



ENHANCING PLATFORM STRATEGIES

2023 Update
on CPDE Response to
FCG Evaluation

Executive Summary

The CSO Partnership for Development Effectiveness (CPDE), as a learning organisation, maximises evaluations by reflecting on findings and enhancing its strategies to better fulfil its mandate to advance the effectiveness agenda.

Following the 2022 FCG evaluation, CPDE made remarkable progress in addressing its recommendations. The platform improved and set directions/ steps to further strengthen its work on four areas: (i) country work; (ii) membership and alliance building; (iii) communications and digitalisation; and (iv) performance management. To summarise:

Recommendations	Status of Action
Develop safeguards to ensure that its support adds value in relation to other sub-granting actors at country level	Conducted the All-Country Meeting (ACM) in March 2023 and defined CPDE's value added as a sub-grantor and agreed on action points to further strengthen the same.
Ensure that its country-level support contributes to its global level initiatives	Mobilised national CSOs around the effective development cooperation (EDC) global advocacy and documented local realities to inform policy positions in the global policy discourse.
Strive to broaden its membership - i.e., not necessarily to new sectors	2/3 of constituencies made expansion effort, and 9/10 of these expansion efforts yielded an increase in membership. Constituencies also prioritised consolidating current membership to maximise engagement around policy and other areas of work.
Strengthen its cooperation with other DE-focused organisations and networks	Strengthened and forged new partnerships and alliances to advance the effectiveness agenda advocacy, notably around the core business (EDC) and themes such as climate finance, the nexus of humanitarian, development, and peace, and enabling environment.
Continue developing its external communications with a view to reach broader audience globally	Improved reach across all website and social media indicators.
Continue developing its capacity for online events and activities	Improved capacity in conducting online activities through visual branding and technical preparations, ensuring flow and coherence of agenda, and use of applications to improve online engagement. Conducted workshops for and extended technical support to constituencies on improving online activities.
Continue developing its M&E system focusing on how it influences capacities, behaviours, and practices of members and partners over time	Implemented new M&E system and gathered inputs from members on further enhancement
Make use of Sida's external helpdesk on Results-Based Monitoring (RBM) and Adaptive Management	Utilised members' inputs to develop the Terms of Reference (TOR) for CPDE RBM enhancement that can be a starting point for a possible technical support from Sida helpdesk.

Challenges are still present in several areas of work as noted in this report. These challenges, both internal and external to the platform, include:

- strengthening the specific EDC angle of country work on sustainable development and human rights and democracy;
- animating the members to contribute more meaningfully and consistently in platform policy discussions;
- sustaining and maximising relationships with other development effectiveness (DE) networks, particularly on emerging development cooperation issues;
- monitoring effectively CPDE's advocacy reach to target audience; and,
- balancing the need to ensure that outcome reporting maintains the integrity of the platform's mandate and needs, and aligned with the programme priorities and requirements of donors.

Moving forward, CPDE will address these challenges through the strategies and plans described in this report. As a learning organisation, CPDE remains committed to improve its work on all fronts, and a continuous monitoring of implementing these strategies shall be conducted to deliver actual results.

Background

In 2022, Sida commissioned an external programme results evaluation of the CPDE for its partnership project titled *"Promoting the Universal Application of Effective Development Cooperation (EDC) for the Sustainable Development Goals (SDGs)"*. This exercise aimed to assess the following:

- The progress in demonstrating the intended programme results on strengthening EDC mechanisms at the country level, promoting civil society effectiveness, and advancing the effectiveness approaches in crisis situations; and,
- The contribution of addressing the recommendations of the 2019 programme results evaluation to organisational development.

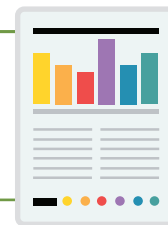
This evaluation found that CPDE is a well-functioning and learning organisation demonstrating strong relevance and commitment to promote the effectiveness of development cooperation and civil society organisations (CSOs). The evaluation also emphasised that CPDE has an established administrative and financial system and ways of working to manage a global programme, but some aspects of this management system and ways of working would require enhancements to ensure efficiency and effectiveness of programme implementation.

The evaluation presented nine recommendations, and CPDE conducted an internal follow-up exercise to review efforts and progress in addressing the recommendations. This report compiles the strategies that CPDE will implement in its future programming. Surveys, consultations, and focus group discussions, and document reviews were done to document the strategies for each area of work:

Figure 1 CPDE areas for improvement and documentation of progress



This 2022 evaluation builds on the previous evaluation and recommends improvements and/or clarification of platform strategies in four areas of work. This report aims to provide an update on progress and to spell out future platform strategies and requirements to address these recommendations.



Part 1 - Country Work

Notes on CPDE Value-Added in Country Sub-Granting

Introduction

In 2022, Sida contracted FCG Sweden to conduct an external evaluation to *'provide Sida with input to its reflections on potential future support to CPDE'*. It is aimed *'to give Sida an overview of CPDE's relevance and of its capacity to reach outcome and impact level results.'*¹

While the evaluation acknowledged that CPDE has *'contributed importantly to keeping the development effectiveness agenda alive and to increase the effectiveness of the bodies mandated to promote and implement the agenda'*², it concluded that *'there are, so far, few indications that CPDE's country level grants have helped consolidating CPDE's and its members' networks or created new avenues for civil society actors to raise their voices on development issues at national level. In some cases, it also difficult to see how the supported interventions differ from general human rights or democracy strengthening support that Sida and other donors support through other channels.'*³

Based on these, the evaluation recommended the following:

1. CPDE should develop safeguards to ensure that its support adds value in relation to other sub-granting actors at country level.
2. CPDE should ensure that its country level support contributes to its global level initiatives.

In response, CPDE committed to conduct an assessment with country focal points and strategise value adding approaches and strengthening linkages with global advocacy. This was to be done in a meeting of country focal

points to review and assess the implementation of the CPDE Country Initiatives Framework where relevant actors within CPDE can: (a) discuss and plan how the framework can be better linked to relevant global advocacy initiatives; (b) identify more focused EDC country-level results; and, (c) clarify CPDE's value-added as a sub-granting actor at the country level.

Sida, on the other hand, has prohibited 3rd party forwarding of the funds for the 2023 extension period and required CPDE to provide an update on progress on action plan responding to the evaluation recommendations by May 2023.

This document provides a full update on the specific concerns raised by the evaluation regarding CPDE's country work.

Background on CPDE Country Work

Since its establishment in 2012, the CSO Partnership for Development Effectiveness (CPDE) is mandated to ensure the implementation of its work at the country-level. This mandate can be found in the CPDE Founding Document, *Building a CSO Partnership for Development Effectiveness*, which commits CPDE to consistently organise its work in a manner that is country-focused.

At the onset, the paper is clear that CPDE country advocacy and campaigning should focus on 3 areas: (a) aid and development effectiveness; (b) enabling environment for CSOs; and, (c) CSO development effectiveness.

Consistent with the Founding Document, constituencies and working groups (later on task forces) *involved* national CSOs, largely to serve global advocacy agenda. Because the platform

1 FCG, 2022. Evaluation of CSO Partnership for Development Effectiveness, p. 1

2 Ibid, p. vi

3 Ibid, p. iv

prioritised building its constituencies in the first years since its inception, it was already 2016 when it approved the '*Implementing Country Focus*' paper to provide a framework for country work of CPDE units in a Coordination Committee meeting. In line with this paper, the 2017-2019 programme's strategy was to realise country focus using existing implementation structures (i.e., regions, sectors and working groups). Towards the end of the programme, however, the Sida-contracted NIRAS evaluation found that CPDE has not played a significant role in facilitating national CSO engagement of policy reform processes and found it hard to achieve tangible outcomes at country level.⁴ This evaluation then proposed a more focused country-level intervention (less countries, more activities) which informed the content and process of country initiatives framework of the current programme.

Context of Evaluation Findings

While the evaluation was conducted after the second year of the current programme, the pandemic halted much of the efforts to jumpstart the full programme implementation at country

level. Further, as much literature observed, the militarist approach to pandemic response of many developing countries exacerbated the already shrinking and closing civic spaces. Thus, to respond to the context and aligned with the NIRAS evaluation recommendation '*to mobilise a broad local movement to enhance democratic developments and counteract the trends of closing civic space*'⁵ the platform prioritised the conduct of these campaigns in 2020 and 2021.

As the table below will show, it was not until the 2022 extension year that the full range of country level activities were conducted. From this context, it is clear why the evaluation would find, not only very little indication of country impact, but CPDE country work falling within the general human rights or democracy strengthening instead of EDC.

Status of Action Points

The CPDE All-Country Meeting (ACM) was conducted in March 2023 in Paris with 14 country⁶ and 4 regional representatives attending. Evaluation findings relevant to the country work were discussed in this meeting.⁷ The meeting came up with comprehensive recommendations⁸

Table 1 CPDE Country Initiatives Implementation, by year

Recommendations	Status of Action		
	2020	2021	2022
National Observatorios			11
National Campaigns against Shrinking Civic Space	9	4	6
CSO Effectiveness Review			5
CSO Forum on EDC			8
Dialogue with Development Partners			7
Outreach to Social Enterprises			9
Multistakeholder Dialogue on CSO Effectiveness			11

4 NIRAS AB, 2019. Evaluation of IBON International and the CSO Partnership for Development Effectiveness (CPDE) Project. pp. iii-iv

5 Ibid, p.v

6 Representatives from Gabon, Malawi, Zimbabwe, India, Indonesia, Kyrgyzstan, Nepal, Philippines, Albania, Argentina, Bolivia, El Salvador, Lebanon and Palestine attended the ACM

7 Agenda attached as Annex 1

8 Summary of Recommendations attached as Annex 2

with specific action points. The documentation of the ACM can be found in this [link](#).

Discussion on CPDE value-added as a sub-granting actor at country level, as informed by the discussions in the above-mentioned meeting, is elaborated in the next section.

Areas of CPDE Value-Added

1. CPDE mobilises national CSOs on the issue of EDC. As noted by the evaluation, CPDE contributed in keeping the development effectiveness agenda alive. The 2022 annual report to Sida will demonstrate that this is true, not only at global level, but also at country level.

In further focusing the CPDE's results framework directly on EDC, CPDE will be formulating its country-level outcomes (for future programming)⁹ directly speaking to the GPEDC revised monitoring framework. In doing so, CPDE will sustain organised country-level CSO engagement in the EDC agenda in 3 of the 4 monitoring pillars and, as such, act as:

- a. driving force underpinning most multi-stakeholder initiatives (whole of society)
- b. critical component of accountability systems (transparency)
- c. interlocutors for the impoverished and marginalised (LNOB)

2. CPDE has comparative advantages vis other sub-granting actors at country level.

Prior to the ACM, country focal points were asked to compare CPDE support with other funding support available in-country using specific criteria. The table below summarises the CPDE value-adding factors along the sub-granting value chain:

Beyond the criteria, the participants emphasised two points:

- a. CPDE funding is unique as it supports CSOs in country to work together and build alliances (on EDC) which is at once rare as well as critical in maximising the role of CSOs in national development
- b. CPDE (global secretariat)'s primary relationship with national focal points is that of an alliance member

Table 2 CPDE Value-Added as Country Sub-Grantor

Value Chain	Value Factors
Program development	EDC as unique and relevant funding theme Existing mechanisms to collect partner inputs at all levels including choice of activities that are relevant to their context
Selection	Sub-granting selection criteria and process aligned with alliance's principles
Implementation	High level of flexibility to address changing national development landscape
Monitoring Evaluation and Learning	(Requirements comparable to other donors)

9 There is a CPDE Membership Directory that can be accessed [here](#).

rather than that of a donor-recipient. As such, there is much to be said about the mutual solidarity and potential for cross-country learning. It is also characterised by shared ownership and accountability for the achievements as well as the challenges of the organisation.

3. CPDE presents a ready mechanism for advancing inclusive locally-led development.

While the evaluation emphasised the importance of ensuring country-level support contributes to its global-level initiatives, CPDE sees this relationship as mutually-reinforcing. Further, CPDE is well-positioned to contribute meaningfully to the current momentum around locally-led development. CPDE has the subject matter expertise, development cooperation competence, geographical and sectoral reach that can be utilised to:

- a. ground and shape global localisation discourse, strategies, and implementation in local realities and evidence, mindful of local inequities and power dynamics.
- b. assist national partner CSOs in:
 - i. leveraging and encouraging implementation of global commitments on locally-led development
 - ii. building capacity to advance or meaningfully participate in locally-led development

Moving Forward

1. Embed country-level EDC outcomes (directly linked to outcomes GPEDC is monitoring) in the next programme's

results framework. While the broad nature of the evaluated country activities can be contextualised, CPDE needs to further unpack exactly what outcomes it wants to achieve at country-level that is faithful to its mandate. The GPEDC monitoring indicators provide a ready guide on how EDC is implemented at country level and all CPDE needs to do is to identify how it intends to contribute to this as independent development actors.

2. Further enhance CPDE's practice and position on other value factors in the sub-granting value chain.

While there were clear comparative advantages, there were areas where CPDE fall below other international sub-grantors at national level. In addressing these areas, CPDE's value-added will be fortified.

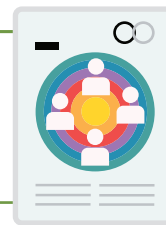
- a. Cascade capacity development initiatives fully
- b. Improve administrative and operational cost coverage
- c. Address internal control and management challenges
- d. Improve compliance

3. Explore and elaborate on *localisation/locally-led development* as a framework for the next strategic plan and programme.

CSOs in general, and CPDE in particular, have long since advocated for bringing access and control of development resources and processes closer to the grassroots. The current policy trajectory (especially among donors) opens an opportunity to advance the effectiveness agenda in a way that is country-focused.

Part 2 - Membership and Alliance-Building

An Assessment of CPDE Membership-Building



Introduction

In its 2020-2023 Strategic Plan, CPDE committed to strengthen its constituency-base by building on its democratic and inclusive character to ensure legitimacy, and the depth and breadth of its reach. Through its constituencies, the platform will improve mechanisms for membership engagement, capacity development, and outreach work. Constituency-specific membership engagement strategies will be implemented by Global and Unit Secretariats to enhance coordination and consolidation of -platform members.

The 2022 Sida-contracted evaluation recommended that CPDE strives to broaden the membership of constituencies to ensure inclusiveness and representativeness. The evaluation findings and recommendations have been socialised to CPDE's governance bodies and constituencies. Since then, the platform through its constituencies have made efforts to strengthen constituency membership and at the same time broaden its reach in order to advance CPDE's advocacy goals.

In order to assess CPDE's membership work, the Global Secretariat has conducted a constituency survey with the regional and sectoral coordinators to get further inputs on constituency expansion, outreach and consolidation¹⁰. Thirteen out of 14 constituency coordinators responded to the survey. Most of the constituencies also shared specific plans to continue their work on membership expansion, consolidation, and

outreach. Survey responses were consolidated and trends were analysed. The main findings were discussed and validated in a focus group discussion (FGD) of selected constituencies. This document was vetted and endorsed for submission by the CPDE Programme and Finance and Steering Committees.

Membership

CPDE is an open platform that unites civil society organisations (CSOs) from around the world on the issue of effective development cooperation (EDC). Our members come from six regions and eight major sectors: faith-based organisations (FBO), feminist groups (FG), Indigenous Peoples (IP), international CSOs, labour, migrants, rural, and youth. Together, these constituencies strive for development that truly responds to poverty and inequality.

As mandated by its Bye-Laws, CPDE is open to all CSOs that are: 1) regional platforms representing national CSO platforms engaged in development effectiveness; 2) sectors/major groups representing global membership and constituencies that have a pivotal role in their sector or major groups on issues related to development effectiveness; and, 3) country and local CSOs.

Organisations which would want to apply for membership must: (1) uphold the Istanbul Principles and the International Framework for CSO Development Effectiveness, and (2) adhere to the CSO Key Asks for Development Effectiveness.














¹⁰ **Expansion** refers to initiatives towards increasing the number and expanding the reach of current platform membership; and, **Outreach** refers to efforts at reaching out to other CSOs for reasons including possible membership, collaboration, and/or engagement. CSO outreach may also include linking with other stakeholders, especially for potential alliances and/or engagement around common agenda or objectives; and, **Consolidation** refers to efforts that aim at improving the participation of current members in CPDE activities and engagements, and strengthen their identification with the platform's policy objectives and messages

Membership applications in CPDE are submitted to Global Secretariat and are processed by the respective regional or sectoral constituency where the organisation belongs. Since CPDE is an open platform, participation in platform activities is not limited to members.

Most of CPDE's members are platforms and networks themselves operating globally, regionally, sub-regionally, or at the national

level.¹¹ CPDE's membership numbers vary by constituency. On one end of the spectrum is the Labour constituency composed of 338 trade unions globally and on the other end are the Europe and FBO constituencies that have four and six members, respectively, that are engaged in CPDE objectives. The level of engagement of these members varies as each constituency has different strategies and approaches based on their context and characteristics.

Table 1 Number of members and/or engaged in CPDE work, by constituency

Regional				
				
Africa 19	Asia 40+	Europe 4 3 Balkan and 1 Black Sea subregion	Latin America and the Caribbean (LAC) 23	Middle East and North Africa (MENA) 9
Sectoral				
				
Faith-based Organisations (FBO) 6	Feminist Group (FG) 80 but reaches 1,500 women's rights organisations	Indigenous Peoples (IP) 18	International Civil Society Organisations (ICSOs) 90	Labour 338
				
	Migrants 15	Rural 50	Youth 12	

¹¹ There is a CPDE Membership Directory that can be accessed [here](#).

Expansion

In 2022, most CPDE constituencies have been able to meet in-person for the first time since the pandemic. Several regional and sectoral gatherings took place not only to engage and consolidate membership but also to broaden and expand their reach. These in-person activities were complemented by online coordination meetings, consultations, collaborations, capacity development, and advocacy activities.

At the global level, the first in-person meetings of constituency coordinators (All Secretariat Meeting) and governance representatives (i.e. Coordination Committee and the Global Assembly) since the pandemic took place in 2022. In particular, the ASM resulted in agreements for improving membership engagement specifically on alliance-building and partnerships, internal consolidation, and inter-constituency collaboration.

CPDE constituencies have made various efforts to expand the members working on EDC and CPDE's other advocacy themes. These efforts resulted in increased number of members engaged in CPDE work, despite significant challenges posed by limited mobility, capacities, and resources. 9 of 13 of the constituencies reported that the number of their members engaged in CPDE work has increased since 2021.

Most of the constituencies reported an increase in the number of members or organisations engaged in CPDE work of up to 10 members, except in the case of the FG constituency which reported an increase of around 100 women's rights organisations (WROs) engaged since 2021, with about 30 joining as members of the constituency.

In the case of the Europe constituency, the additional countries of Serbia and Bosnia and Herzegovina have been recently engaged in private sector accountability and multilateral

aid, respectively. It should be noted that CPDE members based in the European Union sub-region identify themselves as International CSOs and thus are engaging in that sector. In the case of LAC, the additional 10 active CSOs are platforms themselves so more CSOs are involved at the country and local levels.

Ten of 13 constituencies said that they have conducted efforts to expand current members while three did not do so. For the three constituencies that did not have efforts in expanding membership, their reasons are: 1) end of programmed activities, 2) internal weaknesses of the constituency coordinator, and 3) expansion efforts are not directly towards CPDE membership as all members can potentially join CPDE's programmes.

These constituency efforts can be categorised into initiatives in relation to: 1) communications/information management; 2) networking/alliance-building, and 3) constituency engagement. These elements are closely linked with each other.

Analysis

The survey showed that more than 2/3 or 76% of CPDE constituencies have made efforts to expand membership and of those who made some effort 9/10 or 90%, were successful in increasing membership.

These successes were facilitated by several factors, but the common thread among the constituencies is that the development effectiveness agenda remains relevant for many CSOs working on development. CPDE's visibility globally helped reach out to organisations working at the regional and national level, especially the notion that CPDE is an instrument to deliver the standpoint and the demands of the South to international institutions such as the GPEDC, OECD, the UN, and the European Union. The familiarity of CSOs with the concept of partnerships for development also facilitated

Table 2 Constituency Efforts to Expand CPDE Members, by type

Communications/ Information Management	Networking/ Alliance-building	Constituency Engagement
Information dissemination, production of constituency-specific materials	Networking in wider platforms, events	Involvement in constituency activities (researches/case studies, advocacy and trainings)
Emails, webinars, newsletters	Participation in international platform on human rights, development, and climate	Action plans that respond to current needs of members
Membership orientation (CPDE mission-vision etc)	Sharing of campaigns in external listserves	Encouraging participation in regional processes
Posters	Reaching out to other regional/ international CSO platforms	Generating institutional strengthening processes on issues related to the CPDE agenda
Producing a guide for CSO engagement	Diversifying organisations they partner with	
Improving internal communications	Introduction of CPDE to CSOs, journalists that can potentially work on EDC topics	
Expanding to gender-sensitive communications (for regional constituency)	Establishing/improving direct linkages	

outreach. Networking, information dissemination, and collaborative activities resulted in more visibility and recognition of thematic expertise. The expertise and resource opportunities likewise generated interest in the effectiveness agenda. Internal discussions and dedicated meetings to unite on the effectiveness agenda specific to the sector also helped.

One of the main internal factors that hindered the efforts to expand current membership is the delay in the release or lack of resources, which also impacts on hiring personnel and the capacity to address challenges such as translation and interpretation. Due to the factors mentioned above, platform units also face weakness in terms of planning sustainable membership expansion and consolidation efforts.

External factors that hinder membership expansion include lack of cooperation or interest from other stakeholders. This problem points to the broader context of shrinking civic space and the lack of enabling environment for CSOs,

characterised by political repression, rights violations, and the impact of prolonged conflict and war (e.g., when humanitarian needs must be immediately addressed).

Future directions

Ten of the 13 CPDE constituencies said that they plan to expand CPDE membership. Reasons vary on lack of plans for the three other constituencies. For the Labour Sector, additional recruitment specifically for CPDE is not necessary since all their members can be potentially engaged in the development effectiveness agenda. For the FBO sector, recent efforts at re-energising the FBO constituency to engage in the agenda have been unsuccessful. For the Asia constituency, current focus is constituency consolidation and reactivation.

Constituency plans to expand membership include direct invitation to prospective members and expanding the thematic issues that they are engaged in (See Table 3).

Table 3 Plans of CPDE Constituencies to Expand Membership

Regions	Sectors
Networking and expanding areas of engagement	Membership drive through participation in events, researches, etc.
Expanding thematic areas (transparency, development cooperation, aid monitoring, private sector accountability)	Thematic engagement (nexus)
Direct invitations to participate in or become a member of CPDE in target countries	Regional representation
Strengthening the participation of members from English-speaking countries	Make use of international events/ opportunities such as UN FfD and OECD CSO Days
	Maximise regional and global activities for information dissemination

Consolidation

While there were significant challenges in membership consolidation in the past few years, CPDE constituencies made progress in improving the participation and ownership of current members and their governing bodies. All but one (12 of 13) of the constituencies exerted effort/s to consolidate current members around CPDE advocacy objectives and programme work.

Many of the consolidation efforts done by the constituencies revolved around regular and tactical meetings to coordinate activities and unify plans and messaging; engagement and collaboration during advocacy milestones and global moments; and improving communication among members such as translation (See Table 5).

Analysis

In comparison, membership consolidation was prioritised by almost all constituencies compared to membership expansion. All those who endeavoured to consolidate their constituency membership reported some positive achievements resulting from their efforts.

The factors that facilitated the consolidation of members were a combination of resource

maximisation, effective organisational processes and sustained participation and communication. Specific facilitating factors include: availability of funding, global and consistent coordination and communication, social capital among members, common expertise, position, collaboration in research and advocacy activities, and engagement with other stakeholders.

Still, there were a lot of challenges despite the efforts. For example, for the FBO constituency, the members' conscious deprioritisation of the development effectiveness agenda led to unsuccessful efforts to consolidate even towards HLM3.

There are internal and external factors that hindered the consolidation of constituency members. Internal factors include insufficient funding, weaknesses/ inconsistencies in coordination and communication, competing workload of coordinators, and unfamiliarity or deprioritisation of the development effectiveness agenda.

External factors can be generally described as the lack of enabling environment for CSOs that affected membership consolidation. This lack of enabling environment include unfavourable political situation where member organisations are facing attacks and political repression/ militarisation, national political climate not

Table 4 Constituency Efforts at Consolidating Membership and Results

Consolidation Efforts	Achievements
Regional meeting and workshop; regular Coordination Committee meetings; core constituency meetings (virtually), bilateral meetings/consultations with members, and through consultations	An engaged Coordination Committee and new active members Consolidation with key members regarding updates on campaigns and activities.
Collaboration with members on advocacy plans, policy messages, coordination during engagements, issuing position papers on CPDE's focus areas	Collaboration on drafting of policy message for HLM-3 Raising awareness on CPDE advocacy areas Joint messaging
Translation of materials to languages other than Spanish and French	Greater dissemination of CPDE material and work
Inclusive research programmes and studies (varying topics e.g., aid monitoring, enabling environment for CSOs, monitoring Agenda 2030) and outreach at key global moments	More CSOs and experts involved Member CSOs develop new researches/research conferences on aid effectiveness There is greater dialogue with national, regional and global bodies; There is greater capacity for alliances between networks and regional articulations where the issue of development effectiveness and cooperation is addressed;
Communication campaigns and trainings	There is greater knowledge of the regional reality in each of the topics of interest that we have developed There is better participation within CPDE's work, especially at the national level.
Conducting study sessions on CPDE concerns (e.g., private sector accountability)	Deeper understanding of intersection of CPDE advocacy areas and sectoral concerns/agenda

conducive to ensuring and guaranteeing safety of critical CSOs, and the lack of/no sustainable official mechanisms that allow for active participation of CSOs on the issue of Agenda 2030, climate finance, and human rights, among others.

Future directions

Eleven of 13 constituencies said that they plan to further improve membership consolidation. The two constituencies that do not plan to do either

do not see the need because the membership is already consolidated by nature (Labour) or there is not enough political traction for the agenda within the constituency (FBO).

The plans of both regional and sectoral constituencies to improve membership consolidation are a combination of capacity development for policy advocacy, coordination, and internal communications and collaboration on advocacy themes (See Table 6).

Table 5 Constituency Plans to Further Improve Membership Consolidation

Regions	Sectors
Meet country focal points and prompt joint programming	Extend options for resource provision, capacity building; communicate with multilateral organisations and agencies in UN structures for factual support.
Capacity development and policy and advocacy efforts	Develop long-term strategic plan
Get members more involved and empowered as local organisations within CPDE	Improve internal and external communications and coordination
Exchange of invaluable knowledge and resources, leading to more effective collaboration on national and regional issues.	Maximise international development events
Generate greater political dialogue among CSOs; promote more dynamic campaigns and work agendas in which all countries and CSOs can participate	Plan with members on how to participate more in CPDE activities
Identify CSOs that are linked to and interested in CPDE; facilitate communication, especially with English-speaking countries	
Generate greater alliances with other national, regional and global networks and organisations	

Good Practices and Lessons Learned in Membership Building

Good practices and key lessons in expansion and consolidation identified by the constituencies can be categorised into three: 1) communication and coordination, 2) capacity development and mutual support, and 3) democratic participation.

The importance of communication and coordination, including supporting and being

in solidarity with each other, was highlighted during the height of the Covid-19 pandemic and amidst the continuous shrinking of civic space. Lastly, working to improve organisational processes is a good lesson on development effectiveness – that while CPDE members continue to push for more fundamental and systemic changes, they are also working for more inclusion, transparency, and accountability within the CSO ranks (See Table 7).

Table 6 Key lessons in outreach and consolidation

Communications and Coordination	Capacity development, mutual support	Democratic participation
Consultations and regular calls/meetings whether face to face or online, personal communications	Joint collaboration to organise activities and engaging in strategic partnerships and alliance building	Democratic and transparent approach in decision-making processes
Maximising online presence (e.g., website, social media)	Ensuring that good practice is being shared with a wide audience (allows other stakeholders to benefit from exchanging experiences)	Building trust in the work being done; ensure that processes are open, participatory, seeking equity of participation, and above all, consensus in actions
Ensuring that information, publications, and research materials are easily accessible to members, keeping them in the loop with developments	Work out new angles to reinvigorate the interest in the effectiveness agenda (e.g., localisation)	Working based on the reality or context of members (not assuming that you are all on the same page especially in relation to terminologies and jargon)
Keeping communication lines open with sub-regional secretariat	Providing support on all levels, giving opportunities for external projects	Ensuring that CSOs share thematic and sectoral interests
	Sharing of resources and support	
	Workshops and trainings	

Conclusion

CPDE has made significant strides in expanding and consolidating its constituency-based membership despite a multitude of external challenges, including but not limited to, a changing policy landscape in development financing, the Covid-19 pandemic, shrinking and closing spaces for meaningful engagement and political repression, and conflict. The platform has also maintained efforts in consolidating its ranks in the face of organisational limitations and hindrances such as funding constraints, lack of human resources and lack of capacities amidst the rapid digitalisation of the environment.

The evaluation recommendation to broaden the membership of constituencies was to respond to what the evaluators see as questions of legitimacy based on two concerns: (1) the decision to focus on fewer countries consistent with the previous evaluation recommendations, and (2) the absence of large CSOs and CSO networks

in its membership roster. These concerns were addressed in this document.

This document shows that the more focused country strategy did not negatively impact on the trajectory of membership expansion and consolidation. This is primarily because CPDE as a constituency-based platform depends on its constituencies to fulfill membership expansion and consolidation. Further, this document is largely limited to the role and achievements that constituencies played in this area of work. Arguably the 'deepening' of country-level work also reached out to a broader number of CSOs on the ground (as documented in the 2022 programme report). This document further shows that while [large CSOs and CSO networks](#) are not in CPDE's membership roster, many of them engage in CPDE activities or are among the platform's advocacy audience.

CPDE is looking ahead in building a broader and more consolidated base to advance EDC in appropriate, effective, and inclusive ways.

CPDE Paper on Partnership and Alliance-Building

Background

Building partnerships and alliances for development effectiveness are at the core of CPDE's mandate and reason for existence. It aligns with one of the eight Istanbul Principles¹² that serve as an organisational guide for improving the platform's effectiveness and accountability.

Since 2012, CPDE has reached out to thousands of CSOs at various levels for engagement and cooperation around common agenda. As an open platform, CPDE welcomes all CSOs that seek to become part of its policy and advocacy discussions and engagement opportunities, regardless of affiliation, as long as they identify with CPDE's policy objectives and related messages.

In 2022, an evaluation initiated by Sida recommended that CPDE strengthen its cooperation with other DE-focused organisations and networks for mutually-beneficial alliances and partnerships. This recommendation, along with other evaluation findings and recommendations, were shared with CPDE constituencies to inform their workplan and improve on areas needing urgent attention.

This document seeks to articulate the basic tenets gained from CPDE's learned experiences in partnership and alliance-building work at all levels of work, particularly at the global and constituency levels. Constituency coordinators were consulted on their current practice to comprehensively present the platform's experience in this area. The document clarifies: (1) the importance of partnership and alliance-building in the overall

CPDE strategy; (2) the principles that guide the platform; (3) the elements that the platform considers in forging partnerships, and; (4) select examples of key partnerships and alliances in recent years. It also presents the trends in terms of improving cooperation with other CSOs and stakeholders.

Importance of CPDE's partnership and alliance-building work

Partnership and alliance-building work is both a platform goal (i.e., to lead a broad and representative CSO partnership for development effectiveness) and a strategy (i.e., to forge and build strategic alliances) to achieve policy objectives. It is essential¹³ for:

- assessing institutional settings and official processes
- forwarding advocacy and policy engagement
- building consensus around policy positions on effective development cooperation
- strengthening CSO capacities for policy work
- communicating policy messages
- delivering projects and implementing activities that support improved policy engagement and capacity

In fulfilling the abovementioned objectives, CPDE partners and cooperates with CSOs and other stakeholders for different reasons and through several approaches.

CPDE recognises that other CSOs hold knowledge and expertise, as well as networks and influence, that will improve and reinforce each other's work towards the achievement of common and individual objectives. CPDE also acknowledges

¹² Istanbul Principle #6 (Pursue equitable partnerships and solidarity). <https://csopartnership.org/resource/istanbul-principles-for-cso-development-effectiveness/>

¹³ As stipulated in CPDE Strategic Plans

the lessons it will learn from the experience and practice of other CSOs, especially those that are working on policy arenas and topics¹⁴ that CPDE does not traditionally engage and work on, but are considered relevant in achieving its core policy objectives.

Partnerships and alliances go beyond civil society. As a party to the Global Partnership for Effective Development Cooperation (GPEDC), CPDE is cognisant that achieving and fulfilling the EDC commitments is not solely a task for CSOs. It will require working with other stakeholders which hold differentiated responsibilities, accountability, influence, and interest around the development effectiveness agenda. The same goes for other policy agenda and issues that CPDE engages in such as calling for private sector accountability and engagement, development financing, and the broader Agenda 2030. This includes alliances with governments and their development agencies, and non-executive stakeholders such as private sector actors and foundations to influence their positions or the outcome of the policy discussions.

CPDE strategically sustains multistakeholder alliances for policy arenas that do not include CSO representation to ensure that its key policy messages and recommendations reach the intended audience. In some instances, CSOs may also partner with individuals, especially those who hold influence and authority over the policy agenda.

Beyond global spaces, CPDE constituencies (i.e., regions and sectors) also engage various partnerships and alliances at their respective level to improve their work and contribute in achieving platform-wide policy targets. These constituency-focused partnerships and alliances consider the different contexts where they work and employ various strategies in approaching the need for partnerships and alliances.

Principles that guide CPDE partnership and alliance-building

Human rights-based approach to development (HRBA) is the cornerstone of CPDE's work. It guides CPDE's practice as a CSO platform that partners with fellow CSOs and other stakeholders around the development effectiveness agenda. HRBA is expressed in CPDE's partnerships and alliances through the following principles:

- 1. Respect for diversity, equality, and inclusiveness.** Each party to the partnership or alliance comes from different contexts and holds different interests in joining the formation. Each is valued equally while their unique identity and contributions, including limitations, to the partnership or alliance are respected. CPDE partnerships and alliances are also aware of the power imbalances that may exist between and among partners and allies, which are then considered in forging conversations, positions and agreements. CPDE maintains a positive bias towards colleagues from the Global South, especially from the marginalised sectors, which are traditionally excluded in policy spaces and discussions.
- 2. Mutual trust and shared accountability.** Mutual trust and shared accountability become essential elements as members build deeper and broader relationships with each other. These values stem from a clear understanding of others' needs and purpose, due regard for authority, and ownership of results, attitudes, and consequences of decisions.
- 3. Solidarity and teamwork.** Solidarity reflects union for a shared purpose or interest. As CSOs and/or other stakeholders come together, they begin to forge understanding of each other's purpose, experiences, and aspirations relevant to their common and individual policy objectives. Solidarity and

¹⁴ For example, climate change platforms which are relevant for the work on the effectiveness of Climate Finance

teamwork signify a commitment to work collectively towards a purpose that would benefit all, not just specific individual members.

4. Shared vision for development and common values. Partners and allies work together harmoniously when they share a vision for development and values, steering them towards the achievement of common purpose and objectives. Sharing visions and common values are both processes and goals in partnerships and alliances, but may sometimes present as challenges when individual objectives play out. However, when embedded in such formations shared vision and common values may result in more open conversations around policy objectives and creative ideas, and form behavioural norms.

5. Goal orientation. Partnerships and alliances are built because of a common goal. Such formation will benefit from a more results-oriented approach when planning and implementing reality-based and action-oriented activities or engagements. They can evaluate the outcomes of their work through the changes in their policy environment to improve or pivot their activities or engagements.

CPDE's experience and practice in partnerships and alliances

There is no one-size-fits-all approach to building partnerships and alliances. In entering

partnerships and alliances, below are general considerations:

- Common goals and purpose
- Nature of the stakeholder to partner with, including existing network and influence in the policy arena or engagement
- Knowledge and practical expertise on the topic
- Existing relationship between CPDE and the other party/ies
- History of partnerships and alliances with other organisations or individuals
- Potential contributions and limitations
- Complementary competencies

Examples of CPDE partnerships and alliances

CPDE is open to partnering and building alliances with CSOs and various stakeholders. These partnerships and alliances happen at various levels as mentioned above. CPDE and its constituencies engage or participate in alliances to advance the CPDE agenda, not only on the core business of EDC but also on advocacy themes relevant to EDC that have been specified in CPDE's strategic plan i.e. development effectiveness and enabling environment, nexus of humanitarian, development, and peace, climate finance, and leaving no one behind. Further, CPDE considers different partnership elements to inform its alliance building strategies.

There is a recognition that the inclusion of more CSOs working together to advance CPDE objectives and not working in silos is the way forward.

A. CPDE partnerships and alliances (global and constituency)¹⁵ per CPDE advocacy theme

CPDE Advocacy Themes	CSO partnerships and alliances	Multistakeholder partnerships
EDC (core business)	Groups <ul style="list-style-type: none"> • OECD-DAC CSO Reference Group • CSO Financing for Development Group Mechanism • Civil Society Reflection Group on the 2030 Agenda for Sustainable Development • Regional bodies <ul style="list-style-type: none"> ◦ Asia Pacific Regional CSO Engagement Mechanism (AP RCEM) ◦ ECE RCEM ◦ MeSCLAC 	Groups <ul style="list-style-type: none"> • DAC Network on Gender Equality (Gendernet)

¹⁵ This list is not exhaustive

EDC (core business)	Partnership with individual CSOs <ul style="list-style-type: none"> • Social Watch • Innovation for Change 	Partnership/alliance with individual stakeholder <ul style="list-style-type: none"> • WINGS (Foundations) on EDC work
Enabling environment and CSO development effectiveness	Groups <ul style="list-style-type: none"> • Multi-CSO partnerships on trust building and civic space advocacy (Forus, CIVICUS, AidWatch Canada, Action for Sustainable Development, International Centre for Non-Profit Law, the Global Call to Action Against Poverty) 	Groups <ul style="list-style-type: none"> • Former Task Team on CSO DE and EE • GPEDC Action Area 2.4 on CSO EE
	Partnership with individual CSOs <ul style="list-style-type: none"> • Asia-Pacific Forum on Women, Law and Development • Global Standard for CSO Accountability 	Partnership/alliance with individual stakeholder <ul style="list-style-type: none"> • Alliance-building with the Swedish and Swiss governments in pursuing trust-building initiatives on CSO EE
Nexus of humanitarian, development and peace	<ul style="list-style-type: none"> • Civil Society Platform for Peacebuilding and Statebuilding (CSPPS) • International Council on Voluntary Agencies (ICVA) 	
Climate finance	<ul style="list-style-type: none"> • Partnership with Climate Finance CSOs and networks (Latindadd, ActionAid Sweden) 	
Private sector engagement		<ul style="list-style-type: none"> • Institute for Social Enterprises in Asia

B. CPDE partnerships and alliances (global and constituency) per element

Partnership element		Example
Form or type	<ul style="list-style-type: none"> • Loose/informal 	<ul style="list-style-type: none"> • CSO coalition on Belgrade Civil Society Summit (with CIVICUS, A4SD, BCSDN, and Civic Initiatives) • Collaboration on INFFs work with UNDP, UNDESA
	<ul style="list-style-type: none"> • Formal 	<ul style="list-style-type: none"> • AP RCEM • ECE RCEM • MeSCLAC
Characteristics	<ul style="list-style-type: none"> • Independent initiative 	<ul style="list-style-type: none"> • Former Task Team on CSO DE and EE
	<ul style="list-style-type: none"> • Tied to policy arenas 	<ul style="list-style-type: none"> • CSO FfD Group Mechanism, GPEDC AA 2.4
Participation	<ul style="list-style-type: none"> • CSOs only 	<ul style="list-style-type: none"> • OECD DAC CSO Reference Group
	<ul style="list-style-type: none"> • Multistakeholder 	<ul style="list-style-type: none"> • DAC Network on Gender Equality (Gendernet)
Time element	<ul style="list-style-type: none"> • Ad-hoc or bound by certain campaign or policy milestone 	<ul style="list-style-type: none"> • CPDE partnership for HLPF side events (2022, 2023) with A4SD, Forus; at FfD Review Forum
	<ul style="list-style-type: none"> • Institutionalised 	<ul style="list-style-type: none"> • AP RCEM • ECE RCEM • MeSCLAC
Target	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Alliance building with WINGS re CSO EE and civic space advocacy within GPEDC
	<ul style="list-style-type: none"> • Policy arena 	<ul style="list-style-type: none"> • OECD DAC CSO Reference Group • DAC Network on Gender Equality (Gendernet)
Value-added and relevance		<ul style="list-style-type: none"> • Partnership with climate change CSO networks to advocate for inclusion of EDC in Climate Finance discussions
Uniqueness		<ul style="list-style-type: none"> • Country-level partnerships for monitoring EDC

Constituency plans for partnership and alliances

Aside from plans to expand their membership, CPDE constituencies also aim to reach out to other CSOs and stakeholders for possible collaboration, engagement around common objectives and partnership.

Eleven of the 13 constituencies intend to improve outreach to other CSOs for participation in CPDE activities. The 11 constituencies that expressed commitment to improve outreach to other CSOs plan to implement activities relating to communication, collaboration, and capacity development.

Plans of Constituencies to Improve Outreach to Other CSOs

Regions	Sectors
<p>Organising workshops for target CSOs :</p> <p>Collaborating on thematic priorities with other CSOs outside of the constituency</p> <p>Reinforcing communications and facilitate the planning and strategic processes</p> <p>Creating a specialised digest/alert system focused on CPDE work, events, and success stories from the CSOs across the region to increase recognition of CPDE accomplishments as well as create more opportunities for engagement</p> <p>Creating creative content and posting on our social media.</p>	<p>Organising workshop for CSOs on DE principles in 2023:</p> <p>Networking and collaboration on joint activities</p> <p>Discussing opportunities for resource provision and other options for motivation of the constituency members</p> <p>Engaging members and network to expand influence through campaigns and activities</p> <p>Improving communications, networking and engagement strategies on CSO DE, development cooperation</p> <p>Launching the Equitable Partnerships Report at the OECD Days in June 2023, to reach out to interested CSOs and other stakeholders</p> <p>Generating training and capacity building processes on the work of CPDE</p> <p>Working on diagnostic processes to improve dialogue with regional integration spaces and encouraging spaces for reflection and joint work with CSOs linked to the CPDE sectors, especially with CSOs of faith, peasants, women, youth, feminists, environmentalists, indigenous peoples, and migrants.</p>

Conclusion

Despite changes in its internal context and the development environment, CPDE continues to value the role of partnership and alliance-building in advancing its core agenda which is the realisation of development effectiveness. It remains to be an area of work that the platform and its members have significantly invested on as proven by the experience and examples presented in this document. In the latest iteration of its strategic directions, alliance building is elevated to a particular stream in its theory of change.

This document shows the following trends consistent with CPDE's commitment to increase efforts around mutually-beneficial alliances and partnerships with CSOs and development actors.

Expanded alliances around the broad development agenda

- CPDE has maintained significant alliances around EDC and development finance through its engagement on the UN CSO Financing for Development Mechanism and the OECD-DAC CSO Reference Group, and the CSO configurations engaged on the 2030 Agenda e.g. the major groups and other stakeholders, and broad CSO platforms such as Forus and Action for Sustainable Development (A4SD)
- New alliances and partnerships were forged with WINGS, which represents the foundations and philanthropists in the Global Partnerships. The platform has also reached out to social enterprises as a private sector actor that has advocacy on development effectiveness

New partnerships on emerging issues on development cooperation

- Through a more strategic engagement of the Climate Finance agenda, CPDE has partnered with CSOs engaging the climate change issue such as ActionAid Sweden and Latindadd. This partnership has resulted in an official

side event during the civil society days in the Stockholm+50 Forum. CPDE partnered with Latindadd, IBON International, GenderCC, CECODECON, and ENDA for an official side event at the 27th Conference of Parties in 2022.

- Sustained and broadened coalition on shrinking civic space and CSO Enabling Environment
- As a follow-up to the 2019 Belgrade Civil Society Summit, CPDE led a Global Conference on Trust-Building to discuss the issue of civic space and importance of building trust to reinvigorate energy around CSO enabling environment ahead of the HLM3 in December 2022. Similar to 2019, CPDE was joined by CIVICUS and AidWatch Canada, but with the addition of A4SD, Forus, ACT Alliance, and the International Centre for Not-for-Profit Law.
- This coalition is now leading the way for building an multistakeholder alliance on CSO EE among GPEDC constituents. This alliance will pick-up the work of the former Task Team on CSO DE and EE.

More partnership and alliance work at the constituency level

- As presented in this document, partnership and alliance work do not only happen at the global level. Work around cooperation at the constituency and country levels serve two functions:
 - As strategy for achieving constituency-level policy objectives
 - As contribution to the platform-wide policy targets
- Strategies vary based on the context of the constituency, the organisation's capacity and expertise, and opportunities they want to maximise for partnership and alliance-building work.

While CPDE recognises its progress in partnerships and alliance-building, it is cognisant of the need to continuously improve its systems, processes, and strategies to sustain those. CPDE commits to forging broader alliances to adapt and respond to the ever-changing context of the development effectiveness agenda.

Part 3 - Communications and Digitalisation

CPDE Communications Strategy



Summary of analysis







This strategy is informed by a review of the analytics of the platform's digital performance (website, mailing lists, and social media), and of the conduct of its online activities, as well as guidance from third-party evaluations.

Said reviews point to an **overall improvement in communications reach across all channels**,

especially the website, which is made more user-friendly and dynamic, and accessible in English, Spanish, and French, as echoed in the latest EC Results Oriented Monitoring (ROM) [report](#). This is evidenced in latest figures on website and social media indicators used by the evaluation in 2022.

The creation of a dedicated page for major engagements boosted website traffic, as did the inter-platform referrals (e.g. weekly newsletters

Table 1 Website and social media indicators, updated*

Social media	2019 evaluation	January-June 2021	January-June 2022	January-April 2023**
 Facebook	12,000 followers 4-10 likes/reactions per post	12,239 followers 3,000 impressions/month	12,148 followers 0-10 likes/reactions per post 6,866 impressions/month	12,274 followers 0-10 likes/reactions per post 8,185 impressions/month
 Twitter	4,000 followers 2-8 retweets or likes per post generally	4,930 followers 9,477 impressions/month	5,100 followers 0-10 retweets or likes per post generally 6,834 impressions/month	5,280 followers 0-10 retweets or likes per post generally 5,137 impressions/month
 Instagram	N/A	154 followers 31 impressions	217 followers 0-10 likes generally 300 impressions	300 followers 0-10 likes generally 1,138 accounts reached (for February to May 24, 2023 – the dataset available from Instagram)
 LinkedIn	N/A	378 followers	612 followers	831 followers
 YouTube	N/A	75 subscribers	103 subscribers	111 subscribers
 Website	N/A	Unique visitors: 25, 129 Number of hits: 45,866 Download hits: 4,345	Unique visitors: 7,942 Number of hits: 20,430 Download hits: 3,535	Unique visitors: 28,936 Number of hits: 1,696,118 Download hits: 11,054

*See *Website and social media analysis document* for the more detailed assessment

**As this only covers four months, the projected figures for the January to June 2023 are expected to be higher than the previous six-month period.

and social media posts linking viewers to the site).

Regular production of original content and distribution of relevant updates from the development cooperation area has led to growing, though uneven, engagement in all platforms. Social media viewership is boosted by consistent content publication, as well as live-posting for major policy events. Mailing lists have also been streamlined to foster more active but manageable conversations, through CPDE's move to Google Workspace, and some lists have been handed over to some constituencies for greater ownership and efficiency. A more detailed [website and social media analysis](#) document is available for reference.

Internal assessments note an **improved capacity in conducting online activities**, as facilitated by an emphasis on events visual branding and technical preparations, extensive work on the flow and coherence of the agenda, and the use of applications to improve engagement during online meetings. Materials – in three languages – are circulated beforehand in shared folders, for viewing by participants before and after the activities. Post-event, video recordings are also uploaded on YouTube in three languages, and cross-posted on the website. Finally, by now, the platform has mastered the enlistment of remote interpretation services, which are made available for most if not all activities, and upon request for languages besides English, Spanish, and French. All of these best practices are shared with constituencies that need assistance in their CPDE communications work, through direct support, as well as the conduct of communications workshops.

The foregoing strategy aims to build on efforts deemed to have been generating good results, while acting on assessments and recommendations to highlight advocacy messages more than the conduct of activities, build

relations with traditional media, and explore new approaches to improve social media reach.

Objectives

- To communicate and gather support for our positions around effective development cooperation issues
- To raise the profile of CPDE as an interlocutor of civil society perspectives on development cooperation
- To grow the capacities of CPDE units to communicate CPDE advocacy and positions

Our target audience and goals

CPDE targets these groups (in bold, listed in order of priority) for its communications work, aiming to achieve particular goals for each category.

CSOs. CPDE reaches out to CSOs and CSO networks within and outside of its membership.

For *member CSOs*, it aims to provide information on the platform's/civil society positions on development cooperation issues, equip them with skills to be able to convey its positions in policy arenas, foster collaboration, and facilitate best practices exchange on work related to effective development cooperation.

For *non-member CSOs*, CPDE aims to raise awareness and foster engagement on development cooperation issues, provide information that will help them form their positions on development cooperation issues, and build interest in becoming a CPDE member, ally, or partner in advocacy and/or campaign work

Other development stakeholders. CPDE reaches out to other development stakeholders to provide information on civil society positions on development cooperation issues. It also has these more specific goals for particular stakeholders:

Multilaterals. To advocate the upkeep of spaces for engaging development cooperation and to call on them to urge members to deliver on development cooperation commitments.

Local and national governments. To remind of their roles as duty-bearers in advancing sustainable development, as well as their responsibility to civil society in particular to build inclusive partnerships and a CSO-enabling environment.

The private sector. To call for business accountability and engagement in effective development cooperation agenda.

Development partners. To communicate policy messages, to influence their policies and programmes, and to update them on the outcomes of platform's work, demonstrating the effective use of funding.

Media. To provide information on development cooperation issues, to seek their support in amplifying CSO positions and messages, and to seek their support in holding duty-bearers accountable.

General public. To raise awareness around development cooperation and its related themes, the role of civil society as independent development actors, and the duty of other development stakeholders, but primarily, their governments, in advancing sustainable development.

Our indicators of success

Based on these objectives, CPDE measures its performance based on the following indicators:

- a majority of CPDE members expressing sufficient knowledge of the platform's positions on development cooperation issues






- a majority of CPDE members expressing that, through the platform's efforts, they have been equipped with the skills to communicate said positions in various channels and spaces
- other development stakeholders expressing knowledge of CPDE/civil society positions during policy milestones and other engagements
- CPDE/civil society positions on development cooperation issues published on traditional media

Our content and platforms

The matrix above presents the various platforms used by CPDE to communicate its positions, the content published therein, and the particular purposes for each space. It lists the website as its primary communications platform, targeting all of its audiences and serving as the main source of information on CPDE's engagements. Besides providing updates on its engagements, the website features resources on various development cooperation themes, for the use of CSOs in their advocacy, and as reference of other stakeholders regarding civil society positions on the subject.

Other platforms also serve the purposes of information-sharing and exchange and support-seeking. However, the kind of support that can be generated through each of the platforms needs to be qualified based on their nature, as well as their users. Mailing lists, for example, can be actual spaces for securing support for petitions, or facilitating participation in policy engagements. On the other hand, while social media can draw support from other CSOs, journalists, or the general public in the form of amplifying messages, it is not presently a site for policy influencing or deeper conversations between and among stakeholders. Instead, CPDE's social media is then presently intended to be a secondary platform, complementing the website communications and especially helping draw traffic towards it.

Table 2 Platforms, content and purpose, in order of priority

PLATFORM	CONTENT	TARGET	PURPOSE*
 Website	News releases, resources (brochures, policy briefs, reports, guides), project updates, multimedia	All	<ul style="list-style-type: none"> • Information-sharing • Support-seeking • Membership consolidation • Membership promotion
 Mailing lists (internal)	Internal updates, development cooperation news digest, news releases	Members	<ul style="list-style-type: none"> • Information-sharing • Information exchange • Support-seeking • Membership consolidation
 Mailing lists (external)	Same as above except internal updates	Other development stakeholders	<ul style="list-style-type: none"> • Information-sharing • Information exchange • Support-seeking • Membership promotion
 Traditional media	News releases	All	<ul style="list-style-type: none"> • Information-sharing • Support-seeking
 Social media	Links to website content, development cooperation news digest, multimedia	All	<ul style="list-style-type: none"> • Information-sharing • Support-seeking

*Legend:

- To communicate CPDE/civil society positions (Information-sharing)
- To facilitate information exchange (Information exchange)
- To urge support for CPDE/civil society positions (Support-seeking)
- To consolidate membership (Membership consolidation)
- To boost membership (Membership promotion)

Our approach

Visual direction

Production of any CPDE material is supposed to adhere to its communications and branding [guidelines](#), which highlight the need for engaging, relatable, and accessible content, grounded in the reality of the platform's members.

Content curation

CPDE publishes content with the following approach:

- developing new proprietary materials, and updating old ones, based on a semi-annual inventory of materials and assessment of

need, especially using the new visual direction, and the directive to use more accessible language.

- repurposing past content, sharing materials that show the progress of its work around EDC.
- sharing the content of its partners and allies around development cooperation.

In general, the platform produces a set of materials based on advocacy milestones, which are complemented by standard topical content on the themes it engages in, such as climate finance, humanitarian, development, and peace (HDP) nexus, private sector engagement, and CSO development effectiveness and enabling environment.

Moreover, it takes the following measures in response to an analysis of its performance across various platforms, as well as the results of the Internal Control and Management (ICM) survey:

Inter-platform coherence. The Communications Team is to make consistent efforts around publishing the same branded content adapted to the platform, and referring each to the others, e.g. sharing CPDE website links on social media pages, to promote traffic and engagement, and to meet the needs of its diverse audiences.

Monitoring and evaluation. A monthly monitoring is conducted to review the performance of each platform, to see what is delivering results, and what can be improved. Top viewed posts are studied, as well as the demographics of viewers. For the longer-term, CPDE's communications work is to be guided by regular consultation with its units and governance bodies, as well as the results of the perception survey.

Membership capacity building. The Global Secretariat provides the following forms of support to build members' capacity to conduct communications work related to EDC:

- direct support to members in need of help, through development of materials, technical assistance in events, and information dissemination through its platforms
- conduct of an annual communications workshop, together with the capacity development team, based on capacity gaps identified by the members, and following a training needs assessment
- provision of custom communications guide for advocacy milestones, presenting the objectives, messages, and action points for participants

Per the ICM survey, only a third of the constituencies have an existing communications strategy for EDC-related work. These actions are then to be

taken:

- redistribute and review the materials for drafting a strategy as shared from the 2021 Communications Workshop
- provide templates that members can readily use in drafting their strategies and plans
- conduct another workshop in 2023, share resource materials on the subject of targeting particular development stakeholders that members are presently not reaching well, according to the same survey: private sector, donors, and government institutions

Platform-specific approaches

Website. CPDE website management will feature these actions to boost viewership:

- updating with new content at least once a week, its homepage banner to be changed as soon as there is new major activity
- a page-by-page audit, to ensure search engine optimisation, to be complemented by paid search efforts. This will help improve the CPDE website's page rankings when viewers look for content around its key words: development cooperation, effective development cooperation, civil society, CSO enabling environment, and CSO effectiveness, among others
- reorganisation of the map to highlight country work
- gathering stories from the ground at local/regional/country level to put a human face to CPDE's work
- website promotion among civil society and development networks
- overall, continuing to improve the site, to become a go-to for all development stakeholders looking for civil society perspectives around effective development cooperation, and other reference materials on the subject

Mailing lists. For its internal communications, the Global Secretariat maintains mailing lists based on different governance levels. It also has a list for partners and allies, that receive weekly development cooperation news digest, and news releases. These lists are to be constantly updated, and in the case of the partners and allies list, grown through efforts at promoting email subscription.

Traditional media. To improve its chances of being published on traditional media especially during milestone events, the Global Secretariat is building its media relations through the following steps:

- signing up for media partnerships and maintaining them on a regular basis
- highlighting region-specific information on global releases for targeted distribution
- further curation of the platform's media list
- more regular collaborations, using direct messaging on social media, especially Twitter

Social media. The following newer approaches will be explored on the platform's social media, to boost viewership and engagement.

- Official collaborations with other CSOs on social media campaigns
- Sponsored posts, especially to target relevant viewers

- Increased use of videos and platform-specific content (reels, stories)
- Increased mobilisation of members and allies to publish and share content using this channel

CPDE will also constantly monitor other social media platforms that it can utilise for its communications work.

For its digital presence, CPDE makes use of the following general keywords and hashtags in tagging content, along with event-specific ones:

Keywords

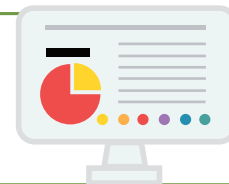
Effective development cooperation, development cooperation, development effectiveness, civil society, CSOs, Agenda 2030, SDGs, sustainable development, effectiveness principles, Istanbul Principles, CSO enabling environment, inclusive partnerships

Hashtags

*#CSOPartnership #CivilSociety #CSOs
#EnableCSOs #EnablingCivilSociety
#EnablingEnvironment #Agenda2030
#SDGs #SustainableDevelopment #SusDev
#OpenCivicSpace #ShrinkingCivicSpace
#Democracy #CivilSocietyMatters*

Part 4 - Performance Monitoring

Enhancing CPDE's Results-Based Monitoring



Terms of Reference

Justification

For over a decade, the CSO Partnership for Development Effectiveness (CPDE) has implemented several projects supported by the development cooperation agencies and foreign ministries of Austria, Canada, Finland, Ireland, Sweden, and the European Commission (EC). Following the donor requirements on project results and change management, CPDE developed its results framework separately for each of its two current programmes.¹⁷ Consequently, CPDE reported separately to these results frameworks and adapted its reporting templates over time¹⁸ to generate the appropriate data.

The findings of external evaluations in 2019 and 2022 pointed towards the need to improve the results-based monitoring of the CPDE projects, including data management. In the most recent evaluation exercise,¹⁹ it was also pointed out that these improvements in the results monitoring and data management could “provide accurate information in reporting and avoid exaggerated claims of success”.²⁰ Despite the many iterations of its monitoring and reporting tools, CPDE has yet to fully capture the breadth of information that would sufficiently demonstrate the expected results from the various projects.

Following the recommendations of the 2022 evaluation, CPDE would like to explore seeking the support of the Swedish International Development Cooperation Agency's (Sida) Results-Based Management (RBM) Helpdesk to

enhance the platform's results-based monitoring framework and come up with appropriate tools that could address the relevant evaluation findings on planning monitoring and evaluation (PM&E). This document describes the needs identified by platform members and the proposed process for enhancing CPDE's PM&E system.

Parameters of Support

The enhancement of CPDE's PM&E system is aimed at improving selection, collection, consolidation and analysis of data to inform strategic and operational/management decisions of the platform. The enhancement should ensure balance:

- between the needs and capacities of the platform members and the data requirements of the donors;
- between what can be measured easily and what actually represents the objectives and work of the platform, which may be harder to measure, and;
- between comprehensive documentation of the work and simplicity and ease of use for the platform to focus on the work instead of the measurement of such.

This enhancement shall also aim at facilitating the consensus between all concerned actors (i.e., donors, IBON as grantee, CPDE Global Secretariat as management team, and the implementing partners) on what results we are working towards in collaboration/partnership and their alignment on each's specific (programme and organisational) mandates. Once that is established, the

¹⁷ CPDE only developed separate results framework for each donor where a logical framework approach is prescribed. Between 2014-2016, the multi-donor programme supported by Austria, Canada, Finland, and Sweden had a single results framework following Canada's logframe template. A separate logframe was developed when a partnership with the EC was secured in 2016.

¹⁸ The monitoring and reporting templates had been revised four times in the last ten years to address (i) the issues of partners on difficult templates and (ii) the data requirements of donors.

¹⁹ Commissioned by Sida

²⁰ FCG, 2022. Evaluation of CSO Partnership for Development Effectiveness, p. 41

enhancement should recommend concrete steps to ensure coherence and accuracy of information to be collected in the course of the whole programme cycle.

To ensure this, the following are the foreseen areas for engaging the Helpdesk's support:

- Help clarify the objectives/results shared and valued by all concerned that can be demonstrated in contribution to the overall EDC agenda at the global, regional, and national levels;
- Advise on the appropriateness/sufficiency of proposed CPDE indicators to demonstrate results and/or progress towards objectives.
- Review the alignment of the PM&E system with the capacities/needs of both CPDE members, results-based management strategy of Sida, and other cross-cutting development cooperation thematic priorities;
- Propose enhancements in the existing CPDE PM&E system to ensure coherence and accuracy of information collected based on agreed results, indicators and methods.
- Recommend data analytics software solutions and approaches to improve the existing CPDE monitoring tools, and;
- Help define ideal structure, roles and responsibilities, and process flow to implement the enhanced PM&E system.

In doing this, the evaluation findings can be addressed accordingly, and the CPDE project results can be properly demonstrated.

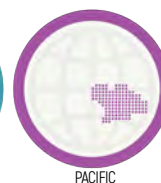
III. Indicative Process

The timeline of engagement commences with the project development cycle. This is contingent upon the ongoing dialogue partnership with Sida. The proposed process and person hours for the engagement are as follows:

Activity	Person hour/s
1. Agree on the basic requirements per the TOR during the Sida-CPDE Annual Meeting	2 hours
2. Coordinate and meet with the Sida RBM Helpdesk representative/s to discuss TOR and process (inception meeting)	1 hour
3. Organising discussions on the following areas of concerns (per the TOR):	
a. Acceptable definition of and expectations around demonstrating project results	2 hours
b. Improvements to the proposed CPDE project indicators	2 hours
c. Improvements to the PM&E system (i.e., process, tools, softwares, and ideal structure)	2 hours



Regional Constituencies



Sectoral Constituencies



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

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

Know more about the CSO Partnership for Development Effectiveness



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