (2030) for a possible future for CPDE with clear objectives and a strategy that can form the basis for buy-in from a broad CSO constituency (and donor funding).

Sida should support CPDE in these efforts and allocate sufficient resources to enable necessary dialogue and continuity. Sida should also make efforts to link this global effort to the Swedish country level strategies, when possible.

# 1 Introduction

## 1.1 BACKGROUND

The ‘aid effectiveness agenda’ was initiated by the Development Assistance Committee of the Organisation of Economic Cooperation for Development (OECD/DAC) with the Paris Declaration in 2005. Since then, the issue has been discussed in a series of high-level meetings (Paris/Accra/Busan/Mexico/Nairobi). In Accra, Civil Society Organisations (CSOs) were invited to participate for the first time. Based on these meetings, international actors have adopted a range of relevant principles and agendas for action<sup>1</sup>. The following principles have emerged as central to the aid effectiveness agenda, and apply to support to governments and civil society alike:

- Ownership of development priorities by developing countries: recipient countries should define the development model that they want to implement.
- A focus on results: investments and efforts in development policy-making should aim to have a sustainable impact.
- Partnerships for development: development depends on the participation of different actors in society and recognises the diversity and complementarity of their functions.
- Transparency and shared responsibility: development cooperation must be transparent and accountable to all citizens.

The Global Partnership for Effective Development Cooperation (GPEDC) was established in 2011 to follow up on these commitments.<sup>2</sup> The Global Partnership consists of 161 countries and 56 organisations at present. Sweden is an active member. The vision of the GPEDC is to maximise the effectiveness of all forms of co-operation for development for the shared benefits of people, planet, prosperity and peace. The greatest challenge according to the 2016 Nairobi Outcome Document<sup>3</sup> is to *leave no-one behind*.

Parallel to these governmental commitments, CSOs from around the world have met to discuss how they can contribute to increased development effectiveness. The CSO Partnership for Development Effectiveness (CPDE), hosted by IBON, serves as a

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<sup>1</sup> <http://www.oecd.org/dac/evaluation/evaluationoftheimplementationoftheparisdeclaration.htm>

<sup>2</sup> <http://effectivecooperation.org/>

<sup>3</sup> Results from the second High-Level Meeting of the Global Partnership for Effective Development Cooperation in Nairobi, Kenya, held on 28 November-1 December 2016.

platform to coordinate CSO efforts in this domain.<sup>4</sup> The CSO positions are informed by Key Asks<sup>5</sup> prepared by the platform ahead of high-level meetings, covering different aspects of development cooperation. The Istanbul Principles (IP)<sup>6</sup> serves as the framework for CSOs to work on their own effectiveness. They also recognise CSOs as distinct development actors and provide the foundation for the International Framework for CSO Development Effectiveness (Siem Reap CSO Consensus, 2012) as well as civil society inputs to the GPEDC. The key messages of the Framework are:

- CSOs should adhere to the Istanbul Principles
- Strengthening the mechanisms for CSO accountability is an important goal
- An enabling environment for CSO development effectiveness requires cooperation from governments
- The Framework should help CSOs be responsive to their constituencies and to society at large, and to create a more equitable and better world. Furthermore, CSO positions are informed by the CSO Key Asks, which are updated ahead of each high-level meeting.

The development effectiveness agenda is closely linked to the enabling environment for CSOs, as it is seen as a precondition for local ownership and participatory development processes. In order for civil society to support broader development goals, it needs to have the space to operate unimpeded from government interference. The closing space for civil society, which is seen as a global trend, limits the ability of CSOs to act as effective development actors.

At the same time, CSOs that are not accountable and responsive to their constituencies may be used by governments as justification for imposing restrictions on CSOs. The Evaluation should be understood in the context of these emerging challenges in many parts of the world.

## 1.2 IBON AND THE CSO PARTNERSHIP FOR DEVELOPMENT EFFECTIVENESS (CPDE)

IBON International, a CSO with headquarters in the Philippines, with an international character and scope of work, was established as an independent organisation in 2011.

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<sup>4</sup> <http://www.csopartnership.org/>

<sup>5</sup> These are a set of demands developed by CPDE 'as a rallying point and guidepost' to promote development effectiveness.

<sup>6</sup> <http://www.csopartnership.org/single-post/2018/02/15/Istanbul-Principles-for-CSO-Development-Effectiveness> Key messages: Respect and promote human rights and social justice; Embody gender equality and equity while promoting women 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 learning; Commit to realising positive sustainable change.

It grew out of the domestic Filipino human rights organisation, IBON Foundation. It currently manages several international programmes<sup>7</sup> such as Development Finance/PPPs, Climate Justice, Trade and Investment and Democracy and hosts global and international networks, such as CSO Partnership for Development Effectiveness (CPDE), Campaign for People's Goals (CPG), People's Coalition on Food Sovereignty (PCFS), People's Movement on Climate Change (PMCC), Reality of Aid Network (ROA), Asia Pacific Research Network (APRN). It has regional offices in Africa (Nairobi and Dakar), Latin America and Europe (Brussels). It also hosts the following initiatives: Consortium for People's Development - Disaster Response, Adopt-A-School Program, IBON Institute for International Development and Institute of Political Economy.

IBON International is the fiscal host and manages the Global Secretariat of the CPDE, an open platform that unites CSOs around the world on the issue of development effectiveness. IBON was selected as a programme host in 2012, when the two initiatives, “Better Aid” and “Open Forum” merged, on the suggestion of a Sida-funded evaluation. The IBON leadership had been among the most active participants in the “Better Aid” initiative.

The goal of the CPDE is to advance the implementation of an effective development cooperation framework, with a focus on the implementation of Agenda 2030. To reach its overall objectives, CPDE has used a two-pronged approach through (1) active engagement with the GPEDC and other relevant international fora, guided by the human rights-based approach (HRBA) and (2) encouragement of CSOs to work on their own effectiveness. In carrying out this approach, the programme was divided in two work areas: (1) Policy Engagement and Advocacy and (2) Capacity Building and Outreach.

“Universalising effective development cooperation<sup>8</sup>” provides the overall framework for CPDE’s work on development cooperation. UEDC is guided by the four principles of development effectiveness which are democratic ownership, focus on results, transparency and accountability, and inclusive development partnerships. UEDC is CPDE’s core business and is expressed into 5 advocacy themes. These are private sector in development, CSO enabling environment, South-South Cooperation, Conflict and Fragility, and CSO Development Effectiveness.

The CPDE Project consists of one global secretariat (at IBON) and seven regional secretariats (Asia, Pacific, MENA, Africa, Latin America, Europe and North America), eight sectorial secretariats (for Faith-based groups, International CSOs, Feminist groups, Migrants and Diaspora, Labour issues, Rural groups, Indigenous people’s

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<sup>7</sup> IBON International web-page information

<sup>8</sup> <https://www.youtube.com/watch?v=RL8PtZvRPqQ>

groups and Youth groups), five thematic working groups (for South to South cooperation, CSO enabling environment, CSO development effectiveness, Private sector accountability and Conflict and fragility). In addition, 84 country level CSOs have engaged in CPDE activities to various degrees since 2013<sup>9</sup>. Two of the thematic working group coordinators and one regional secretariat are hosted by IBON. Two global sectoral secretariats (IPs and rural) have close links to IBON and are based in Manila.

To date, CPDE has used approximately EUR 12 million from 2014 - to the present<sup>10</sup>, on average 2.4 million per year. The Sida contribution has been around 46 million SEK (31 million for the first phase and 15 million for the extension phase), and additional SEK 8 million as a contribution to the EU grant. This means that the Swedish contribution has been almost 50 percent of the total CPDE budget over time.

The other major donor is the European Commission (EC), which supports activities focusing on global and regional advocacy. This grant was secured thanks to Sida's contribution to IBONs share (of 20 percent of budget). Other donors that have funded the CPDE project (basket funding arrangement) until the end of 2017 are awaiting the evaluation results in order to take a decision on future support. These donors include: Global Action Canada (GAC), IrishAid, Austrian Development Agency (ADA) and Finnish MFA.

### 1.3 AIMS AND SCOPE OF ASSIGNMENT

Overall, the evaluation aims to a) assess the degree to which the CPDE programme has achieved results, and b) if its management has been effective.

Specifically, the evaluation seeks to gather lessons in the following result areas:

- Facilitating global CSO engagement in policy reform processes
- Capacity development for sustainable CSO engagement in national level policy reforms
- Challenges and benefits of multi-stakeholder engagement

The evaluation further seeks to gather lessons on specific management challenges such as:

- Bilateral funding mechanisms (pooled funding vs. separate funding streams)
- Development and use of performance frameworks and Theories of Change (ToC) for programmes of this nature
- Accountability mechanisms of CPDE to its constituencies and to donors and other stakeholders in the CPDE processes

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<sup>9</sup> CPDE summary report

<sup>10</sup> We have not been able to access any consolidated financial reporting. These figures derive from a study of applications from IBON to Sida. First phase 6.8 million (USD), extension phase 2 million (USD) and EU grant application 4,4 million (EUR).

- Benefits and challenges of CPDE as an open, global platform for advocacy and campaigns

Finally, it aims to draw conclusions regarding lesson-learning for CPDE and donors, which can be integrated into their respective future programming.

### 1.4 USERS OF THE EVALUATION

The primary intended users of the Evaluation are Sida, other donors of the CPDE Project, IBON and the CPDE stakeholders.

## 2 Method

### 2.1 OVERALL APPROACH

To trace the development of CPDE over time and capture its achievements and challenges, a *contribution analysis*<sup>11</sup> was used. This method has proven useful in evaluations where there are many ongoing, parallel processes and where contextual developments have played a significant role (sometimes hindering progress). The analysis took its starting point in an overall Theory of Change (Figure 1) which was provided by the CPDE Global Secretariat during the inception phase.

*Figure 1. Theory of Change*

#### *If the CPDE ...*

- Delivers CSO advocacy messages based on evidence to other development actors
- Participates in relevant multi-stakeholder policy spaces
- Promotes and monitors the implementation of the Istanbul Principles
- Reaches out to different sectors and the biggest possible number of national CSOs and contributes to developing their capacities in policy research, advocacy and mobilisation
- Develops mechanisms and processes to facilitate communication and sharing of knowledge

#### *Then...*

- Member CSOs will be working on their own effectiveness
- Member CSOs at many levels will be doing (better) research, advocacy and mobilisation on development effectiveness
- Member CSOs will be learning from each other
- Different sectors and national CSOs from 50 countries will be participating actively in the CPDE actions
- 50 national CSOs will be engaging in multi-stakeholder policy dialogues on Effective Development Cooperation (EDC)
- Key development cooperation actors will be aware and supportive of CSO policy positions.

Inputs



Outcomes



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<sup>11</sup> Mayne, J. Contribution analysis: An approach to exploring cause and effect, *ILAC Brief* 16, May 2008 and <http://www.betterevaluation.org/it/node/382>

*Leading to ....*

- Positive changes in development cooperation policy in line with development effectiveness principles
- Improved multi-stakeholder dialogue and legal frameworks in support of CSO participation at various levels
- CSOs effectively fulfilling their role as development actors and applying the Istanbul Principles.

**Impact**

## 2.2 DATA COLLECTION

The Evaluation has applied a mixed methods approach to data collection, using various methods and data sources to triangulate findings:

1. **Documents review** - Study of all plans, reports and evaluations that were of relevance as well as making use of web-page information of CPDE, IBON and its partners. Documents reviewed are found in Annex 7.
2. **Other ongoing evaluations and monitoring** - At the onset of the evaluation, the team found that there were three other on-going reviews that could provide very useful information; the KPMG review of internal management and control of IBON International commissioned by Sida; the Results-Oriented Monitoring (ROM) review carried out by the EU - with field visits to Fiji, Kenya, Lebanon, Paraguay and the Philippines; the external review of the Financial Management Organisation commissioned by the CPDE Coordination Committee (CC); There was also an ongoing follow-up (of an internal CPDE strategic review) conducted by the CPDE Global Secretariat and Co-chairs to solicit the CC member views on possible areas of improvement to the CPDE governance structure and strategic approaches as a basis for suggestions to the up-coming CC meeting. There were also notes from a CPDE Co-Chair – Global Secretariat retreat (2018) and organisational capacity assessments carried out by [www.ubora.services](http://www.ubora.services) to trace capacity development among CPDE members (baseline in 2014 and follow up in 2016). The evaluation tools were therefore slightly revised to avoid posing the same questions to respondents who had completed surveys and interview questions in abundance in the past few months. This evaluation has focussed on areas that were not sufficiently covered in these other reviews and has also used the reviews to verify and strengthen current findings.
3. **Interviews** – Interviews with key stakeholders from all stakeholder groups that were identified in the Inception report. In total 59 persons were interviewed as described in Annex 6. They represented CSOs in 20 countries. The majority of respondents (70%) were past or present members of the various CPDE governance structures (Coordinating Committee, Secretariats, Global Council, country focal points), while 30% were other stakeholders.

Interview notes were documented and summarised according to the key evaluation questions. The interview questions were grouped under three main headings:

- your perceptions on the CPDE contributions to processes and results in the area of aid and development effectiveness at global, regional and national levels;



- your perceptions of management and approaches of the CPDE;
- your suggestions on areas of improvement.

The full interview guides are found in the Inception report in Annex 2.

#### 4. **Data-gathering visits/workshops:**

- ✓ The Team Leader visited the Philippines from 19-23 November and together with one evaluation team member, met with IBON International, the CPDE Global Secretariat and other stakeholders of relevance.
  - ✓ The Team Leader visited The Hague on 27-28 November to meet with the CPDE CC and other stakeholders that are part of the Task Team on CSO Development Effectiveness and Enabling Environment (funded by Sida).
5. **Electronic survey** – To supplement the qualitative data gathered during interviews, a web survey was sent to 155 individuals that covered country focal points, regional secretariats, sectorial secretariats and working groups. The web survey was available in three languages: English, French and Spanish. The method and results of the survey which had a response rate of 39%, are outlined in Annex 5.
  6. **Web scraping/crawler for collection of unstructured data** – The team set up a web crawler to retrieve supplementary data, and to search for content of particular value for the evaluation. This information served to validate tentative findings through a review of the target group's public communication modalities, such as web pages and social media platforms. The method and results of the web-crawler are shown in Annex 3.
  7. **Network analysis** – The network analysis generated insights on a number of factors, for instance, shared preferences and central/peripheral actors in the network. The method and results of the network analysis are presented in Annex 3.

## 2.3 LIMITATIONS

The CPDE Project was undergoing a series of internal and external reviews in parallel to this evaluation. The Global Secretariat was already working on addressing some of the areas of improvement pointed out in these reviews. Thus, this evaluation was trying to assess a 'moving target' and it should be acknowledged that some issues raised may have already been addressed.

Many of the respondents selected for interviews, based on the selection criteria outlined in the Inception report, did not make themselves available for interviews despite many reminders and even telephone calls. Thus, the selection of respondents depended on the willingness to participate rather than representativity of certain countries or sectors. In the end the team managed to interview representatives from 20 countries (representing all regions), which is deemed to be a sufficient sample.

The majority of the respondents (70%) were staff or members (past or present) of the various governance structures of CPDE. These represent a group with good insight in and access to CPDE work. It could potentially pose a risk of bias, if respondents are too much involved in the evaluated programme. However, the evaluation team found

that there was a high level of acknowledgement of challenges and readiness to reflect in a self-critical manner. Thus, the challenges even tended to be more in focus than the achievements in our conversations – which to some extent was reflected in the first draft evaluation report (which has since been adjusted). For transparency, the annex listing the interview persons includes information on the type of affiliation respondents had with CPDE.

The response rate to the web-survey was 39% (after removing IBON staff answers – which were analysed separately). This is slightly low. Those responding to the survey are probably the most engaged partners and 80 percent of them had received financial support from CPDE, and thus may only represent a specific segment of the CPDE constituency. Among the respondents, 38 percent identified as representing global level CSOs and 43 percent identified as organisations that focussed on general civil society issues (not specific sectors). Taking these limitations into consideration, the survey still has some value as a source of information and triangulation. Also, the survey answers included valuable comments and explanations (in the open comment fields), which were used as input to the evaluation.

Assessing financial data from the CPDE Project's sub-granting operations also proved difficult. No consolidated reporting using the same format and currency was provided to us, so the team had to do certain estimations of the financial data in order to secure a full data set (for the entire period of review).

Despite the methodological limitations mentioned above, the team is confident that the findings are based on solid evidence because there was a consistency in answers regarding achievements and challenges of CPDE across all respondents, including the internal self-assessment – although the level of concern varied as well as the recommendations on the way forward.

# 3 Findings

## 3.1 THE CONTRIBUTION STORY

This chapter provides an assessment of how the Theory of Change (ToC) has played out in practice in terms of inputs, outcomes and impacts.

### 3.1.1 Inputs

#### *If the CPDE ...*

1. Delivers CSO advocacy messages based on evidence to other development actors
2. Participates in relevant multi-stakeholder policy spaces
3. Promotes and monitors the implementation of the Istanbul Principles
4. Reaches out to different sectors and the biggest possible number of national CSOs and contributes to developing their capacities in policy research, advocacy and mobilisation
5. Develops mechanisms and processes to facilitate communication and sharing of knowledge

#### **Assessment of CPDE contributions**

##### **1. Deliver CSO advocacy messages based on evidence to other development actors**

The CPDE Project has developed and delivered CSO advocacy messages (Key Asks and CSO policy statements on various issues) ahead of High-Level meetings (e.g. in Busan and Nairobi<sup>12</sup>), GPEDC meetings and meetings of International Financial Institutions (e.g. World Bank/IMF). The messages of the Key Asks drew from wide consultations within the CSO community and are considered by respondents as highly qualitative inputs.

CPDE has also produced monitoring reports on development effectiveness progress, based on country case studies, as part of the engagement in GPEDC first and second monitoring rounds i.e. *The State of Development Cooperation, CSO Enabling Environment and CSO Development Effectiveness* (2015), *State of Development Cooperation: Checking the Core of Effectiveness* (2016). The third monitoring round is still

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<sup>12</sup> CSO Key Asks on the Road to Busan (2011), CSO Key Asks for a Transformative Global Development Agenda (2014) and Universalising Effective Development Cooperation - The CSOs Asks for a Stronger Global Partnership (2016)

on-going. In 2018 a report was also published on the views of CSOs from 16 (out of 47) countries doing voluntary national review (VNR) on the SDG progress.

Furthermore, CPDE has produced a range of policy research papers and concept notes on various thematic issues to underpin its advocacy<sup>13</sup>. The CPDE web page is yet to make these accessible. The most recent reports published by CPDE's thematic working groups deal with the application of human rights-based approaches (HRBA) in development cooperation (2018)<sup>14</sup>, operationalisation of South to South cooperation (2018), CSO enabling environment (2017) and, private sector accountability (case studies 2018).

The policy research commissioned by CPDE is considered by respondents to be well researched and of high quality. So far, the reports and messages have mainly been useful for global level advocacy. When analysing the number of organisations that make reference to the CPDE reports on their web-pages<sup>15</sup>, it verifies that the outreach is rather limited, even within the key stakeholders of CPDE. The Key Asks from 2011 were mentioned by eight other stakeholder web pages, the Key Asks from 2014 were mentioned by two other stakeholders, while the Key asks from 2016 were not mentioned on any other web page. The report that triggered most mentioning on other web pages was the report on an Enabling Environment for CSOs, mentioned on nine other web-pages, including Sida, OECD and UNDP. Organisations that have mentioned the CPDE reports are mainly CONCORD, ITUC, Canadian Council for International Co-operation (CCIC), PIANGO and Reality of Aid Africa.

## 2. Participate in relevant multi-stakeholder policy spaces

CPDE has managed to secure seats in important multi-stakeholder platforms working on development effectiveness issues at global level (i.e. EU, OECD, GPEDC) and been able to bring the voice of CSOs, representing poor and marginalised groups and a South perspective, to the table. CPDE is considered to be well prepared for such meetings, having researched topics thoroughly. It is also known to be an active participant, which enabled it to lead processes and to gain a seat as a non-executive co-chair of the GPEDC for a two-year period. CPDE is however also seen to sometimes be using a less constructive advocacy approach – especially on engagement of the private sector. The focus on risks and damages of extractive industries, which have been in focus of CPDE advocacy, have made it difficult to have a dialogue on other aspects of private sector engagement and principles for its engagement. The CPDE

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<sup>13</sup> CPDE provided the evaluation team with the following examples: *An enabling environment for Civil Society Organisations* (2013), *Enhancing the Development Effectiveness of the Post-2015 Global Partnership for Sustainable Development* (2015), *The development effectiveness of supporting the private sector with ODA funds* (2016), *Towards Measuring South-South Development Cooperation – Draft* (2016)

<sup>14</sup> Where Sweden is assessed to be in the forefront

<sup>15</sup> Web-crawl undertaken among stakeholders as explained in Annex 3

approaches are seen as affecting the willingness of some development partners to sustain their engagement with the development effectiveness agenda and the GPEDC. While the CPDE constituency sees the advocacy approaches as brave and in line with their interest, other development partners are expressing some concerns about its effects. Interestingly, some constituencies have expressed concern about CPDE holding the Co-chair position of GPEDC, as is seen as risking co-option of CPDE and loss of the independent voice of CSOs.

### 3. Promote and monitor the implementation of Istanbul Principles

In 2014, CPDE published the reports *Journey from Istanbul* and *CSO Accountability Documentation Project* and in 2013 a trainers' training on CSO development effectiveness was organised in South Africa. In 2016, CPDE carried out policy research to assess *CSO progress, challenges and opportunities in the implementation of the Istanbul Principles*. The research, based on eleven reports from seven countries and four sectors, showed that some CSOs are making good progress on their implementation of the Istanbul Principles and on developing their own accountability. However, the progress is uneven, and the report includes several recommendations on areas of improvement. This led to the development of the country compact initiatives implemented in 44 countries (described below under the Outcome section).

Also, in 2016, CPDE studied *INGOs' (international non-governmental organisations) support of the effectiveness agenda*. It showed various levels of engagement and a tendency to be accountable to back-donors rather than to the people they are committed to serve. There is no information on how the recommendations of this report was followed up. In 2016, CPDE also published a book on the Istanbul Principles + 5 and in 2017 there was a conference on the Istanbul Principles +7.

CPDE has not participated in the Sida funded work on a global accountability standard for CSOs<sup>16</sup>, now supported by the global platform "Accountable Now". CPDE was invited at a very late stage to engage with the initiative and its newly developed tool (of 12 criteria) and has been hesitant to endorse it<sup>17</sup>. CPDE is not convinced that it will be useful but will review its policy to see if there are areas of cooperation. CPDE maintains that the Istanbul Principles are a better tool and created through a more inclusive process<sup>18</sup> (interview notes with Global Secretariat).

### 4. Reach out to different sectors and the largest possible number of national CSOs

According to CPDE reports, CSOs from 84 different countries (as of 30 April 2018) had been involved in policy development, advocacy engagement, and capacity development activities on CPDE priority themes since 2014.

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<sup>16</sup> <https://accountablenow.org/future-accountability/global-standard/>

<sup>17</sup> Letter from CPDE to the Global Accountability Standards network

<sup>18</sup> Interview with the Global Secretariat and discussion paper from CPDE to the Global Accountability Standard

- GPEDC second monitoring round: 27 countries
- Capacity development activities for CSOs: 11 countries
- National consultations on the post-2015 agenda: 14 countries
- Contributions to policy research initiatives: 31 countries
- Country compacts: 44 countries

At the same time, there is concern about declining interest of members and challenges of getting meaningful engagement of national level CSOs<sup>19</sup>. CPDE presently counts around 80+ CSOs as its constituency (Global Council members, Coordination Committee members, Secretariats, County Focal Points and active partners) and was able to provide an e-mail list of around 150 stakeholders (including donors and international institutions) as a basis for the survey of this evaluation. According to respondents, there has been a dwindling engagement by both global and national stakeholders. Some big partners have given less priority to the development effectiveness agenda in recent years (e.g. Awid<sup>20</sup> and Civicus) and many respondents mention that there are more pressing issues, such as the closing civic space and actual participation in various planning and decision-making processes.

CPDE tries to reach out through its elaborated structure based on seven regional and eight sector specific networks hubs<sup>21</sup>. These hubs are hosted by selected CSOs (or CSO platforms) that have demonstrated an interest in the issue. The secretariats are tasked with engaging CSOs in their respective region/sector to more actively work on promoting and monitoring development effectiveness principles and participating in global, regional and national CSO actions. There are terms of reference for the secretariats, but performance and level of engagement vary considerably<sup>22</sup>. One secretariat has had accountability problems, which has been resolved.

Respondents to this evaluation confirm that engagement by the various sectors and regions is uneven and that the present organisational set up is not ideal for global outreach (nor for effective action and sustained results at country level). Some respondents point at alternative channels and secretariat hosts with a better outreach. Others mention important sectors which have not yet been included in CPDEs constituency, such as the disability movement and the LGBTI movement. A number of respondents felt that the CPDE structures should be abolished and that CPDE should establish project-based partnerships with organisations and networks to achieve its outcomes at various levels and for various issues.

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<sup>19</sup> CPDE Secretariat and Co-Chairs sees membership and meaningful engagement of national level CSOs as key challenges and areas of attention

<sup>20</sup> AWID is an international, feminist, membership organisation committed to achieving gender equality, sustainable development and women's human rights <https://www.awid.org/>

<sup>21</sup> <https://www.csopartnership.org/structureandgovernance>

<sup>22</sup> CPDE staff interviews and presentations

There is also a specific concern that there is too much focus on the South East Asia/Pacific in general and the Philippines in particular, in CPDE structures, news coverage, and staffing. Asia Pacific Research Network, Reality of Aid Global and Reality of Aid Asia Pacific are all hosted by IBON (physical and fiscal). The two global networks Indigenous Peoples Movement for Self-Determination and Liberation and the People's Coalition on Food Sovereignty both have their roots in the Philippines and are close allies with IBON, while there are other networks representing the same groups that have a wider global outreach. Other Philippine organisations that have received funds from CPDE are Rural Missionaries of the Philippines and the Philippine Council for People's Development and Governance (through Country Compact project funding).

When analysing how the grants have been distributed to the various sectors, regions and thematic working groups, this perception was confirmed (Figure 1). 32 % of the grants provided have been channelled to six organisations that are closely affiliated to IBON and have their offices in Manila. For comparison, there are 17 organisations that make up the section illustrating "Other grantees", receiving 68% of the grants. The Manila based organisations tend to depend on the CPDE funding for their survival as most of them receive around half their annual budget from the CPDE for CPDE related activities (according to interviews with the concerned grantees).

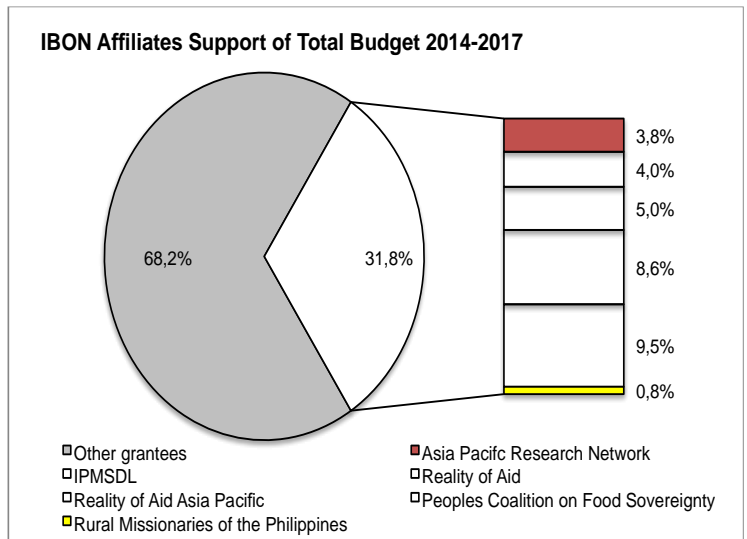


Figure 1 – IBON Affiliates share of grants

While the selected Philippine based partners are all legitimate organisations that have passed the EU vetting (PADOR system) and have contributed to the CPDE programme as agreed, the perception of many respondents is that the Philippine bias has hampered outreach and engagement from other regions. At the same time, some respondents noted that these Philippine CSOs are strong in advocacy and truly grass-root driven/centred, which is not always the case with other networks working on the same issues.

In conclusion, there is a concern about decreasing engagement of stakeholders in the development effectiveness agenda. Some of the CPDE choices of channels to reach out to sectors and regions are questioned by respondents, as is the elaborate governance structure. There is also a concern that CPDE spreads thinly and ad-hoc, rather than focussed and sustained (see more below under Effectiveness).

### 5. Develop mechanisms and process to facilitate communication and sharing of knowledge

Respondents generally felt that CPDE has not yet managed to develop an effective mechanism for communication and knowledge-sharing, although some of the key partners feel that learning has indeed taken place at meetings and in joint policy re-



search projects. This was also illustrated by the 58 % of partners (representing 23 respondents who were also part of the CPDE governance structures) who responded to our survey that information-sharing was a common type of support from CPDE.

The majority of respondents however, pointed out that the web-page was poorly structured, was inaccessible (with only Beta versions of sub-pages) and lacked essential information about the work of CPDEs, its reports, its monitoring etc. The evaluation team also observed this during the initial research. Few respondents mentioned participation in webinars or reading the E-bulletin. The CPDE Twitter account indicates that it has 4000 followers, but only 2-8 are active on a regular basis to retweet or “like” the tweets. The Facebook account indicates that it has 12 000 followers, but the posts generally attract 4-10 “likes”. The limited mentioning of CPDE and its issues by other CSOs (as indicated in our web-crawling) verifies that communication is only taking place in a narrow group.

Furthermore, although key documents and e-bulletins are published in three languages (English, French and Spanish), respondents strongly felt that it was a big problem that information was generally not accessible in other languages than English (at least French, Spanish, Arabic and Russian).

The CPDE Accountability Committee has repeatedly recommended that CPDE needs to address its communication approaches and the web-page design and contents. CPDE has recently employed new staff and adopted an action plan to address the communication challenges. Communication is an area identified by the CPDE Global Secretariat and Co-Chairs as a main area for improvement.

### 3.1.2 Outcomes

#### *Then...*

1. Member CSOs will be working on their own effectiveness
2. Member CSOs at many levels will be doing (better) research, advocacy and mobilisation on development effectiveness
3. Member CSOs will be learning from each other
4. Different sectors and national CSOs from 50 countries will be participating actively in the CPDE actions
5. 50 national CSOs will be engaging in multi-stakeholder policy dialogues on EDC (divided into sub-questions in the evaluation matrix)
6. Key development cooperation actors will be aware and supportive of CSO policy positions

The assessment below is formulated to respond to the more detailed evaluation questions that were derived from the ToC.

#### **1. To what extent did the CPDE programme contribute to CSOs own effectiveness?**

As described above, CPDE has undertaken a range of activities to promote the Istanbul principles. Still, respondents to this evaluation felt that this had not yet led to any significant outcomes in terms of engagement with the issue within the CSO commu-



nity in general or within the CPDE sectors, regions and country level constituencies. They described CPDE as a platform that mainly focussed on monitoring of practices of other development actors (i.e. governments, donors, financial institutions and private sector) and advocating for development processes to be more people-centred and based on local priorities. There were limited references by respondents to CPDE's work on CSO's own effectiveness and accountability.

According to the organisational capacity assessments (OCAs) commissioned by CPDE (2016) to monitor if the capacities on certain key criteria of CSO effectiveness have improved among its own constituency<sup>23</sup>, there have however been some progress in most of the domains measured – especially accountability. Also, 72% of respondents claimed to have a medium or strong level of awareness on Istanbul Principles, but this was only slightly higher than in the base line of 2014. Main reasons for those having limited awareness on Istanbul Principles were: no technical and human resources to follow up on these issues; no time and financial resources to follow up; and, it is not a priority area for CSOs. The OCA was based on self-assessments by 34 partners.

The CPDE study (2016) on *INGOs' (international non-governmental organisations) support of the effectiveness agenda*, showed various levels of engagement and a tendency to be accountable to back-donors rather than to the people they are committed to serve. Many INGOs still do not apply Istanbul principles, especially on local ownership, rights-based approaches and sustainable change.

In conclusion, the outcomes on CSO effectiveness are limited, despite being an important part of CPDEs founding documents and strategic plan. This part of CPDEs work has been less visible in communication and less prioritised by the constituency.

The CPDE mandate to enhance CSO's own effectiveness was mainly highlighted by CPDE staff and by the external stakeholders. The CPDE constituency see CPDE as first and foremost the amplifier of the voice of the marginalised and an advocate for people-centred development. Also, the constituency of CPDE represents CSOs that identify as representatives of marginalised people who claim their rights in the face of violations and injustices. To these CSOs, some of the Istanbul Principles are seen as entrenched in their very essence and core function.

## **2. To what extent did the CPDE programme contribute to CSO ability/capacity to do research, advocacy and mobilisation on development effectiveness?**

The most common types of CPDE support mentioned by respondents were financial support (80%), followed by information-sharing (58%) and research support (56%).

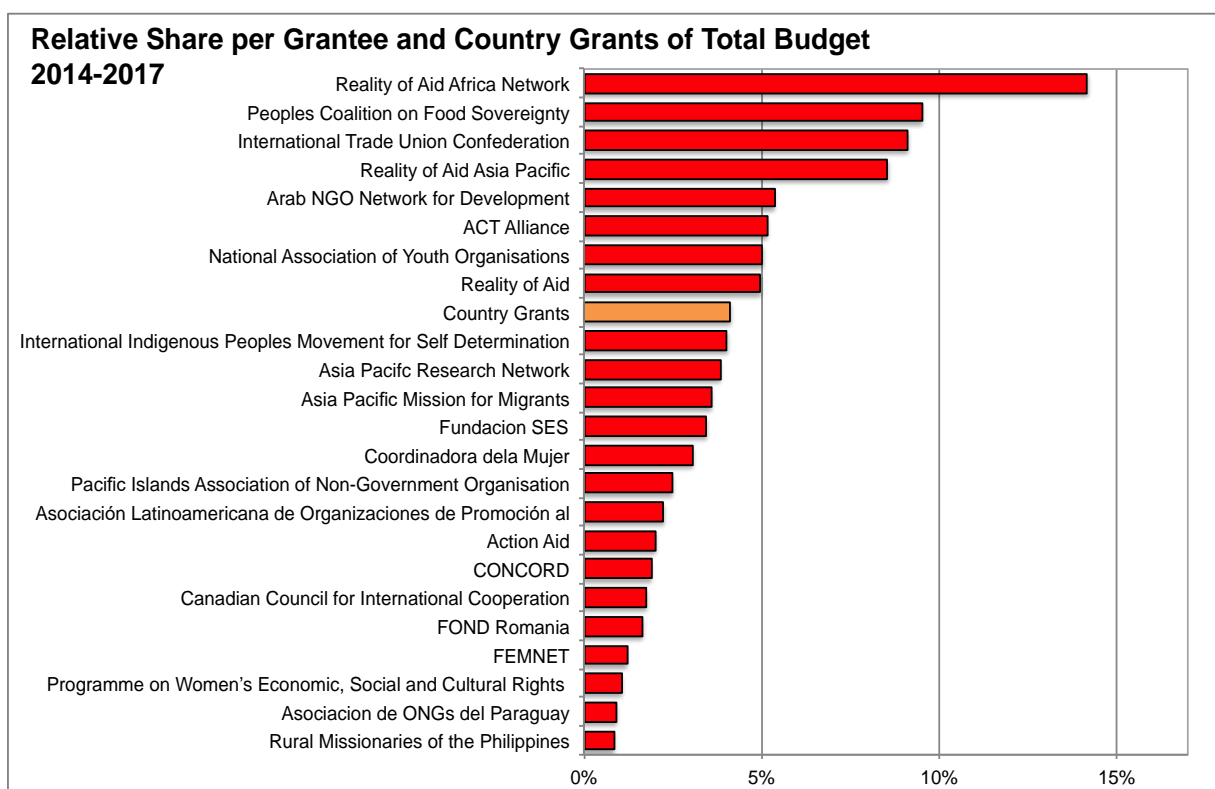
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<sup>23</sup> The OCA is a self-assessment tool. A baseline OCA was done in 2014 and a follow-up was done in 2016. However, due to the uncertainty of who was to be considered a member of the CPDE (and thus included in the monitoring) and a subsequently low response rate, the tool proved rather weak. Only 34 organisations responded to the OCA survey in 2016.

The financial support funded a range of different activities as defined locally (but within the overall aim of the project).

Financial support has been provided to partners based on annual plans and budgets submitted by secretariats and thematic working groups. These are presented and agreed upon by decision bodies of CPDE and submitted to donors for. Some partners are responsible for more than one area. Reality of Aid Africa implements both the program for the Africa Region and the CSO Enabling Environment Working Group, and in 2016, they were the local host for the CSO Forum/Second High Level Forum which was held in Nairobi, Kenya. This explains why Reality of Aid Africa has such a large share of the budget (around 14 % of the grants or 7 % of the total CPDE expenditure). The country grants were provided to 44 countries.

The grants have been provided, follows:



*Figure 2. Relative share per grantee and country grants of total CPDE grant budget, 2014-2017*

According to the 2016 OCA, the responding organisations that had been supported by or taken part in CPDE's work had substantially increased their capacity to do research and advocate for CSO participation in various development processes. This was confirmed by the survey respondents in our evaluation. They stated that CPDE had enabled them to:

- Access funding for financing of preparations, trainings, research and participation in important meetings related to the development effectiveness agenda
- Access the CPDE network contacts and opportunities to participate in global high-level fora and workshops.
- Interact, share lessons and exchange information, by being part of a global network

- Gain credibility and voice amplification, as a CPDE constituency partner, opening the space to engage in regional and national policy-making conversations where CSOs would not normally be in the room and where decisions are being made. This has been important, especially given the shrinking civil space for CSOs and increased influence by the private sector in development processes.
- Access information – policy statements, updates and research materials on some key topics
- Access workshops on research and advocacy, leading to capacity development of leaders in different sectors, as a result of which these leaders can now better articulate the voice of CSOs in various fora.
- Help create momentum and push CSOs towards holding governments accountable to the SDGs implementation

According to our web-survey, around 60 % of the respondents deem the CPDE to be very or somewhat important for their improved capabilities as advocates on the development effectiveness agenda. On a 1-5 scale (no contribution – significant contribution), respondents felt that CPDE contribution on average was 4. This finding is also supported by evidence from the web crawler where more than one in four of the observations referred to CPDE's work with bearing on increased ability to conduct research and undertake advocacy on development effectiveness principles.

At the same time, respondents had a long list of areas for improvement regarding the CPDE communication with and support to country level CSOs, including:

- Sustaining the support to country level CSOs for monitoring of development effectiveness as agreed with the GPEDC
- Grounding technical discussions in country and sectoral contexts and linking it to ongoing SDG processes,
- Improving communications materials and web-page - information is presently mainly in English, which is creating a language barrier
- Strengthening capacities for policy dialogue and engagement with country level research institutions
- Broadening the constituency and reach out to other networks and stakeholders, including marginalised groups that are not yet included (e.g. persons with disabilities)

While CPDE has in deed pursued the development of policy and principles on Development Effectiveness in the international arena, CPDE support has not yet been sufficient for country level CSOs that aspire to monitor, influence and participate in development processes at various levels.

### **3. To what extent are the CPDE constituencies learning from each other?**

The most active CPDE partners have learned a lot from each other at meetings, joint advocacy events and joint policy research. They are now able to spearhead the agenda and participate meaningfully in international high-level meetings. However, there is an uneven understanding among the constituencies of the definition of development effectiveness and the purpose of CPDE (as elaborated under the relevance chapter). This, along with contextual differences in various regions and countries, has affected priorities and work focus of the wider constituency and hampered learning. The gen-

eral view is that learning is also hampered by CPDE ineffective communication, language barriers and the non-inclusive structure and way of working.

#### 4. To what extent do different sectors and national CSOs from 50 countries participate actively in the CPDE actions?

There were some difficulties to assess this outcome, as there is not a single definition of “active participation”. If making a broad definition of participation, counting participation in a single workshop as active participation, 84 countries have participated in a CPDE activity since 2014 (as explained above). This is far more than the targeted 50. To what extent these represent different sectors is not monitored and reported on.

If making a narrower definition of “active participation”, counting only those who have taken a proactive part in joint actions, monitoring or research, the team estimates that the number of active countries has been around 35-45. We base our estimate on a cross reference of the countries represented in the Global Council, the seven country focal points (Cameroon, Morocco, Mongolia, Czech Republic, Dominican Republic, Canada and Fiji) and the countries that contributed to research and monitoring reports. Furthermore, the surveys carried out by various consultants over the years have generally been answered by CSOs from around 30 -35 countries. Our survey was answered by CSOs from 34 countries (including US, UK, Canada, France, Italy, Belgium), which we take to represent some of the most actively involved at present (Figure 4).

However, if counting only those countries where CSOs demonstrate a sustained, active involvement in CPDE actions over time, the number is 10-15. These are countries that have participated in monitoring rounds, research case studies and events on a regular basis (more than two times).

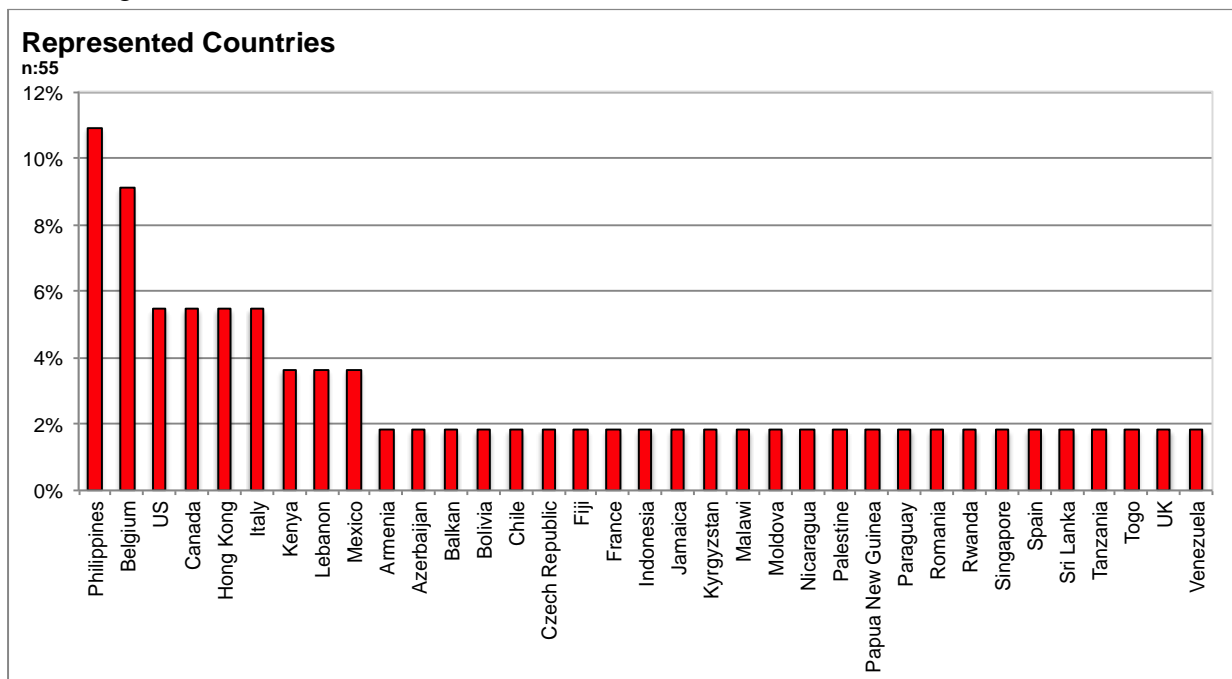


Figure 3. Countries responding to our web-survey

Our survey also shows that all CPDE sectors were represented among those answering (some only by one respondent though). However, as much as 43% of the CSOs responding to our survey did not identify as belonging to a specific “sector”, but as having development effectiveness or enabling environment for CSOs as their main work area. It seems therefore that the development effectiveness agenda is not yet entrenched in sectoral CSO priorities, but rather driven by CSOs that specifically work on this issue.

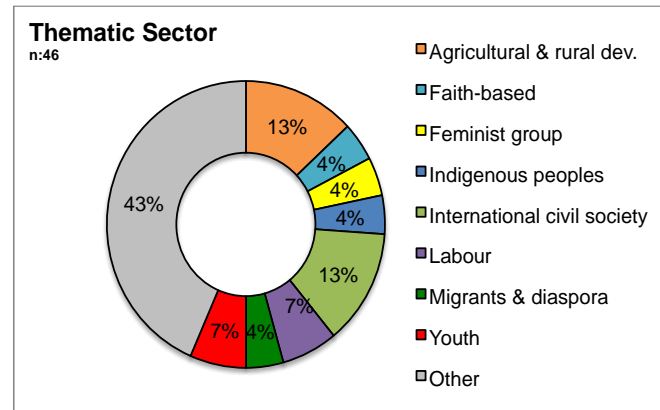


Figure 4. Responding CSOs per sector

We conclude that the CPDE has reached out to sectors to a limited degree, mainly working with CSOs that have development effectiveness or enabling CSO environment as their core business. We further conclude that CPDE has almost reached its target of having active participation of CSOs from 50 countries. However, this participation is not yet sustained.

#### 5. To what extent do national level CSOs engage in the development effectiveness agenda nationally?

There is an uneven/variable understanding of development effectiveness, which has affected how partners work in various contexts. During the period of review, CPDE provided direct financial grants to 24 partners and to 44 country level CSO projects. 43 of them reported back (including those in Canada, New Zealand and Australia) on their activities. According to these reports, the funding was mostly used to carry out trainings, policy research or advocacy. In the Philippines, the support went to an IBON affiliated CSO platform to develop a joint CSO statement calling for development effectiveness principles to be respected<sup>24</sup>.

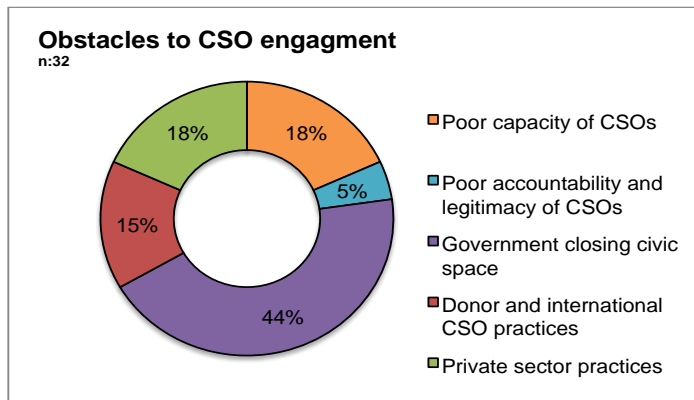
Out of the 43 country level projects, partners in 13 countries reported that they had engaged actively in participatory processes aiming at influencing development partners (mostly government and donor planning processes). The engagement ranged from participation in high level policy meetings and in formulation of new disability legislation, to facilitation of youth participation in local government planning processes.

The limited number of partners that had been able to participate meaningfully in actual consultations on Agenda 2030 and the SDGs, demonstrates the difficulties facing the CSOs in many countries. A precondition for consultations with CSOs is that there is a national strategy or plan for SDG implementation, a responsible ministry or mul-

<sup>24</sup> This is mentioned because it adds to the impression of favouring IBON affiliates rather than supporting actors and processes that could be more strategic (e.g. ongoing multi-stakeholder dialogue processes and CSO platforms which the evaluation team met with)

ti-ministry structure and a system for implementation and monitoring. However, in many cases, CSOs reported that dialogue (if existing) was informal or ad-hoc. Also, some CSOs referred to the problem of closing civic space, especially for organisations representing grassroots movement fighting for socioeconomic rights, accountability of the private sector, anti-corruption etc. Instead, CSOs invited to policy level consultations (if they existed) were mostly service providers or were either international CSOs or those that do not question government or private sector investment plans and activities.

The web-survey carried out as part of this evaluation found that obstacles experienced by the CPDE constituency were mostly related to government closing space (44%). This was also verified by CPDE's research (2018) of 16 of the 47 countries doing voluntary national reviews of their SDG progress. Only 61% of the responding countries had information on the SDG process that was accessible to CSOs – while 94 % of the CSOs were indeed aware of the review being prepared.



*Figure 5. Obstacles to CSO Engagement*

While contextual factors were the most prominent obstacles, 18% of respondents also indicated poor CSO capacity as an obstacle. A number of respondents would have wished that CPDE had provided the practical tools needed for

them to participate constructively in the SDG processes nationally. These pro-

cesses often require extensive technical and programmatic insights for CSOs as well as relationship building with local research institutions and other CSOs. The CPDE support was seen as too ad-hoc (the country compacts) and the policy research was often done to underpin global advocacy rather than country level dialogue (such as the GPECD monitoring rounds). While such monitoring could reinforce country level engagement where the dialogue between CSOs and governments was good, this could be the reverse in countries where relationships were weak.

The expectations on national level results or engagements may have been too high compared to CPDEs capacities and perceived role, especially in light of the negative trends of closing civic space.

#### **6. To what extent do national level CSOs take active part in multi-stakeholder policy dialogue?**

CPDE reports show that only around 65% of the studied 48 countries had multi-stakeholder platforms for policy dialogue. Although there are examples of good practice, the general experience of such platforms was that their effectiveness in many countries was seriously constrained by lack of resources, limitations in public access to information, weakness in development policy objectives, government centred implementation and closing civic space (preventing some CSOs from participating).



CPDE concludes that “*multi-stakeholder policy dialogue platforms (where already established) are consistently proving ineffective in ensuring that CSO views and recommendations are incorporated and properly followed-up in the policy and decision-making processes*”. CPDE further concludes that “*there is evidence that strong temporary/circumstantial (rather than permanent) CSO coalitions are proving more effective for they combine different technical expertise and lower the risk of co-optation (of civil society leadership)*”<sup>25</sup>.

While CPDE still believes that there are reforms that can be achieved through multi-stakeholder dialogue, it does not confine itself only in this approach. CPDE explores different approaches and mechanisms to achieve its goals and purpose, including informal activism and campaigning. CPDE is perceived by external stakeholders to be more focused on activism and campaigning than on dialogue and negotiation.

**7. To what extent did the CPDE programme support its thematic working groups, regional secretariats and sector groups to enhance their abilities and capacities to engage in the development effectiveness agenda and enhance coordination?**

Respondents state that the support from CPDE has been mainly financial. There has also been dialog around planning and strategizing and technical support in terms of publishing of reports. Despite the existence of Terms of Reference for the Secretariats and working groups, there is clearly unevenness with regard to the levels of participation, responsiveness and functionality of the various working groups and secretariats. While there are outputs in terms of very good reports and submissions from some working groups and sector secretariats, respondents state that these results are achieved thanks to a few individuals. The general feed-back from respondents is that the CPDE structures are too bureaucratic and that the activism gets lost in these structures. Many respondents mention that CPDE is trying to do too much in many sectors, themes and regions – thereby losing its focus and becoming less effective. Some secretariats mention that the financial support has not been sufficient to match the expectations of coordination and capacity development of CSOs in a whole region or sector.

The challenges are exacerbated by; a) the perception that the development effectiveness agenda is becoming less relevant in the emerging context of governments closing of civic space; b) language gaps and poor communication; c) fragmentation of the CSO community and creation of new (overlapping) coalitions for various issues; d) uneven access to technology among the constituencies; d) limited opportunities for face-to-face engagement.

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<sup>25</sup> CPDE monitoring report 2016

### **8. To what extent are key development cooperation actors aware and supportive of CSO policy positions**

The development cooperation partners interviewed were aware of CPDE policy positions and expressed respect for CPDE being consistently well-prepared and having well-researched position papers. The CPDE advocacy methods, were however seen as not always constructive. Development partners would welcome a more pragmatic and problem-solving approach (within the norms and principles agreed on). It was felt that CPDE sometimes take a rigid and confrontational position towards representatives of economic and political power, which may stall processes. This has been specifically the case in relation to the increasing involvement of the private sector in development cooperation and with public-private partnerships. CPDE represents movements of marginalised people, whose social, economic and health rights are already (or might be) violated by such private and government investments. CPDE is seeking consensus in addressing the challenges of the private sector involvement in development cooperation.

### **9. To what extent has the CPDE programme applied HRBA and gender equality principles**

HRBA is entrenched in the very principles of CPDE programmes and is highly visible in CPDE communication materials and tools. CPDE has produced an easy-to-understand brief on HRBA and undertaken a study of how it has been applied in development cooperation. When it comes to the application of HRBA internally, there have been a series of recommendations by the Independent Accountability Committee regarding transparency and accountability. In response to this, CPDE Global Secretariat developed a *Transparency and Accountability Policy (2018)* which is in accordance with its own guidelines for other CSOs. The new policy will be submitted to the Global Council for adoption in 2019. The Independent Accountability Committee notes that there are still some areas that require further improvement, i.e.

- Public access to sufficient and appropriate information about budget, work plans, and work actually done, achievements and evaluations.
- Spaces, mechanisms and opportunities for different stakeholders to engage with the actors involved in specific sectors and regions.
- Clear and published rules and guides for the exercise of roles and responsibilities at regional and sectorial levels.

While gender equality and women's empowerment are also core principles of CPDEs programmes, this aspect is not so visible in its communication and reports. The Independent Accountability Committee researched the work of the Feminist Sector



Group<sup>26</sup> and concluded that it was difficult to find out what had been achieved by the group and who was engaged in it. *“Documentation provided by the Global Secretariat speaks only about the budget allocated, the activities planned and sometimes the list of activities done, and even this limited information is not yet public. We found no other source of information, such as reports on how the activities were developed, what was achieved, the results obtained, or what lessons were learned.”*

The Evaluation noted, however, that gender balance and equality seemed to be entrenched in the practices of the CPDE Global Secretariat and IBON.

### 3.1.3 Impact

#### *Leading to ....*

- Positive changes in development cooperation policy in line with development effectiveness principles
- Improved multi-stakeholder dialogue and legal frameworks in support of CSO participation at various levels
- CSOs effectively fulfilling their role as development actors and applying the Istanbul principles

Web-survey respondents provided the highest rating for CPDE’s global level contributions, such as its ability to engage strategically, to influence policy, and to provide regular monitoring. This finding is also supported by evidence from the web crawler, where 30% of the observations had bearing on these topics. Respondents mention that CPDE’s evidence-based research, policy and advocacy have enabled it to engage successfully in global policy spaces such as the OECD-DAC, the Financing for Development process and, to some extent, Agenda 2030. The CPDE has contributed to opening significant policy-influencing and funding opportunities for CSOs. Moreover, CPDE has played a pivotal role in turning the GPEDC into an inclusive platform culminating in the creation of the role of a non-executive CSO Co-Chair. Gaining a seat at the table has resulted in strong CSO input to the GPEDC High Level Meetings 1 (Busan) and 2 (Nairobi) and big gains for CSOs, especially after the Nairobi meeting, when CSOs advocated for renewed commitment to the Paris Declaration.

While CPDE has succeeded in influencing the global level norm-setting, the actual impact at country level policy and practice is still limited. National legal frameworks have generally not improved (although there are a few examples). In many countries, there is instead a negative trend with closing spaces for civil society. Although multi-stakeholder dialogue platforms have been created in a number of countries, these are generally not inclusive and responsive to CSOs. There is some, but uneven, progress

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<sup>26</sup> Independent Accountability Committee Report, 2018

on CSO effectiveness and application of the Istanbul principles. The limited legitimacy and accountability of many CSOs continue to be an issue as well as the practices of International CSOs that are crowding out national CSOs instead of building their capacity. There is increased competition, branding and fragmentation within the CSO sector and many overlapping global CSO networks and initiatives

The CPDE support to trainings, tools and country compacts, has not contributed to any significant impact at country level – although there are a few good examples such as Kenya and Lebanon. Respondent mention a mix of external and internal disabling factors (see Effectiveness chapter).

## 3.2 EFFECTIVENESS

This chapter summarises the enabling and disabling factors underpinning the achievements and challenges observed in the contribution story.

### 3.2.1 Enabling factors

The enabling factors have been:

- The skills and strong commitment by staff of the CPDE Global Secretariat and some key partners, who have managed to run a global program, produce quality research and be well-prepared for high-level meetings;
- Sida's long term commitment, substantial funding and facilitation of the joint donor modality and the EU grant, which have been preconditions for the existence of the CPDE;
- The inherited confidence in Better Aid and Open Forum, which made it possible for CPDE to quickly gain sufficient legitimacy to be able to represent a “global CSO voice” at the High-Level meeting tables;
- The ability to bring the voices of some of the truly marginalised groups and a South perspective to the global level negotiation tables and the courage to challenge political and economic power structures.

### 3.2.2 Disabling factors

The disabling factors are both external and internal. They include:

- The complex governance structure of CPDE, which is costly and hampers effective decision-making (although providing some legitimacy albeit amongst limited groups);
- The wide scope and comprehensive ambitions of CPDE, leading to loss of focus on key priorities. Many respondents call for a narrower focus such as concentration of few selected countries in each region and on few specific global and national issues and processes – prioritising e.g. monitoring of the GPDE indicator 2 and the SDG 17 along with promotion of CSO effectiveness;
- The uncoordinated and poorly formulated results frameworks of the Sida/multi-donor project, the EUC project and the CPDE strategic plan, leading difficulties to use these for planning and monitoring;
- The confusion between the roles and functions of CPDE and IBON (with its close allies) leading to perceptions of Filipino dominance of CPDE;
- The perception of CPDE as representing a specific segment of CSOs that identify as movements for social and economic rights and with a geographic bias to-

wards the Asia/Pacific region - and the difficulty to represent an increasingly fragmented CSO sector.

- The questioned relevance (and limited understanding) of the development effectiveness agenda and increasing concern for closing civic space and the inroads of private sector into the development cooperation space

### 3.2.3 Conclusion

CPDE has been most effective at the global level, where it has been able to continue the international policy engagement, initiated under the previous project of Better Aid. The global norm setting is mostly in place but continues to need protection and monitoring.

CPDE has been less effective in its support to country level engagement. Respondents mention the lack of focus on key priorities, the ad-hoc and thinly spread capacity support, the South East Asia bias, the inefficient governance structures, the weaknesses in communication with and involvement of its wider constituency (including language barriers and web-page design) and the increasingly hostile environment for CSOs as main disabling factors.

The issue of self-regulation, including CSO accountability and Istanbul principles, have been seen by CPDE and its constituency as less important than the big threats to development effectiveness (i.e. financial institutions, private sector, government and donor disrespect of the interests and rights of the poor and marginalised groups). It has therefore not received as much attention.

## 3.3 RELEVANCE

**How relevant were the means used to address internal and external obstacles to policy influencing in key development policy arenas, CSOs enabling environment, and CSO development effectiveness, as prioritized by the CPDE membership, other CSOs, and donors?**

While there is no doubt that the intentions of the CPDE programme are highly relevant to CSOs and the people they represent, the means to address the internal and external obstacles that have emerged have not yet been sufficient. The Evaluation found that CPDE is indeed working to position itself to stay relevant in a difficult context. The CPDE leadership has met to identify and analyse some serious challenges to its work<sup>27</sup> and initiated a discussion on how to best address them<sup>28</sup>.

The Evaluation agrees that there are interrelated internal and external challenges, which affects the relevance of CPDE work, particularly at the national level. The *external challenges* include:

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<sup>27</sup> Retreat of Co-chairs and Secretariat in 2018

<sup>28</sup> At the Coordinating Committee meeting in November 2018

**Firstly**, global policy commitments are becoming less and less relevant for the national level actors where laws, decisions and development cooperation agreements are made. Increasingly leaders disregard such international commitments.

This trend is also evidenced by recent research. For example, the International Centre for Non-Profit Law (ICNL) found that while international and global human rights standards and tools can help catalyse international pressure on specific governments, they are not sufficient. Within affected countries, they are often seen as too broad, too legalistic, and/or too disconnected from local realities to serve as effective advocacy tools.<sup>29</sup>

**Secondly**, the closing space for civil society, especially CSOs that promote and monitor social and economic rights and anti-corruption - as is the case with the CPDE constituency,<sup>30</sup> is hampering their ability to engage at national and sub-national levels. Instead, complacent service-providing CSOs (or co-opted government friendly CSOs) may be invited as the legitimate CSO representatives to fora where development issues are planned and discussed.

**Thirdly**, GPEDC is the main, but not the only global advocacy arena where development effectiveness and enabling environment for CSOs are driven (in fact governments have been reducing their interest in the GPEDC). There are also the SDG processes in the UN and the financial institution processes.

**Fourthly**, the increased participation of the private sector as a development partner makes it more difficult for CSOs to influence development processes at national and sub-national levels. The private sector, with its financial muscle and promises of “trickle-down” effect on development, are not held accountable to these promises. Additionally, they do not have a legitimate and representative structure that can commit the sector to any standards or be party to binding agreements. At a minimum, companies that benefit from deals within the realm of the development cooperation sphere should adhere to the UN global compact for private sector and be active members of the B-team<sup>31</sup>.

**Fifthly**, the increased branding, competition and fragmentation of the CSO sector makes it difficult to solicit a common agenda for action.

The Evaluation found that CPDE has started a process to relate to these trends, but the complex governance structure makes it difficult to agree on priorities and a joint strategy on the way forward<sup>32</sup>. This is further complicated by the uneven understanding among the CPDE constituency of the purpose of the CPDE and the meaning of development effectiveness. The most common interpretation is that CPDE is a vehicle

<sup>29</sup> “Responding to Closing Civic Space: Recent Experiences from three Global Initiatives”, ICNL

<sup>30</sup> CIVICUS report 2018 <https://monitor.civicus.org/SOCS2018/>

<sup>31</sup> <http://www.bteam.org/about/>

<sup>32</sup> Interviews with a number of CPDE key respondents

for CSOs to amplify the voices of grassroots groups that are negatively affected by government and private sector investments and programmes, undertaken to achieve economic growth or to deliver services. This interpretation is reflected in the most recent (December 2018) web-page update of CPDE, with the heading “effective, people centred development”. Other interpretations include:

- CPDE’s main role is to enhance CSO effectiveness and accountability i.e. self-regulation compacts.
- CPDEs main role is to monitor the GPEDC progress and commitments made by development partners to the development effectiveness principles (at global as well as national levels).
- CPDEs main role is to identify and challenge ‘enemies’ to people living in poverty, e.g. financial institutions, multilateral and bilateral donors, corrupt governments and undertake protests and campaigns.
- CPDEs main role is to promote an enabling environment for CSO participation in development processes globally and nationally.

There are also *internal strategic challenges* which affects CPDE’s relevance.

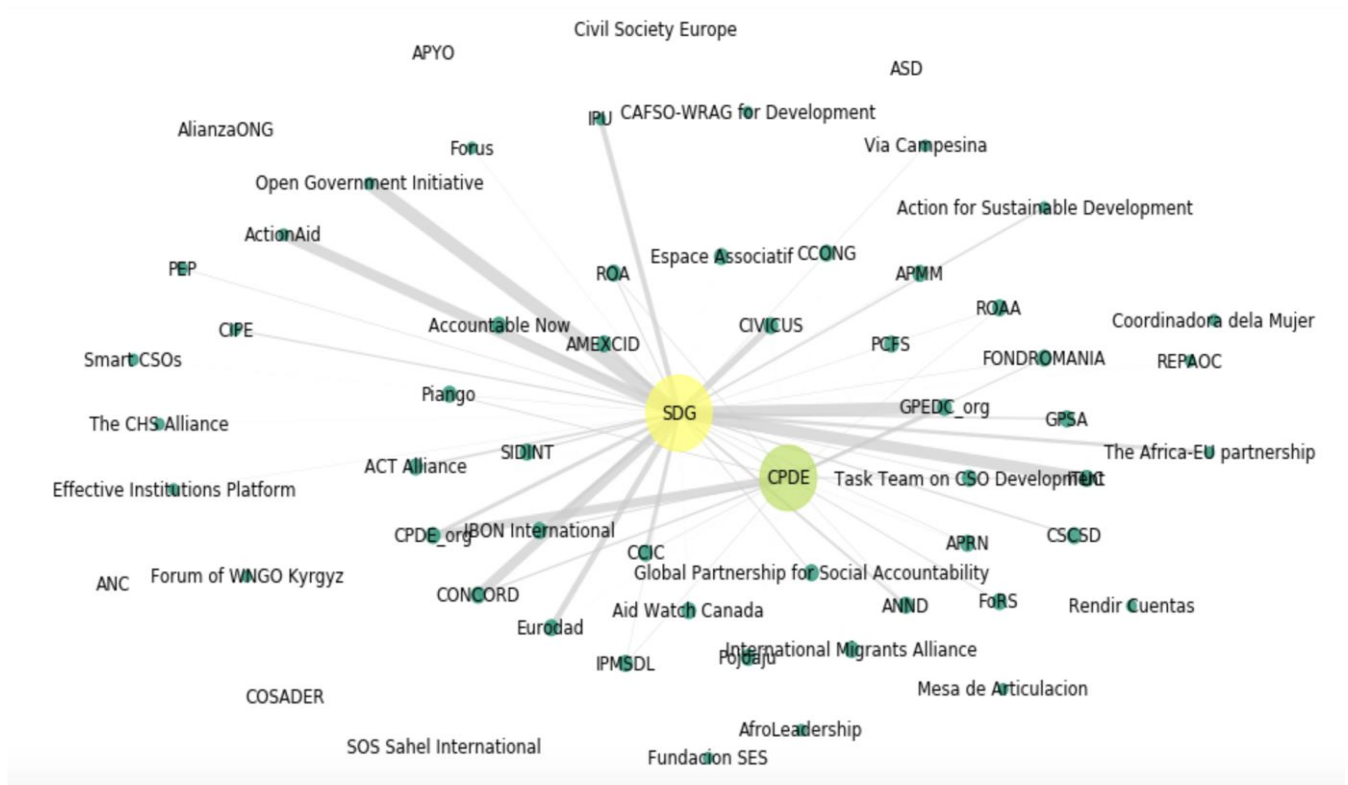
*Firstly*, the global level advocacy and norm setting has yet to be translated into meaningful engagement of country level CSOs. While there are examples of progress in a few places, many country level CSOs express frustration of the CPDE focus (and spending) on global events and meetings, which mean little for them. When they see limited use of being part of the CPDE they withdraw their engagement.

*Secondly*, the discourse of development effectiveness seems narrow and limited to a few actors. It has been difficult for CPDE to explain what development effectiveness entails in practice for its constituencies – it has been too academic and too far from the realities facing CSOs on the ground. The narrow outreach is verified by the web-crawling undertaken to see who is talking about the development effectiveness agenda and refereeing to reports commissioned and actions organised by CPDE<sup>33</sup>. It demonstrates that even within the CPDE constituency there is limited mentioning of CPDE and its actions and reports. The most cited report (on enabling environment) was mentioned on the web-sites of ten stakeholders.

The network analysis also demonstrates that CPDE works rather separately from the SDG processes. It is mainly IBON, and a few of its close constituencies, that mention CPDE and the development effectiveness agenda, while most other relevant parties engage more clearly with the SDG processes.

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<sup>33</sup> Annex 3. Since CPDE does not want to brand its name but wants its partners to take credit for policy statements and reports, additional web-crawling was undertaken after preparing the Annex 3 to search for the various reports commissioned by CPDE and for major activities funded by CPDE, but not mentioning CPDE explicitly. The narrow outreach was confirmed by these additional crawls.



*Figure 6. Network analysis of CPDE and SDG connections among CPDE constituency*

The figure 7 shows the results from the network analysis. The size of the node illustrates the amount of edges, or connectivity, of that particular node (i.e. a large node represents many connections). In addition, the thickness of the edges signals the amount of references made at the organisation's page relating to the relevant key words (SDG and CPDE in this case).

Respondents confirm that CPDE has produced research and statements around principles of stakeholder cooperation and gaps in present consultation mechanisms, but these have often been discussed separately from the actual planning processes (SDG and Agenda 2030 as well as the Financial institutions policy and planning processes). It seems that the development effectiveness agenda is still too often separated from processes where the actual planning and decisions are made about development plans, investments, budgets and international loans, government policies and long-term plans. This will be a major area of attention in the next phase of the programme.

Respondents note that even the GPEDC has recognised the problem of being too separated from the SDG processes. For this reason, the upcoming GPEDC Senior-Level Meeting on 13-14 July 2019, will be held on the margins of the United Nations High-Level Political Forum on Sustainable Development in New York.



**Thirdly**, CPDE has yet to proactively seek cooperation with CSO networks that have been established to engage with other relevant streams<sup>34</sup>. While recognising the dynamics and competition in the CSO sector, it appears that CPDE could have done more to form alliances to strengthen the CSO voice at various levels and in various processes. There are presently many other global and regional CSO initiatives and networks that work closely to influence SDG processes and development plans, aiming to be more rights-based and accountable (including CSO accountability) and to make CSOs' voices heard in development processes, such as:

- Action for Sustainable Development (Action4SD) <https://action4sd.org/>
- Forum of NGO Platforms <http://forus-international.org/> and its regional arms
- Global Standard for CSO Accountability / Accountability Now (funded by Sweden)
- CIVICUS <https://www.civicus.org/> Global alliance of civil society organisations and activists (funded by Sweden)
- The CSO Financing for Development Group <https://csoforffd.org/> (IBON International is a member of the governance structure)
- UN Major Groups <https://sustainabledevelopment.un.org/aboutmajorgroups.html> that are tasked with facilitating the participation and enhancing the engagement of non-governmental organizations in the processes directly and indirectly related to the High Level Political Forum
- Social Watch <http://www.socialwatch.org/>
- Global Partnership for Social Accountability (GPSA) <https://www.thegpsa.org/>
- Open Government Partnership (OGP) (considered for Swedish Funding) <https://www.opengovpartnership.org/>
- Effective Institutions Platform (EIP) (funded by Sweden indirectly) <https://www.effectiveinstitutions.org/en/>
- The CHS (Core Humanitarian Standard) Alliance (funded by Sweden) <https://corehumanitarianstandard.org/>
- UN Civil Society Advisory Committee<sup>35</sup> and its regional arms such as Asia-Pacific Development Effectiveness Facility (AP-DEF)<sup>36</sup>
- etc...<sup>37</sup>

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<sup>34</sup> CPDE is indeed part of the CSO OECD DAC Reference group and the CSO Financing for Development Group, which is of course a good starting point

<sup>35</sup> <http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Civic%20Engagement/CSAC%20Operating%20Framework.pdf>

<sup>36</sup> <http://www.asia-pacific.undp.org/content/rbap/en/home/ourwork/democratic-governance-and-peace-building/ap-def.html>

<sup>37</sup> Also refer to the mapping of initiatives done for Sida in 2018 on CSOs and donors engaging in development effectiveness and enabling environment for CSOs, listing more than 150 initiatives

While each network has its particular focus, the dispersion of efforts created by so many overlapping initiatives and networks is clearly not in line with CSO or development effectiveness. Donors and CSOs both bear a great responsibility for the situation. Donors for not being insufficiently aware of the context in which they provide support and CSOs for creating new structures in frustration over gaps and development partner priorities as well as competition for donor funding.

The evaluation found that CPDE is starting to make efforts to reach out to other networks and processes, but this needs to be part of a more deliberate strategy, which also needs donor cooperation and support. The evaluation also found that due to the perception of CPDEs limited relevance in the present landscape, some important stakeholders have opted to prioritise other avenues and CSO networks to influence development processes and policies (e.g. CIVICUS and AWID).

### 3.4 EFFICIENCY

#### **What role/s did the CPDE programme management play in producing results?**

The Global Secretariat has worked hard to establish systems and structures to manage a global and complex programme. This has enabled activists and organisations to undertake research, prepare for and participate in high-level meetings where they have been able to present quality policy research and well-anchored CSO statements. The skills and strong commitments of the staff of CPDE and its close allies at IBON has been a key contributing factor to the achievements.

At the same time, the programme management has been hampered by a rather high staff turn-over and unclarity in decision making roles. Furthermore, there are issues in the planning and monitoring systems that need to be addressed such as the poorly formulated (and duplicating) results frameworks and the reporting quality and timing<sup>38</sup>.

Also, the funding mechanism for the sub-granting could have been designed and operated more effectively and efficiently. As mentioned initially, Sida had commissioned a review of the financial management of IBON International just before this Evaluation was to start. The KPMG review found that, while IBON and the CPDE had most of the required systems and structures in place, the application of some of these systems needed urgent attention, specifically:

- The agreements (or Memorandum of Understanding) with grantees
- The financial reporting and supporting documentation from grantees
- The internal control systems to ensure that audits are made, and reports submitted as agreed

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<sup>38</sup> These issues are described more in details in the EC ROM report, KPMG Report and the Review of CPDE Financial Management Organisation (FMO) IBON International



This Evaluation confirmed that there were some difficulties with financial management. The evaluation team could not get a consolidated report on the disbursed volumes for the grants, so we had to work on estimates. A more detailed assessment of the financial data and the evaluations estimations are available in Annex 4.

Finally, the variable (and to some extent reducing) engagement of the CPDE constituency is affecting the possibility of having an efficient management. While the Regional and Sectorial Secretariats have Terms of References, these have been followed to a variable degree. The thematic working groups, have unclear mandates and expectations, leading to uneven performance.

### **What other factors influenced the efficiency of CPDE and its programmes?**

According to respondents, including the CPDE Secretariat and its Co-Chairs themselves, the combination of real and/or perceived imbalances in representation, decision-making and voice are detrimental to CPDE as they undermine the core values of trust, accountability and transparency upon which the platform is built.

*Firstly*, there is a heavy bureaucracy in CPDE governing structures and there is a lack of clarity on who makes decisions within the platform. Among others, the boundaries of roles and responsibilities of various structures is not clear, e.g. IBON, being the fiscal host of CPDE, also engages heavily in policy work, international meetings and management decisions, while the roles of the CPDE Governing Council, the rather large Coordinating Committee of around 30 participants and the four Co-Chairs are not clear.

The lack of clarity of roles between IBON and CPDE is also described in the review which was commissioned by the CPDE Coordinating Committee to look into the problems<sup>39</sup>. At the Coordinating Committee meeting in December 2018, it was decided to review CPDE governance structures and systems.

*Secondly*, there are challenges of leading, supporting, and steering complex, diverse, global platform such as CPDE, which are still to be addressed. This includes management and governance issues described above as well as communication issues mentioned below. There are also specific questions asked about organisations in the leadership and working structures being affiliated with a single organisation (IBON) – although still appreciating its genuine grassroot links and strong people’s perspective. As described above, 32 % of the funding for grants has been provided to organisations and networks based in Manila with strong ties to IBON<sup>40</sup>. Other organisations that could have been considered as sector focal points are for example:

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<sup>39</sup> A review of CPDE Financial Management Organisation (FMO) IBON International, 2018 – and interviews

<sup>40</sup> Annex 4

- A global movement called Via Campesina<sup>41</sup> that organises farmers globally and food sovereignty is one of their key areas. It has Philippine members (KMP and PARAGOS). Also, the members of the UN SDG Major Group<sup>42</sup> for farmers could have been a good entry point. Few external observers know of the People's Coalition of Food Sovereignty<sup>43</sup>, sectoral representative in CPDE.
- A Global Coalition on Migration<sup>44</sup> (members are e.g. International Trade Union Confederation (ITUC) and Migrant Forum in Asia (MFA)<sup>45</sup>, which has Philippine members. There is also the Ad-hoc Civil Society Alliance on Migration and Development (hosted by Oxfam EU office)<sup>46</sup>, and Migrants' Rights International<sup>47</sup> (Swedish MFA is also a member of this). Few external observers know of Asia Pacific Mission for Migrants<sup>48</sup>, sectoral representative in CPDE.
- A global movement Minority Rights<sup>49</sup> (supported by Sida), IWIGA<sup>50</sup> and the members of the UN SDG Major Group on Indigenous people<sup>51</sup>. Few external observers mention the Indigenous Peoples Movement for Self-Determination and Liberation (IPMSDL)<sup>52</sup>, which is the sectoral CPDE secretariat.
- An international youth movement called Restless Development<sup>53</sup> and others. The CPDE sectoral representative<sup>54</sup> on youth is not well known.

**Thirdly**, communication and information provided by CPDE is not adapted to the needs of the global constituency, neither in its content nor in its language. The CPDE Internal Accountability Committee has repeatedly recommended that CPDE should address this issue, most recently in its December 2018 report. While some developments of the web-page are noted in the past month, the main problems remain unsolved.

**How effective and efficient was the pooled funding mechanism in reducing transaction costs for CPDE and donors? Were donors practicing what they preach in terms of aid effectiveness?**

The pooled funding mechanism was seen as effective by CPDE as it helped them reduce some reporting work and secure a considerable funding base. Other donors seem

<sup>41</sup> <https://viacampesina.org/en/>

<sup>42</sup> <https://sustainabledevelopment.un.org/aboutmajorgroups.html>

<sup>43</sup> <http://foodsov.org/>

<sup>44</sup> <http://gcmigration.org/>

<sup>45</sup> <http://mfasia.org/>

<sup>46</sup> <https://www.iwgia.org/en/about/organisation>

<sup>47</sup> <http://www.migrantsrightsinternational.org/>

<sup>48</sup> <http://www.apmigrants.org/>

<sup>49</sup> <https://minorityrights.org/about-us/>

<sup>50</sup> <https://www.iwgia.org/en/>

<sup>51</sup> <http://tebtebbba.org/index.php/content/our-partners-and-networks>

<sup>52</sup> <https://ipmsdl.org/>

<sup>53</sup> <http://restlessdevelopment.org/>

<sup>54</sup> <http://www.apssa.info/>

to have relied on Sida (being the main donor) to take the lead and thus they have been able to save time and reduce their transaction costs. At the same time this led a more distant role for some donors and there were few opportunities for joint discussions and strategizing with CPDE.

The Evaluation also found that CPDE has been reporting on three different results frameworks: a) the Sida/multi-donor results framework which encompasses all areas of CPDE work, including country level initiatives b) the EU/Sida<sup>55</sup> results framework which focus on global, regional and sector initiatives and c) its own results framework, linked to the CPDE Strategic Plan 2016-19, which is used for monitoring and reporting to the constituency. In order for the Secretariat to report on all these various frameworks, grantees have been given a rather elaborated reporting format to cover everything. All responding grantees felt that the reporting format was too complicated and cumbersome. Also, some of them did not know if they were responsible to IBON or CPDE Global Secretariat for various aspects of the reporting (financial and narrative). The EU monitoring report specifically mentions the poor reporting from grantees (mainly activity based) and the poor results frameworks as an area of improvement for CPDE. Late reporting, partly due to the complexity of reporting formats and routines, has led to late payments of grants. In 2018, for instance, grants were disbursed so late that grantees missed the opportunity to participate in the third monitoring round of the GPEDC. Many respondents mentioned that late disbursements were seriously hampering their effectiveness.

The Evaluation concludes that there has not been a consolidated Theory of Change and results framework for CPDE that all donors could relate to. This is partly due to the fact that the CPDE strategy was introduced after the Sida/multi donor programme had been designed and agreed on – and that the EU funded programme was not sufficiently flexible. However, all three results frameworks could benefit from a review to be more realistic, simple and logical (possible with an outcome mapping model in mind). It seems that the inherited focus areas from Better Aid and Open Forum are still influencing the CPDE approaches – treating these areas as two separate work streams rather than as mutually reinforcing parts of a common Theory of Change.

In terms of aid effectiveness, more involvement and flexibility from the donors may have led to better coordination and possibly an acceptance of a common and simpler results framework - reducing the workload and resulting in lighter underlying reporting requirements.

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<sup>55</sup> It is considered by everybody that Sida is also behind the EU grant as Sida has paid the IBON International basic contribution ("egeninsats")

# 4 Lessons learned

This chapter summarises lessons learned that are of general interest for development partners – and go beyond the scope of the evaluated programme.

## 4.1 LESSONS ON THE EVALUATED AREAS

### **Facilitating global CSO engagement in policy reform processes.**

A successful engagement at the global level often relies on individuals who are skilled advocates, have extensive knowledge on the subject matter, a well-researched and prepared agenda and sufficient trust among the concerned networks to solicit legitimacy for his/her actions and positions. Thus, identification of such individuals and proactive succession planning seems to be key elements of sustainable engagement.

While the abundance of CSO networks and coalitions working on the same global issues and processes manifests the diversity of civil society (let all the flowers bloom), this is not entirely in line with the development effectiveness agenda which calls for coordination and harmonisation.

### **Capacity development for sustainable CSO engagement in national level policy reforms,**

A successful support for sustainable CSO engagement at national level, requires long-term and consistent support – in an accessible language and format. It requires that the local context is taken into consideration, without altering aims and focus. It requires that the support is demand driven – not supply driven. If wanting to involve grassroots rights holder movements (which Sida does), this requires that grant management, results frameworks and reporting are simple and flexible.

International CSOs sometimes crowd out national level CSOs (in fund raising and policy dialogue). Back donors and other development partners need to mitigate this to develop capacity of the true representatives of marginalised groups.

### **Challenges and benefits of multi-stakeholder engagement**

Formal multi-stakeholder platforms tend to be more influenced by people of power who convene these platforms and control the agenda, finances and invitation list. CSOs need to strategize around this and form alliances on various issues and develop a range of tools to engage with these powerful stakeholders. These tools range from dialogue and negotiation to cultural expressions, litigation and campaigning, depending on issue and context. Sometimes informal, ad-hoc initiatives are more effective than formal platforms. Generally, it works best if people of power feel that they have gained something – not only lost.

## 4.2 OTHER LESSONS

Global level initiatives are facing increasing difficulties as global commitments are being neglected and becoming more and more irrelevant at the national level. Research shows that sustainable change processes for civil society participation and space are almost always driven from the local level<sup>56</sup>. Therefore, there is an urgent need to review the design of ‘international’ or ‘global’ level initiatives to support sustainable development change. Donors could be more proactive in ensuring linkages between the support to global level programmes and national level programmes. In the case of Sida, it means a closer cooperation between global and country level strategies. This could be in the form of workshops

Representing a pluralistic global civil society is virtually impossible. Often there are even competing national CSO platforms that have been created around personalities, political fractions or issues. The respondents of this evaluation mentioned the following main categories<sup>57</sup> of CSOs working in the development sphere, with different interests and purposes:

- big international CSOs (often Northern based) that already have influence on processes as a result of their resources and capacities - and which as a result, sometimes crowd out local/national CSOs;
- movements formed by oppressed and marginalized people that work to claim their rights, achieve justice or protect the environment (e.g. communities, farmers, minorities/indigenous people, persons with disabilities, women, LGBT persons, etc) – often focussing on social and economic rights
- human rights defenders that support movements (or groups/individuals) with their professional expertise to achieve rights and justice – although many of them focus mainly on civil and political rights;
- social entrepreneurship CSOs that work to implement development programmes based on agreed results frameworks and strategies, which are sometimes rights-based, and sometimes not, and;
- government supported (or co-opted) CSOs that work to help the government implement its services and political agenda.

Depending on political, ethnic and other divisions, these five groups may be further divided. Faith-based organisations (FBO) can be found in all these spheres. This diversity needs to be taken into consideration by development partners engaging with CSOs, but in most cases they are lumped together and treated as “one category”.

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<sup>56</sup> “Responding to Closing Civic Space: Recent Experiences from three Global Initiatives”, ICNL

<sup>57</sup> There are other typologies in research for those who want to explore more e.g. [http://www.augurproject.eu/IMG/pdf/cso\\_note\\_provisional\\_draft5\\_june\\_2012.pdf](http://www.augurproject.eu/IMG/pdf/cso_note_provisional_draft5_june_2012.pdf)

When engaging as a main donor of a partner or initiative, as Sida has done in the case of CPDE, it is imperative to set aside enough resources to be able to monitor achievements and challenges, as well as contextual developments affecting the initiative. The results of this important process serve as a basis for dialogue with the partner and co-donors regarding strategies and possible adaptations of the project, to ensure relevance and efficiency. Clearly, a project aiming at development effectiveness could have called for greater coordination between donors and CPDE concerning results frameworks, monitoring and evaluation.

# 5 Conclusions and Recommendations

## 5.1 CONCLUSIONS

CPDE has succeeded in providing the CSO community with voice and influence at important global level fora, such as OECD, EU and GPEDC by formulating policy on how to make development cooperation more effective. CPDE has been well prepared and presented positions that have been sufficiently consulted upon within the CSO community. In Nairobi, CPDE was instrumental in influencing the outcome statement and the development partners renewed commitments to the Paris Declaration. CPDE is seen as a think tank that can produce policy papers and research on development effectiveness to underpin its advocacy agenda. It is perceived as representing groups that are socially and economically marginalised and as voicing concerns of the “South” in an arena dominated by “Northern” perspectives and actors. It has continued the appreciated work of the Better Aid network – but with a smaller and shrinking constituency.

There is however concern about its limited outreach and relevance to the national-level processes. While CPDE has reached some 84 country level CSOs during the period of review with various activities and support measures, this has not yet contributed to sustained engagement from these CSOs in monitoring the commitments made by development partners<sup>58</sup> or in promoting CSO effectiveness. The CPDE support has been too short-term, too unfocussed and too small. The CPDE constituency still has an uneven understanding of development effectiveness and the purpose of CPDE. Many see the global promises as less meaningful for country level realities.

CPDE has worked hard to develop its strategies and systems and has managed to implement the Sida/multi-donor programme almost according to plans. It has achieved most of its targets in terms of inputs and outputs. However, CPDE is facing a range of obstacles to its work, both external and internal, which affects its relevance and effectiveness. Externally, in an increasingly fragmented and divided CSO sector, reduced role of ODA and increased role of private sector in development programmes and implementation of the SDGs. Also, the closing civil space, especially for organisations that work on advocacy and monitoring of social and economic rights is hampering the work.

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<sup>58</sup> As outlined In the GPDE monitoring framework (especially Indicator 2) and in SDG number 17.

Internally, CPDE has struggled with staff turn-over, unclear decision-making procedures as well as bureaucratic and expensive governance structures. There is also concerns about the over-representation of Manila based organisations in the CPDE structures and working groups, and about the limited cooperation and potential duplication of efforts with other relevant CSO initiatives and networks. Furthermore, other ongoing evaluations and reviews point at weaknesses in communication strategies, grant management, quality of results frameworks and the functioning of the monitoring and evaluation system. Finally, the work of the feminist group (and gender mainstreaming) is rather invisible in reports and communication at all levels.

It is possible that the expectations on CPDE were not realistic, especially within the budget and organisational set up provided. CPDE is not unaware of the issues at hand and have started a range of initiatives to address the challenges. With a closer and more open dialogue with its donors, these processes could have been identified and supported earlier.

Sida, as the main donor of CPDE, has not taken sufficient responsibility to ensure effective donor engagement in the development of the CPDE strategies and processes. Sida was for example unaware of the EU monitoring review.

## 5.2 RECOMMENDATIONS

In light of the external developments and internal challenges, CPDE in its present shape is at risk of becoming irrelevant and should, together with its constituency and donors, rethink its strategic priorities, role and functioning.

### 5.2.1 To CPDE

1. CPDE should formulate a short-term plan and a budget as a basis for Sida support in the coming two years (the same period as the EU programme is already agreed on). The plan should include at a minimum:
  - a. Measures to address identified governance issues, including a simplified consensus process, reassessment of membership definitions and protocol, varying functionality or responsiveness across the sectoral and regional secretariats, strengthened links between the various governance levels as well as addressing the Philippine bias in structures.
  - b. Measures to coordinate the Sida support with the EU funding in order to have these two funding streams contributing to one holistic theory of change and a realistic results framework for CPDE. Expected outcomes at country level need to be formulated in a realistic and simple manner.
  - c. Measures to address the communication gaps, with a focus on social media, web-page (design, content language accessibility) and enhanced outreach via other networks.
  - d. Measures to enhance cooperation with other stakeholders (existing structures) and be more connected to actual SDG processes.
  - e. Amendments to sub-granting operations, in accordance with KMPG recommendations and adoption of procedures to secure data management to safeguard quality of monitoring data in general, and financial data in particular.



2. CPDE should consider consolidating its work and focus on enabling a smaller number of country level CSOs in each region to sustain their work on monitoring of GPEDC indicator 2 and SDG 17 in cooperation with the Co-chair of GPEDC and with OECD-DAC and UNDP. This would entail enhancing the abilities of these country level CSOs to:
  - a. link up with local research institutions that can provide them with evidence-based research.
  - b. strategize, seek alliances and participate meaningfully in policy dialogue on various issues.
  - c. mobilise a broad local movement to enhance democratic developments and counteract the trends of closing civic space. This includes promoting legitimacy and accountability of CSOs and finding allies in communities, culture, faith-based organisations, sports, human rights defenders, media as well as private sector pioneers, etc.
  - d. engage purposefully and constructively with the private sector, as well as mitigation of potential risks.
  - e. ensure that the voices of women and girls and the most marginalised groups are heard and considered.
3. CPDE should develop a long-term vision (2030) for a possible future for CPDE with clear objectives and a strategy that can form the basis for buy-in from a broad CSO constituency (and donor funding).

### 5.2.2 To Sida

1. Sida should allocate more resources to enable it to become a more informed sponsor and dialogue partner. It should set enough time and resources aside to keep itself updated on developments, and to have dialogue with CPDE and other co-donors regarding funding, monitoring visits and evaluations.
2. Sida should better link its global engagement with regional and country level support to CSO actors working to influence development processes e.g. SDG planning and monitoring, business deals and investments, development aid agreements, financial institutions loans and conditions.
3. As the EU project has committed to support CPDE (hosted by IBON) until 2020 – and Sida is a major contributor to IBON’s financial share of this project – Sida should continue its support to CPDE during the coming two years. Its support should aim to ensure that the EU investment, which currently has no focus on national level, becomes more relevant, collaborative and effective in a strategic combination with the Sida support.
4. Sida should support CPDE and its constituency to address the challenges they have identified, and which have been confirmed by the Evaluation in terms of governance, leadership, communication, outreach, and relevance. Sida should also engage in discussion on the long-term vision for CPDE.

# Annex 1 – Terms of Reference

## **1. Description of the assignment and the planned Sida support**

IBON International (hereafter IBON) has been a strategic partner to Sida and the civil society unit (CIVSAM) since 2009. IBON will submit a new multi-year application to Sida in 2018. A decision has been taken to contract a consultant to perform an assessment based on these terms of reference. The assessment will provide input for Sida when deciding on continued support to IBON.

### **Sida**

The strategic partners to Sida's Unit for Civil Society (CIVSAM) are made up of both Swedish civil society organisations (CSOs, a.k.a. framework organisations, FOs, or 'ramorganisationer' in Swedish) and international CSOs. The FOs have qualified for support from Sida through multiannual agreements from the appropriation item "Support via Swedish Civil Society Organisations"<sup>1</sup> From 2016 there are 17 FOs and the total amount of financial support for 2017 reached approximately 1.8 billion SEK. The bulk of the budget, approximately 95%, goes through the FO and the remaining funds are channelled to the international CSOs. The distribution of the funds managed by CIVSAM is governed by a government strategy entitled "Strategy for support via Swedish civil society organisation for the period 2016-2022". The strategy sets out two goals: (1) to strengthen the capacity within civil society, and (2) promoting an enabling environment for civil society organisations.

Sida and IBON entered into agreement in December 2013 to support the project "Civil society continuing campaign for effective development (CPDE)" for the agreement period 2013 until 2016. In 2017 Sida did an amendment to the agreement between Sida and IBON. The agreement is valid until the 31st of December 2018. The total amount for the whole agreement period has been SEK 46 281 896.

The relevance of IBON's work is primarily related to the above-mentioned goal two of the strategy that governs CIVSAM's work.

### **IBON International**

The headquarters of IBON is situated in Manila in the Philippines. IBON is a service institution with an international character and scope of work. They cooperate mainly with social movements and civil society constituencies in all regions of the world, especially in the global South and among marginalised groups. They work with a broad range of CSOs, directly and through networks and partnerships, in building consensus on development issues. They then help them bring this consensus to wider global arenas through engagement in international processes.

### **The CSO Partnership for Development Effectiveness (CPDE)**

BetterAid (BA) and Open Forum for CSO Development Effectiveness (OF) moved the policy discourse from aid effectiveness to development effectiveness in 2011. These two platforms merged in 2012 to form the CSO Partnership for Development Effectiveness (CPDE) to continue the CSO campaign for effective development. Shortly thereafter, the multi-year programme entitled Civil Society Continuing Campaign for Effective Development (2014-2016) was conceptualised. This programme aimed to contribute to national and global development by promoting development effectiveness in all areas of work, among civil society organisations (CSOs) and with key development actors. The two-pronged approach was through (1) active engagement with the Global Partnership for Effective Development Cooperation (GPEDC) among other relevant fora, guided by the human rights-based approach (HRBA) and (2) encouragement of CSOs to work on their own effectiveness.

In carrying out this approach, the programme was divided in two work areas: (1) Policy Engagement and Advocacy and (2) Capacity Building and Outreach.

The CSO Partnership for Development Effectiveness (CPDE) is an open platform that unites civil society organisations (CSOs) from around the world on the issue of development effectiveness. It provides country-level, grassroots approach for regional, sub-regional and national initiatives towards a transformative development agenda. CPDE advocates for a human rights-based approach to development that puts primacy on gender equality, decent work, environmental sustainability, improved livelihoods for all people living in poverty, and social justice for the marginalised victims of violence and those with disabilities. IBON coordinates with CPDE's policy engagements, production of policy evidence and administering grants for outreach and capacity development activities. IBON also joins CPDE in coming up with policy products and analysis on global policy discourses.

### **2. Intended use and intended users**

The purpose or intended use of this evaluation is to provide Sida with an input to upcoming discussions concerning continued collaboration and support to IBON and the project CPDE. The primary intended users are Sida, the CPDE members, including the financial management agents and coalition members. Other donor agencies, other than Sida, are also primary users, in particular their civil society departments that have funded the CPDE processes. For both the CSOs and donors, the evaluation will provide lessons that can be integrated into future programming of this nature. Further, it can also provide an evidence base of results achieved.

### **3. Evaluation object and scope**

The aim of the evaluation is to assess the degree to which the CPDE programme has achieved results, and if the management of the CPDE programme has had a significant impact on results achieved.

Efforts should also be made to identify and document lessons learned and good practices of the CPDE that could usefully inform any future work of this nature. There is a specific interest in gathering lessons from the CPDE programme on:

- Facilitating global CSO engagement in policy processes
- Capacity development for sustainable CSO engagement
- Challenges and benefits of multi-stakeholder engagement
- Bilateral funding mechanisms
- Development and use of performance frameworks and the theories of change for programs of this nature
- Accounting to CPDE membership and constituents and to donors and other stakeholders in the CPDE processes, for results achieved.
- Lesson learning for CPDE and donors, which can be integrated into their respective future programming.

In the memorandum of understanding between Sida and the other donors to the CPDE signed by all parties in 2013, it is stated under article 43 that “donors and CSO Management Group will consider jointly overseeing an independent evaluation of outcomes and impact achieved by the Programme, to be financed by donors, and carried out prior to the expiration date of this MOU.” Sida is responsible for the evaluation and will contract an evaluation team to conduct the independent evaluation from one of Sida’s framework agreements for evaluations and assessments. The memorandum of understanding is attached in Annex C.

For further information, the project proposal from 2013 and 2016 as well as the final report for the period 2013- 2017 is attached as Annex C.

The scope of the evaluation and the intervention logic shall be further elaborated by the evaluator in the inception report.

#### **4. Evaluation criteria and questions**

Evaluations that Sida commission use the OECD DAC Evaluation Criteria as a starting point.<sup>2</sup> For the purpose of this evaluation, the priority is on the evaluation criteria relevance, effectiveness, sustainability and impact.

The evaluations questions are:

##### Achievement of Strategic Objectives and Impacts i.e. assess:

- Whether and the degree to which the programme achieved its intended qualitative and quantitative outputs and outcomes as articulated in the Performance Framework (See Annex C).
- The degree to which the programme is showing trends toward the achievement of intended impacts.

In reviewing the programme’s achievements with regard to programme results, the evaluation will also seek to assess the degree to which the programme has achieved

their intended Strategic Objectives and Impacts, i.e. their theories of change and intended results chain. Lessons regarding how performance frameworks could be developed in future for such programme.

Relevance, in relation to:

- Internal and external obstacles to policy influencing in key development policy arenas, CSO enabling environment, and CSO development effectiveness, as prioritized by the CPDE membership, other CSOs, and donors;
- Issues raised as obstacles to the broader effective development cooperation agenda (Rome 2003, Paris 2005, Accra 2008, Busan 2011 and the first High-Level Meeting of the Global Partnership for Effective Development Cooperation in Mexico City 2014) as prioritized by CPDE, other CSOs, and donor and developing country governments.

Sustainability of results (outcomes and impact)

Regarding program management

- The role/s the programme management of the CPDE management played in producing results
- The effectiveness and efficiency of the pooled funding mechanism in reducing transaction costs for CPDE and donors.

Process i.e. assess the extent to which the CPDE processes were:

- Transparent (e.g. breadth of information sharing to various stakeholder groups, ease of access to information by these stakeholder groups and others (who accessed the information?), clarity and transparency of mandate, directions, decision-making);
- Democratic (e.g.: governance of process including decision making bodies and processes);
- Inclusive (e.g.: breadth and depth of CSO and other stakeholders at consultations, process of selection and invitation);
- Representative (e.g. representativeness of participating CSOs);
- Collaborative (e.g., process that encourage working and learning together between and across regions and sectors)
- Sustainable (e.g. enduring results, including increased capacity of stakeholders);
- Learning-based (e.g. challenges and opportunities, experience in implementation continuously taken into account).

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

## **5. Methods for data collection and analysis**

The evaluation will involve several different methods including:

- Document review – review of proposals, reports, donor feedback on reports and CSO responses, donors meeting minutes, CPDE meeting minutes or reports, CPDE products (e.g. toolkits, policy papers, etc), products of CPDE

members and participating national-level CSOs, Global Partnership for Effective Development Cooperation Steering Committee (GPEDC SC) minutes and outcomes.

- Interviews – Interviews with key stakeholders from all stakeholder groups that have been engaged in the CPDE processes (Northern and Southern CSOs, donors, developing country governments, GPED SC representatives, etc) as well as with individuals that have not been directly involved to obtain expert and unbiased views.
- Information-gathering will include one country visit to the Philippines for meeting with IBON International.

## **6. Evaluation quality**

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation<sup>3</sup>. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>4</sup>. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

### Time schedule and reporting

This assignment is commissioned by the Civil society unit at Sida. As the evaluation will serve as an input to the decision on continued funding to IBON and the project CPDE or not, the intended user is the commissioning agent. However, since Sida are supporting the CPDE in joint partnership with other international donors this evaluation will also be shared with them. IBON as well as several of the intended users, mainly other donors, has contributed to the TOR. IBON and CPDE will be provided with an opportunity to comment on the inception report as well as the final report, but will not be involved in the management of the evaluation. Hence the commissioner will evaluate tenders, approve the inception report and the final report of the evaluation. The start-up meeting and the debriefing meeting will be held with the commissioner only.

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out 1st of October – 30th of November 2018. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

### Deliverables

- Inception report. Will be submitted to Sida no later than 28th of September 2018. The inception report will be no more than 8 pages, excluding any attachments. Sida will approve the inception report within 7 working days of its reception. IBON and CPDE shall also be given the opportunity to provide feedback on the inception report. The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, methods for data collection and analysis as well as the full

evaluation design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. A specific time and work plan, including number of

hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

- Draft reports. A draft report will be submitted to Sida at a mutually agreed date as specified in the final and agreed inception report.

- The draft report shall be no longer than 35 pages, excluding annexes, and with font Times New Roman size 12. The report shall include a table of content, an executive summary of maximum 3 pages, methodology, analysis of key findings, conclusions and recommendations. Recommendations shall be directed primarily to IBON and their partners, and secondarily to Sida if and when relevant. Sida, IBON and CPDE will provide feedback on the draft reports no later than 7 working days after the submission of the draft report. The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>5</sup>.

- Final reports. The final report will be submitted to Sida no later than 15 calendar days after the submission of the draft report by the latest 30th of November 2018. The final report shall fully address Sida's feedback on the draft report. The maximum length and the content of the final reports shall be the same as for the draft report mentioned above.

- The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Citrus (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to sida@citrus.com, always with a copy to the Sida Programme Officer as well as Sida's Chief Evaluator's Team (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field and include the name of the consulting company as well as the full evaluation title in the email. For invoicing purposes, the evaluator needs to include the invoice reference "ZZ610601S," type of allocation "sakanslag" and type of order "digital publicering/publikationsdatabas.

Should the evaluation team wish to suggest modifications to the above, they may do so, but this needs to be clearly justified in the tender and/or inception report.

## **7. Resources**

The maximum budget amount available for the evaluation is 1 500 000 SEK.

Relevant Sida documentation will be provided by Sida on request via Kommers Annon. Contact details to intended users will be provided by IBON International.

The evaluator will be required to arrange the logistics including any necessary security arrangements.



## Annex 2 – Inception Report

*The Inception Report is attached as a separate file due to the length of the document.*

# Annex 3 - Web Crawler and Advanced Internet Analyses

## 1. Introduction

Due to the global nature of the CPDE Project, and relatively large number of organisations involved in and collaborating through a platform/network, the Evaluation team made use of additional data collection approaches in addition to core data sources (i.e. interviews and observations), to generate supplementary data and consequently additional insights.

The Evaluation decided to collect data from a web crawler designed to retrieve web data in a systematic approach to assessing different types of web domains. A web crawler can be setup to search for content of particular value for an evaluation. The main benefit of the approach is its ability to validate tentative findings through a review of the target group's public communication modalities, such as web pages and social media platforms. It should be emphasized that this approach collects unstructured data that reflect target group actions rather than target group statements; which in the Evaluation was collected through interviews and surveys. Hence, this approach has a particular value in efforts to triangulate collected primary data in this particular evaluation.

### 1.1 Web crawl methodology

The web-crawler was designed to collect data on specific search queries or key words on various web domains that are officially tied or are of central value to the CPDE Project and/or its members. This systematic assessment has proven to be an efficient approach to retrieve unstructured data and examples on how member organisations as well as the network's actual work. The assessment has also included other stakeholders, such as other similar networks or CSO platforms as well as donors.

The approach used in the Evaluation is designed to identify exact matches to predetermined search queries or text passages. For instance, the web crawler is able to locate the term "*CSO Partnership for Development Effectiveness*"<sup>59</sup> on a limited part of the internet, such as a network member's official web page or social media account.

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<sup>59</sup> The evaluation team tested a wide range of topics. The final set of key words were: CSO Partnership for Development Effectiveness; Key Asks; Istanbul Principles; Global Partnership for Effective Development Cooperation; Sustainable Development Goals; Development Effectiveness; Effective Development Cooperation; CSO accountability.

The whole system is built in a Python environment, using a range of different third-party packages for the integrated tasks as follows:

- Selenium is used for automation of scraping data and web-crawling using Google's advanced search engine
- Pandas and Numpy are used for data manipulation and analysis
- Matplotlib is used for visualisation of the analytical results
- Json is utilized in extracting the data and presenting hyperlinks.

The crawling methodology is rendered consistent by a few systematic and automated steps. First, a computer programme is initiated that connects to Google and its search engine's option for advanced search. Secondly, a predetermined range of restrictive searches is conducted on a limited selection of web domains. The selected sample in the Evaluation is the network members' official web domains, such as web pages, Twitter- and Facebook accounts. Third, the search engine is scanning for predetermined search queries or text passages. Only exact matches are designed to register as a positive result. In short, if the search query is located one or more times on an http-address, it is registered as a positive result. Fourth, the result for each search query is documented under the relevant web domain (e.g. if "Key Asks" was to be located under 80 different http-addresses on Sida's webpage that would render the following: {'Sida': {'Key Asks: 80}}. Fifth, the collected data are visualised based on actor, search query/ies and result. The final step is an extraction of hyperlinks to all identified positive results.

## 1.2 Web crawl sample

The CPDE Project is a loosely composed network and according to their webpage, the network is composed of a range of different sorts of member organisations. The Evaluation team used member data retrieved from the CPDE Project management to establish a list of organisations that cover various fields and geographical areas. The selected sample for the web crawler exercise is based on available data on CPDE member organisations. The most important feature in this case has been availability of web addresses such as a web page, Facebook page or Twitter account. As a result, not all member organisations have been included in this exercise. It should also be mentioned that the sample is deemed to be somewhat biased due to the fact that many of the assessed organisations have close ties to the CPDE Project. Based on this fact, the Evaluation team expected the web crawl to find a considerable amount of references to the CPDE Project. It should also be acknowledged that external actors such as other global networks and donors were included in the exercise to give perspective and a comparative approach to the Evaluation.

In total, 71 actors have been included. Most of the actors have accounts on all three relevant web domains, which means that the web crawler has covered roughly 200 web domains.

## 1.3 Web crawl limitations

The approach is deemed to give a good estimation on the frequency of search queries on any given domain. However, and although the search engine that is utilised is very

powerful, there is no guarantee that the analysis put on display is without flaws. It should also be mentioned that the size of the members' domains vary considerably, as do the content and purpose of the members' web pages and their social media accounts. Some members use their web pages strictly for communication purposes, while others have more of a fact-based information-related content. Caution is advised for any attempts to do straight comparisons between organisations, which is a bit cumbersome.

The approach has limitations in terms of which languages to scrape. The web crawler was designed to collect data in English, French and Spanish. The majority of the actors in the sample are covered with these three languages.

There is an observed pattern with a lower degree of findings on social media platforms across the assessment. The reason/s for this is not completely clear, but there are several likely explanations. First, the organisations do not communicate on social media platforms to the same extent as they do via their web pages. Another reason is that communication via social media is carried out via personal accounts, rather than organisational accounts that were used in this evaluation. Another factor at play is the fact that the language used in social media settings can be grammatically incorrect and is thus not picked up by the web crawler.

Specific limitations:

- The approach does not have access to non-public data, such as intranets, electronic newsletters and the like. There is information that several members share information on similar platforms and in analogue systems.
- The sample is not a random selection of organisations. The collected data should not be seen as an effort to generate generalised conclusions, but rather as a way to collect supplementary data that can give support and/or reject tentative hypothesis.
- It is unknown if the approach performs less well on involved social media platforms due to crawl inhibit infrastructure. However, test runs on more arbitrary search queries suggest the opposite and showed good results.
- Note that a positive result/hit in this case is relating to an http:// address, which includes the fact that it can be a web page, image, document, etc. In other words, a positive result can consist of a range of various types of information.

## **2. Web crawl analysis**

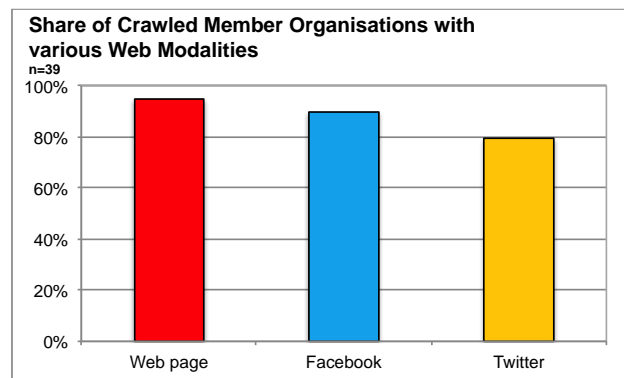
The analysis put forward in this section will use unstructured data collected by the web crawler. Data have been compiled into several different data matrices that show the frequency of references to the selected search queries or key words. The analysis is divided into three sub-sections. The initial section presents and analyses data in more descriptive and general terms. The second sub-section presents processed data and an analysis where the Evaluation team have made efforts to connect the data to the Evaluation questions. The final section elaborates on data connectivity and assess-

es the kind of nodes and edges that can be found when structuring a network based on data from the web crawler.

## 2.1 Crawl data for relevant stakeholders

This section outlines data that have a bearing on the used web crawlers' output for all assessed organisations, other networks and relevant donors. The data presented below offer an overview of the actors' relations to various search queries, reflecting the actors' engagement with these. The analysis is based on a simple logic that if there is no reference to a search query, it is likely that the organisation's interest and engagement with the topic is limited or non-existent, and vice versa in cases with a high degree of references. Figure 1 displays the assessed member organisations presence on the different web modalities.

Figure 1. Member organisations web modalities



A vast majority of the sample had a web page of their own (95%). This was also the case for representation on Facebook (90%) and on Twitter (79%). The matrices below show selected search queries applied on the listed members' and other stakeholders' web pages, Twitter- and Facebook accounts. The figures use a red colour scheme to indicate

positive results – i.e. the clearer red, the higher result. Note that the organisations are listed in the initial column and the search queries are located in the header, with results corresponding to each organisations and search query in the matrix underneath.

Figure 2. Web crawler result on member organisations web pages

	CSO Partnership for Development Effectiveness	Key Asks	Istanbul Principles	Global Partnership for Effective Development Cooperation	Sustainable Development Goals	Development Effectiveness	Effective Development Cooperation	CSO accountability
IBON International	103	27	49	45	258	300	78	42
CONCORD	102	50	100	137	705	520	180	9
FONDROMANIA	94	0	1	2	39	120	2	0
ITUC	94	48	47	129	791	562	260	6
ANND	81	4	19	2	176	99	9	3
Piango	79	3	119	3	30	152	7	20
ROA	59	11	32	35	100	220	76	41
IPMSDL	45	0	0	0	41	49	0	0
CCIC	44	15	444	42	278	262	100	23
ROAA	35	22	48	83	33	164	97	8
ForS	35	2	13	10	58	84	40	2
APRN	16	1	40	2	48	28	15	5
PCFS	7	1	3	3	6	27	4	0
International Migrants Alliance	5	0	0	0	4	5	0	0
Pojoaju	4	0	7	0	1	2	0	0
CCONG	4	0	24	0	5	8	0	2
Aid Watch Canada	4	0	14	9	10	29	27	3
ACT Alliance	3	6	20	4	159	37	8	0
SIDINT	2	0	0	0	124	5	1	0
Coordinadora dela Mujer	2	1	1	0	0	2	0	0
Fundacion SES	2	0	0	0	0	2	0	0
Rendir Cuentas	2	0	39	0	0	7	2	9
AMEXCID	1	0	1	5	327	20	10	0
CSCSD	1	0	0	0	116	17	0	0
APMM	1	0	2	0	21	3	0	0
Espace Associatif	1	3	16	3	2	10	3	2
ANC	0	0	0	0	0	nan	nan	nan
CIPE	0	0	0	1	137	1	5	0
Forum of WNGO Kyrgyz	0	0	0	0	2	4	0	1
CAFSO-WRAG for Development	0	0	0	0	2	6	0	0
ActionAid	0	4	0	3	722	88	6	3
APYO	0	0	0	0	0	0	0	0
AfroLeadership	0	0	0	0	1	0	0	0
SOS Sahel International	0	0	0	0	0	0	0	0
COSADER	0	0	0	0	0	0	0	0
AlianzaONG	0	0	9	0	0	0	0	2
IPU	0	0	1	24	387	3	24	0
CIPE	0	0	0	1	113	1	5	0

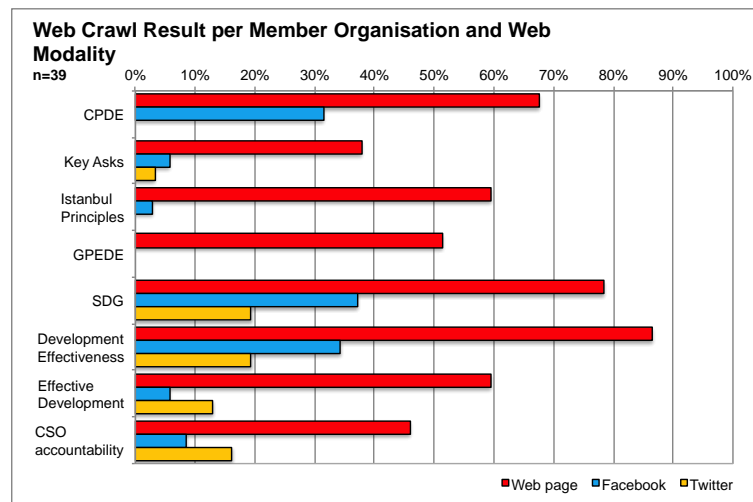
The matrix in Figure 2 outlines web page results for the selected sample of member organisations. As shown in the second column and the findings for the CPDE Project, a few organisations tend to deviate in terms of higher frequency of positive findings. IBON International (103) and CONCORD (102) are the two single organisations with the highest number of references to the CPDE Project. There are roughly 10 organisations with references ranging from 10-90. The majority of member organisations have less than 10 references and quite a large share has no mention of the CPDE Project whatsoever. This finding was surprising to the Evaluation team, which in fact expected that the sample would have a positive bias towards the CPDE Project.

The results for “Key Asks” and “Istanbul Principles” correlates well with the pattern for “CSO Partnership for Development Effectiveness”. A few additional organisations seem to be more active in the Istanbul Principles. It is the CPDE champions – IBON International (45) and CONCORD (137) – together with ITUC (129), ROAA (83), CCIC (42), and ROA (35) that have the highest frequency to GPEDC.

Another observation from Figure 2 is the clustering around the SDGs. It is clear that a majority of the organisations tend to have a stronger focus on SDGs compared to the other search queries.

Figure 3 takes one additional analytical step and assesses the share of targeted member organisations that have referred to the different search queries at least once. The analysis has been extended to include results from the social media platforms.

*Figure 3. Web crawler result on member organisations web pages*

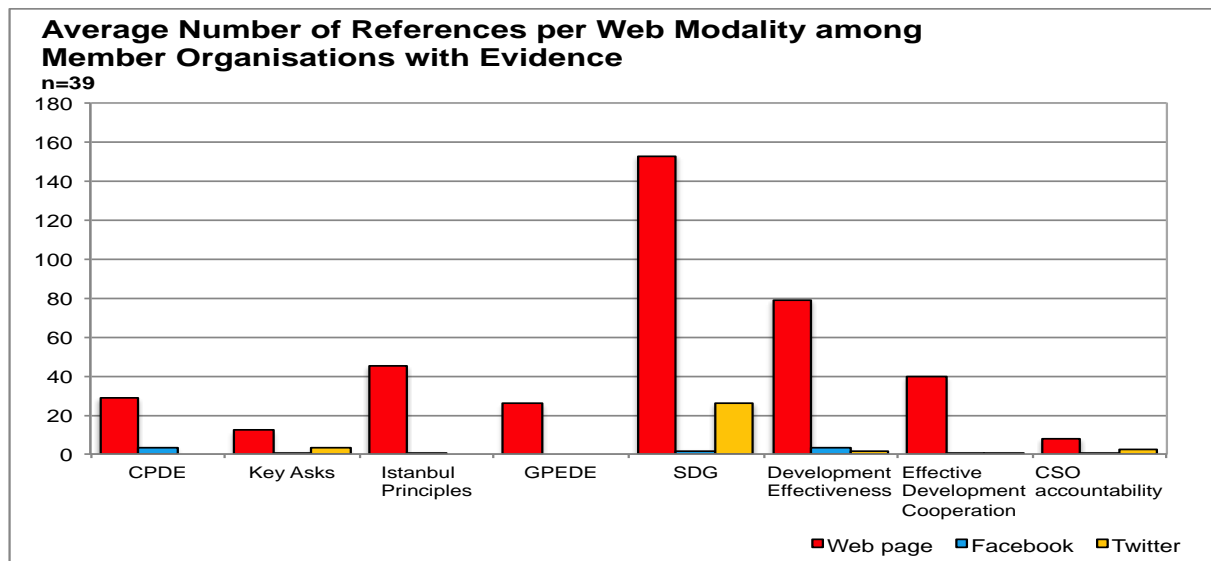


The graph shows that a little over two-thirds (67%) have mentioned the CPDE Project on their web pages and roughly one third (31%) of member organisations have referred on Facebook. It is furthermore noteworthy that the SDGs and development effectiveness seem to have the highest degree

of reference on all types of web modalities – web pages, Facebook as well as Twitter.

Figure 4 displays the average number of references made for the different search queries and across the various web modalities.

Figure 4. Average number of results



The graph displays the average number of references made among the targeted member organisations, with positive results for each search query. The data show that the SDGs more or less outperform the other search queries. In comparison, the CPDE Project has only a fraction of the number of queries that is found on the SDGs.

Figure 5 displays the same data as above but for other networks/CSO platforms. The analysis is brought in to give additional insights into similar, as well as competitive, networks. The CPDE Project by itself is included in this analysis.

Figure 5. Web crawler result on CSO networks web pages

	CSO Partnership for Development Effectiveness	Key Asks	Istanbul Principles	Global Partnership for Effective Development Cooperation	Sustainable Development Goals	Development Effectiveness	Effective Development Cooperation	CSO accountability
CPDE	586	200	202	239	260	593	445	9
GPEDC	238	6	112	1110	793	1200	1180	21
IBON International	103	27	49	45	258	300	78	42
CONCORD	102	50	100	137	705	520	180	9
ANND	40	4	20	2	220	120	9	3
CIVICUS	7	3	29	7	474	106	77	121
Eurodad	6	4	7	71	437	289	119	2
Task Team on CSO Development	4	0	1	19	55	84	20	0
Accountable Now	2	2	20	1	78	20	3	145
Accountable Now	2	1	14	1	79	15	3	200
Mesa de Articulacion	1	0	0	0	0	4	1	0
Global Partnership for Social Accountability	1	0	0	0	79	19	1	9
GPSA	1	0	0	0	124	43	1	9
Civil Society Europe	0	0	0	0	0	0	0	0
REPAOC	0	0	3	41	5	10	41	0
The Africa-EU partnership	0	0	0	0	241	4	2	0
Forus	0	0	0	0	22	0	0	0
Smart CSOs	0	0	0	0	2	0	0	0
Action for Sustainable Development	0	0	0	0	137	1	0	0
Effective Institutions Platform	0	0	0	9	23	41	28	0
Open Government Initiative	0	1	0	3	934	73	7	1
ASD	0	0	0	0	0	0	0	0
PEP	0	0	0	22	50	3	22	0
The CHS Alliance	0	0	1	0	7	16	0	1
Via Campesina	0	0	0	0	40	0	0	0

Again, the result for the search query “CSO Partnership for Development Effectiveness” is located in the second column. The CPDE Project is at top with 586 references on the web page. IBON International (103) and CONCORD (102) have company by GPEDC (238) at this stage as the actors/networks with more than 100 references to



the CPDE Project. Once again, it is clear that the SDGs stand out as the most common reference point for the listed networks.

The final matrix in Figure 6 display the search results for donors that have been deemed to have relevance for the CPDE Project.

	CSO Partnership for Development Effectiveness	Key Asks	Istanbul Principles	Global Partnership for Development Effective Cooperation	Sustainable Development Goals	Development Effectiveness	Effective Development Cooperation	CSO accountability
OECD	63	1	29	343	7430	2290	763	11
UNDP	21	2	15	163	11800	1710	891	44
Sida	9	1	9	7	610	176	94	9
Finland Foreign Ministry	1	0	0	1	278	7	2	0
ADA	0	0	0	0	2	0	0	0
Global Affairs Canada	0	0	1	7	158	80	58	0
IrishAid	0	0	0	3	441	3	4	0
EC	0	0	0	0	4	0	0	0
NEPAD	0	0	1	283	526	279	339	0

Figure 6. Web crawler result on donor web pages

OECD (63) and UNDP (21) are the two donors with most references made relating to the CPDE project on their web pages. The web crawler found nine references to the CPDE project on Sida's web page. Yet again, the dominance of the SDGs can be found as the most central reference for the majority of listed actors/donors.

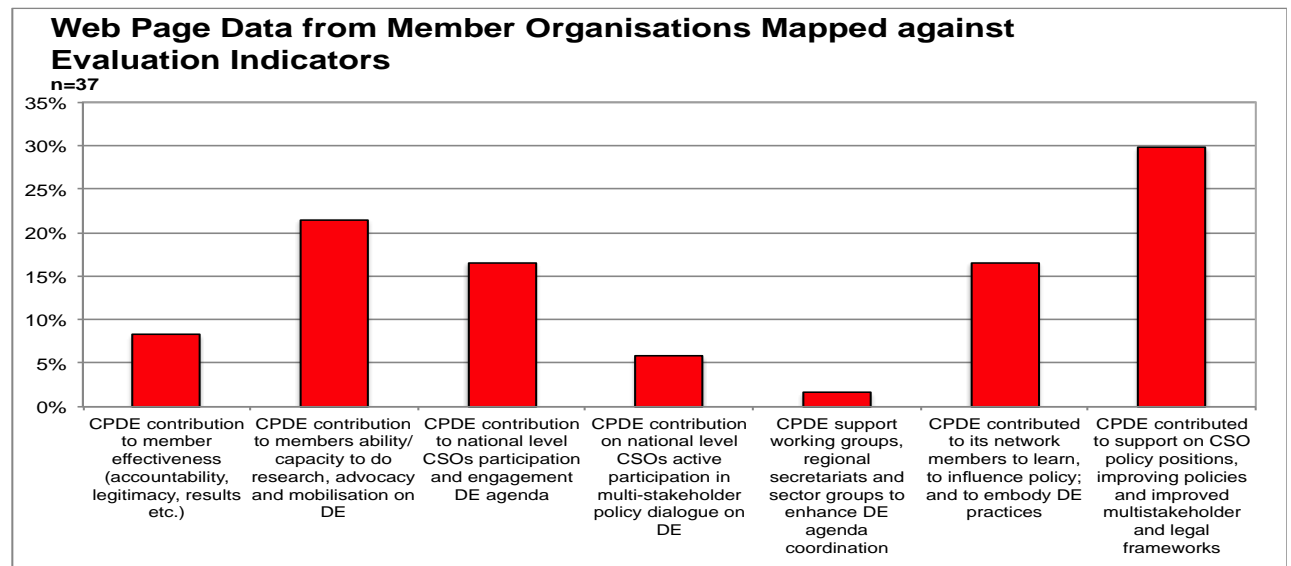
In aggregation, the collected data suggest a somewhat limited involvement of the CPDE Project as well as its central themes – Key Asks and Istanbul Principles – among the assessed member organisations, other networks and donors. An interesting finding and comparison is that the SDGs seem to have attracted attention across the range of different stakeholders.

## 2.2 Crawl data correspondence to evaluation indicators

The collected data have been processed to correspond to the evaluation matrix and relevant indicators. The Evaluation team has manually gone through the collected data from targeted member organisations' references to the CPDE Project. A subjective review, based on the degree of CPDE involvement, has been conducted for each reference and each reference has been assessed against relevant evaluation indicators.

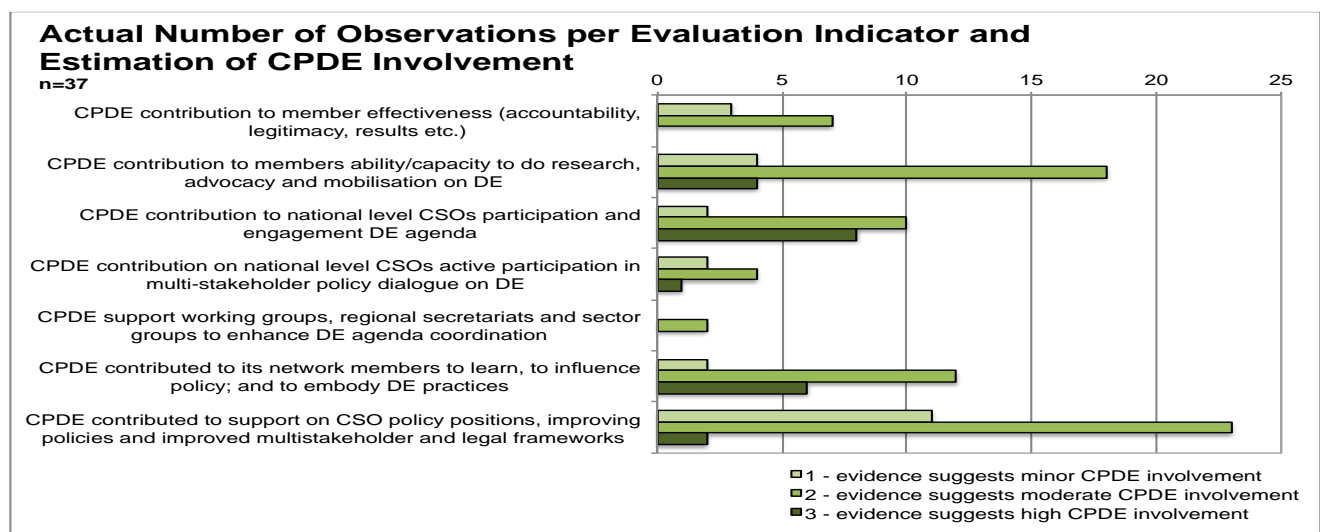
In some cases, references have been challenging to tie to a specific Evaluation indicator. This is partly due to a mismatch between indicators and references, and to the fact that a reference can have bearing on more than one indicator. The output from this analysis is nevertheless deemed to give a fair representation in terms of supplementary evidence for results among the network members that are related to the CPDE Project. However, it is important to emphasise that these findings are by no means presented as generalised results. On the contrary, they should be viewed as observations that are unique to the included organisations.

Figure 7. Evidence per relevant Evaluation indicators



The graph shows the observations when mapped against Evaluation indicators. Even though evidence have been found for all indicators, there is a strong tendency towards policy support, policy engagement and support to conduct research.

Figure 8. Actual number of observations and involvement of the CPDE Project



The graph displays the Evaluation team's assessment of the relevance of the crawled data in terms of ties to the CPDE Project. There are three different stages of CPDE involvement that have been observed, ranging from 1 (minor degree of involvement) to 3 (high degree of involvement). Using these categories in an assessment of the collected evidence suggests that it is policy support, policy engagement and support to conduct research that have the highest shares of high marks. National level CSO participation and engagement in development effectiveness also stand out in a positive manner.

## 2.3 Connectivity of crawl data

The retrieved crawl data on how the relevant actors have referred to the CPDE Project are presented below as a network. That is, simply put, a visualised organisation of references to key words that have been deemed important for the Evaluation. The full set of words use in the analysis is the same as presented above, even though there will be a specific emphasis on the CPDE Project and the SDGs.

### 2.3.1 Network analysis methodology and definitions

A network is usually defined to be consistent of a set of objects (e.g. individuals, organisations, or countries) and the links (e.g. relations, connection or features) between these objects. Network analysis is a rather sophisticated way to generate insights on these links (usually called edges) between objects (usually called nodes). Its relevance resides in the way it combines theories of how networks work with concrete analytical tools for assessing them. A factor of central importance when assessing networks lies in the realisation that relationships influence behaviour.

In the Evaluation, the data from the web crawler (presented above) have been used to fuel the network analysis. In short, aggregated data from relevant organisations references to key words are at the heart of this analysis. This can give a foundation to conduct complex network analysis (e.g. identification of central/peripheral actors; key relations in the network; weaknesses in the network etc.). The network put on display in this section is not a visualisation of an actual or formal network, but rather a theoretical structure of common traits and preferences among the selected target group. Hence, the target group is in all likelihood not aware of the shared preference that builds this network. There will be no attempts to use network theories for how networks form or evolve over time.

The constructed network is composed of two sorts of nodes - actors and topics:

- Actors:
  - Member organisations
  - Donors
  - Other (CSO) networks
- Topics: In this case, Key words/search queries in accordance with footnote 1 above.

The network is further composed of directed edges linking various actors to specific key words. For example, if Sida mentioned the CPDE project on their web pages, an edge between the nodes Sida and CPDE will be established. The analysis also accounts for the number of references made at an actor's web domain (i.e. in accordance with the elaboration for methodology for web crawl above). Edges are only established between two sorts of nodes (actors and topics). Relations between organisations are not in focus in this analysis. Their common preferences or traits are, however.

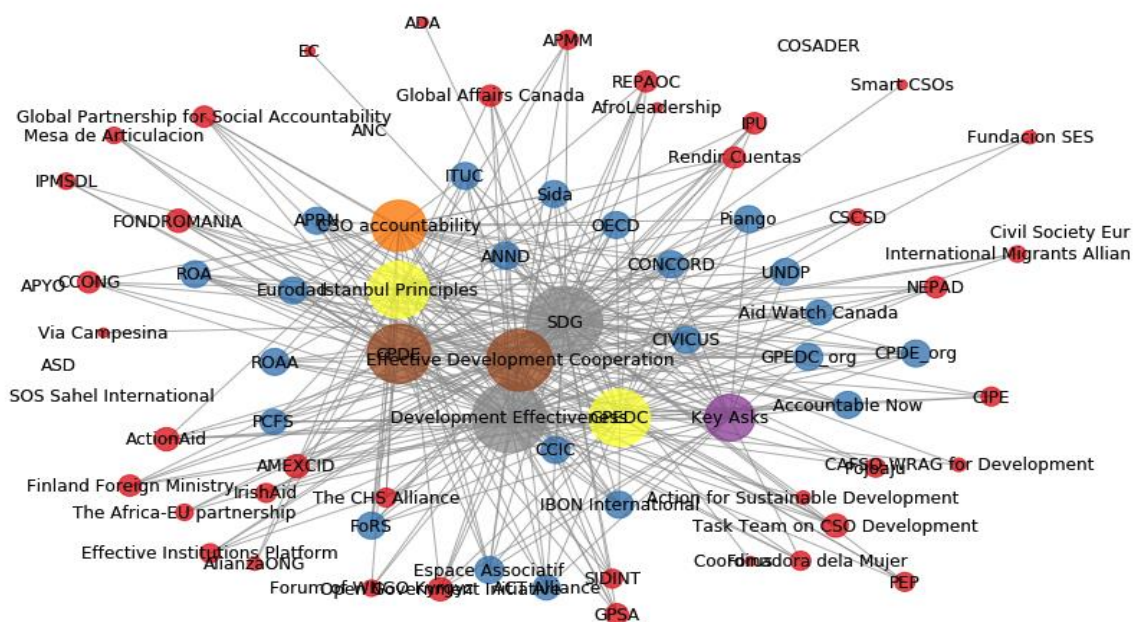
### 2.3.2 Network analysis limitation

First, the data used in this sub sections are the same crawl data presented above. Hence, the same limitations apply. Second, it is only crawled data from web pages that are analysed. References on social media platforms are not part of the analysis.

### 2.3.3 CPDE connectivity analysis

This subsection is further divided into three subsections. The first looks into the structure of the whole network, which includes all actor nodes (i.e. members, donors, other networks) and edges from these actors to key word nodes (as spelled out in Footnote 1). The edges are furthermore weighted with the number of references that have been identified by the web crawler.

Figure 9. CPDE stakeholders' references to relevant key words on their web page



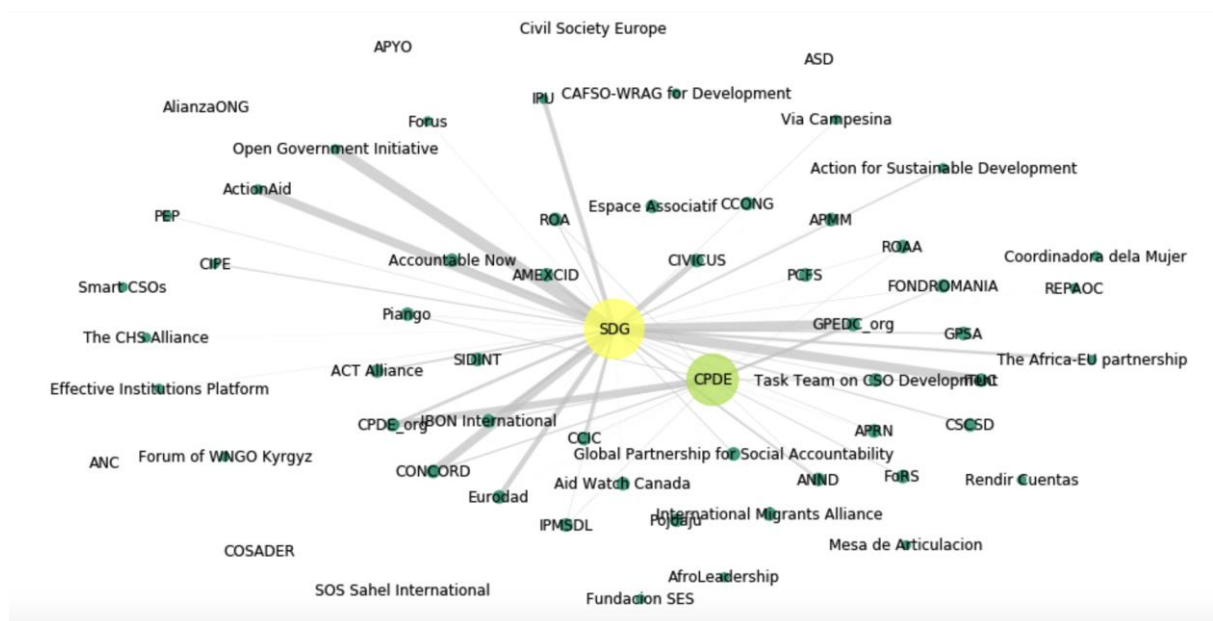
This undirected network graph gives more or less a chaotic impression at first glance. There are in total 67 actor nodes and 316 unique ties between these actors and the relevant key words in the established network. At a second glance, however, the figure offers some valuable insights even at this abstract stage. The size of each node illustrates the amount of connections to other nodes (i.e. many connections results in a large node). Based on this, it is possible to identify a cluster of organisations, marked blue, which in this case have referred to seven or eight of the relevant key words (eight in total). The blue coloured actors are mainly composed of donors and key CPDE stakeholders – in line with findings from other methods and sources in this evaluation. Most of the remaining actors has a red marked node, but the size varies with the number of referenced key words made on their web page. Finally, there are a few at the periphery of the network without a node that simply means that no reference to the relevant key words could be found. The results or number of organisations that made at least one reference to the key words are as follows and in descending order:

10. query	Key word/Search	11. actors	Number of connected	12. total sample	Share	or
13.	SDG	14.	56	15.	83,5%	

16.	Development Effectiveness	17.	54	18.	80,5%
19.	Effective Development Cooperation	20.	42	21.	62,5%
22.	CPDE	23.	39	24.	58%
25.	GPEDC	26.	36	27.	53,5%
28.	Istanbul Principles	29.	36	30.	53,5%
31.	CSO accountability	32.	29	33.	43%
34.	Key Asks	35.	24	36.	35,5%

Figure 10 shows the result from the web crawler filtered on references to SDG and CPDE only (the donors have been removed from this analysis). Again, the size of the node illustrates the amount of edges or connectivity of that particular node (i.e. a large node many connections). In addition, the width of the edges signals the amount of references made at the organisations' web domain relating to a/the relevant key words (SDG and CPDE in this case). When observing the figure, it is clear that there are more organisations giving more references to the SDGs (46 unique organisations or 78%) than there are for the CPDE project (34 or 57, 5%). This is true both in terms of number of unique organisations as well as in terms of the actual number of web pages with references. The latter is made visual with the width of the edge in figure 10. It is also evident that a large share of the actors are not connected to any of the two concepts, suggesting that they do not engaged in work related to any of the two.

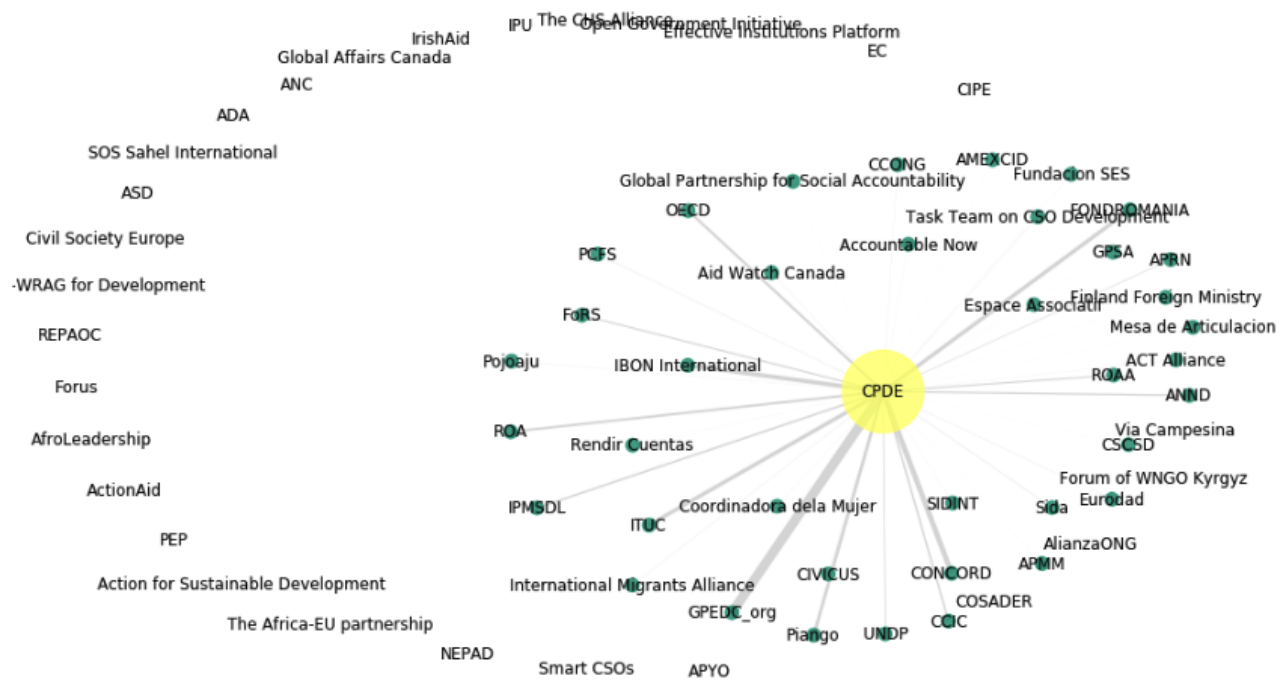
*Figure 10. CPDE members' and other network's references to SDG and CPDE on their web page*



In the final figure (11), only the CPDE project node included. A relatively large connected cluster is evident. A total of 38 of the full sample or 56, 5% has made at least one reference to the CPDE Project on their web domains. It is also possible to identify

champions from the web crawl analysis above. For example, the GPEDC (with 238 references made), Concord (128) or IBON International (103).

Figure 11. CPDE members' references to the CPDE Project on their web page





# Annex 4 - CPDE Sub-granting Data

This appendix holds an analysis of the CPDE's sub granting operations over the period 2014 and 2017. While working with the financial data it was quite clear that there were limitations in terms of data quality. One limiting factor is due to missing random values in relation to thematic sections, transactions dates, alternative spelling for organisations etc. Another factor relates to the fact that the data per se was spread over several spread sheets that was not fully compatible. These limitations are mostly tied to alterations made in 2017, where both the thematic structure of the grants as well as interchangeable usage of Euro and USD was applied. As a result, the veracity of the data is difficult to determine. As an effect, the evaluation team has been required to make certain estimations in order to secure a full data set (all years).

The first figure shows an overall assessment of the amount of funds that has been budgeted for sub-granting purposes and how much that is believed to have been disbursed during 2014-2017. As mentioned above these numbers are based on estimation and needs to be considered as such. In total, 88% of the budgeted funds are believed to have been disseminated. 25 grantee organisations have received relatively large sums ranging from 30 000 to 700 000 USD. These organisations and each relative share are displayed in figure 2 below. In addition to this, 45 organisations are believed to have received a relatively small country grants of 5000 USD.

*Figure 1. CPDE Project Overall and Annual budget against disbursements, 2014-2017*

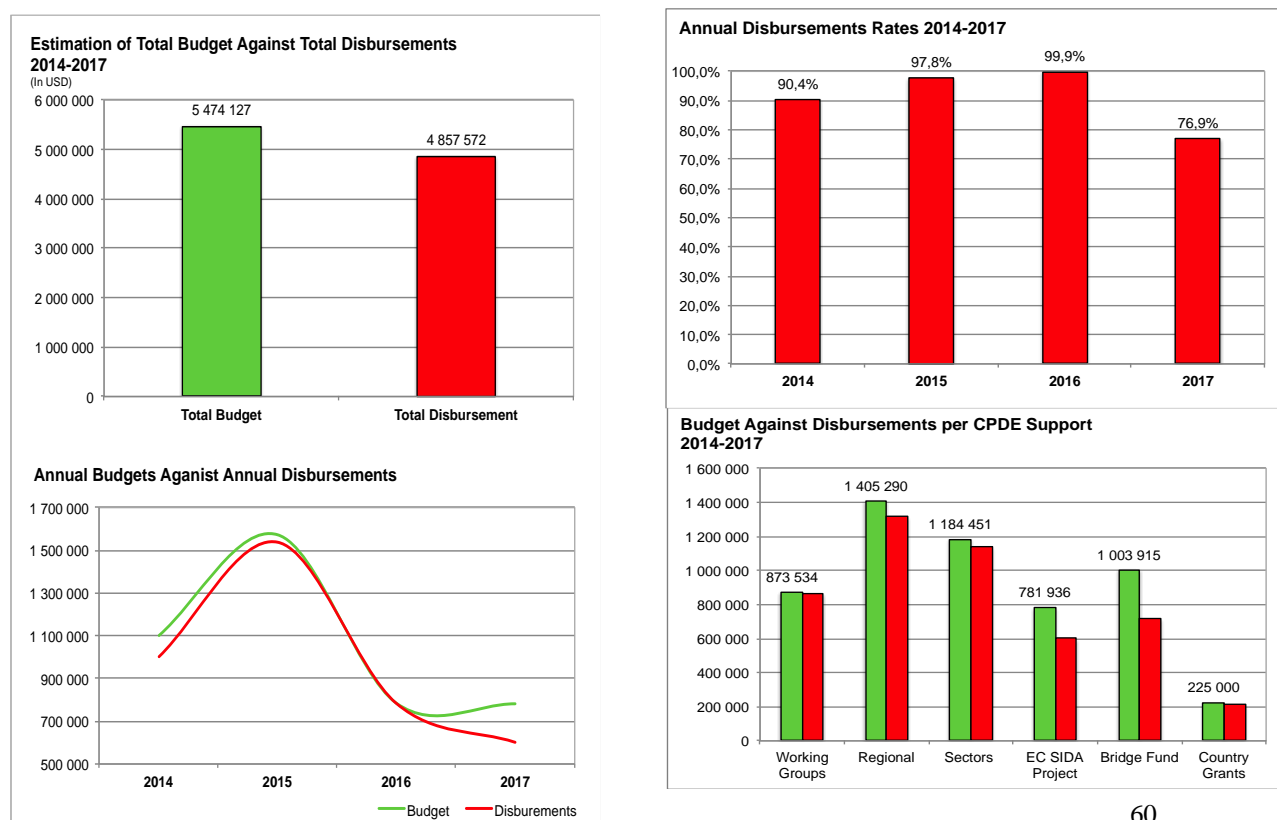




Figure 2. Receiving Organisations' relative share of total CPDE Grant Budget

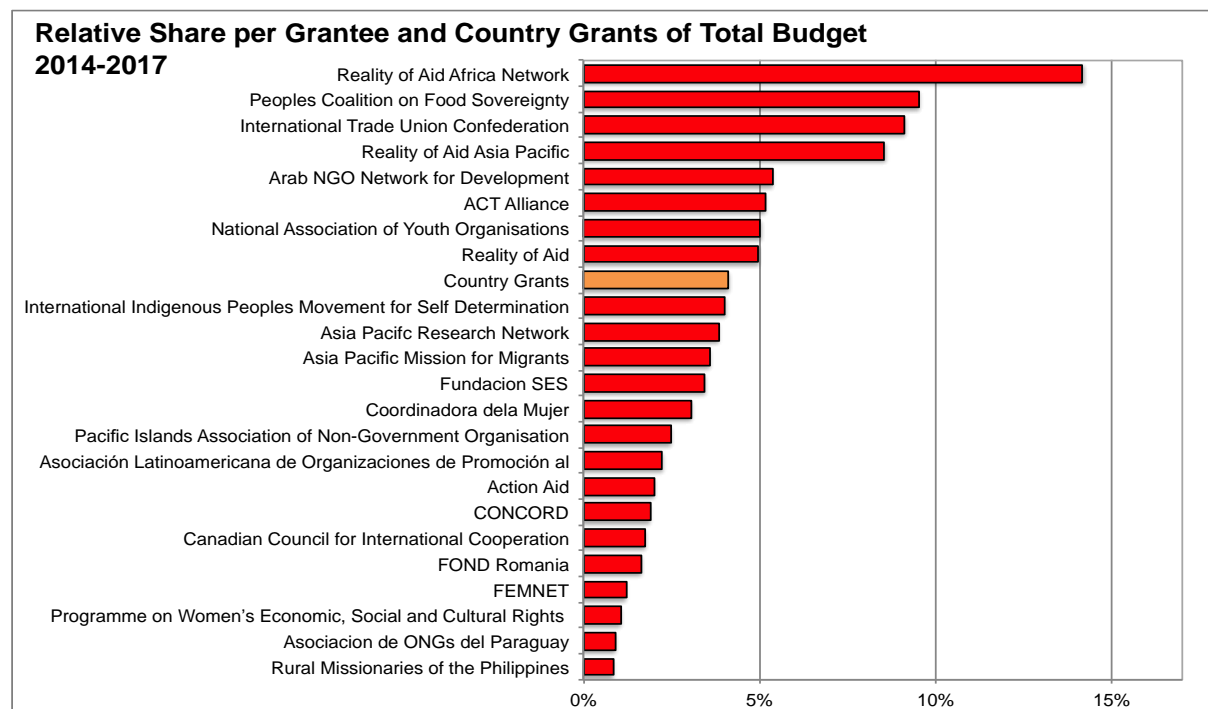
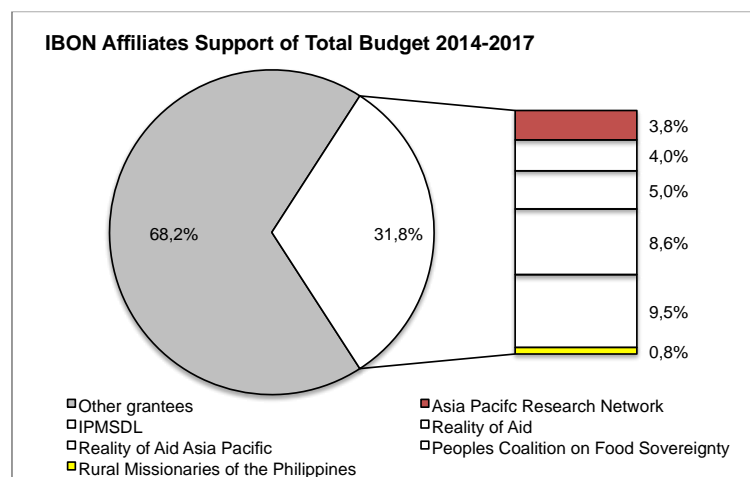


Figure 2 presents relative shares of the total budget, amounting to roughly USD 5 475 000, disbursed between 2014 and 2017. In total, 24 organisations received CPDE grants (this excludes recipients of the smaller country grants). The three largest recipients of these grants are: Reality of Aid Africa Network (14% or 775 000 USD), Peoples' Coalition on Food Sovereignty (9,5% or 520 000 USD) and International Trade Union Confederation (9% or 499 000 USD).

During the course of the evaluation information was collected that suggested that a large proportion of grants were disbursed to organisations in the Philippines with close ties to IBON International, which warranted further inquiry. Figure 3 displays the share of the total budget that has been provided to Philippine based partners. In short, these 6 organisations received roughly 32 % of the total budget. This can be compared with the remanding 68,2% that was disbursed to the other 17 organisations (Note; this is excluding organisations that receive smaller country grants)

Figure 3. IBON affiliates relative share of total budget



# Annex 5 – Perception-based survey data

## Introduction

The following exercise sets out to assess collected survey data from stakeholders tied to the CSO Partnership for Development Effectiveness (CPDE) Project. The perception-based survey is part of a larger independent Evaluation of the CPDE, conducted in late 2018. The Evaluation was commissioned by the Swedish International Development Cooperation Agency (Sida) who financially supported the CPDE Project between 2014 and 2018.

The purpose of the Survey is two-fold: firstly, to shed light on key stakeholders' views, opinions and perceptions concerning their experience with the CPDE Project, and secondly, to conduct a follow-up of the project's performance, aimed at shedding light on questions raised in the Evaluation's Terms of Reference<sup>60</sup>. The Survey report, including an analysis of the data collected, is strictly descriptive and does not seek to assess the underlying causes of specific observations or patterns. The aim is thus to provide insights into the analysed data.

## Method

The design of the survey was largely based on deductive reasoning and expectations of the CPDE project, gathered from research of project documents. The survey is composed of a mixed battery of questions, to which the recipients were asked to respond, in both pre-programmed responses and narrative answers. Due to the international and thus multi-lingual target group, the survey was offered in English-, French- and Spanish.

The target group consisted of representatives from CPDE member organisations and other key stakeholders (donors, representatives from peer networks, etc.) deemed relevant to the Evaluation, and able to shed light on the CPDE Project and its efforts. In total, a survey invitation was emailed to 155 individuals identified by the CPDE Global Secretariat. Data were collected between 20 November 2018 and 17 December 2018. Figure 1 presents the response rate/s, with 66 individuals (43%) responding to the survey. However, ten of the respondents were IBON International personnel, and subsequently excluded from the analysis based on their involvement as key beneficiaries, rather than stakeholders, of the CPDE project. Consequently, the general response rate reached 39%.

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<sup>60</sup> See the evaluation matrix for details.

Figure 1. Response rate

Response Rate	
Full target group	155
Responses	66
Completed	37
Incomplete	29
IBON staff	10
Response rate	39%
Response rate (incl. IBON staff)	43%

An assessment of the collected data suggests that the data are potentially flawed for a number of reasons. Firstly, engaging members of the target group has been somewhat constrained. A relatively large share of the respondents did not complete the full survey, for example, with 29 respondents dropping out during the course of the survey. A review of CPDE's earlier and internal efforts to collect data via surveys reveal that stakeholder engagement in such processes has been a challenge<sup>61</sup>. Secondly, the Evaluation carried out the survey at a time when several other evaluations and/or assessments of the CPDE Project were underway. This may have caused some degree of 'survey fatigue' and/or confusion on the part of the target group, whose members may have been uncertain whether or not they had already responded to the survey. Thirdly, the collected data may have a positive bias, due to the nature of the target group, which consists of key stakeholders and beneficiaries of sub-granting support. As a result, the data may not adequately represent the whole target group. Yet, the survey results have given the Evaluation team additional evidence in terms of members' perceptions of the Project, and generated insights into CPDE Project operations.

### Analysis

The following chapter presents an analysis of survey data, with graphs and brief descriptive texts, and is divided into the following sub-sections:

- Background data
- CPDE support
- General satisfaction with and importance of CPDE support
- Results and contributions of the CPDE Project
- Obstacles to CSO engagement with development effectiveness
- Final comments

### Background data

The initial graph (Figure 2) displays the countries represented by survey respondents. The most represented country is the Philippines, with six individuals (11%). Other countries with more than two respondents are Belgium (9%), the US, Canada, Hong Kong and Italy (all with a share of 5%).

<sup>61</sup> See for example: O CPDE Communications Perception Survey 2016 (10% response rate); CPDE: Perception Survey by Beyond Borders Media 2014/2015 (40 participants, target group unknown).

Figure 2. Represented countries

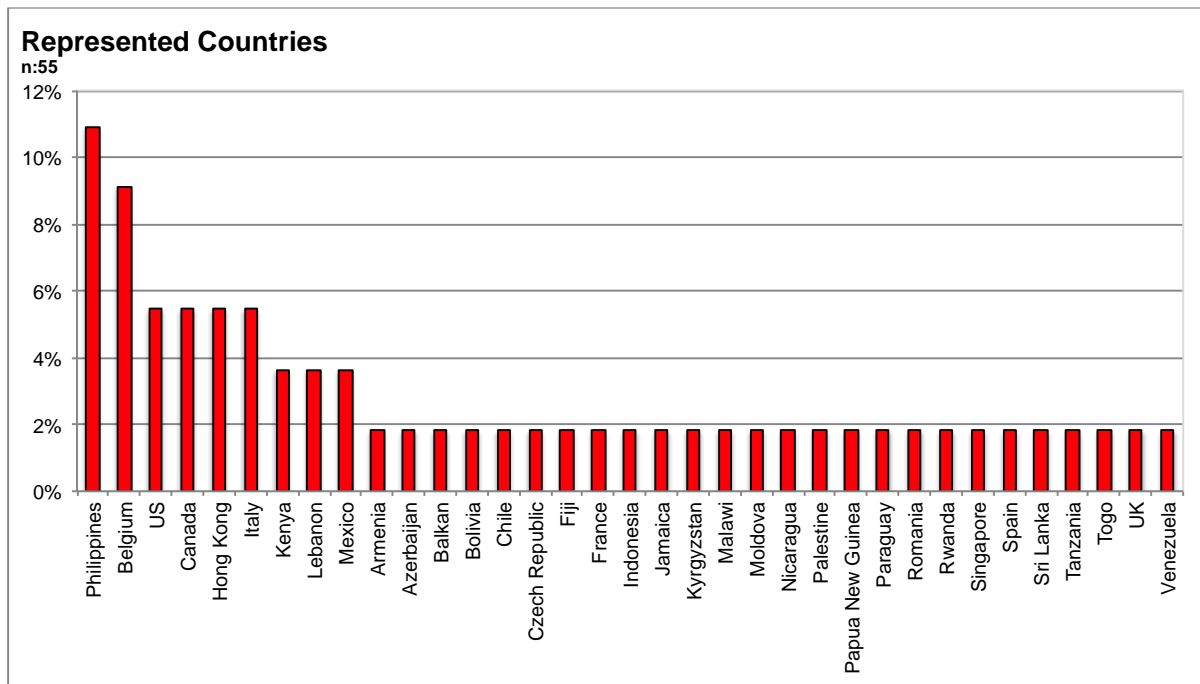


Figure 3. Represented countries

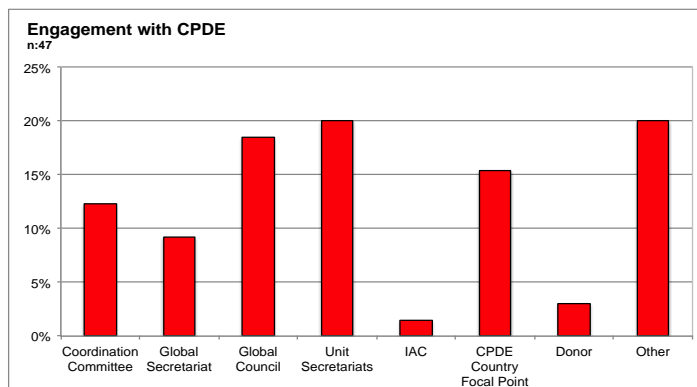


Figure 3 shows the respondents' engagement with the CPDE Project. The most common response alternative was Unit Secretariats, with one-fifth (20%), followed by Global Council (18%), Country focal point (16%) and Coordination Committee (12%).

Figure 4. Gender balance

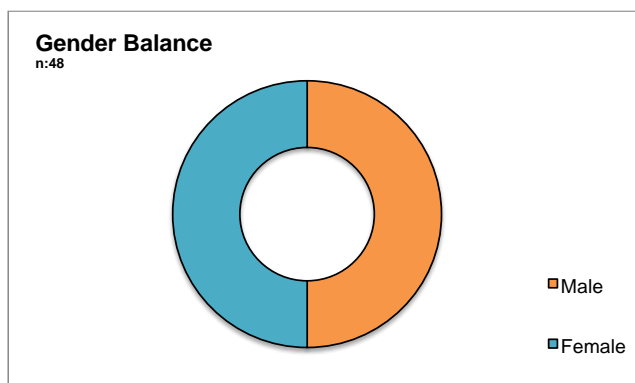
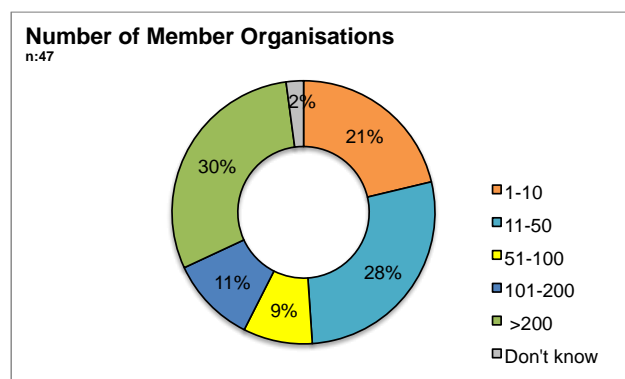


Figure 4 shows the gender balance within the group of respondents – a perfect split with 24 respondents of both males (50%) and females (50%) engaged with the survey.

Figure 5. Number of member organisations



In Figure 5, the respondents' answers relating to the number of their own member organisations are shown. The most common organisations are large, with more than 200 members (30%). The runners-up are organisations with 11 to 50 members (28%) and small organisations with one to ten members (21%).

Figure 6. Thematic Sectors

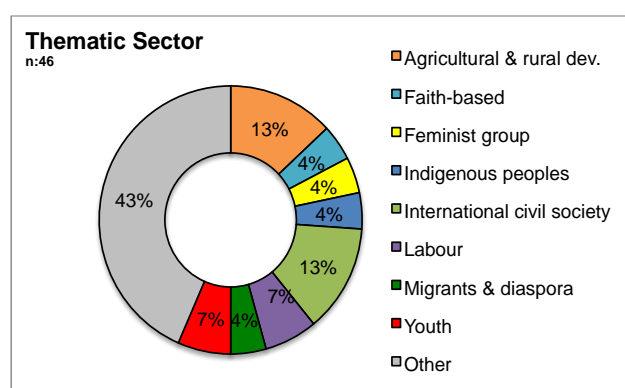


Figure 6 shows the results of the respondents concerning their CPDE thematic sectors. It is noteworthy that 43% opted for the response alternative, 'Other', rather than identifying one of CPDE's key thematic sectors. The survey respondents elaborated on the 'Other' responses, however, with data showing a range of answers, including: NGO representation, development effectiveness, and SDGs. The results also demonstrate that the survey succeeded in collecting data from representatives of all of the identified CPDE sectors.

Figure 7. Main region of operations

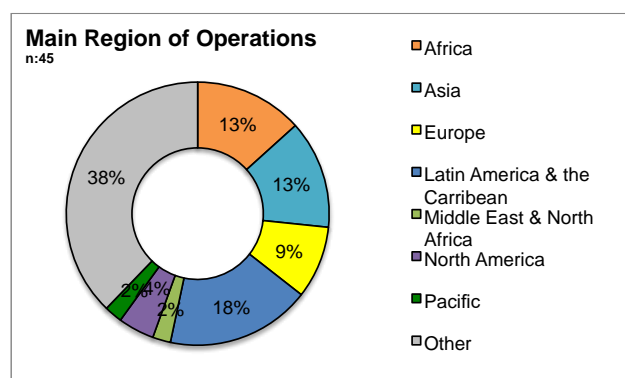
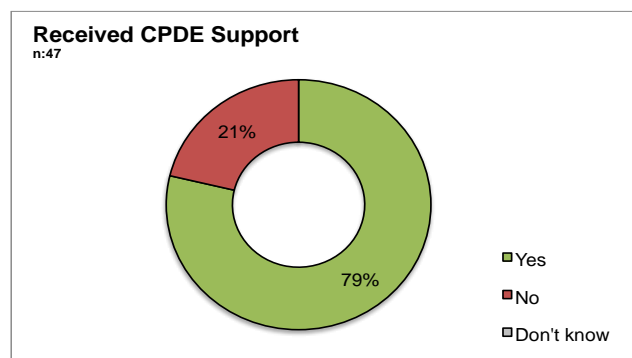


Figure 7 shows the responses regarding the region/s in which respondents' organisations are active. As with the results shown in Figure 6, a relatively large share of respondents opted for 'Other'. Among the respondents that used this response, most indicated a global organisational focus.

### CPDE Support

The following section presents the support that responding organisations received from the CPDE Project. The survey question was designed to identify organisations that have received actual support from the those that have not. *Q1. Has your organisation/platform been supported by the CPDE Project?*

Figure 8. Received CPDE Support



According to Figure 8, close to 8 of 10 (79%) or 36 organisations reported that their organisations received support from CPDE Project.

The question was followed up with a question regarding the purpose of the support, aimed at clarifying the type of support the 36 recipient organisations received from the

CPDE Project. The question was formulated as follows: *Q2a. What Kinds of support has your organisation received from the CPDE Project?*

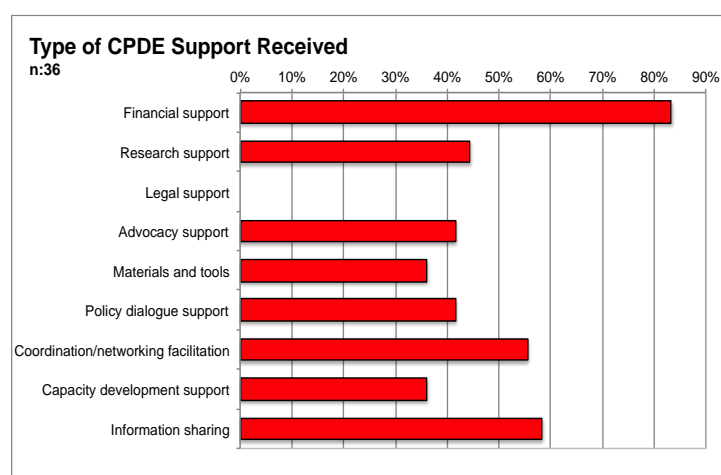


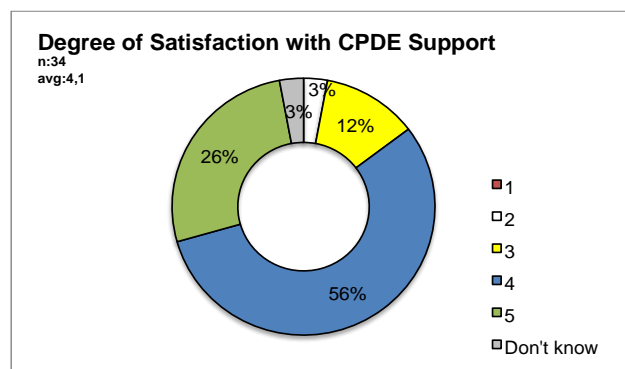
Figure 9. Type of CPDE support received

The most common support, identified by more than 80% of the respondents, is financial support (83%), followed by information-sharing (58%), coordination/networking (56%), and research support (44%).

### General satisfaction and importance with CPDE Project

The first question in the subsection was formulated as follows: *Q2b. What is your overall level of satisfaction/dissatisfaction with the support your organisation has received from the CPDE project on a scale from 1-5? (1=very dissatisfied to 5=very satisfied)*

Figure 10. Degree of satisfaction with CPDE support



A clear majority of the organisations that have received support are satisfied – with an overall average score of 4.1/5. A total of 82 % are satisfied, with more than half of these Satisfied (56%) and over quarter, Very satisfied (26%). About 3 % were dissatisfied with CPDE support.

The next question aimed at capturing the respondents' perceptions of their own capacity in a range of CPDE-relevant areas, was formulated as follows: *Q3. How do you rate the present capacity of your organisation in the following areas on a scale from 1 to 5 (1=weak, 5=excellent)?*

*Figure 11. Current organisational capacity*

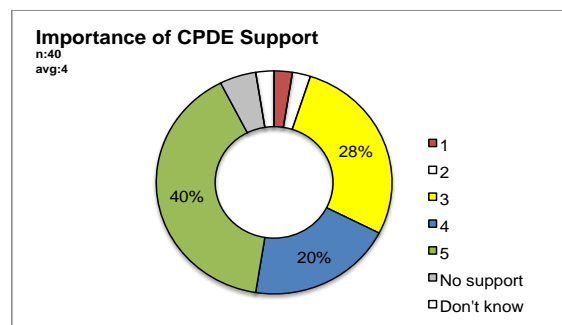
Only minor differences were observed between the calculated average scores for the different categories. Calculated averages ranged from 3,67/5 to 3,88/5, indicating a perception of 'acceptable', as shown in Figure 11.

Perception-based views on current organisational capacity n:40	
Categories	Average score scale 1-5/low-high
Understanding the development effectiveness agenda	3,88
Applying the development effectiveness principles in your own organisation	3,82
Undertaking research linked to the development effectiveness agenda	3,74
Engaging in national level advocacy and policy development	3,72
Engaging in regional level advocacy and policy development	3,67
Engaging in international level advocacy and policy development	3,72

Question 4 aimed to determine the perceived importance of the CPDE Project's support to the organisational capacities listed in Question 3. *Q4. How important/unimportant was the CPDE Project support to your organisation for the development of your organisation's in the areas listed above (questions 3) on a scale from 1 to 5*

*(1=not important, 5=very important)?*

*Figure 12. Importance of CPDE support*



Respondents indicated that the CPDE Project is important for their organisations in general, and the issues listed in Figure 11, in particular. The average level for all areas was 4, 'important'.

In order to assess the respondents' view on the changes in policies and practise

relating to development effectiveness the following question was included in the survey: *Q5. In general, what overall change in development effectiveness (i.e. in policies and practices), do you perceive to have taken place over the past five years? Please rate your perceived overall change at each level listed below on a scale from 1 to 5 (1=Very negative to 5=Very positive)*



Figure 13. Changes in development effectiveness practices and policies

Perception-based views on changes in development effectiveness practices and policies during the past five years n:38	
Categories	Average score scale 1=5/low-high
Change in development effectiveness at <u>own organisation</u>	3,81
Change in development effectiveness at <u>national level</u>	3,08
Change in development effectiveness at <u>regional level</u>	3,31
Change in development effectiveness at <u>global level</u>	3,31

The data suggest that there is some degree of difference between the contextual variations. More changes are perceived to have occurred at the organisational level (3.8), than at other levels. s Perceptions of change were lowest at the national level, with a calculated average of 3,08/5.

Question 6 concerned the CSO sector's cumulative ability to implement the Istanbul Principles: *Q6. How unsuccessful/successful has the CSO sector been in implementing the Istanbul Principles so far? (1= very unsuccessful 5= very successful). Please answer for each of the 8 principles listed below.*

Perception-based views on CSO sector success in implementing the Istanbul Principles n:38	
Categories	Average score scale 1=5/low-high
Respecting and promoting human rights and social justice	3,82
Embodying gender equality and equity while promoting women and girls' rights	3,48
Focussing on people's empowerment, democratic ownership and participation	3,58
Promoting environmental sustainability	3,23
Practicing transparency and accountability	3,45
Pursuing equitable partnerships and solidarity	3,58
Creating and sharing knowledge and committing to mutual learning	3,61
Collaborating to achieve positive and sustainable results on poor and marginalized populations	3,52

Figure 14. CSO sector success in implementing the Istanbul Principles

As shown in Figure 14, scores average 3,5, on a scale from 1 to 5, for all eight Principles. The principle deemed to be the most successfully implemented, 'respecting and promoting human rights and social justice' received an average score of 3,8/5. 'Promoting environmental sustainability' received the lowest average score, with – 3,2/5.

## Results and contributions from the CPDE Project

This section focuses on perceptions of the CPDE project's contributions on national, regional and global levels, in issues identified by the Evaluation as having particular importance to CPDE progress. *Q7a-c. To what extent has the CPDE Project contributed to the areas listed below at the national/regional/global level on a scale from 1 to 5 (1=no contribution to 5=significant contribution)?*

Figure 15. CPDE Projects contribution to listed issues and levels.

Perception-based views on CPDE Project's contribution to the listed issues n:36			
Categories	Average score scale 1-5/No contribution-Significant contribution		
	National level	Regional level	Global level
Peer-to-peer learning	3,55	3,5	3,48
Ability of CSOs to do research linked to development effectiveness	3,47	3,39	3,52
Development of a coherent and strategic CSO engagement on development effectiveness	3,48	3,41	3,62
Ability of to influence policy on development effectiveness	3,2	3,25	3,53
Establishment or capacitating of multi-stakeholder platforms	3,39	3,28	3,53
Ability of CSOs to provide regular monitoring data to CPDE and/or GPEDC	3,31	3,43	3,74
Improved accountability and legitimacy of CSOs (e.g. accountability charter or similar)	3,41	3,3	3,5
Increased understanding and respect for CSO positions	3,59	3,33	3,45
Improved development cooperation policies or practices	3,21	3,07	3,37
Improved legal and/or policy frameworks for CSOs	3,1	3	2,96

Average scores vary between from 2,96/5 to 3,74/5. There are no clear deviations or patterns in the data, other than that at the Global level, scores are slightly higher for most of the listed areas. Noteworthy are the calculated averages for coherent and strategic engagement; ability to influence policy, establishment of multi-stakeholder platforms and to provide regular monitoring. However, the global level also recorded the lowest score (2,96/5) relating to 'Improved legal and/or policy frameworks for CSOs'.

Question 8 was formulated to extract the respondents' perceptions on the success of the CPDE Project in implementing the Istanbul Principles: *Q8. The following statements describe the CPDE Project. Please rate your level of agreement/disagreement with each the statements on a scale from 1 to 5 (1=Strongly disagree to 5=Strongly agree)*

Perception-based views on the CPDE project n:35	
Categories	Average score scale 1-5/low-high
Transparent	3,69
Democratic	3,81
Collaborative	3,91
Inclusive	3,79
Facilitates learning	3,69
Gender sensitive	3,84

Figure 16. CSO sector success in implementing the Istanbul Principles

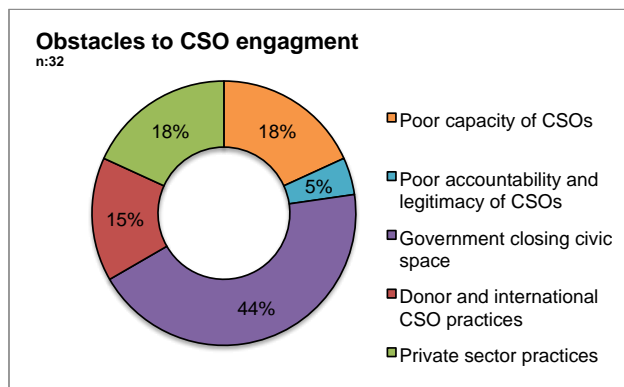
In Figure 16, respondents' scores are slightly positive, ranging from 3.69 to 3.91 for success in implementing the Istanbul Principles.

In Question 9, responses were collected as open texts and respondents were prompted for each contextual level – national, regional and global. Recorded answers are composed of different response categories, with some respondents identifying actual international donors, national donor agencies and UN agencies, while others gave more general responses, such as governments, NGOs, etc. *Q9. What other actors (international organisations, agencies and networks - other than CPDE) - are major drivers of the development effectiveness agenda?*

### Obstacles to CSO engagement with development effectiveness

This final sub-section only contained a single question focused on the respondents' views on challenges for CSO engagement in/with the development effectiveness agenda. *Q10. What are the current obstacles to CSO engagement? Please select the two greatest obstacles:*

Figure 17. Obstacles to CSO engagement



Close to half (44%) of the respondents stated that government closing civic space is the most difficult obstacle to CSO's engagement with development effectiveness.

## Annex 6 – List of persons interviewed

Country	Respondent	Institution and role
Philippines	Jazminda Lumang	Asia Pacific RN (APRN) – Secretary-General Co-Chair/Coordinator, CPDE CSO Development Effectiveness Coordinator Working Group Former Executive Director, IBON Foundation
Philippines	Loi Manalansan	Indigenous Peoples Movement for Self-Determination and Liberation (IPMSDL) CPDE IP sectoral coordinator
Philippines	Rhoda Guera	Coordinator, Peoples Council on Food Security Sectoral Implementing Partner
Philippines	Beverly Longid	Cordillera Peoples Alliance, IPM for Self Determination and Liberation Sectoral Implementing Partner CPDE Executive Committee Co-Chair for governance Former IP constituency coordinator – now handled by Loi Manalansan Co-chair for fragile and conflict-affected communities work- ing group
Philippines	Stephen Tan	CPDE Secretariat
Philippines	Gel Saludo	Former Head Executive Assistant National Anti-Poverty Commission Government of the Philippines
Philippines	Amy Padilla	Executive Director, IBON International Former CPDE Executive Secretary for 1 year before Reileen stepped onboard
France	Matt Simonds	Policy and Advocacy officer, CPDE secretariat formerly em- ployed by ITUC
Philippines	Maryam Casimiro, PME Meg Yarcia, Comms Miko Mendizabal, Comms Fatima Sofia Gamper, trans- lator for Span- ish/communications officer Raissa Joplo, PA	CPDE Secretariat staff
Philippines	Rey Laguda	Executive Director, Philippine Business for Social Progress
Philippines	Michael Canares	Senior Research Manager for Digital Citizenships – Web Foundation Monitoring and Evaluation, Open Government Partnership
Philippines	Kevin Punzalan	Senior Commercial Officer, Embassy of the Kingdom of the Netherlands in the Philippines
Bangladesh	Anwar Hossain (replace- ment for Monowar Ahmed)	Chief, Development Effectiveness Wing Ministry of Finance Government of Bangladesh
Philippines	Aaron Ceradoy	Asia Pacific Mission for Migrants
Palestine	Kifah Zuhour	Al Marsad
Kenya	Suba Churchill	Kenya CSO Reference Group

Country	Respondent	Institution and role
Kenya	Diana Mochoge	Reality of Aid Africa
Kenya	Elie Gasagara	World Vision International
Kenya	Davis Adieno	CEPEI Kenya (Global Partnership for Sustainable Development Data)
Morocco	Anas Elhasnaoui	Arab NGO Network for Development (ANND)
Paraguay	Anibal Cabrera	Regional CSO Coordination body (Latin America)
Benin	Christine Andela	COSADER, founding member of the Collective of CSOs for Food Security and Rural Development (COSADER)
Benin	Madam Koite	FEMNET African Women's Development and Communications Network
Bolivia	Monica Novilla	Exec. Director Coordinadora de muljer, national coverage network of 21 feminist organisations in Bolivia
Lebanon	May Makki	Regional Arab NGO Network for Development ANND, Part of Regional Secretariat, Soon to Join the Coordination Committee
Hong Kong	Rey Asis	Global Coordinator for Youth Constituency of CPDE
Philippines	Roberto Pinauin	Head of CPDE programme
Romania	Irina Boboc (Lupu)	Regional secretariat CPDE, The Romanian NGDO Platform – FOND
Britain	Justin Kilcullen	CC member, European Regional Representative CONCORD
India	Jiten Yumnam	CC member Forum for Indigenous People of Action
Belgium	Paola Simonetti	CC member International Trade Union Confederation (ITUC)
Canada	Julia Sanchez	CC member and Co-chair Canadian Council for International Cooperation
Italy	Luca de Fraia	CC member, ActionAid International
Kyrgyzstan	Nurgul Dzhanaeva,	CC member, feminist sector rep, Forum of Women's NGOs in Kyrgyzstan
Colombia	Josefina Villegas,	CC member Youth representative, part of FLACH in Latin America
Kenya	Vitalice Meja,	CC member and Co-chair, Regional secretariat CPDE, Reality of Aid Africa
Philippines	Tony Tujan,	Founder of IBON, former representative of CPDE in many global arenas and still mentor of IBON and CPDE
Philippines	Lyn Pano,	Reality of Aid Global/Asia (thematic working group on CPDE South-South cooperation)
Britain	Jake Bharier,	SOS Sahel International, Independent Accountability Committee
Cameroon	Charlie Martial	Ngounou, AfroLeadership Cameroon, Independent Accountability Committee
Colombia	Rosa Ines Ospina-Robledo	Rendir Cuentas Latin America, Independent Accountability Committee
Sweden, Donor	Karin Fällman,	OECD (former Civil Society Advisor at Sida, currently seconded to the OECD)
Global	Jacqueline Wood,	Consultant to the Task Team on CSO Development Effectiveness and Enabling Environment
Philippines	Roselle Rasay,	Director Code-NGO (Philippine NGO coalition)
Uganda	Richard Ssewakiryanga,	Director, Uganda NGO Forum
Cambodia	Soeung Saroeun,	Director, Cambodia CSO Coalition
Latin America	Anabel Cruz	Chairperson of CIVICUS and former CPDE member
Global	Magda Toma,	Director, Forus the International Association of CSO platforms
Global	Oliver Consolo,	Engaged in the Open Forum for CSO effectiveness since 2008 as well as the creation of CPDE as former director of CONCORD (2003-2013) Now consultant
Global	Oli Henman,	Director, Action for Sustainable Development, former CIVICUS

Country	Respondent	Institution and role
Bangladesh	Shahidul Islam	Ministry of Finance Bangladesh (Task Team on CSO Development Effectiveness and Enabling Environment)
Madagascar	Romalahy Mande Isaora Zefania (Mr)	Office of the Prime Minister, Government of Madagascar (Task Team on CSO Development Effectiveness and Enabling Environment)
Global - Donor	Orla Mc Breen	Director of the Civil Society and Development Education Unit at the Department of Foreign Affairs and Trade in Ireland
Global - Donor	Nicoletta Merlo Earnan O' Cleirigh	European Commission's Directorate-General for International Cooperation and Development
Canada	Brian Tomlinson	Aid Watch Canada, Regional Representative of CPDE North America

# Annex 7 – List of Documents Consulted

## **Evaluations and assessments (external and internal)**

1. Review of CPDE's FMO-IBON International-Final Report, Brussels, 30 October 2018
2. KPMG - Review of Internal Management and Control of IBON 21 September 2018
3. CPDE EC project – Results Oriented Monitoring (ROM) Report (20181107)
4. CPDE Independent Accountability Committee (IAC) Report to the General Council, 2014, 2015, 2016, 2017 and 2018
5. 2018 CPDE GS-Cochairs Retreat Report, 2018
6. 18 02 08 Discussion paper CPDE - Global Standard cooperation (18 02 08)
7. CPDE Organisational Capacity Assessments (OCA), 2014, 2016 and 2017
8. CPDE Communications Perception Surveys, 2014-15 and 2016
9. Consolidated Results from the Recent CC Participation Inventory Survey
10. CPDE Narrative Results and Financial Reports to Sida covering 2014, 2015, 2016, 2017
11. CPDE power point presentation to the evaluators, November 2018
12. Account, Build, Commit Towards Effective People-Centred Development: CPDE Strategic Plan 2016-2019
13. CPDE Brief Report on CSO Capacity Assessment, CSO Participation in the GPEDC Second Monitoring Round: CPDE Global Secretariat, 2016
14. Rapport Final, Mécanismes de Redevabilité du POED (Final Report, CPDE Accountability Mechanism) Anabel Cruz, 2015
15. Halvtidsöversyn Midterm Review (MTR) av Task Team: Juni 2016
16. Joint Evaluation Support to CSOs in Policy Dialogue Synthesis Report and Evaluation-brief CSO Policy-dialogue (131206)
17. Sida Evaluation Handbook, 2018
18. Evaluation of the BetterAid and Open Forum Programmes, Sida: December 2012
19. Better Aid and Open Forum Survey

## **Proposals, agreements and reports**

20. Civil Society Continuing Campaign for Effective Development - Program Proposal (November 2013 - December 2016)
21. Agreement between Sida and IBON, 2013-2016
22. CPDE Bridge Fund Proposal - Sustaining Civil Society Advocacy on Effective Development 1989617
23. Agreement on funding, Sida - IBON, CSO Partnership for Development Effectiveness 1807684



24. Second Amendment to the Agreement between Sida and IBON International 2081467
25. Memorandum of understanding between donors and CSOs, represented by IBON international, 2013
26. Civil Society Continuing Campaign for Development Effectiveness - Year 1 Program Report (November 2013 - December 2014)
27. Civil Society Continuing Campaign for Development Effectiveness - Year 2 Program Report (January 2015 - December 2015)
28. Civil Society Continuing Campaign for Development Effectiveness - Program Completion Report (January 2014 - March 2017)
29. Sustaining Civil Society Advocacy on Effective Development Cooperation - Program Report (April 2017 - April 2018)
30. CPDE Report to the Public (Looking Forward, Moving Back, Toward Effective Development Cooperation) 2016
31. CPDE Report to the Public, 2017
32. CPDE Annual Report, 30 October 2018 (English, Spanish, French)
33. Ibon International Foundation Inc report to Sida (Enhancing Civil Society Role in Development) with annexes, 2017
34. Integrated Working Group Reports: WG Report - CSO DE, WG Report - CSO EE, WG Report - Private Sector Accountability, WG Report – SSC
35. Terms of reference for CPDE Regional and Sectoral Secretariats
36. CPDE membership criteria and application processes, 2018
37. Overview of grantees and grants provided (Excel)

#### **CPDE policy research and statements**

1. CPDE Report on Enhancing Civil Society in Development Partnerships (2017)
2. CPDE Report on Sustaining Civil Society Advocacy on Effective Development, 2017
3. CPDE Global Synthesis Report (State of Development Cooperation - Checking the Core of Effectiveness), 2016
4. CPDE Global Synthesis Report (The State of Development Cooperation, CSO Enabling Environment and CSO Development Effectiveness), 2015
5. Enhancing the Development Effectiveness of the Post-2015 Global Partnership for Sustainable Development (January 2015)
6. An Enabling Environment for Civil Society Organisations - A Synthesis of Evidence of Progress since Busan (October 2013)
7. CPDE: The Development Effectiveness of Supporting the Private Sector with ODA Funds, Research Paper, 2016
8. Documentation Report on CPDE Engagement on Conflict and Fragility
9. Draft Operational Framework for Monitoring South-South Development Cooperation
10. CPDE HRBA brief
11. Busan, Key Messages and Proposals, Better Aid: January 2011
12. CSO Key Asks for a Transformative Global Agenda, CPDE: September 2010
13. Universalising Effective Development Cooperation, CPDE: November 2016

**Other documents reviewed**

1. Responding to Closing Civic Space: Recent Experiences from three Global Initiatives”, ICON, CSIS, Washington, DC : Sept 2018 ([https://csis-prod.s3.amazonaws.com/s3fs\\_public/publication/181219\\_RespondingClosingCivicSpace\\_layout\\_v2.pdf](https://csis-prod.s3.amazonaws.com/s3fs_public/publication/181219_RespondingClosingCivicSpace_layout_v2.pdf))
2. UNDP’S CIVIL SOCIETY ADVISORY COMMITTEE Operating Framework
3. (<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Civic%20Engagement/CSAC%20Operating%20Framework.pdf>)
4. Public-Private Partnerships in developing countries A systematic literature review, Ministry of Foreign Affairs of the Netherlands Policy and Operations Evaluation Department (IOB) : April 2013, (<https://www.oecd.org/dac/evaluation/IOBstudy378publicprivatepartnershipsindevelopingcountries.pdf>)
5. Sustaining Civil Society Advocacy on Effective Development Cooperation Programme Report, April 2017 – April 2018, UNDP, NY: May 2016 (<http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Civic%20Engagement/CSAC%20Operating%20Framework.pdf>)

**Web pages/Internet Sites Consulted (selected sample):**

<http://www.oecd.org/dac/evaluation/evaluationoftheimplementationoftheParisDeclaration.htm>

<http://effectivecooperation.org/>

<http://www.csopartnership.org/>

<http://www.csostandard.org/the-global-standard/>

<http://effectivecooperation.org/our-work/the-nairobi-outcome-document/>

<https://viacampesina.org/en/> (Via Campesina)

<http://gcmigration.org/> (Global Coalition on Migration)

<https://picum.org/> (Platform for International Cooperation on Undocumented Migrants)

<https://www.iwgia.org/en/about/organisation> International Work Group for Indigenous Affairs

<http://www.migrantsrightsinternational.org/> (Migrants’ Rights International)

<http://www.government.nl/foreign-policy-evaluations>

<http://www.asia-pacific.undp.org/content/rbap/en/home/ourwork/democratic-governance-and-peace-building/ap-def.html>



## Evaluation of IBON International and the CSO Partnership for Development Effectiveness (CPDE) Project

This evaluation aimed to assess a) the degree to which IBON's support to the CSO Partnership for Development Effectiveness (CPDE) programmes have achieved results, and b) if its management has been effective, specifically at facilitating global CSO engagement in policy reform processes, developing capacity for sustainable CSO engagement in national level policy reforms and challenges and benefits of multi-stakeholder engagement. The evaluation found that CPDE had played a decisive role in facilitating global CSO engagement. However, in terms of facilitation of country level CSO engagement in policy reform processes, CPDE had not yet played a significant role, although the constituency of CPDE reported that they had increased their capacities to do advocacy and research. Finally, while multi-stakeholder engagement is described as a model and pre-condition for inclusive development cooperation processes in theory, in practice these tended to depend on the willingness of governments and private sector actors to form such platforms, make them inclusive of CSOs and take note of CSO inputs. Multi-stakeholder platforms may not be the best way for every country and needs to be supplemented by other issue-based and ad-hoc coalitions.

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