



# CIVIL SOCIETY & DEVELOPMENT

GLOBAL TRENDS, IMPLICATIONS AND RECOMMENDATIONS  
FOR STAKEHOLDERS IN THE 2030 AGENDA

OCTOBER 2016

BY VINAY BHARGAVA, SARAH LITTLE, DANIEL RITCHIE, JOHN CLARK & ED ELMENDORF



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FOR STAKEHOLDERS IN THE 2030 AGENDA**

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A large group of women, many wearing colorful saris, are sitting on the ground in front of a building with peeling paint. The women are looking towards the camera, and some are clapping. The word "FOREWORD" is overlaid vertically on the left side of the image in white, bold, sans-serif font.

# FOREWORD

# FOREWORD

In the 21<sup>st</sup> century a new worldview of civil society's place in the global development agenda has emerged. Civil society is now recognized as a key development partner in its own right, along with government and private sector. As such it has earned a seat at many tables where the global development agenda and governance issues are decided.

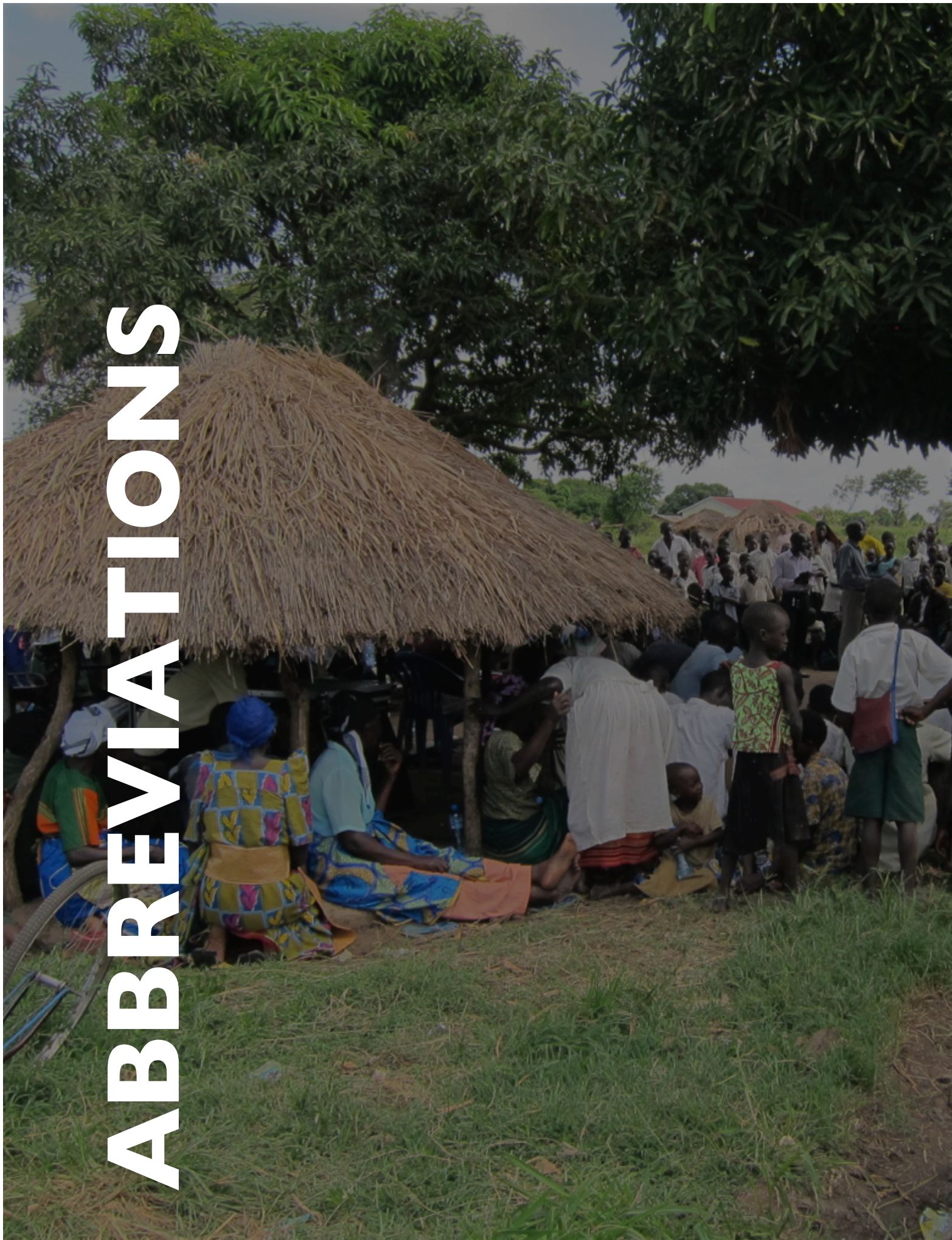
It is clear that in the next 15 years civil society will be even more engaged in the articulation and implementation of national development policies and programs. At the heart of the 2030 Agenda for Sustainable Development Declaration, signed by all UN members in September 2015, is a new development paradigm that requires partnerships between governments, civil society, private sector and international organizations, if its goals are to be realized.

In this context this paper analyzes several global trends in civil society's role in development. These trends have implications for all stakeholders involved in the 2030 Agenda. A team of PTF experts with deep background and experience in international development and in working with civil society has prepared this paper. Its purpose is to guide its own work as well as to inform all stakeholders involved in the implementation of the 2030 Agenda.

Trends are dynamic by definition and as such need to be constantly updated and revised. This paper should thus be regarded as a working document. We welcome your feedback so we can update the information and keep it relevant in a changing environment.

**Richard Stern**  
President, Partnership for Transparency Fund

# ABBREVIATIONS





# ABBREVIATIONS

AfDB: African Development Bank  
AGN: advocacy group or network  
CBO: community-based grassroots organization  
CSO: civil society organization  
DAC: OECD Development Assistance Committee  
DfID: United Kingdom Department for International Development  
DIV: USAID Development Innovation Ventures  
DMC: developing member country  
ECOSOC: United Nations Department of Economic and Social Affairs  
FATF: Financial Action Task Force  
GPEDC: Global Partnership for Effective Development Cooperation  
GPSA: World Bank Global Partnership for Social Accountability  
ICNL: International Center on Not-for-Profit Law  
ICT: information and communication technologies  
IFI: international financial institution  
INGO: international non-governmental organization  
M&E: monitoring and evaluation  
MAVC: Making All Voices Count  
MDB: multilateral development bank  
MDG: United Nations Millennium Development Goals  
MLI: multilateral institution  
MOU: memorandum of understanding  
NGO: non-governmental organization  
NPO: not-for-profit organization  
NSA: non-state actors  
ODA: official development assistance  
OGP: Open Government Partnership  
PVO: private volunteer organization  
SDG: sustainable development goals  
UN: United Nations  
UNDEF: United Nations Democracy Fund  
UNHRC: United Nations Human Rights Council  
WEF: World Economic Forum  
WHO: World Health Organization

# EXECUTIVE SUMMARY

**CAPACITY BUILDING TRAINING TO**   
**PEOPLES' SOCIAL ORGANISATION MEMBERS**  
**ON**  
**MGNREGS & RTI**  
**IMPLEMENTING AGENCY: SURAKSHA, GAJAPATI**  
**SUPPORTED BY: PARTNERSHIP FOR TRANSPARENCY FUND**  
**PUBLIC AFFAIRS CENTER, BANGALORE**  
Venue : \_\_\_\_\_ Date : 27/6/2012



# EXECUTIVE SUMMARY

## THE CHANGING CONTEXT: EVOLVING VISIONS OF DEVELOPMENT AND DEVELOPMENT RESPONSIBILITIES

In the 1990s, with the end of the Cold War, the major international conferences of the decade, on children, women, social development and environment led to the adoption of the United Nation's Millennium Development Goals (MDGs) at the turn of the millennium, to be achieved by 2015.

As the MDGs neared their expiration date, the United Nations and NGOs around the world established many consultation processes and events for a new development agenda. The result of this collaborative work, endorsed by a UN General Assembly summit meeting in September 2015 was the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs) and 169 specific associated targets to be achieved by 2030.

The SDGs differ from the MDGs, not only in their creation, number, breadth and focus, but also in recognizing that states, the private sector, and civil society must all engage and work together if the goals and targets of the 2030 Agenda are to be achieved. Just as the vision of development has widened to give greater attention to the civil society, so has the framework for financing it.

The purpose of this paper is to examine in greater depth the changing nature and engagement of civil society in development against this background. The study reviews six trends showing how the CSO sector and its roles have evolved and increased. With these changes come new demands for transparency, accountability, legitimacy, and impact. In its concluding section, the paper discusses the implications of the six trends and makes recommendation linked to the implications, for stakeholders in government, official donors (bilateral and multilateral organizations), philanthropists and other private donors and in the civil society during the fifteen-year period of the 2030 Agenda (2016-2030).

## CIVIL SOCIETY & DEVELOPMENT: SIX GLOBAL TRENDS

**Trend #1: Civil society has grown in size, diversity and influence and is being recognized as a key development partner together with government and the private sector.**

Registered civil society organizations (CSOs) around the world are estimated to be in the millions, and growing in size, sophistication, diversity and influence. There are reportedly more than 2 million CSOs in India alone. The number of international non-governmental organizations (INGOs)

was reported to be over 38,000 in 2014 with 1,200 new INGOs added every year. European and U.S. foundations number more than 200,000. Of course, not all of these CSOs are active in development, but a significant number are.

Historically, governments and official aid donors have typically not viewed CSOs as equal partners in the development process. However, more recently, CSOs have become active and independent actors, contributing to development in a number of ways:

- (a) Raising billions of dollars annually from private sources—foundations and individuals—and transferring them to developing countries;
- (b) Leading innovations in core development sectors such as health, education, water and sanitation, food security, micro-finance, agriculture and gender equality;
- (c) Complementing and/or supplementing government assistance in service delivery;
- (d) Enhancing transparency and accountability in government, business and international organizations; and
- (e) Contributing to new knowledge and theories on economic development, employment, service delivery, poverty reduction and development aid.

Civil society organizations, aided by social media and information and communications technology (ICT), are influencing the development agenda in many ways, from funding innovation to amplifying the voice of citizens, advocating for reform and influencing the global development policy agenda at the international level. At the grassroots level, millions of CSOs are making a major difference in people's lives as first responders and chief advocates to fulfill the needs of their communities.

## **Trend #2: International organizations are forging collaborative relationships with CSOs as development partners.**

Civil society has been recognized as a distinct and essential development partner in a variety of recent international initiatives, including forums on aid effectiveness (Accra 2008 and Busan 2011), the launch of the Open Government Partnership (2011) and the announcement of the UN's Sustainable Development Goals, all of which stress the importance of engaging citizen groups. CSOs and foundations are represented in the decision-making bodies of many multi-lateral financial mechanisms such as the Global Fund

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### **BOX 1: ROLE OF CSOS IN SDG IMPLEMENTATION**

SDG#17 calls for “partnerships between governments, the private sector and civil society” for successful implementation of SDGs and includes the following two targets:

(a) Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources (Target 17.16);

(b) Encourage and promote effective public, public-private and civil society partnerships building on the experience and resourcing strategies of partnerships (Target 17.17). An indicator associated with this Target is :”Amount of US dollars committed to public-private and CSO partnerships.”

Follow Up and Review processes indicated in the Agenda 2030 document include commitments for: (i) “a robust, voluntary, effective, participatory, transparent and integrated follow-up review framework” (Para 72) and (ii) “open, inclusive, participatory and transparent for all people and will support reporting by all relevant stakeholders” (Para 74.d.) The UN's annual High Level Political Forum does just that.

*Source: Transforming Our World: The 2030 Agenda for Sustainable Development”. Final Outcome Document adopted at UN General Assembly Meeting of 25 September 2015.*

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to Fight HIV/AIDS, TB and Malaria, the Global Environment Facility (GEF), the Global Partnership on Education and the Global Partnership for Social Accountability (GPSA). The driving force behind these collaborative partnerships between governments, the private sector, civil society and the international development community is the realization that no one actor can solve all development challenges.

### **Trend #3: Funding for development is changing. Private aid sources are growing and being integrated into innovative financing partnerships with official aid donors and governments.**

The growth in the number and importance of CSOs in development is being mirrored by the substantial amount of financial support from international non-governmental organizations (INGOs) to the sector. One recent study estimates that INGOs and foundations are providing almost US\$50 billion per year to developing countries (in addition to the US\$19 billion channeled through NGOs by official aid agencies). Likewise, recipient CSOs are increasing professional in their ability to manage resources, deliver results and articulate the needs and interests of their communities. This evolution is manifested in several ways:

- CSOs and INGOs are now recruiting staff with more professional development experience; and increasingly cooperating with governments and official donors.
- Philanthropic organizations have established a [Sustainable Development Goal \(SDG\) Philanthropy Platform](#) with a vision to build “Strong partnerships between philanthropic organizations, the UN, governments, civil society and business to achieve the SDGs.”
- Philanthropy is growing in developing and emerging market countries; in Russia, China, India and Brazil, the “amount of giving and the formation of organized charitable entities have increased significantly across the emerging market countries.”

The plateauing of ODA and the growth of private development assistance has triggered new approaches to development finance—such as the multi-actor global development initiatives mentioned in Trend #2. The World Bank serves as trustees for many of these initiatives, with total contributions of US\$60.7 billion from public and private sources.

### **Trend #4: Civil society is taking initiatives to enhance its own governance and accountability.**

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#### **BOX 2: PHILANTHROPIC GIVING AND GLOBAL FRAMEWORK FOR FINANCING DEVELOPMENT POST-2015**

“We welcome the rapid growth of philanthropic giving and the significant financial and non-financial contribution philanthropists have made towards achieving our common goals. We recognize philanthropic donors’ flexibility and capacity for innovation and taking risks, and their ability to leverage additional funds through multi-stakeholder partnerships. We encourage others to join those who already contribute. We welcome efforts to increase cooperation between philanthropic actors, Governments and other development stakeholders. We call for increased transparency and accountability in philanthropy. donors to give due consideration to local circumstances and align with national policies and priorities. We also encourage philanthropic donors to consider managing their endowments through impact investment, which considers both profit and non-financial impacts in its investment criteria.”

*Addis Ababa Action Agenda 2015: (Para 42 of the final outcome document)*

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Over the past decade, the more organized, officially recognized segment of civil society has devoted considerably more attention and resources to enhance the governance and accountability of CSOs, particularly those who depend on official donors, foundations and foreign funding. These typically take the form of membership or certification schemes in which participating CSOs agree to adhere to detailed codes of conduct, charters or covenants and report at regular intervals on their performance against the criteria and principles set out. The [International NGO Accountability Charter](#) is the most detailed, intensively monitored and independently verified code. The INGO Charter is coordinating an effort to develop a model for national codes and self-regulation mechanisms throughout the world.

### **Trend #5: Despite these developments, the space for civil society engagement in the development policies and programs varies widely between countries and sectors.**

As noted in Trend #2, at the global level civil society is welcomed and included in the global development agenda at the international level. At the national level, however, the scope for civil society action varies widely. Two contradictory trends surrounding this variance are evident.

On the positive side, many governments have made explicit commitments to engage with civil society. In September 2015, all 193 UN Members committed to involve civil society in the implementation of the 2030 Agenda at the country level in accordance with country policies. More than half of these countries meet the eligibility criteria for OGP, which requires openness to citizen participation and engagement in policy making and governance, including the basic protection of civil liberties.

On the negative side, a number of governments have increased restrictions on civil society's operating space, focusing especially on access to funding, registration requirements and activities. A 2014 report of the UN's Special Rapporteur on the rights to freedom of peaceful assembly and association specifically addressed the responsibility of multilateral institutions to protect and promote civil rights. In particular, he urged them to demonstrate their commitment by engaging substantively with CSOs, giving them access and speaking rights at meetings, enhancing citizen access to their documents and, where possible, financing local CSOs.<sup>1</sup>

### **Trend #6: Future funding is a growing concern of CSOs.**

"Where will our funding come from?" was a strategic concern of civil society at the 2013 World Economic Forum scenarios analysis as reported in "The Future Role of Civil Society" as well as in the 2015 State of Civil Society Report by Civicus. While overall there are more resources going into civil society, there are major gaps. Major funding concerns are especially present in countries where governments restrict foreign funding; in middle income countries that have fallen off international donors' priority lists but have not yet established strong domestic funding for CSOs; and; for governance and transparency in countries where domestic philanthropy is focused largely on traditional charitable activities.

## IMPLICATIONS AND RECOMMENDATIONS FOR STAKEHOLDERS

The trends described above demonstrate the critical and growing importance of civil society to development and, in particular, to realizing the SDGs. While capacities and potential vary greatly by country, broadly speaking civil society is now a key player in both national and global development efforts and so should be actively involved as partners in SDG programs and policy-making, alongside governments, donors and the private sector. Hence we urge all stakeholders in the 2030 Agenda to reflect on what this would mean for them.

This call is based on the following realities:

- CSO sector performance can affect country's growth, poverty reduction and social inclusion performance (e.g. Philippines, India, Cambodia, Bangladesh).
- CSOs are mobilizing increasing amounts of resources from private and official resources for development programs.
- CSOs employ professional development experts and develop innovative development solutions.
- CSOs have special insights and knowledge about important development priorities.
- CSOs are forging collaborative relationships with governments, private sector, and other organizations to address global development challenges.
- Legal and regulatory space for CSOs to operate varies between countries and sectors.

The implications and recommendations emanating from these global trends for different categories of stakeholders (including leading civil society actors themselves) are different.

### Implications and Recommendations for Governments

- 1) Partnerships with CSOs will be more important, but the nature of those partnerships will vary according to the specific SDG goal and target and to the national context.
- 2) Encourage CSOs to engage in dialogue, offer suggestions and insights and consider partnership roles, but do not coerce them to do so.
- 3) Ensure the legal and policy environment for civil society is fully enabling.
- 4) Ensure that government-civil society relations are in keeping with the new Financial Action Task Force (FATF) recommendations.
- 5) Encourage active civil society contributions to deliberations regarding SDG strategy and policymaking.
- 6) Permit and encourage CSOs that deliver important services to poor and vulnerable people to establish business activities to help finance those services.

### Implications and Recommendations for Official Donors (Bilateral and Multilateral Agencies)

- 1) Engagement with CSOs should be based on a serious political-economy stakeholder analysis.
- 2) Consider changes in financing arrangements and business processes that would make it easier to support CSO programs where these are likely to be most effective.
- 3) Use dialogue with recipient governments to argue the case for deeper civil society engagement and for providing a more enabling policy and legislative environment.
- 4) Ensure CSOs have full and easy access to information about your programs, especially those relevant to the SDGs, and open avenues to exchange ideas on strategy.
- 5) Identify elements of development programs that might best be implemented by, or in partnership with, CSOs in program planning and assure appropriate arrangements for this.
- 6) Encourage CSO roles in monitoring of both donor and government programs to ensure independent assessments.

### **Implications and Recommendations for Philanthropists and Other Private Aid Donors**

- 1) Greater opportunities for philanthropic giving through partnerships with CSOs and governments.
- 2) Civil society and a growing number of governments are welcoming partnerships with philanthropists.
- 3) Consider channeling some giving through the World Bank and other multilateral banks to enable greater impact and support civil society.

### **Implications and Recommendations for Civil Society Organizations**

- 1) Be open to forming partnerships (with donors and/or governments) when this is relevant to your mission and you have the relevant skills.
- 2) Draw on your experience and close links with important constituencies to form coherent and responsible policy messages, in particular to maximize the attainment of SDGs relevant to your specific focus.
- 3) Ensure that information about your work is freely and widely available to those you aim to help, that you have open channels of communication, and your messages are objective.
- 4) Monitor government and donor programs, especially those relevant to poor and vulnerable people, to ensure benefits go where intended and where most needed.
- 5) Resource and address the capacity building needs of your CSO to ensure it has the competence and skill-set to achieve the challenges set by its strategy.
- 6) Network effectively, especially at the national level to protect and strengthen the sector.

Development is not the preserve of officials. In essence it is about citizens – their needs, their preferences, their motivations and their actions. Civil society and private sector actors know these better than any other and hence must be seen as key stakeholders in goal planning, implementation and monitoring of the SDGs at the country level. Those who have the convening power to bring this about should use it accordingly.





# GLOBAL TRENDS



# SIX GLOBAL TRENDS IN CIVIL SOCIETY ROLES IN DEVELOPMENT

## THE CHANGING CONTEXT: CHANGING VISIONS OF DEVELOPMENT AND DEVELOPMENT RESPONSIBILITIES

In the 1990s, with the end of the Cold War, the major international conferences of the decade, on children, women, social development and environment led to the adoption of the United Nation's Millennium Development Goals (MDGs) at the turn of the millennium, for achievement by 2015. Although MDG #8 called for a new global partnership for development the attention tended to concentrate on state action and responsibilities.

As the MDGs neared their expiration date in 2015, the United Nations and NGOs around the world established many consultation processes and events for a new development agenda. In contrast to the MDGs, the new agenda engaged civil society from the outset of its design. The United Nations sponsored web-based input on *The World We Want*, with the participation of over one million people around the world. In 2013, the UN General Assembly established a constituency-based Open Working Group (OWG) on the new agenda for sustainable development. The OWG brought active engagement of civil society<sup>2</sup> and other partners. The result of this collaborative work, endorsed by a UN General Assembly summit meeting in September 2015 was the 2030 Agenda –17 Sustainable Development Goals (SDGs) for achievement by 2030, with 169 specific associated targets.

The SDGs differ from the MDGs not only in their creation, number, breadth and focus, but also in recognizing that states, the private sector, and civil society must all engage and work together if the goals and targets of Agenda 2030 are to be achieved.

Just as the vision of development has widened to give greater attention to the civil society, so has the framework for financing of development. The 2015 Addis Ababa Action Agenda from the third major international conference on financing for multi-stakeholder cooperation engaging not just the public sector but also private business, philanthropy, and civil society. The philanthropic community has established a new SDG funders platform website. A new High Level Political Forum (HLPF) is to meet annually bringing all stakeholders together, with a prominent role for civil society. Reportedly, as many as 1,500 non-governmental organization representatives participate in the July 2016 HLPF – the first to focus on implementation of Agenda 2030.

The purpose of the present paper is to examine in greater depth the changing nature and engagement of civil society in development against this background. The study reviews six trends

showing how the CSO sector and its roles have evolved and increased. With these changes come new demands for transparency, accountability, legitimacy, and impact. In its concluding section, the paper discusses the implications of the six trends for stakeholders in government, official donors (bilateral and multilateral organizations), philanthropists and other private donors and in the civil society during the fifteen-year period of Agenda 2030.

## THE SIX TRENDS

### Trend #1: Civil Society has grown in size, diversity and influence and is being recognized as a key development partner together with government and the private sector.

The role of civil society has increased both in magnitude and influence. The estimated number of CSOs registered around the world is in the millions. HumanRights.gov, managed by the US State Department, estimates that there are at least 1.5 million NGOs in the United States.<sup>3</sup> In comparison, there are estimated to be 2 million NGOs in India<sup>4</sup> and 227,000 NGOs currently operating in Russia, even after the government de-registered many recipients of foreign funding, which it classifies as “foreign agents.”<sup>5</sup> According to the *Yearbook of International Organizations*, the number of active international NGOs and intergovernmental organizations totaled over 38,000 in 2014; with about 1,200 new organizations added every year.<sup>6</sup> The United Nations Economic and Social Council (ECOSOC) has accorded 4,186 NGOs with consultative status, an accreditation that provides them with certain speaking and attendance rights at UN meetings, special events, and key processes, including the General Assembly. These statistics illustrate an increase in the support of civil society, which, in turn, extends its influence.

**DIVERSITY OF CSOs.** There is enormous diversity among CSOs and this will continue to increase with the growing presence of civil society. A 2013 study by the World Economic Forum categorized the range of CSO roles in societal development, as shown in Box 1.<sup>7</sup> This diversity increases the influence of civil society by infusing its oversight into all levels of development, from raising awareness and holding institutions accountable, to defining standards and developing frameworks, to directly executing activities. CSO presence in all of these roles is essential for comprehensive progress in development efforts.

Despite their enhanced role in development, CSOs are not equal in size and coverage. INGOs such as World Vision International (the world’s largest development NGO in terms of funds), CARE International, Save the Children and Plan International operate in many parts of the world with thousands of staff and budgets that run in the hundreds of millions dollars. They are also engaged in donor-funded projects in a number of countries. The same is true for foundations such as the Ford Foundation, the Rockefeller Foundation and the Asia Foundation. At the other end of spectrum are millions of community-based NGOs in Africa, South and East Asia and Latin America that operate with one or two staff and survive on unpredictable and small grants.

BRAC, an INGO based in Bangladesh, is the world’s largest development NGO in terms of staff, employing 119,000 people and with annual expenditures of US\$1,024 million (in 2013). It operates in 12 countries spanning Latin America, Africa, South Asia and East Asia. It has

pioneered innovative poverty reduction solutions such as its lauded Ultra Poor Program. BRAC's founder, Sir Fazle Hasan Abed, was awarded the 2015 World Food Program Laureate Prize.

Some CSOs and CSO movements are highly influential, such as Oxfam International, Transparency International, Greenpeace, Civicus, Human Rights Watch, Jubilee 2000, Better Aid, and Beyond 2015. Smaller CSOs have influence at the local level through working directly with local government officials and citizens. The Partnership for Transparency Fund has supported more than 250 small grassroots CSOs in 50 countries with carefully documented results. It is clear that these small CSOs were able to help build community awareness of leakage in development programs in their communities, mobilize citizen volunteers to monitor it, share the evidence gathered through this monitoring with authorities and increase government responsiveness to eliminating bribery and waste and meeting the needs of citizens.<sup>8</sup>

**CIVIL SOCIETY AS A KEY PARTNER.** Civil society has emerged as an important independent actor in its own right, contributing to all significant aspects of development, including those concerning MDB priorities and governance. This independence is vital to civil society's ability to promote change and accountability as a key partner in development activities. Not only does it facilitate oversight and transparency, but it also allows CSOs to more easily direct crucial funding and knowledge from developed to developing countries. Private foundations and individuals can also play a necessary role in this transfer and CSOs provide the bridge between private funding and public social impact.

While this often has not been recognized, CSOs have a long history of contributing to international development and poverty reduction.<sup>9</sup> Historically they have been seen as marginal contributors compared with governments and ODA sectors. Over the last 20-25 years, however, CSOs have become active and independent actors contributing to many countries' development. Several books (Clark<sup>10</sup>) and studies (Makuwira,<sup>11</sup> Banks and Hulme,<sup>12</sup> Brinkerhoff<sup>13</sup> and Lewis and Kanji<sup>14</sup>) as well as organizations such as the United Nations, World Bank, World Economic Forum and Johns Hopkins Center for Civil Society Studies have analyzed the role, impact and challenges of civil society. Some of their key findings include the following:

- CSOs in developed countries raise billions of dollars from private sources to provide development assistance to CSOs in developing countries.
- CSOs are positive mechanisms to amplify local voices at national and global levels.
- CSOs implement innovative programming in core development sectors such as health, education, environmental protection, disaster relief and recovery, climate change, human rights, migration, refugees, poverty reduction, water and sanitation, roads, food security, agriculture, micro-finance, gender equality and renewable energy.
- CSOs, both alone and in public-private partnerships, complement and supplement government assistance by providing a wide range of services to citizens.
- CSO involvement in development programs and projects enhance transparency and accountability in governments, businesses and international organizations.
- CSOs contribute to new knowledge and theories of economic development, employment, service delivery, poverty reduction and development aid.

- CSOs influence policy at global level through impactful movements such as Jubilee 2000, Better Aid, Beyond 2015 and many more.
- CSOs are contributing to economic development, employment, essential services delivery, poverty reduction and development aid policies and programs discussions at all levels.

**CHALLENGES.** The rise in power and influence of CSOs as a force in development brings many challenges for the sector, principally:

- **Sustainability.** Financial sustainability and stability is a chronic issue for CSOs worldwide. While it has been estimated that as much of half the funding for CSOs in selected developing countries derives from membership and other fees, a significant share of financial support typically comes from private contributions and project-specific grants, which can vary widely depending on financial swings and donor interest. USAID’s “CSO Sustainability Index for Sub-Saharan Africa” found that “difficult economic environments due to the global financial crisis impacted CSO resource availability in almost all countries.”<sup>15</sup> This reality often forces gaps in programming and stalls progress with innovative initiatives.
- **Capacity.** It is now widely recognized that CSO capacity development requires more than mere training. It requires the development of systems to deal with the challenges of working with multiple stakeholders and managing accountability, transparency and effectiveness issues. Increased leadership and learning is needed for CSOs to more effectively plan, monitor, and evaluate development interventions.
- **Impact.** Effective development often requires changes in attitudes and behaviors and shifts in gender roles, which things can be difficult to measure. This presents a challenge for CSOs in the evaluation and documentation of their programs. It is important that they do what is most effective, rather than what can be most readily counted, but as CSOs become more central in development they will need to better demonstrate their impact in such areas. Improvements in knowledge and learning (K&L) and monitoring and evaluation (M&E) will be necessary to understand how programs work best and to fully leverage CSO growth to support social change. It will be important to find a balance between bureaucratic impediments and effective standards and resources.
- **Coordination.** The strength of many CSOs is their local nature. The greatest impact is achieved when programs closely align with local needs and culture. However, as CSOs grow in size and influence, their efforts must be coordinated and scalable to achieve national and global impact.
- **Constructive engagement without co-optation.** How can CSOs harness national resources through collaborative efforts with governments while at the same time retaining their independence and avoiding co-optation? This balancing act can be difficult and requires a sober assessment of the trade-offs.

## **Trend #2: International organizations are increasingly forging collaborative relationships with CSOs as development partners.**

While one of the benefits of CSOs is that they are independent actors, they are increasingly seen as key partners in development. Civil society, governments, businesses and international

organizations are seeking collaborative relationships driven by the recognition that no one actor alone can solve all development challenges. International forums focusing on global development and governance are increasingly engaging civil society as a full partner. As CSOs increase their roles, scale-up their programming, and contribute more fully to development knowledge, their expertise becomes even more invaluable.

**THE EVOLUTION OF CSOs IN DEVELOPMENT.** The recognition of civil society's importance in development, and particularly in the promotion of good governance, is evident in a number of international statutes, declarations and initiatives focused on their participation, such as the Busan Declaration on Aid Effectiveness, the Global Partnership for Effective Development Cooperation, the Steering Committee of the Open Government Partnership, several multilateral financial mechanisms and the sustainable development goal (SDG) implementation and follow-up processes (see Box 1). CSO inclusion in the global governance and agenda setting is the practical recognition of these organizations as development actors in their own right. This represents a profound and meaningful shift in power relations of multi-stakeholder civil society diplomacy.

Key recent milestones in this evolution are noted below.

- **2000:** There were well-organized sector networks lobbying on specific issues during the Millennium Development Goal (MDG) agenda setting and many government delegations even included NGO representatives. However, most governments and donors did not proactively seek CSO contributions, despite a Millennium Declaration resolution to “develop strong partnerships with the private sector and with civil society organizations in pursuit of development and poverty eradication” and MDG Goal #8 encouraged partnerships including with civil society.<sup>16</sup>
- **2008:** The Accra Forum on Aid Effectiveness recognized CSOs as development actors in their own right.<sup>17</sup>
- **2011:** The Accra Forum was followed by the fourth high-level Forum on Aid Effectiveness in Busan, South Korea, which granted CSOs negotiating status.<sup>18</sup> The Global Partnership for Effective Development Cooperation (GPEDC) was created at the Busan Forum and includes two CSO and one Foundation representative in the 21-member steering committee. GPEDC is an inclusive political forum bringing together governments, bilateral and multilateral organizations, civil society, parliaments and the private sector to strengthening the effectiveness of development co-operation to produce maximum impact for development with support from OECD/UNDP.<sup>19</sup>
- **2011:** The Open Government Partnership (OGP) was launched with an innovative and unique leadership structure in which the Steering Committee is composed of equal numbers of CSO and government representatives.<sup>20</sup> The Committee is co-chaired on a rotating basis by CSO and government representatives. OGP currently has 65 countries as its members. OGP brings together governments and CSOs to promote transparency, openness to participation and responsiveness to citizens.

- **2015:** a network of 1,581 CSOs from 142 countries comprised the Beyond 2015 movement taking a variety of actions during 2010-15 to influence intergovernmental negotiations on the Post-2015 Development Agenda.<sup>21</sup> They were able to influence several outcomes in the Final Outcome Document.<sup>22</sup> In September 2015, all UN member countries adopted Agenda the 2030 Agenda for Sustainable Development, including 17 Sustainable Development Goals (SDGs). The Agenda states in its preamble *“All countries and all stakeholders, acting in collaborative partnership, will implement this plan.”*<sup>23</sup>

Since this trend has gained steam, CSOs have been included in decision-making bodies of several

global partnerships such as Global Partnership for Education, Global Agriculture and Food Security Program, Global Partnership for Social Accountability, Global Alliance for Vaccination and Immunization, and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

**CSO PARTNERSHIPS BREAK DOWN SILOS.** CSO Partnerships Break Down Silos – very much in the spirit of the 2030 Agenda. The 2013 World Economic Forum study points out that the “traditionally compartmentalized divisions between stakeholder groups are starting to dissolve, and both agenda-setting and the development of new solutions to global challenges are characterized increasingly by a matrix of representatives with overlapping roles and responsibilities.”<sup>24</sup> This trend is illustrated in Figure 1 sourced from the study. The highly interconnected world driven by information and ICT tools is enabling more productive relationships within civil society and between civil society, government, international organizations and the private sector.

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## BOX I: ROLE OF CSOS IN SDG IMPLEMENTATION

SDG#17 calls for “partnerships between governments, the private sector and civil society” for successful implementation of SDGs and includes the following two targets:

- (a) Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources (Target 17.16);
- (b) Encourage and promote effective public, public-private and civil society partnerships building on the experience and resourcing strategies of partnerships (Target 17.17). An indicator associated with this Target is :”Amount of US dollars committed to public-private and CSO partnerships.”

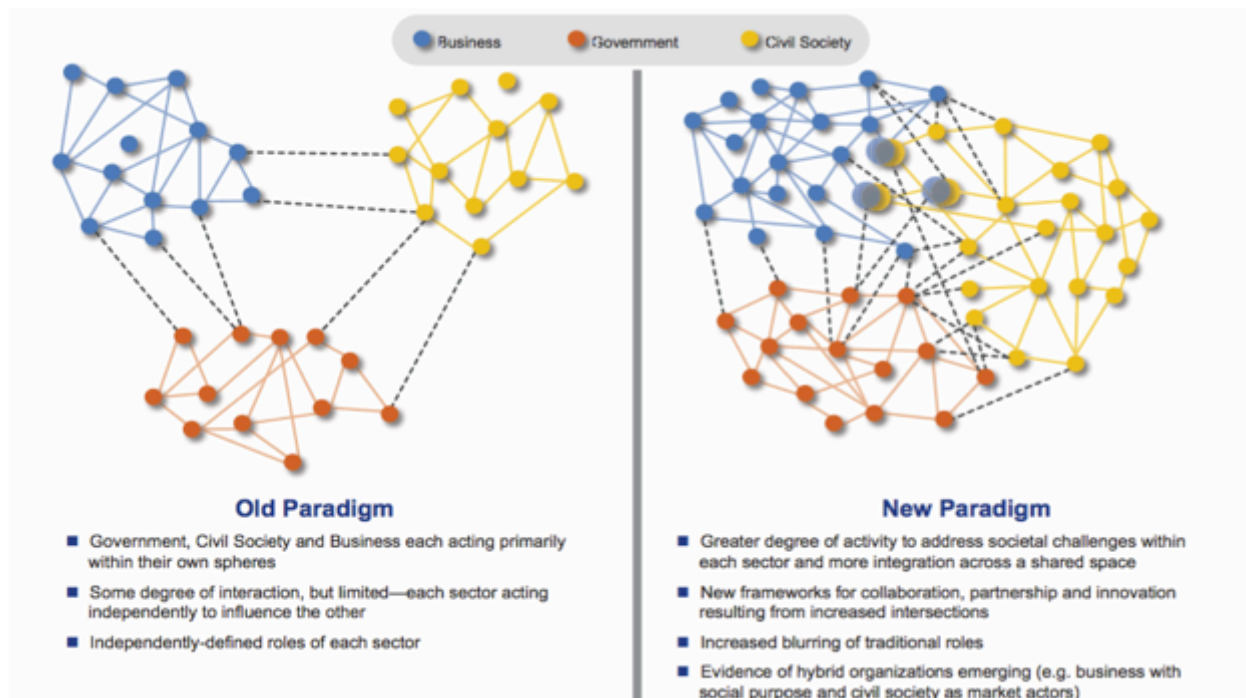
Follow Up and Review processes indicated in the Agenda 2030 document include commitments for: (i) “a robust, voluntary, effective, participatory, transparent and integrated follow-up review framework” (Para 72) and (ii) “open, inclusive, participatory and transparent for all people and will support reporting by all relevant stakeholders” (Para 74.d.) The UN’s annual High Level Political Forum does just that.

*Source: Transforming Our World: The 2030 Agenda for Sustainable Development”. Final Outcome Document adopted at UN General Assembly Meeting of 25 September 2015.*

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FIGURE I: CHANGING PARADIGMS FOR SECTOR ROLES



**Trend #3: Funding for development is changing. Private aid sources are growing and being integrated into innovative financing partnerships with official aid donors and governments.**

As collaboration in development increases, funding for specific initiatives is impacted. Unlike governmental agencies, CSOs are largely funded by private sources, including private donors, domestic philanthropy, fees and member contributions. As a result, international NGOs, foundations and billionaire philanthropists are emerging as significant sources of development financing, expertise and project administration. The CSOs that appear most able to secure partnerships with donors are those most able to cover the costs of their own internal administration. This is short-sighted on the part of donors in that the development imperative should lead them to prioritize partnerships with CSOs whose track record indicate have the biggest impact and value for money.

As competition for funding increases, collaborative efforts will be best positioned to secure the necessary funding to execute significant programs. When civil society partners with official aid sources and governments, they integrate their finances, often in innovative ways. A few examples of such collaborative relationships between the private and public sectors include:

- Multilateral financial mechanisms that support multi-actor global development initiatives such as: the Global Agriculture and Food Safety Program; the Global Fund to Fight AIDS, Tuberculosis, and Malaria; Global Environmental Facility; the Global Partnership for Education; and the Global Partnership for Social Accountability. The World Bank, which serves as trustee for many such partnerships, reported that cumulative contributions to such funds amounted to US\$60.7 billion by June 2013 of which 2% were provided by

private non-profit entities while the rest were provided by sovereign governments and intergovernmental organizations.

- The Asian Development Bank has sought collaboration to tap the expertise of INGOs such as World Resources Institute, AISEC (an international association for youth exchanges and internships), Plan International, International Road Assessment Program, and International Road Assessment Program.
- The Gates Foundation has provided funding to: (1) international organizations such as the Global Alliance for Vaccination and Immunization, the Alliance for Green Revolution in Africa, the World Food Program, and the Consultative Group to Assist the Poorest; (2) multilateral development banks such as the World Bank and African Development Bank; (3) NGOs such as Save the Children, Opportunity International Inc., Rotary International Development and; (4) governments such as Ministry of Culture of the Republic of Latvia.<sup>25</sup>
- In 2010, Bill and Melinda Gates started the Giving Pledge campaign to inspire the wealthy people of the world to give the majority of their net worth to philanthropy, either during their lifetime or upon their death. The Pledge is a moral commitment, not a legal contract.<sup>26</sup> 141 Individuals and/or couples were listed on the Giving Pledge website as pledgees as of December 2015 of which 5 are from Africa and 10 from Asia. Estimates of total pledges are not reported and there are criticisms that the pledges are subjective, as there is not much evidence of actual giving.
- Philanthropy in developing countries is rapidly growing, particularly in the richer countries.<sup>27</sup> It is estimated that philanthropy in the 4 BRIC countries alone amounted to US\$12 billion in 2011.
- In an innovative collaborative arrangement, the Islamic Development Bank, Gates Foundation and Islamic Solidarity Fund are partnering to subsidize the cost of loans to poor countries for such things as disease eradication and sanitation. Their aim is to raise US\$500 million to reduce interest payments on such loans and the two charities have already pledged US\$100 million each.<sup>28</sup>

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## BOX 2: PHILANTHROPIC GIVING AND GLOBAL FRAMEWORK FOR FINANCING DEVELOPMENT POST-2015

“We welcome the rapid growth of philanthropic giving and the significant financial and non-financial contribution philanthropists have made towards achieving our common goals. We recognize philanthropic donors’ flexibility and capacity for innovation and taking risks, and their ability to leverage additional funds through multi-stakeholder partnerships. We encourage others to join those who already contribute. We welcome efforts to increase cooperation between philanthropic actors, Governments and other development stakeholders. We call for increased transparency and accountability in philanthropy. donors to give due consideration to local circumstances and align with national policies and priorities. We also encourage philanthropic donors to consider managing their endowments through impact investment, which considers both profit and non-financial impacts in its investment criteria.”

*Addis Ababa Action Agenda 2015: (Para 42 of the final outcome document)*

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Worthington and Pipa<sup>29</sup> examine the international aid that flows from INGOs and foundations and conclude that their resources have grown to represent a significant source of capital from rich to poor countries—valued at no less than US\$49 billion in 2014. Their resources are increasingly devoted to core development activities and they are adopting professional approaches to manage and deliver their assistance. INGOs and foundations have also been able to appoint representatives to speak on behalf of their community.

The rise of this segment of civil society as a major player is also evidenced by several other sources and data:

- The number of INGOs secretariats is around 18,000. In 2014, World Vision International worked in 100 countries with staff of 45,000 and US\$2.8 billion in expenditures most of which from private funding. The major INGOs have their own implementing staff and M&E capacity. They act as donors and technical assistance providers for CSOs in the countries of their operation. They advocate at national and global levels for aid effectiveness and an increase in the levels of ODA.
- Between 1990 and 2008, the number of US foundations increased from 32,000 to 75,000; and their assets increased fourfold from US\$143 billion to US\$565 billion. International funding by US foundations increased from US\$680 million in 1994 to US\$6.2 billion in 2008. About 65% of the funding went directly or indirectly to developing countries, particularly to sub-Saharan Africa.<sup>30</sup>
- Philanthropic organizations have established an SDG Philanthropy Platform with the vision to build “strong partnerships between philanthropic organizations, the United Nations, governments, civil society, and business to achieve the Sustainable Development Goals.” Country-level pilots on such collaboration have been launched in 2015 in Colombia, Ghana, Kenya and Indonesia.<sup>31</sup>
- The Foundation Center maintains a directory of more than 140,000 U.S.-based grant-making organizations and reported that international giving by 1,330 larger U.S. foundations totaled US\$4.3 billion in 2010, down from US\$6.3 billion before the financial crisis. The Bill and Melinda Gates Foundation remained in first place in international funding.<sup>32</sup>
- According to the European Foundation Center, there are more than 114,000 “public benefit foundations” in Europe with annual giving of more than €53 billion euros for variety of purposes such as health, education, environment, human rights, arts and culture at local, national and international levels.<sup>33</sup>

#### **Trend #4: Civil society is taking initiatives to enhance its own governance and accountability.**

Over the past decade the more organized, officially recognized segment of civil society has invested considerably more attention and resources in self-organized initiatives to enhance the governance and accountability of CSOs—in particular those who depend on official donors, foundations or foreign funding sources for a significant proportion of their budgets. These typically take the form of membership or certification schemes in which participating NGOs agree to adhere to detailed codes of conduct, charters or covenants and report at regular intervals on their performance on the criteria and principles set out. This self-governance approach is substantiated by varying degrees of independent monitoring.

The trend of increasing attention on NGOs’ own standards of governance has various origins:

- NGOs in development have become more deeply aware of the importance of good governance, often scrutinizing the record of local and national governments’ and firms’ in these areas, publicizing any deficiencies they find and advocating relevant reforms. It would be

inconsistent, therefore, not to be similarly concerned about such matters in their own sector. Ensuring that their own house is in order is increasingly seen as a prerequisite for all NGOs, especially those that speak out on matters of governance.

- There have been some well-publicized examples of NGO aid being misused and NGO leaders have recognized the need for corrective measures to retain public and donor confidence. In particular leading humanitarian NGOs recognize that their failure to understand ethnic tensions and to coordinate with each other contributed to unnecessary human suffering during the Rwandan genocide. The aid these organizations provide is essential, but it is equally important that NGOs do not introduce new problems in the course of their operations.
- The international NGO sector has grown exponentially and in particular receives an increased proportion of their budgets from official donors. OECD-DAC members allocate US\$19.3 billion per year to NGOs (14.4% DAC ODA). About 70% of this went to NGOs based in OECD countries that raised at least an additional US\$32 billion from private sources.<sup>34</sup> Demonstrating probity and effectiveness is the other side of the publicly contributed coin, and both international NGOs and the major recipients of these resources in developing countries recognize the need to respond.
- The CSO sector that depends on foreign funds continues to grow in developing countries. At the same time, the leading CSOs recognize that unless they can demonstrate that they give serious attention to achieving high ethical standards, they must rely on governments to fill the void, which is not always possible, especially in developing nations. If CSOs cannot meet high standards, their programs cannot be effective, and donors will become disenchanted.
- It is often easier for CSOs to act collectively when it comes to establishing ethical standards than in adhering to them. Rather than approaching this monumental task individually or relying on governments to do the work, NGO networks and membership organizations have typically taken the lead. The exception is in countries where a small number of mammoth NGOs dominate the sector, as seen in Bangladesh. Under those circumstances, large, well-resourced organizations are fully equipped to propose and meet their own standards.

**THE INTERNATIONAL NGO ACCOUNTABILITY CHARTER.** The most detailed, intensively monitored and independently verified scheme of relevance is the International NGO Accountability Charter, which is a network of 23 of the world's largest international NGOs in development, relief, human rights, disability, the environment and governance.<sup>35</sup> Each charter member must provide detailed answers to 54 questions each reporting period (one or two years according to whether the NGO has demonstrated full compliance with the charter) and these reports are subject to scrutiny by an Independent Review Panel and an independent secretariat, followed by telephone meetings between the NGO chief executives and the panel's lead reviewers for that NGO. The 10 main elements for the charter, summarized below, are similar to those used in other self-regulation mechanisms:

1. **Respect for Human Rights**, as expressed in the Universal Declaration of Human Rights
2. **Independence** – being politically and financially independent, non-partisan, and not dependent on specific governments or companies
3. **Transparency** – maintaining an open information policy (explaining any confidentiality deemed necessary), publishing full and accurate accounts and activity reports

4. **Good Governance** – modeling good practices regarding governance structure, decision making processes, agreeing the NGO mission and strategy, independent evaluation and oversight of management
5. **Responsible Advocacy** – ensuring that all campaigning and advocacy is consistent with the NGO’s mission, grounded in its work, based on accurate and objective evidence and advances defined public interests. This entails a clearly defined process for adopting public policy positions (including for partners where appropriate) and ensuring that any public criticism amounts to fair comment.
6. **Participation** – fostering genuine partnership with local communities and others who are affected by the NGOs’ initiatives, establishing effective feedback and complaints mechanisms, and ensuring that partners also meet high standards of accountability and ethics.
7. **Diversity/Inclusion** - encouraging gender, ethnic and other diversity in staff, governance bodies and programs, outlawing discrimination, being proactive in seeking to help discriminated groups.
8. **Environmental Responsibility** - minimizing the environmental impact of the NGOs’ activities in particular by developing an NGO-specific Environmental Management System (EMS) and monitoring and reporting on its operation.
9. **Ethical Fundraising** - ensuring that all donations further the NGO’s mission, fundraising materials accurately describe its work and protect the dignity of people it aims to help.
10. **Professional Management** - ethical management practices with adequate monitoring and evaluation of programs, staff and governance bodies; maintaining reasonable salary levels and being transparent about top management remuneration.

The INGO Charter is now coordinating an initiative to develop a “Global Standard for CSO Accountability”, in conjunction with the architects of the most effective self-regulation schemes in USA, Australia, Cambodia, India, Kenya, Uganda and Latin America. The aim is that the resulting set of standards will provide a model for national codes and self-regulation mechanisms throughout the world. This initiative started early 2015 and is financed by SIDA. While the most intensive measures have been developed by NGOs in OECD countries (in particular by those who receive high proportions of government funding) there have also been significant initiatives in developing countries, especially in Asia as summarized in Box 3.

**OTHER SELF-REGULATION STANDARDS.** There are a number of other highly developed self-regulation mechanisms for NGOs, many based on the INGO Accountability Charter. These include the “Standards in Humanitarian Accountability and Quality Management” of the Humanitarian Accountability Partnership, and various country-specific initiatives, notably the NGO Code of Conduct of the Australian Council for International Development, the Code of Ethics and Operational Standards of the Canadian Council for International Co-operation, and the Private Voluntary Organisations Standards self-certification mechanism of InterAction (the American Council for Voluntary International Action) in USA.

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### BOX 3: NGO SELF-GOVERNANCE INITIATIVES IN ASIA

NGO networks and NGO capacity-building organizations in many countries have devised initiatives for raising the standards of accountability, transparency and ethical practices in civil society. Some are aimed at the membership of the authoring networks, some are quality rating schemes and they vary greatly in terms both of the depth of the requirements necessary and the effort invested in the self-policing required for them to be meaningful. The principle initiatives in Asia are outlined here.

**India:** Credibility Alliance – “Norms and Good Practices” code for its 4000 members; Voluntary Action Network India - Handbook on Good Governance which it requires its members to adhere to; Microfinance Institutions (MFI) Network - Code of Conduct for MFIs

**Pakistan:** Pakistan Centre for Philanthropy – NPO Certification Model; Pakistan NGO Forum - Code of Conduct

**Bangladesh:** Association of Development Agencies in Bangladesh - Code of Conduct (apparently not active)

**Nepal:** NGO Federation of Nepal – NGO Code of Conduct (not compulsory for members)

**Afghanistan:** Coordinating Body for Afghan Relief - Code of Conduct for NGOs engaged in Humanitarian Action, Reconstruction, and Development

**Kyrgyzstan:** Association of Civil Society Support Centres – Ethical Code of Conduct for members

**Indonesia:** Consortium for Civil Society Development - Code of CSO Conduct; Institute for Social and Economic Research, Education & Information (LP3S) – Code of NGO Ethics

**Philippines:** Philippine Council for NGO Certification – a self-regulated NGO registration scheme, recognized by government; Caucus of Development NGO Networks – a self-policing NGO Code of Practice committing registered NGOs to standards of accountability, transparency and good service

**Cambodia:** Cooperation Committee for Cambodia - Governance and Professional Practice Code of Ethical Principles and Minimum Standard for NGOs in Cambodia (a voluntary certification scheme)

**Mongolia:** Democracy Education Centre – set of NGO Ethical Principles (embryonic)

**South Korea:** Korea NGO Council for Overseas Cooperation – Code of Conduct for its members

**Japan:** Japan NGO Centre for International Cooperation – “Accountability Self-Check” (code of ethics for development NGOs)

*Source: One World Trust – Civil Society Project, <http://www.oneworldtrust.org/csoproject/>*

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### Trend #5: Despite these developments, space for civil society engagement in the development policies and programs varies widely between countries and sectors.

As the turn of the century approached, there was general optimism that civil society was becoming an essential and growing element of the universal compact on which the future of development would rest. The burgeoning of civil society in most countries, including where restrictions had only recently been removed, was referred to as the “global associational revolution.”<sup>36</sup> In response, OECD countries provided support to CSOs promoting human rights, democracy and the rule of law in countries where these attributes were weakly developed or under threat.

**THE POST-9/11 ATMOSPHERE.** This global *zeitgeist* began to change after the 9/11 terrorist attacks, with a shift in emphasis from human and civil rights to fighting the “war on terror” and tightening restrictions on many citizen organizations, fearing that they might harbor terrorists or

sympathize with them. Western governments' support for civil society continued to grow, however, in part because "good" CSOs were seen as potential bulwarks against the inherently "bad" citizens' groups that promoted or assisted religious extremism and terrorism. This phenomenon was seen during the events surrounding the Arab Spring and various "color revolutions."

As official support for global civil society grew, largely through OECD-based international NGOs, donors exercised considerably greater scrutiny for two reasons. First, as a higher proportion of official aid became channeled via civil society, due diligence required governments to pay more attention to ensuring the allocated funds were properly managed and well used. Second, more oversight was considered necessary to ensure that the end-users of the assistance were bona fide CSOs and not fronts for terrorists. On the latter, OECD governments were guided particularly by their inter-governmental body, the Financial Action Task Force,<sup>37</sup> whose initial guidance is now recognized as excessive (and has now been substantially revised). As a result, the intensive oversight advised has had unfortunate ramifications for the NGO sector and civil society more broadly.<sup>38</sup> While FATF and its member governments have now evolved a more pragmatic approach, some damage remains.<sup>39</sup>

**TIGHTENING GOVERNMENT SUPERVISION OF CSOs.** Linked to the FATF's approach, but more serious for civil society, has been the evolution of more restrictive policies and stricter government supervision of civil society in a wide range of developing and emerging market countries. The main reasons for this shrinking space for civil society are the following:

- Governments often describe CSOs that foment disquiet as "threatening state security" (even if non-violent) and so resent any foreign support they receive. Those who have faced the Arab Spring and various color protest movements which they believe to be financed by OECD country government agencies. The Russian government, for example, now labels domestic CSOs who receive a high proportion of their funding from other countries as "foreign agents."
- Some governments resent the reorientation of donor funding from official channels to CSOs. Funding restrictions on CSOs that many governments have introduced serve to ensure that governments influence the use of, if not co-opt a portion of, these resources. This is often justified by the 2005 Paris Declaration on Aid Effectiveness, which incorporated concepts of "host-country ownership" and "alignment of aid with partner countries' priorities."
- In countries where there are secessionist movements or ethnic or religious communities that press for greater autonomy, some governments have adopted comparable measures to those used to combat global terrorism, even where the threats are of a much lower order. Governments frequently use the language of national security, counterterrorism, and anti-money laundering objectives to justify restrictions on CSOs.
- Many populist governments, of both left- and right-wing persuasions, have seen their own governing parties as the true expression of citizen voice and seek to muzzle those who loudly proclaim alternative political or social visions. This has occurred in Venezuela, Hungary and Poland, among other places.

- Governments who seek to maintain good relations with official donors do not always have the sense that providing an enabling environment for civil society is a donor priority as it was 15+ years ago. Indeed, the original FATF strictures calling for governments to more closely supervise or monitor CSOs and to conduct investigations to spot malpractice have in effect provided a license for intrusion.<sup>40</sup>

The International Center on Not-for-Profit Law (ICNL) estimates that more than 50 countries have considered or enacted measures restricting civil society from 2004 to 2010. This trend is accelerating. Since 2012, ICNL has documented 129 legislative initiatives that have been proposed or enacted in 60 countries that constrain the freedoms of association or assembly. 47 of these measures have been in Asia (19 in EAP, 28 in South and Central Asia).<sup>41</sup>

According to ICNL and World Movement for Democracy, the most common restrictions on civil society are:

- Restrictions on fundraising, that may simply forbid or cap raising funds from abroad, require prior government approval for all grants or the passage of such grants through a government entity, prohibit donations from specific donors or tax the receipt of international funding;
- Restrictions on registering or forming CSOs and/or barriers to the operation of CSOs, including imposing onerous reporting requirements;
- Restrictions on the right to hold gatherings or meetings;
- Restrictions on advocacy, public policy engagement and communication;
- Intrusive (and sometimes arbitrary) oversight of CSOs that may result in arbitrary restrictions, penalties and even termination; and
- Intimidation of CSOs and their leaders, such as by using defamation, treason, and other laws to bring criminal charges against them; in the most extreme cases there are frequent extra-judicial accounts of harassment, disappearances and even execution.<sup>42</sup>

**RESPONSE OF THE INTERNATIONAL COMMUNITY.** The international community has taken many important steps in recent years to confront the increasingly restrictive environments for civil society around the world, and to advocate for enabling environments, including:

- The UN Human Rights Council (UNHRC) passed a resolution in 2010 on the “Rights to Freedom of Peaceful Assembly and of Association” and established a post of Special Rapporteur on the issue
- The Community of Democracies argued that an “enabling legal environment for civil society is an essential component of a sustainable democracy” and established a Working Group on “Enabling and Protecting Civil Society” to monitor and respond to restrictive legislation around the world
- 14 governments formed the “Lifeline: Embattled NGO Assistance Fund” to help civil society activists confronting crackdowns
- The Organization of American States adopted a resolution in June 2011 on “Promotion of the Rights to Freedom of Assembly and of Association in the Americas”



- The European Council and European Commission have been charged with raising the situation of human rights defenders systematically in all political dialogues
- The Council of Europe calls on all members to assist NGOs with funds, tax concessions and incentives for domestic giving
- The Organization for Security and Cooperation in Europe similarly calls on its 55 participating states to allow NGOs to have unfettered rights of fundraising and communications in advancing human rights and fundamental freedoms
- Donors, OECD governments and multilateral agencies have intervened in specific countries to object to specific restrictions and to support activities that provide more enabling environments or more constructive engagement between states and civil society<sup>43</sup>

The first UN special rapporteur on the rights to freedom of peaceful assembly and of association, the distinguished Kenyan lawyer Maina Kiai, was appointed in April 2011. He will serve until April 2017. Besides undertaking country missions and advising on specific situations, he prepares global reports on specific issues that are presented to the UN General Assembly. His 2014 report addressed the responsibility of multilateral institutions (MLI) to protect and promote civil society rights. In particular he urged MLIs to demonstrate their commitment to the importance of civil society by themselves engaging substantively with CSOs, giving access and speaking rights to CSOs at meetings, enhancing citizen access to their documents and, where possible, financing local CSOs. He also advised studies on good practices with respect to civil society engagement and called on the heads of MLIs to use their positions to denounce reprisals against civil society.

While important steps have been taken by the international community, much more is needed. As President Obama said in September 2014, “This growing crackdown on civil society is a campaign to undermine the very idea of democracy. And what’s needed is an even stronger campaign to defend democracy.”

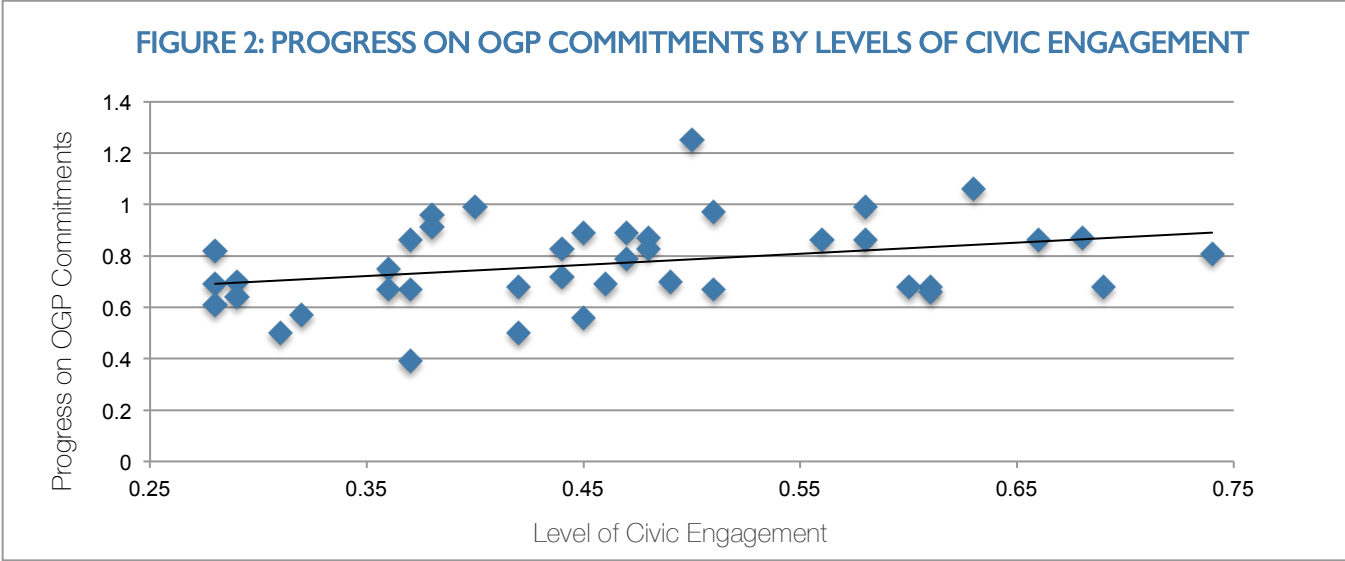
**THE ADVANTAGES OF CONSTRUCTIVE ENGAGEMENT.** Despite restrictions on civil society in some countries, constructive engagement between government and civil society is taking place in a variety of country contexts and yielding important lessons for the way forward. The scope for civil society activity varies widely around the world. Nevertheless, citizen participation in governance exists at some level in nearly every political system, and so too do opportunities for constructive engagement with government. No matter how pervasive corruption, mismanagement, and poor governance may be, few governments are monolithic. Reform-minded officials exist in almost every regime and can be powerful promoters of good governance.

Although the advantages of constructive engagement are universal, the degree of benefit varies significantly based on the context. The World Bank’s Association, Resources, Voice, Information, and Negotiation (ARVIN) framework is a tool to enable a “comprehensive assessment of the legal and regulatory, political and governmental, socio-cultural and economic factors affecting civic engagement.”<sup>44</sup> Likewise, the OGP’s Spectrum of Public Participation categorizes the type and intensity of public participation.<sup>45</sup> Together, the two frameworks provide a cross section by which to identify CSO opportunities for engagement, as illustrated in the Table 1.

**TABLE I: CSO OPPORTUNITY FOR ENGAGEMENT FRAMEWORK**

		World Bank ARVIN Framework					
		<b>Association:</b> Ability of civic groups to meaningfully exist with meaning	<b>Resources:</b> Ability of civic groups to obtain human and financial resources to operate effectively	<b>Voice:</b> Ability of civic groups to express their viewpoint and be heard	<b>Information:</b> Ability of civic groups to access and process information	<b>Negotiation:</b> Ability of civic groups to impact government decision making	
<b>OGP Spectrum of Public Participation</b>	<b>Inform:</b> Government release of balanced and objective information	Restricted	Advocate for establishment or enactment of Freedom of Information (FOI) legislation				
		Enabled	Form CSOs with the mandate of monitoring and information released	Build the capacity of citizens and CSOs to understand and process information	Develop mechanisms, ICT enabled or otherwise, to aggregate and amplify citizen voice	Implement public awareness campaigns that empower citizens to demand accountability	Use information as evidence to advocate for decisions that continuously respond to citizen views
	<b>Consult:</b> Government seeks public feedback	Restricted	Work within government frameworks and official opportunities for engagement; clearly identify the benefits of said engagement as a basis to advocate for opening new spaces				
		Enabled	Build coalitions to put forth common platforms	Develop tools to help citizens better understand their rights and government commitments	Support diverse viewpoints through evidence based advocacy	Conduct parallel CSO-led information gathering exercises	Ensure that feedback collected by government aligns with citizen priorities
	<b>Involve:</b> Government works with directly citizens to ensure feedback is consistently understood and appropriately considered	Restricted	Advocate for actions that will open-up civic spaces for meaningful engagement; build the capacity of citizens and CSOs to engage with government				
		Enabled	Identify and advocate for opportunities to institutionalize civic engagement	Develop tools to help citizens better understand their rights and government commitments	Support participation by marginalized and vulnerable communities	Provide parallel opportunities for citizens to give feedback to an independent and trusted source	Collect independent feedback and compare results with government mechanisms
	<b>Collaborate:</b> Government meaningfully takes public view into decision making from planning through evaluation	Restricted	Build citizen and CSO capacity to participate				
		Enabled	Participate in global knowledge sharing events	Incentivize citizen participation, e.g. sponsor community theater events	Participate in high-level national and international decision making engagements	Monitor government programs and analyze results	Develop position papers and other knowledge materials
	<b>Empower:</b> Government allows decision making to be in the hands of citizens	Restricted	Build citizen and CSO capacity to participate				
		Enabled	Assist with the institutionalization of community structures for engagement	Share expertise with government	Develop, support or monitor mechanisms to ensure the participation of marginalized groups	Monitor government programs and analyze results	Participate as formal partners

The OGP also provides comparable data on both the level of CSO engagement and the impact of open government projects in the sixty-five countries that have joined. It is important to note that all countries participating in OGP have met minimum prerequisites determined necessary by the initiative (i.e., fiscal transparency, access to information, asset disclosure and citizen engagement). As illustrated in Figure 2, there is a slight correlation between the level of civil society engagement and the progress made on open government initiatives.



The results of this analysis indicate that the impact of civic participation is compounding. However, the significant variance makes it clear that individual country context, as well as the adaptability of civic engagement programming to that context, is a much better indicator of success or failure. Nevertheless, it is clear that constructive engagement can be successful despite disparities in state policy.

**COUNTRY EXAMPLES.** As constructive engagement interventions depend heavily on context, it is useful to review some individual examples of success and failure. The examples below illustrate success stories from enabling (Mongolia), mixed (Liberia) and restricted (Azerbaijan) environments.

- **Mongolia** falls in the top half of the Economic Intelligence Unit’s Democracy Index and scored 1 for political rights and 3 for civil liberties in Freedom House’s 2014 Annual Freedom in the World Report, where 1 represents the most free and 7 the least free rating. In a 2014 seminar organized by the ADB, Mongolian representatives reported that the outputs and policy recommendations of CSO projects are now being taken into account in formal government policy deliberations, for example in drafting a recently enacted conflict of interest bill. Likewise, CSO leaders have routinely been appointed to government policy-drafting committees in light of their experience. This integration of CSOs in the policy formulation process is a highly developed form of public participation that requires well-developed civil expertise.
- **Liberia** ranks 101 out of 167 countries on the Democracy Index and scored 3 for political rights and 4 for civil liberties in the 2014 Freedom in the World Report. Corruption is fairly pervasive in Liberia, especially when it comes to the police, as illustrated by a 2013 Transparency International survey that found a majority of the population believes they are

corrupt. In 2014, Search for Common Ground rolled out an SMS system supported by MAVC for citizens to report misconduct by Liberian National Police officers. The ICT tool provides a mechanism for citizens to engage directly with champions within the police department with anonymity. Likewise, the government gains unfiltered information straight from the grassroots on the conduct of the police.

- **Azerbaijan** ranks 148th out of 167 countries on the Economic Intelligence Unit's Democracy Index and 6 for both political rights and civil liberties in the 2014 Freedom in the World Report. In 2007, the country embarked upon an ambitious construction project to connect Baku with Tbilisi, Georgia and Gars, Turkey by rail. The sheer size of the project coupled with lack of oversight and the country's reputation for endemic corruption created an environment ripe for misuse of funds. A project implemented by the Center for Economic and Social Development (CESD), financed by DFID's Governance Transparency Fund through its grant to PTF, monitored the use of money in the railway project, uncovering a US\$10.4 million discrepancy which has since been "returned" to the state budget. In this case, opportunities for direct CSO engagement with government in the railway's initial phases were minimal. However, the CSO was able to utilize public information to monitor the situation and use public pressure to promote accountability.

**BEST PRACTICES.** As government and civil society continue to partner in development programs, it is important to identify best practices for constructive engagement. The following five practices greatly enhance the success of such collaborations, regardless of country or sector.

- 1) Understand existing accountability systems and align constructive engagement interventions with government priorities and interests.** Constructive engagement has realized positive impacts in nearly every atmosphere. However, the success will depend on the appropriateness of the activity with relation to the context. Both government and civil society must feel enough trust to take the next step. This process can be a long undertaking and must be constantly nurtured to prevent backsliding. It is important for sustainable support for such initiatives.
- 2) Identify and engage champions within the government and encourage other public officials to join by making clear why operating with transparency and accountability is beneficial to them.** Champions exist in nearly every regime. Utilizing these advocates from the inside is an important way to gain support for civic engagement in any environment. These champions can be supported by CSOs clearly articulating the value-added from constructive engagement to all public officials.
- 3) Build the capacity of both civil society and government in both subject matter and ideology.** As governments become more open, civil society and public officials need to develop skills, resources and systems to engage effectively. Most CSOs and public officials have limited capacity to engage effectively with each other, making engagement less fruitful, and more frustrating, for both parties. Capacity building and knowledge sharing should concern both the subject matter in particular and constructive engagement strategies in general.
- 4) Institutionalize engagement exercises within formal government structures.** Establishing new spaces for civic engagement is most effective when interactions are institutionalized. This provides a greater sense of control over the activities and sets out

expectations, as well as obligations, for both parties. Many social accountability mechanisms, such as citizen report cards and social audits, provide clear entry points for citizens and government to engage. Prescribed opportunities for interface meetings and the creation of joint work plans can help ensure meaningful engagement from the outset.

- 5) Build coalitions and working groups to coalesce a wide variety of related viewpoints.** Governments are more likely to create spaces for dialogue with coalitions than with individual CSOs. Coalitions provide members with greater legitimacy “by allowing them to advocate their interest from a stronger vantage point and extend the reach of their message.”<sup>46</sup> Resources can be combined, expertise shared and middle ground found, benefiting both CSOs and the government.

## **Trend #6: Future funding is a growing concern of CSOs.**

The important role for CSOs in the development programs of the international financial institutions has increasingly been recognized and incorporated into their activities. However, these positive developments are countered by two significant constraints. First, as indicated previously, many countries are imposing restrictions on foreign funding, especially for good governance, accountability and transparency efforts and for policy advocacy. Funding from governments often comes with conditions that undermine CSO freedom of action and independence. Second, the competition for foreign funding has become fierce particularly in the fields of promoting accountability and governance, fighting corruption and promoting more ethical and poor-friendly policies, as indicated by the following:

- Traditional sources of funding that supported CSO activities in developing countries, such as DfID’s Governance and Transparency Fund (100 million GBP) and the World Bank’s Development Grant Facility, have ended and not been replaced.
- New sources of funding have appeared, such as Making All Voices Count (MAVC), the GPSA, the USAID Development Innovation Ventures (USAID DIV) and the UN Democracy Fund (UNDEF), but they are extremely competitive. The GPSA project approval rate is 3-4% of applications. UNDEF has approved 472 grants among 23,962 applications between 2007 and 2014, a success rate of 2%. Moreover, the amounts tend to be small. MAVC awards are capped at 75,000 GBP.
- Funding from international foundations and private philanthropy have grown, as indicated in Trend #3, but the total of about US\$3 billion annually is still only about 2–3% of ODA flows, according to DAC data, and a small fraction of this supports governance activity of CSOs. For example, Gates Foundation funding supports little activity in these areas.
- The lion’s share of foundation support goes to CSOs in donor countries. A recent analysis by the U.S. Foundation Center found that more than 75% of U.S. foundation funding for Africa went to international organizations like WHO and the Global Fund to Fight HIV/AIDS, TB and Malaria, and in 2012 only 23% went to Africa-based CSOs, down from 31% a decade earlier.
- While there are newly emerging foundations in developing countries, domestic philanthropy tends to favor more traditional charitable and religious-linked activities, not CSO programs in these areas that are seen as contentious.

- As indicated earlier, more than 50 countries have adopted or introduced legislation restricting domestic CSO access to international funding.

The good news is that some major funders such as the European Union have introduced new programs to support CSO activities with significant funding (US\$152 million in 2014 to the EU non-state actor facility and another US\$145 million for a complementary local government fund). CSOs in more than 50 countries availed themselves of such funding in 2014. Despite this, CSOs will likely continue to encounter challenges in securing funding.

Another government challenge emerges from the financial pressures. As many governments attempt to reduce their debt and regain their economic footing, they have reduced spending on social programs. While this makes the work of CSOs more valuable, it also presents difficulties. The World Economic Forum takes governmental challenges to their endpoints in a series of scenarios it describes in “The Future Role of Civil Society.”<sup>47</sup> In one scenario, they describe how conflict leads governments to enforce strong security controls, even in the business and social sectors. This leaves a smaller space for CSOs to operate and reduces the ability of domestic funders to support their activities.

**DISTRUSTFUL DONORS.** Conflict and other turbulent periods can reduce trust in both government and civil society. Lower trust levels make it more important for CSOs to prove their transparency, ethics, and effectiveness as they compete for funding. Trust also plays a role in how private donors direct their money. There is more emphasis on less controversial projects that are more strategic and/or enjoy government support. Stringent program evaluation and execution as a means of guaranteeing “value for money” for donors can lead to burdensome reporting requirements attached to funding.

**THE WEALTH TRAP.** Civicus points out the ironic shift in funding support for countries as they transition from developing to developed nations.<sup>48</sup> They point out that securing both domestic and foreign funding is most difficult “in countries that have apparently ‘graduated’ into middle income status and have therefore fallen off donors’ priority lists.” To complicate matters, CSOs based in developing nations must compete with larger, well-established organizations in other countries. This makes it difficult for organizations that directly work on the front lines of social change because the vast majority of private funding goes to organizations based in developed nations. Those dollars erode as they are funneled down to local CSOs. Civicus estimates that “out of the US\$166 billion spent on official development assistance (ODA or aid) by OECD-DAC countries in 2013, only 13% (US\$21 billion) went to civil society.”<sup>49</sup>

The major challenge for most developing country CSOs remains the same—their ability to sustain their work by securing adequate funding on a regular basis in a world of increased competition for money and a very modest financial pie to share.



# IMPLICATIONS AND RECOMMENDATIONS





# IMPLICATIONS AND RECOMMENDATIONS FOR STAKEHOLDERS

The six trends described above demonstrate the critical and growing importance of civil society to development and, in particular, to the potential for realizing the SDGs. This is recognized in the 2030 Agenda and the Addis Ababa development-financing framework. These agreements reflect the increasingly established worldview that civil society is a development player in its own right and development challenges can be addressed only through a collaborative effort by government, civil society the private sector and official development assistance providers. All UN member countries have now signed on to the 2030 Agenda for Sustainable Development Declaration making it clear that civil society will be engaged more extensively and deeply in development policies and programs in developing countries over the next 15 years.

While capacities and potential vary greatly by country, broadly speaking civil society is now a key player in both national and global development efforts and so should be actively involved in SDG programs and policy-making, alongside governments, donors and the private sector. Hence we urge all stakeholders in the 2030 Agenda to reflect on what this means for them.

This call is based on the following realities:

- In many countries CSO sector performance can affect country's growth, poverty reduction and social inclusion performance (e.g. Philippines, India, Cambodia, Bangladesh). This is so because in many countries, and at global level, CSOs are contributing in significant ways to economic growth, poverty reduction, social services (such as education health and social protection), employment, social inclusion, environmental protection and governance.
- CSOs are mobilizing an increasing amount of resources from private and official resources for development programs implemented by themselves or by other CSOs.
- CSOs employ professional development experts and often develop innovative development solutions. They perform advocacy and watchdog functions to press governments, international institutions and corporations to be transparent, accountable and socially responsive. On their part CSOs increasingly accept that they have to be transparent, accountable, and effective.
- CSOs have special insights and knowledge about important development priorities and hence are being included in decision-making bodies for global development and governance.
- CSOs are forging collaborative relationships with governments, private sector, and international/global organizations and others to address global development challenges.

- Legal and regulatory space for CSOs to operate varies by country and sector.

The implications and recommendations emanating from these global trends for different categories of stakeholders (including leading civil society actors themselves) are different.

## **IMPLICATIONS AND RECOMMENDATIONS FOR GOVERNMENTS**

- 1) Partnerships with CSOs will be more important going forward, recognizing that the nature of those partnerships will vary according to the specific SDG goal and target and to the national context. For most governments the starting point must be a careful sector-by-sector assessment of the capacities, leadership and innovation potential of the relevant CSOs and their networks. It would be more productive to do such assessments in a collaborative manner.
- 2) While strengthening engagement, respect sovereignty; encourage CSOs to engage in dialogue, offer suggestions and insights and consider partnership roles but do not coerce them to do so.
- 3) Ensure that the legal and policy environment for civil society is fully enabling. This includes ensuring that laws on forming, registering and operating CSOs are fully consistent with the UN required Freedoms of Association and Peaceful Assembly and the Agenda 2030, that CSOs are enabled to raise funds both from domestic and international supporters, and that citizens and companies find the tax and regulatory environment encouraging to make philanthropic contributions. Avoid government oversight of CSO activities or reporting requirements that are intrusive or present impediments to CSO activities.
- 4) Ensure, specifically, that government-civil society relations are in keeping with the new Financial Action Task Force (FATF) recommendations rather than the original ones (see endnote 40).
- 5) Encourage active civil society contributions to deliberations regarding SDG strategy and policymaking. This necessitates ensuring CSOs have full and easy access to government plans and thinking. Invite leading CSOs to dialogue forums in their area of expertise and also facilitate CSO roles in monitoring SDG progress and in ensuring that vulnerable people have access to effective grievance mechanisms when they do not benefit as they should. Encourage provincial, state, and local governments to engage CSOs, especially CBOs that are not engaged nationally, in their SDG planning, implementation and monitoring.
- 6) Permit and encourage CSOs that deliver important services to poor and vulnerable people to establish business activities to help finance those services.

## **IMPLICATIONS AND RECOMMENDATIONS FOR OFFICIAL DONORS (BILATERAL AND MULTILATERAL AGENCIES)**

- 1) Partnering, listening to and funding CSOs should be seen as a priority, but should not be blind. Engagement should be based on a serious political-economy stakeholder analysis to identify which of the myriad of CSOs in the sector warrant priority in the country, and for what functions.
- 2) Consider changes in financing arrangements and business processes that would make it easier to support CSO programs where these are likely to be most effective; this includes establishing grant windows, permitting simpler procurement and supervision processes, and allowing sufficient provisions for overheads that enable the CSOs' capacity to grow.
- 3) Use dialogue with recipient governments to argue the case for deeper civil society engagement and for providing a more enabling policy and legislative environment for civil society (along the lines advocated by the UN's Special Rapporteur on Freedoms of Peaceful Assembly and Association); encourage governments to engage civil society leaders in deliberating development policy.
- 4) Ensure CSOs have full and easy access to information about your programs, especially those relevant to the SDGs, and open avenues to exchange ideas on strategy.
- 5) When developing programs with governments, discuss which elements might best be implemented by, or in partnership with, CSOs and assure appropriate arrangements.
- 6) Even where governments are reluctant, encourage CSO roles in monitoring of both donor and government programs to ensure independent assessment of whether poor and vulnerable groups are served as intended by those programs and that citizens who have grounds for specific complaints are helped to put forward their concerns without retribution.

## **IMPLICATIONS AND RECOMMENDATIONS FOR PHILANTHROPISTS AND OTHER PRIVATE AID DONORS**

- 1) The Addis Ababa Agenda for financing development post -2015 (Box 2) has created an opportunity for realizing greater value for philanthropic giving through partnerships with CSOs and governments. The SDG Philanthropy Platform provides a ready avenue for responding to this opportunity.
- 2) Civil society and a growing number of governments are welcoming partnerships with philanthropists and many examples are emerging. Such partnerships have the potential of making a huge difference in helping achieve the inclusion goal of leaving no one behind. They will also help improve trust between private sector and the public. Philanthropists and other private aid providers should expand direct funding of developing country CSOs participation in Agenda 2030 wherever the country policies allow such funding.
- 3) In addition to expanding the direct funding of CSOs, philanthropists should consider channelling some of their giving through the World Bank and other multilateral banks (such as Asian Development Bank, African Development Bank). This mode will help enable

philanthropists to leverage their influence and impact as well as provide support to civil society even in countries where enabling environment for state-CSOs relations is difficult. This is so because the MDBs are uniquely positioned to provide support to CSOs given that: (i) most developing countries are among the owners on these banks and allow greater degrees of operating freedom, including engaging with the civil society, to these banks than to any other private and/or official bilateral donor; (ii) the MDBs have established country offices and operating policies that provide efficient ways to support CSOs; and (iii) the MDBs are in a position to integrate CSO engagement with government programs. In view of the above the philanthropists and private donors should give serious consideration to establishing partnerships with MDBs to support inclusion through civic engagement in national development programs and policies in developing countries.

## **IMPLICATIONS AND RECOMMENDATIONS FOR CSOs**

- 1) Be open to forming partnerships (with donors and/or governments) when this is relevant to your mission and you have the relevant skills. Ensure, however, that this does not dull criticisms of other stakeholders based on objective experience and representation of your constituency.
- 2) Draw on your experience and close links with important constituencies to form coherent and responsible policy messages and use these forcefully in your communications and advocacy programs, in particular to maximize the attainment of the targets set by the SDGs relevant to your specific focus.
- 3) To demonstrate your organization is genuinely representative, ensure that information about your work is freely and widely available to those you aim to help, that you have open channels of communication and grievance so that your constituents can tell you if they think you are off course, and that your messages are objective.
- 4) Monitor government and donor programs, especially those relevant to poor and vulnerable people, to ensure that the funding and benefits go where intended and where most needed, and where this isn't happening bring this swiftly to the attention of officials concerned.
- 5) Resource and address the capacity building needs of your CSO to ensure it has the competence and skill-set to achieve the challenges set by its strategy and that new cadres of leaders emerge from the CSO sector.
- 6) Network effectively, especially at the national level to protect and strengthen the sector. This includes fostering dialogue with government and others to address aspects of the policy environment that make CSO work difficult. It also includes working to ensure that leading CSOs in the country model the good governance standards that governments and firms are urged to adopt. When the CSO sector can demonstrate its accountability, transparency, reliability and professionalism it is easier for donors to support it and more difficult for governments to criticize it.

The SDGs comprise a bold and complex set of challenges. Governments alone will not be able to achieve them, even when strongly helped by the donor community. Civil society, philanthropy and the private sector also have pivotal contributions to offer. While this report addresses only civil society, its messages resonate also with what is needed to foster stronger private sector contributions to development. This too requires an enabling environment for the sector, respect based on a sympathetic appreciation of competence and capacities, opportunities for partnership that respect those differing competencies, and full transparency regarding government programs and plans.

Development is not the preserve of officials. In essence it is about citizens – their needs, their preferences, their motivations and their actions. Civil society and private sector actors know these better than any other and hence must be seen as key stakeholders in goal planning, implementation and monitoring of the SDGs at the country level. Those who have the convening power to bring this about should use it accordingly.

# ENDNOTES



## ENDNOTES

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<sup>2</sup> This paper follows the World Bank's definition of civil society: "to refer to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations."

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<sup>8</sup> See the Partnership for Transparency Fund's website (<http://ptfund.org/publications>) for examples, especially Citizens Against Corruption: Report from the Front Line by Pierre Landell-Mills.

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- <sup>37</sup> The inter-governmental body, the Financial Action Task Force (whose membership is largely OECD members) agreed “Special Recommendation No. 8”, soon after the 9/11 attacks on measures governments should take to stem the potential for using NGOs as conduits for supporting terrorism. Although not required to observe such provisions, FATF member governments have to report on steps they take regarding them.
- <sup>38</sup> The initial cut of SR8, the “Interpretative Note” that accompanied it, and the steps taken by many governments to implement SR8 was widely seen by civil society, donors, and many in governments and elsewhere as overly intrusive and extremely cumbersome to the extent that it deterred legitimate NGO support for CSOs in Islamic countries – thereby being possibly having a perverse consequence. While Muslim anger generated by the ‘war on terror’ has fuelled international ‘solidarity’, funding for anti-Western movements, the increased difficulties philanthropies in rich countries experience in financing charitable, secular and inter-faith activities in Muslim countries have resulted in a significant decrease in such support. John Clark, “Civil Society in the Age of Crisis”, Journal of Civil Society, 7 (3), 241–263, September 2011 (see also

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Daniel is an independent consultant on economic development. He served in the World Bank for almost 30 years before retiring in 1997. His positions included Director for North Africa and Iran, Director of the Asia Region Technical Department, Deputy Director, Personnel Department, Chief, India Country Operations, Chief, Agriculture and Rural Development, Southern Europe. He currently serves as President of a scholarship fund in Kenya, Board Member for a scholarship fund for girls in South Sudan, and Board Member of other NGOs. Dan holds a degree in public administration.

## **John Clark, Chair of the Board of Directors**

John Clark was elected as PTF's Board Chair in April 2014. He has worked with development NGOs, the World Bank, United Nations, universities, and as advisor to governments on development and civil society issues. His career has focused on poverty reduction, participation, globalization and bridging the gap between grassroots organizations and official agencies. He was at the World Bank for 12 years until 2008, leading its civil society agenda and working on social issues in East Asia, and before was responsible for the campaigns and policy functions of Oxfam. He has advised the UN Secretary-General on UN-civil society relations and written various books on civil society and development.

## **Ed Elmendorf, Project Advisor**

Ed Elmendorf has been engaged in international organizations – especially the UN and the World Bank, professionally and as volunteer, for over 50 years. He served in the US Foreign Service as Adviser, Economic and Social Affairs, at the US Mission to the UN in the 1960s, and worked for two years in the UN Secretariat prior to starting a 30 year career in the World Bank. In the World Bank he served as policy planning officer, led lending programs in North Africa, and was deeply engaged in the design, financing, negotiation, and monitoring of economic reform programs in Sub-Saharan Africa. He is an active volunteer in the United Nations Association of the USA, and returned for a year to full-time employment as CEO of UNA-USA, to lead it into an alliance with the UN Foundation.

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STAKEHOLDERS IN THE  
2030 AGENDA



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