Promoting the Universal Application of Effective Development Cooperation (EDC) for the Sustainable Development Goals (SDGs)

CPDE Programme Proposal to SIDA

I. Background

The progress in implementation of global development and development cooperation commitments, particularly those made in the Agenda 2030 and Busan Partnership for Development is slow and, some even say, off track. At present, the net Official Development Assistance (ODA) of the Development Assistance Committee (DAC) member countries dropped in 2018, "especially to neediest countries."[1] The fluctuating net ODA percentage share of DAC member countries has been the trend for the past decade, and donor countries are still 0.39% short of their committed 0.7% share of Gross National Income (GNI) to ODA in 2018.[2]

Development cooperation actors reaffirmed the previous development effectiveness commitments as espoused in different policy documents of the Global Partnership for Effective Development Cooperation (GPEDC), the United Nations (UN), and the European Union (EU), and the effectiveness principles are emphasised in the new development paradigm that aims to "leave no one behind."

The 2019 GPEDC Global Progress Report shows incremental, if slow, progress across the four (4) EDC principles (i.e., country ownership, focus on results, inclusive development partnerships, and transparency and mutual accountability). The civil society organisations' enabling environment (CSO EE) indicator[3] stands out where there is clear regression. Continuing human rights violations and repression of people's civil liberties[4], constricting opportunities for small and medium domestic enterprises[5], and weakening multi-stakeholder partnerships inhibit people's access to domestic development processes[6]. Overall, the 2019 Report demonstrates the long way to go for partner countries, development partners and partnerships from achieving effectiveness.

Private Sector Engagement (PSE) in delivering development results has increasingly gained prominence in key official policy documents of the GPEDC, UN, and EU (i.e., ensuring a conducive investment climate to attract private investment). In current development cooperation practice, blended finance has prioritised big corporations[7], despite their accountability issues – e.g., unjust labor practice[8], excessive carbon emissions[9], and militarism of some communities[10]. Evidence also suggests that privatisation of basic social services posed challenges on people's access.[11] Micro, small and medium enterprises (MSMEs) have been largely left out despite commitments to strengthen its capacities. The GPEDC Report

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[1] OECD. 2019. "*Development aid drops in 2018, especially to neediest countries*". Retrieved on 2 July 2019 from http://www.oecd.org/newsroom/development-aid-drops-in-2018-especially-to-neediest-countries.htm.

[2] See https://data.oecd.org/oda/net-oda.htm.

[3] The findings of the GPEDC 3rd Monitoring Round (3MR) point to a "deteriorating trend in the quality of government consultation with CSOs and legal and regulatory frameworks to facilitate CSO operations" (GPEDC 2019:8).

[4] PCFS and CPDE. 2018. *Corporate Sector in China's Belt and Road: Impact on People's Access to Land and Water*.

[5] *Ibid.*

[6] CPDE. 2018. *Policy Research on the Implementation of a Human Rights-Based Approach in Development Partnerships*.

[7] CPDE & ITUC. 2016. *The development effectiveness of supporting the private sector with ODA funds*.

[8] (CPDE & ITUC 2016:33-35).

[9] IBON International. 2018. *COP 24: The Saga of Implementing the Paris Climate Agreement Continues*.

[10] CPDE & Reality of Aid. 2017. *Rising Militarism: Implications for Development Aid and Cooperation in Asia Pacific*.

[11] See *Corporate Sector in China's Belt and Road: Impact on People's Access to Land and Water* (PCFS & CPDE 2018) and *UNGA Secretary General Note: Extreme Poverty and Human Rights* (Alston 2018).

claims that the success of public-private dialogues rests on the effectiveness of governments to facilitate the genuine, inclusive development consultation, and of civil society and the private sector to organise themselves well for engagement in these processes.[12] All these makes a clear rational for better CSO engagement of the private sector in development cooperation issue.

To contribute to achieving CSO effectiveness commitments, the CSO Partnership for Development Effectiveness (CPDE) conducts activities toward improving CSO capacities to be more effective in engaging development cooperation and partnerships. The realisation of CSOs potential for development, however, is faced with challenges. CSOs and its leaders are faced with political repression through complex legal registration processes, national bank restrictions, tokenistic and/or clientele politics, violent dispersal of protesters, even violent execution and unjust persecution of human rights defenders[13]. Inclusive assessments and national development consultations may have been regular but hardly meaningful.[14] These hamper CSO effectiveness in development and move further away from achieving genuine multi-stakeholder partnerships and EDC. Further, the platform's track record in promoting CSO effectiveness will be for naught if the development context disables the EDC advocacy of CSOs.

The CPDE represents civil society in and co-steers the GPEDC in the context of Busan agreements and other relevant development cooperation commitments. Six years since its establishment, CPDE has implemented programmes[15] that enable it to sustain its advocacy on development effectiveness in development cooperation policy and practice along the lines of SDG 16 and 17.[16]

In 2019, CPDE expects to concurrently implement two programmes that are supported primarily by the European Commission (EC) and the Swedish International Development Cooperation Agency (SIDA). The complementarity of these projects is explained in a chapeau document (See Annex A), which details how the activities contribute to the overall programme framework of the platform. Specific to this programme, this aims to **contribute to the universal application of EDC for SDGs across different contexts and actors**. Furthermore, it aims to deliver on the following results by 2021.

1. Strengthened country level mechanisms for EDC engagement;
2. Reinforced application and recognition of CSO Development Effectiveness (DE) principles; and,
3. Increased awareness of development actors on EDC principles application in crisis situations.

This document will detail the activities and outputs that support the achievement of the abovementioned results, the implementation mechanisms that will be employed, the monitoring and evaluation system, the risk analysis, sustainability plan, and the proposed budget. This project will be implemented for 24 months from January 2020 to December 2021.

II. Project Design

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[12] (GPEDC 2019:37).
[13] See CPDE, *From the Ground Up: Assessing Country Level Actions and Advocacies for Effective Development*, available here: http://bit.ly/CPDE-FromTheGroundUp
[14] (GPEDC 2019:58).
[15] See CPDE Programmes *Civil Society Continuing Campaign on Effective Development, 2014-2016*, *Sustaining Civil Society Advocacy for Effective Development Cooperation, 2017-2018*, and *Grounding Effective Development Cooperation and Partnerships in People's Realities and Realisation of their Rights, 2018-2019*.
[16] See CPDE EC Action *Enhancing Civil Society Role in Development Partnerships Post 2015, 2016-2018*.

Ultimate Outcome: Contribute to strengthening development partnerships as Agenda 2030's means of implementation

Intermediate Outcome: Contribute to the universal application of EDC for SDGs across different contexts and actors

Immediate Outcomes:

1. **Strengthened country-level mechanisms for EDC engagement**

Outcome Statement
At the end of the programme, there will be at least 10 countries which have various initiatives to sustain EDC advocacy at the national level. At least 10 national platforms for EDC and 100 national CSOs will be engaged in this country work. The project will have supported national EDC monitoring efforts, pilot initiatives to forge partnership with MSMEs and other actors, dialogues with national development partners, and campaigns on shrinking civic spaces. The project will have increased national CSO capacities to engage national development partners and governments as well as participate in official processes that are linked to various global level initiatives (e.g., Agenda 2030 Voluntary National Reviews).
Problem Statement
Externally, there is slow progress in implementing the EDC commitments at the country level.[17] Despite the continuing CSO advocacy on the EDC agenda, development partners and partner country governments are facing many challenges in implementing commitments on the ground. The role of CSOs accountability monitors and as independent development actors that are rooted in organisations on the ground contributing positively to the realisation of EDC principles can contribute to addressing these challenges. However, the spaces and institutionalised mechanisms for CSO participation in development cooperation process hamper the achievement of a genuine and inclusive multi-stakeholder partnership.[18] Further, CSOs are denied of an enabling environment for them to organise and conduct their advocacy activities and programmes.[19] While there maybe national development strategies that are framed on the SDGs, quality of some strategies remains poor due to lack of effective and coherent results framework.[20] CSOs with their whole of society approach can help in achieving results towards realisation of human rights which can be the bedrock of a coherent results framework. In line with the evaluation recommendations, CPDE is focusing on a fewer number of countries where it can demonstrate results and create impact.
Success Measures/Proxy Indicators
● Policy gains (with government and development partners) at national level on EDC ● Number of countries where CSOs directly engage in promoting EDC through programme support ● Number of CSOs directly engaged in national advocacy on EDC

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[17] GPEDC. 2019. *Making Development Cooperation More Effective: How Partner Countries are Promoting Effective Partnerships*.
[18] (GPEDC 2019:58).
[19] (GPEDC 2019:8).
[20] (GPEDC 2019:18-20).

Risks and Mitigating Measures
1. A major political risk is the lack of political buy-in of development cooperation stakeholders to implement the commitments made in previous high-level forums on aid effectiveness (i.e., Rome, Paris, Accra, Busan, Mexico, and Nairobi). This can impact project implementation when parties to the GPEDC fail to champion EDC, especially in the implementation of the 2030 Agenda, isolating CSOs to take on this agenda solely. To mitigate this risk, continuous assertion of the relevance of EDC principles towards achievement of the SDGs will be made by CPDE at all levels and in all relevant policy arenas. CPDE is also in coordination with the with leaders of the GPEDC and will continue to work collaboratively with other stakeholder groups to reframe messages of the Global Partnership in order to get more political buy-in. This goes with the continuous advocacy for the implementation of the Busan and Nairobi commitments and continuous assertion of CSO legitimacy and advancement of CSO positions for policy reforms. 2. Related to the above risk is competing advocacy priorities of members with that of CPDE's. In most cases, EDC advocacy is a secondary advocacy priority of member organisations. Discussions within the governing bodies relate this low priority to the weak linkage between EDC and the immediate and felt issues that constituencies experience. The 2019 CPDE programme will support consultations among constituencies to discuss EDC within their specific contexts. Management-wise, agreements in the form of Memorandum of Understanding (MoU) will be carefully negotiated, levelling off on responsibilities and project deliverables of the member organisations. Global meetings will include reflections sessions that aim to assess on the resonance of the EDC agenda to the constituencies and strive to strengthen those linkages. Global meetings will also include project progress reporting as an agenda item to check on the status of activities and troubleshoot issues faced.

2. **Reinforced application and recognition of CSO Development Effectiveness principles**

Outcome Statement
At the end of the programme, all CPDE constituencies will have reflected on their practice and how they implement the Istanbul Principles on CSO DE. There will be a more updated documentation on the progress of implementing CSO effectiveness at all levels (i.e., global, regional, sectoral, and national). There will also be multi-stakeholder unities at the country level in terms of how (1) CSOs can be more effective in cooperating with other actors in development cooperation and partnerships and (2) how other actors can work with CSOs in order to create an enabling environment for them to operate.

Problem Statement
Development partners and partner governments often reiterate the need for CSOs to work on their own accountability and effectiveness without which CSO advocacy for effectiveness and accountability of other actors are deemed hollow. While CSOs generally reflect on their own effectiveness in development on a regular basis, challenges remain in terms of how the global CSO effectiveness principles can be contextualised to the country level and sectoral realities, including the national level development policies and programmes which CSOs hurdle in

their daily operations. The current political environment increasingly denies CSOs of enabling environment to operate resulting to, at least in part, the decrease in the capacity of CPDE members to implement their own effectiveness.[21]

Success Measures/Proxy Indicators
- Re-commitment of CSOs (across all regions and sectors and in target countries) to work on their own effectiveness   - Number of CSOs reporting improvement of their own effectiveness in the programme period   - Improved perception of and support/solidarity for CSOs and their advocacy positions from other actors

Risks and Mitigating Measures
1. Some CSOs feel, backed by negative experiences in the past, that work on their own transparency, accountability and effectiveness can be used negatively and/or highlight CSOs' weaknesses leading to loss of credibility, support or even persecution. If this concern dominates, CPDE will be very challenged to implement programme activities. There is enough experiences and lessons within CPDE to ensure that work on CSO effectiveness and accountability is received positively by other actors thus working to their advantage. The platform will endeavor to share these experiences 2. There is multitude of frameworks and tools to address CSO effectiveness and accountability and such duplication lead to fragmentation/competition and waste of resources. In line with evaluation recommendations, CPDE will seek to work and collaborate with actors promoting frameworks on CSO effectiveness and accountability, especially at country level. 3. The competing advocacy priorities of member organisations could hamper the reflection of members' own effectiveness. CPDE constituencies and its member organisations face different challenges in their geographical and sectoral contexts, and the EDC advocacy, including CSO DE, could be a secondary priority for these organisations. CPDE will sustain and support the practice of reflecting on members' CSO effectiveness during its governance meetings. This way, members are also reminded of their commitments to regularly check on their adherence to the CSO effectiveness principles. Such reflection will also be integrated to the periodic programme reporting of constituencies.

3. **Increased awareness of development actors on EDC principles application in crisis situation**

Outcome Statement
At the end of the programme, the CPDE constituencies and other development actors will have more awareness on the nexus issues – i.e., its importance and how the EDC advocacy is aligned to the issues of climate finance and humanitarian assistance. Evidence-based

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[21] In 2016, CPDE members' capacity to advocate and implement the Istanbul Principles is at 72%. This is higher compared to the 2018 Organisational Capacity Assessment result (65.1%).

researches will have been produced to inform and shape the policy positions on these issues. Engagement strategies will also have been developed to guide the members on the key actors and policy arenas where these issues are discussed.

Problem Statement

The climate crisis worsens, and governments disengage from entering into legally binding climate protocols that would lessen carbon emissions, reducing environmental and atmospheric degradation. The increasing naval occupation of the United States, China, and Russia in some parts of the globe poses a global war threat – let alone the continued manufacture of nuclear-powered armaments of North Korea. These and some of the on-going small wars in Africa and the Arab regions also contribute to the worsening climate crisis and ineffectiveness of development cooperation. Humanitarian aid for reconstruction and rehabilitation is unchecked and runs corruption risks, and these prevent CSOs from conducting their advocacy.

Success Measures/Proxy Indicators

- Increased awareness and buy-in of CSOs and other development actors on CSO positions on nexus issues (e.g., climate, conflict)
- Number of CPDE constituencies involved in global initiatives on nexus issues in the programme period

Risks and Mitigating Measures

1. CPDE has limited experience in applying EDC principles in humanitarian/conflict situations and climate financing, whilst there are CSOs who have long been working on these issues. As a 'new entrant' to the arena, CPDE's input may not have the weight it will need to influence policy.

To start the work in solid footing, CPDE is conducting study conferences on the two issues this year, prior to this program. Policy researches and case studies will also be conducted early in the programme to provide evidence to policy positions in these new themes. As per standard operating procedure and in line with evaluation recommendations, CPDE will be working with other platforms already engaged in the issue and bring in value added as basis for engagement. There are CPDE members who are active in these other platforms that can facilitate these collaborations.

2. The varied socio-political conditions in different parts of the world pose risks to project implementation, including CSO capacity to advance their EDC advocacy. These conditions may refer to ethnic, gender or other forms of discrimination, upheavals brought about by economic problems, security issues and militarization of communities, natural and human-made disasters that may affect CSO activities at regional, sub-regional and national activities as projected in CPDE's plans. Such factors could hamper the full realisation of CSO effectiveness in development.

Drawing from prior platform experience, risks analysis will be conducted at country level with the help of regional coordinators and country focal points to ascertain viability of dialogue given national conditions.

III. Activities and Outputs

This portion of the proposal provides a general description of the outputs that will contribute to the achievement of the outcomes. Description of the activities will be provided in explaining how the outputs will be produced in the process.

Immediate Outcome 1: Strengthened country level mechanisms for EDC engagement

Output 1.1: CSO generated evidence on EDC country level implementation

Participation in the GPEDC Monitoring Reform. Although the GPEDC 4MR has been postponed and will not be conducted in the programme period, CPDE will sustain its engagement in reform of the GPEDC monitoring framework. The platform has engaged meaningfully the past three (3) rounds of the monitoring work – i.e., ensuring that its CSO members have capacity to participate and engage in the important process of assessing the actual progress in implementing the effectiveness of development cooperation at the country level and ensure that CPDE inputs are submitted to the official process. CPDE will devise a mechanism for its members to engage review of the existing monitoring framework and piloting of the new through existing advocacy initiatives in this proposal (e.g., participation in advocacy arenas, national CSO observatorio, campaigns on shrinking space, etc.)

This will be done in light of the need to have a whole-of-society approach in assessing the progress in implementing the EDC commitments at the national level.

Output 1.2: CSO recommendations and submissions on development partners' national programmes

National Dialogues with Country Development Partners. Following through the initiative of the previous CPDE projects where the main goal has been to ground the EDC advocacy at the country level, a more targeted approach will be employed. CPDE will provide support to 10 countries to discuss policy issues, influence development partners' country programmes and explore possible CSO participation in these programmes which can possibly result in grants for their EDC projects.

Prior to the engagement, CSOs are expected to consolidate and come up with a consensus on the EDC advocacy positions that they will advance in the process. The purpose of these policy positions is to provide accounts on the impact of good development cooperation practice at the country level so that development partners can integrate them to their national programmes. This reinforces CPDE's evidence-based policy and advocacy engagement.

Output 1.3: Country CSO platforms for EDC

Roll out of national CSO observatorio, CSO collaboration with MSMEs, and national campaigns on shrinking civic spaces. The pilot countries of the EC Action[22] will serve as a model for rolling out the monitoring work on the implementation of EDC commitments at the country level, collaboration efforts on forging possible partnerships of CSOs and MSMEs and other actors, and the national campaigns for reversing the trend of shrinking civic spaces.

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[22] See CPDE Programmes Chapeau for the description of these activities.

Prior to rolling out more of these national initiatives, the EC Action will also support the training of these national focal points. This can provide an effective space for knowledge sharing – e.g., implementation strategies, challenges faced at national level implementation, and contingency measures. The roll out initiative will involve 10 countries which can increase traction of the EDC advocacy at the national level.

This will also produce CSO policy positions and documentation of good practice which CSOs can maximise to support their policy and advocacy engagements with evidence – i.e., including the goal to influence national development cooperation policies and programmes.

Regional Training on Network and Project Management. The concrete translation of CSO effectiveness is CSO capacity to (1) deliver project results and impact, and (2) consolidate its CSO network adhering to the CSO effectiveness principles. Participating CSOs will be introduced to network and project management based on the CPDE experience and framed on the Istanbul Principles. This will emphasise on implementation and coordination strategies which could help CSOs in managing their programmes and relating with partners and members. This will be a precedent activity to the CSO Effectiveness Review – i.e., engaging in a self-assessment after the inputs of the training.

A CPDE Guides for Network Management and Project Management will be developed in line with this training – i.e., integrating the experiences of regional and national CSOs. This shall add up to the rich literature in network and project management in the context of an open CSO platform like the CPDE.

Annual National Assembly on EDC. This activity will be conducted online in lieu of face-to-face meetings. It will convene constituencies at the country level to regularly check on the progress in their advocacy work on EDC. This will also allow for strategic and advocacy planning to take place before constituencies implement their activities relating to the EDC advocacy. This will also provide a space for constituencies to build consensus around the approach and implementation modalities of the other activities to be implemented in the programme period.

Immediate Outcome 2: Reinforced application and recognition of CSO DE principles

Output 2.1: Evidence base for CSO DE practice

CSO Effectiveness Review. CPDE will improve its CSO effectiveness checklist to ensure that the modules are able to capture the criteria for assessing CSO implementation of the Istanbul Principles. This will be an online self-assessment module which will be accessible to a wide variety of CSOs – CPDE members and non-members alike. This online review will be published in an interactive webpage that would clearly present the results of the self-assessment. This will also feature case studies of CSO members who have successfully implemented the Istanbul Principles in their contexts. This knowledge-sharing feature will allow for CSO learning to take place – creating opportunities for other CSOs to replicate the efforts and increase their own effectiveness in the process.

This online review will enjoin primarily the immediate constituencies of CPDE and the programme country CSOs. These units should serve as models of effective CSOs for other CSOs, especially non-members.

Global Synthesis Report on the State of CSO Development Effectiveness. The findings of the CSO Effectiveness Review and the results of the country level multi-stakeholder dialogues on CSO effectiveness will be synthesised in a global report. This will present a more updated information on the

progress of CSO implementation on development effectiveness. This also builds on the findings of the endline synthesis report on CSO DE and Accountability produced in the EC Action (2016-2019).

Output 2.2: Global and Country level CSO and multi-stakeholder unities on CSO effectiveness and enabling environment

Global Conference (Istanbul@10) and national campaigns on CSO Development Effectiveness and Enabling Environment. The work on CSO DE and EE will culminate in an online global conference on the 10th year anniversary of the Istanbul Principles. This global conference will be also be an opportunity to highlight and fortify the collaboration with different platforms promoting different frameworks and tools on CSO effectiveness and accountability. The highlight of this conference will be the lessons learned from 10 years of implementing Istanbul Principles that will be the basis for developing a Global Action Plan on CSO Effectiveness and Enabling Environment.

Note that in line with the past learning of the platform, CSO EE and DE is effectively pursued as integral issues. Following the success of previous global campaigns on CSO DE and EE in Bangkok, Thailand (2017)[23] and Belgrade, Serbia (2019)[24] respectively, the Action Plan will guide future work on CSO DE and EE at global level and ground these advocacies at the national level – i.e., ensuring that programme countries are also organising their constituencies to advance CSO DE and EE. It is the aim of this activity to arrive at CSO consensus and multi-stakeholder unities on how CSO effectiveness can be fostered and promoted by CSOs and by other development cooperation actors, from global to the national level.

Regional and sectoral CSO DE coordination work. Regions and sectors will organise coordination meetings online to discuss its advocacy strategy on core business of EDC, CSO DE and EE, and the nexus issues. These coordination meetings will aim to consolidate the constituencies and generate multi-stakeholder unities on advocating for the EDC principles, including the nexus issues and ground these to their specific context.

Immediate Outcome 3: Increased awareness of development actors on EDC principles application in crisis situation

Output 3.1: CSO consensus on policy positions and submissions related to EDC nexus issues

Policy Research on the Effectiveness of Climate Finance. CPDE will develop a global policy research examining the effectiveness of climate finance at the global and regional level. This will feature regional and sectoral case studies on the good practice of climate-related programmes financed through ODA. This shall inform the CPDE positions on the issue and the appropriate messages to be advanced in the platform's advocacy engagements on the worsening climate crisis.

Policy Research on the Effectiveness of Humanitarian Aid. CPDE will develop a global policy research examining the effectiveness of humanitarian aid at the regional and national levels. This will feature regional and sectoral case studies on the effectiveness of humanitarian assistance programmes at the country level. This shall inform the CPDE positions on the issue and the appropriate messages to be advanced in the platform's engagements in policy arenas tackling the issue of humanitarian assistance.

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[23] This resulted to the Bangkok Unity Statement, which documents CSO commitment to continue implementing their own effectiveness in development.
[24] This resulted to the Belgrade Call to Action, which documents CSO call to reverse the trend of shrinking civic spaces and intensifying human rights violations and CSO repression at the country level.

Participation in relevant policy arenas. The policy researches shall be maximised to inform CPDE's engagement in relevant policy arenas where the issues of climate finance and humanitarian assistance are taken up. Prior campaign planning sessions are expected to take place for consensus on strategies to be achieved.

Table 1. Summary of Activities and Outputs

Outcome Statement	Activities	Outputs
1. Sustained, and broad-based CSO initiatives geared at domestication of EDC agenda	1.1 CSO Engagement on GPEDC monitoring framework reform	

	1.2 Participation in the GPEDC and other relevant global policy arenas
	  a. Task Team (TT) on CSO Development Effectiveness and Enabling Environment
	  b. Participation in major global advocacy and policy arenas
	  c. Support for Non-Executive Co-chair (NECC)
		1.2.1 Evidence-based policy positions and recommendations

	1.3 Dialogue with country-based development partners a. National multi-stakeholder dialogues (10)	1.3.1 CPDE Guide for Dialogue with Development Partners and Donors
	1.4 Roll out of national observatorios for EDC, Collaboration between CSOs & MSMEs, and national campaigns on Shrinking Civic Spaces	1.4.1 See EC Action Activities & Outputs
	1.5 Establishment of country CSO platforms for EDC a. Regional trainings on network and project management	1.5.1 CPDE Guides for Network Management and Programme Management

2. Sustained work on CSO Development Effectiveness	2.1 Global and Country level CSO and multi-stakeholder unities on CSO DE and EE
	  a. Istanbul Principles @ 10
	  b. Global Conference on Shrinking Civic Space
	  c. Country level multi-stakeholder dialogues on CSO DE	

	2.2 CSO DE Review	2.2.1 CPDE Toolkit/Guide for CSO Effectiveness Review

		2.2.2 End of project synthesis report
	2.3 Regional and sectoral work on CSO DE	2.3.1 Constituency work plans on CSO DE
3. Sustained CPDE initiatives on EDC in nexus issues (i.e., climate finance and effectiveness of humanitarian assistance)	3.1 Participation in relevant advocacy arenas	3.1.1 Global Policy Researches on nexus issues 3.1.2 Evidence-based policy positions

IV. Methodology

i. Implementation Strategies

In order to achieve the objectives set out in the previous section of this proposal, the following strategies will guide the implementation of the activities, monitoring the progress in outcomes, and mitigating impact of potential risks.

1. Policy Development. Developing policy researches is the main mechanism for CPDE to develop evidence-based policy recommendations and positions. Without these researches and room documents, CPDE will hardly achieve its credibility at various global development cooperation policy arenas (e.g., GPEDC, OECD). The working arrangements with various platform structures enable a process of validation and fact-checking to confirm the veracity of information that the researches and official policy documents present. It is also an effective way of ensuring the alignment of messages to the CPDE Strategic Plan and Theory of Change, thus avoiding misinformation in policy and decision making at various levels.

2. Advocacy Planning. The planning meetings of the platform aim to carefully develop its strategies and approaches in its various engagements. It also aims to provide the space for discussion on the positions that CPDE representatives will be forwarding in its participation to various global and national development cooperation policy arenas. Members also discuss the alignment of these strategies and approaches to the achievement of the project objectives. Risk analysis is also implemented as part of the planning process.

3. Networking and Partnership Building. Building relationship and alliances with key development cooperation actors are vital to the platform. It strengthens its advocacy by getting political buy-in from these stakeholders to champion the EDC agenda in various policy arenas and achieving the objectives of the project. This is an important aspect of platform work because of its potential to create a long-term impact in the practice of development cooperation at various levels.

4. Country Programming. Programming at the country level is a main feature of this project to increase the capacities of national CSOs in engaging their governments and other development partners. The main goal is to make impact on national development cooperation policy-making and practice, and behaviour change of key development actors. This strategy contributes to the achievement of the overall objective – ensuring that global level policy discussions develop direct linkage to the national development cooperation context.

5. Interactive and Multimedia Communication. Collaborative work through electronic communication will help maintain momentum between meetings, enabling collaboration, and informing the members of updates on platform activities. Using its functional intranet facility and other multimedia communication channels (e.g., social media accounts and website), this will further enhance the effectiveness and efficiency of coordination work, joint planning, and task allocation. This will allow real time updates to members and enrichment of online discussions and consensus building processes. Based on an assessment of the communications tools and mechanisms that CPDE has, communications work is key to improve the collaborative work in the network. Not only to make the work of CPDE more visible, but also to use it as an effective policy advocacy instrument. It will also contribute in ensuring CPDE is more accountable and transparent, aligning CPDE work with the Istanbul Principles and the CSO commitments on DE.

6. Concurrent Programme Implementation. This implementation strategy allows for CPDE to advance its overall Theory of Change and Strategic Plan. The complementarity of the programmes enables the platform to cover all advocacy fronts with the available resources for policy development, advocacy planning, networking and partnership building through advocacy engagement, and interactive and multimedia communication.

ii. Working Arrangements

With the established platform structures already in place, the working arrangements for implementing this programme is easier to identify. With renewed commitment to achieve the new strategic plan, the primary working structures are the main implementers of this programme. The responsibilities of these structures are described below.

1. Global Council (GC). The GC is the highest governing body of the CPDE. It will be the main decision-making body in terms of discussing and moving platform policy development and advocacy engagement. It sets the general strategic direction, which guides the messages, positions, and thematic issues that the platform engages in its advocacy work.

2. Coordination Committee (CC). The CC conducts the day-to-day work of the GC. It is composed of representatives from each of the regions and sectoral groups and headed by the Co-chairs. The CC sets the annual policy and programme directions of the platform, which guides the formulation of the success indicators for CPDE's advocacy and programme work for the year.

3. Global Secretariat (GS). The GS sets the operational directions and is mandated to coordinate and ensure execution/implementation of decisions of the platform's governance bodies and all working structures. It is responsible for managing the programmes of the CPDE and in performing all expected administrative functions. It issues annual planning guidelines and is responsible for consolidating constituency and national level plans, sub-contracting to implementing partners, coordinating and monitoring planned programme cycles, developing funding proposals and reports, liaising with donors, preparing reports, and ensuring transparent financial management.

4. Constituency Forum. This Forum ensures the constituency level programme coordination. It is composed of representatives of all implementing organisations – coordinating and facilitating the programme plans of regions and sectors.

a. **Regional Coordinating Units.** Regional coordinating units (in particular, Regional Secretariats) facilitate the work at the regional level. In this Action, they will be producing content for the Private Sector (PS) Watch and continue implementation of the Regional Observatorio. They will be tasked to strategise CPDE's country work in coordination with the GS including identification of appropriate national implementation structures, conduct the capacity development activities for them and monitoring their work to ensure proper implementation. They will also provide technical support to country focal points in the planning and reporting phase, receive and recommend national level plans for implementation, consolidate and integrate them to the regional plans, coordinate with concerned thematic working groups to ensure alignment with the CPDE strategic directions, and prepare publishable programme reports.

b. **Sectoral Coordinating Units.** Sectoral coordinating units (in particular, Sectoral focal persons/Secretariats) facilitate the work at the sectoral level. They seek to engage regional and national formations, development CSOs, and other networks/groups relevant to the sector in relevant advocacy activities of CPDE. They also coordinate with concerned thematic working groups to ensure alignment with the CPDE strategic directions and prepare publishable programme reports. In this Action, they will be producing content for the PS Watch to highlight impacts of PSE in development cooperation to sectoral groups.

c. **Country Structures.** Country focal points facilitate the work at the country level, including the identification or, if appropriate, developing country structures. They seek to work with national CSOs and other networks/groups within the country that work on and/or has interest in the EDC agenda. As a matter of principle, CPDE works with existing country platforms and only develop one when absolutely necessary to implement the programme and advocacy of the platform. The EDC agenda and country level implementation of the GPEDC and UN SDGs among other themes shall guide the advocacy work of national CPDE structures. In this Action, country focal points will be involved in various capacity development and advocacy activities at global and regional levels. The country structures, in turn, are expected to implement national observatorios, outreach to social enterprises and conduct campaign on shrinking space.

Selection of national CSO focal points will be based on the following criteria:

- Existence of broad CSO platforms where different sectors/constituencies are represented and willingness to engage with CPDE
- Possibilities for dialogue with development partners, government, private sector, and other key development actors
- Participation in the GPEDC monitoring work
- Relevance of the issue on shrinking and closing civic space

This set of criteria was developed with results and sustainability as primary considerations.

Based on the guidelines developed by the Global Secretariat, the CPDE regional units will call for proposals within the region and nominate countries assessed on the above criteria to the GS. The GS will facilitate the selection process in the appropriate CPDE structures. The CPDE Programme and Finance Committee (ProFinCom) will review and approve these

nominations for contracting and activity implementation. Upon approval of the ProFinCom, the GS will directly coordinate with the country focal points to facilitate contracting and reporting. The country focal point will coordinate with the regional coordinating unit to align their plans with CPDE annual planning guidelines, and the regional policy and programming directions. The GS will also monitor these activities directly through field visits and indirectly through updates from regional units. Country focal points will act as third-party contractors to implement the Action in the selected programme countries. This will also follow existing platform protocol on implementing country work (See Annex B).

5. Advocacy and Policy Committee (APC). The APC coordinates the policy work of the platform. It is composed of co-chairs of the different thematic working groups and institutional representatives. They ensure review and recommend the framing and language of policy positions that will be advanced in specific advocacy engagements of the platform. They also plan according to the advocacy engagement, set objectives, and plan activities and strategies aligned to CPDE's approach and planning guidelines.

   a. Working Groups (WGs). These units are responsible for ensuring the policy and constituency programme implementation. The thematic WGs coordinate with constituency coordinators to ensure alignment of constituency programme plans to the strategic direction of the specific thematic issue. Further to this coordination with units, the WGs are also expected to set their own annual plans along the planning guidelines and the strategic plan – setting relevant activities that contribute to the achievement of the strategic objectives. These WGs include:

      ● Thematic: (a) CSO EE, (b) Private Sector in Development, (c) South South Cooperation, and (d) Conflict and Fragility.

Below is the CPDE organisational structure reflecting the relationship between units described above.

Figure 1. CPDE Organisational Structure

iii. Programme Planning, Monitoring and Evaluation

The CPDE's Global Secretariat (GS), guided by the Coordination Committee (CC), will incorporate the planning, monitoring, and evaluation (PM&E) of the Action to the existing PM&E system of the platform. The Action's design is informed by inputs from the different units representing all the constituencies of the platform.

While the logical framework outlines the over-all plan and intended results of the Action, each of the implementing units of the platform will undertake detailed work planning based on the annual planning guidelines issued by the GS and which involves identifying unit specific objectives and indicators relevant to the Action. These specific work plans will be vetted and reviewed systematically by the GS, approved by the ProFinCom and the CC, and tested against the logical framework, ensuring that activities clearly contribute to set outcomes. Consequently, the budgets for specific working groups, sectors, and regions may be adjusted in accordance with the approved plans – i.e., usually considering constituency priorities and advocacy work.

After the approval of plans, contracts (MoUs) are to be executed between the Financial Management CSO and the implementing units. Primary provisions in these contracts should reflect the transfer of resources to the implementing units and transfer of primary accountability for activities and managing finances. For the multi-year program, contracts will be drafted and renewed on a yearly basis. As a rule, total budget of the implementing unit will be given in two tranches. Fund transfers are scheduled at the start and middle of the year (1st and 3rd quarters). Actual amount for disbursement however will still be subject to the review of the work plan and the time frame necessary to complete planned activities. In the last reporting period, 10% of the annual allocation will be withheld and released upon submission and approval of final reports.

Separate grant agreements will be prepared for individuals or group of individuals who will make specific funding requests for work areas where no particular implementing unit has taken sole responsibility and for which global funds have been set aside, e.g., participation to multi stakeholder activities.

Separate sub-contracts will also be drafted for organizations which will serve as partners of the Global Secretariat in implementing activities or events covered by global program management funds.

Bi-annual reporting (midterm and annual) will be implemented to effectively monitor the progress of programme implementation. This also allows for regular updating on information that contributes to the progress of achieving the project objectives. Aside from these bi-annual reports, annual national reports will also be developed as evidence base for CPDE's advocacy engagement and monitoring of progress on project objectives. Longitudinal researches will also be conducted as a way of monitoring the progress of achieving the project objectives, especially in terms of increasing CSO capacities for EDC advocacy.

Programme implementation will follow the provisions of the existing platform policies on compliance and administrative procedures. The CPDE Compliance Measures Policy describes a three-step penalty process that aims to ensure that implementing units meet their contractual obligations in relation to the programme. The CPDE Service Level Agreement, on the other hand, describes the administrative procedures to be taken by the GS in running the programme planning, contracting, implementation and monitoring, and reporting. These two policies complement each other in terms of ensuring the effectiveness and efficiency of units' programme planning, implementation, and reporting.

Two modalities of internal evaluation will be implemented. The first modality is the annual assessment and planning exercises that will be conducted in the annual All Secretariat Meeting (ASM) and reported to the bi-annual meetings of the CC. The annual assessment and planning are likewise opportune times to refine plans and requisite budgets and mitigate expected impact of internal and external risks to implementation of the Action. Such exercise will also aim to update global and constituency specific indicators which will be vital in measuring the progress of the programme outputs and outcomes at the global and constituency levels. Results of Annual Assessments will be presented in the Global Council.

The second modality is through the Independent Accountability Committee (IAC) whose objective is to further fortify the platform's transparency and accountability mechanisms. The IAC will also support the platform in assessing its performance against the CPDE Accountability Policy.

In terms of an independent, external evaluation of programme impact and management, CPDE will discuss, in coordination with SIDA, the conditions, terms and scope of programme evaluation, and other requisites in order for this to be executed and to inform future programme planning of the platform. Initially, the external evaluation will include a measurement of performance in terms of (a) programme

impact and (b) programme management. CPDE members are currently discussing the possibility of holding annual project audits of partners.

In the recently concluded external evaluation exercises on CPDE programme impact and management, improvement will have to be made on the inefficiencies that were identified. Among these inefficiencies are the lack of supporting documentation on constituency financial reports, unaligned contract retention period of the Platform's programmes, and the lack of proper documentation for reviewing partners' reports. These complete findings, recommendations, and corresponding actions being taken by the Platform are detailed in a work plan[25]. The specific issues and actions to be taken on by the CPDE membership will be discussed in the succeeding portion on Risk Assessment and Contingency Planning.

iv. Risk Analysis and Contingency Plan

Potential Risks	Proposed Treatment
1. Lack of political buy-in to implement EDC commitments can result to the loss of relevance of ODA and development cooperation in financing modalities.	Continuous assertion and promotion of the universality of EDC principles in pursuing the SDGs at all levels Work with GPEDC to reframe messaging on EDC to broaden political buy-in
2. Varying priorities between the global and constituency level could impede progress in achieving project outcomes.	Conduct of constituency consultations to translate EDC agenda at the constituency level Levelling off expectations on project deliverables
3. Negative experiences in the past that work on their own transparency, accountability and effectiveness can be used negatively and/or highlight CSOs weaknesses.	Promotion of experiences and lessons within CPDE to ensure that work on CSO effectiveness and accountability is received positively by other actors thus working to their advantage
4. Multitude of frameworks and tools to address CSO effectiveness and accountability and such duplication lead to fragmentation/competition and waste of resources.	Work and collaborate with actors/platforms promoting frameworks on CSO effectiveness and accountability, especially at country level
5. Limited experience in applying EDC principles in humanitarian/conflict situations and climate financing	Conduct study conferences, policy researches and case studies on the two issues to provide evidence base to policy positions in these new themes Utilise members who are part of existing CSO platforms to facilitate collaboration
6. Project deliverables and activities may not be implemented because of the socio-political conditions in countries.	Drawing from prior experience in ensuring dialogue even in difficult national conditions

v. Sustainability Plan

a. *Financial sustainability:* The CPDE Global Secretariat has continuing donor relationship building and fundraising work and the platform's ProFinCom plans resource generation and

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[25] See CPDE Work plan on the KPMG Evaluation.

exercises oversight. The platform expects to continue to attract support to its work as well as generate both financial and in-kind support from among its membership.

b. *Institutional sustainability:* CPDE has an established constituency structures spanning global, regions, sectors in countries that are already existing platforms or networks and organisations taking on CPDE work. Thematic working groups and reference groups are ad hoc groups that also in place to address advocacy, policy and capacity development concerns. These components of the platform's structure continue to evolve and develop according to the needs, demands, and contexts of constituencies.

c. *Policy level sustainability:* Thematic working groups and reference groups addressing policy advocacy including lobbying continue to monitor opportunities for the promotion of CPDE's advocacies and push for change in both development policy and practice. Policy outcomes are reviewed regularly to ensure maintenance and progress. Changes in practice is likewise monitored.

d. *Environmental sustainability:* CPDE endeavours to make its operations environmentally sustainable through ensuring effective use of resources, making the best use of time and resources through back-to-back meetings, and maximising electronic means of communication.