

Open Forum for CSO Development Effectiveness

A process towards defining and promoting a global
development effectiveness framework for CSOs

Funding Proposal

1. Background and Justification

Background

A series of consultations was held in the lead-up to the third High-Level Forum on Aid Effectiveness in Accra (September 2008), led by the Advisory Group on Civil Society and Aid Effectiveness (AG). Through these consultations, a better understanding and recognition of the roles of civil society organisations (CSOs) in the development process and as part of the international aid architecture was achieved. In the political outcome document of the third High-Level Forum, the Accra Agenda for Action (AAA), donors and governments recognise CSOs as development actors in their own right that complement efforts by donors and governments (see paragraph 20, AAA).

In the lead up to the Accra High-Level Forum, CSO came together in a dedicated CSO-led process to define and promote, in a collective manner, their development effectiveness in dialogue with donors and governments. This process, called the Open Forum for CSO Development Effectiveness, was launched in June 2008 at the Exploratory Meeting on CSO Effectiveness in Paris. This meeting, organised by an interim group of facilitating CSOs, brought together more than 70 representatives of CSO networks and platforms from around the world, to agree on the future directions for the Open Forum. Moreover, a steering group composed of 25 member organisations (GFG – Global Facilitation Group) was formed to provide forward thinking and leadership to the Open Forum.

In the months following the Paris meeting, the GFG has agreed on the work plan, steering, management and objectives of the Open Forum. Meetings of the GFG have taken place in Kuala Lumpur (January 2009) and Prague (June 2009). This preparatory work was financed by CSO contributions and official contributions from Austria, France, Spain and the United Kingdom.

Justification

CSOs acknowledged that there are issues in relation to their effectiveness, stemming from their particular role in the development process and the international aid architecture, and their obligation, as development actors in their own right (see AAA, § 20), to ensure that their contributions to development reach their full potential.

Moreover, since the adoption of the Accra Agenda for Action, there is increased recognition among governments and donors that the environment that they provide for CSOs has strong repercussions on the extent to which CSOs can contribute to sustainable change. Lack of opportunities for policy dialogue, rigorous and inflexible funding mechanisms that reward quick results instead of sustainable change, breach of fundamental human rights and non-existent or flawed legal frameworks are some of these factors that prevent CSOs in many countries from effectively engaging in the development process.

In this context, CSOs are facing an increased demand, by the public, governments and donors alike, to demonstrate their effectiveness against the Paris Declaration on Aid Effectiveness or other benchmarks. In the AG consultations, CSOs concluded that the Declaration, albeit an important and useful tool to make official aid delivery more efficient, was not applicable to them, as it does not take into account the multitude of roles played by CSOs in development, and does not reflect key priorities of CSOs

such as environmental sustainability, human rights, poverty reduction and gender equality.

Taking into account the diversity of CSO roles in development that go beyond service delivery, CSOs agreed that they need to measure their effectiveness not in terms of the effectiveness of their aid provision and management, but by the degree to which their actions bring about positive change in the lives of the poor and marginalised. To make the distinction, CSOs chose to focus on *development effectiveness* as well as their aid effectiveness.

CSOs have been working to improve and demonstrate the quality of their work and their development impact for many years. This is evidenced by the plethora of tools, mechanisms and initiatives that have been developed, many of them in the recent past. These initiatives include self-regulation mechanisms and Codes of Conduct to promote accountability and transparency, informal working groups to facilitate joint learning, CSO platforms and networks for better coordination and information sharing and impact evaluation methodologies.

However, these initiatives have so far largely remained scattered and uncoordinated, and evidence of their effectiveness is anecdotal at best. Moreover, a growing body of literature puts into question the relevance of some of the existing CSO approaches to effectiveness. A recurring theme of these criticisms is that many initiatives are driven by demands put on CSOs to cater to the needs of official donors and governments and hence fail to promote key CSO learning, values and priorities.

Approach

The Open Forum aims to provide a learning space, based on mutual trust, where CSOs can discuss issues and challenges relevant to their work and relationships as development actors. Through the Open Forum, CSOs will build consensus on a commonly accepted framework to improve their development effectiveness. This framework will take into account their development visions, approaches, relationships and impacts of CSO actions. The Open Forum will also facilitate multi-stakeholder dialogues with CSOs, donors and governments on these issues at country, regional and international levels.

Between mid-2009 and end-2011, the Open Forum will facilitate a global consultative process in order to reach consensus on key principles underpinning CSO development effectiveness as well as guidelines on how to apply these principles. Discussions will also address external conditions set by donors and governments, as well as guidelines relating to these conditions, for CSOs to operate effectively in a given country context. Moreover, the consultative process will document and highlight good practices for context-relevant mechanisms, including – but not just – Codes of Conduct, to hold CSOs accountable to principles for CSOs development effectiveness.

Country consultations may include a multi-stakeholder dialogue depending on national conditions. The outcomes of all national, regional and thematic consultations will be captured in consultation reports that will feed into the global Open Forum process to inform the elaboration of the CSO development effectiveness framework.

During its preparatory phase, the Open Forum for CSO Development Effectiveness has succeeded in creating a global alliance of CSOs to define and promote their

development effectiveness, with an agenda and work plan to be implemented between now and the next High-Level Forum on Aid Effectiveness in 2011 in Seoul. Recognising that any shared global framework for CSO development effectiveness must emerge from existing practices and be informed by existing tools and initiatives, the Open Forum seeks to implement a bottom-up consultation process and multi-stakeholder dialogue.

The Open Forum links with the Better Aid Platform

Coming out of Accra, there are two closely inter-related global and inclusive CSO processes:

- The continuation of the policy and advocacy work of the Better Aid Platform, led by the BACG, working closely with the Reality of Aid country-level consultations on implementing the AAA, and with the other specific international social movement networks, with a focus on policies and reforms that strengthen the links between aid and development effectiveness for the High-Level Forum in Seoul in 2011; and
- The Open Forum for CSO Development Effectiveness, led by the Global Facilitation Group (GFG), to define and promote a framework that sets out principles, guidelines and strengthened accountability for CSO development effectiveness, and to develop an agreement on minimum standards for an enabling environment for CSO development effectiveness, at national, regional, sectoral/thematic and international level, for the Seoul High-Level Forum.

The Better Aid Platform and the Open Forum are two distinct, yet complementary global CSO-led processes. The latter focuses on how CSOs can improve their own effectiveness as development actors (including by improving the environment that is provided by donors, governments and international institutions for CSOs). The former's goal is to monitor and influence the implementation of the AAA (with specific focus on democratic ownership), while broadening the agenda to development effectiveness and addressing this within the reform of international aid architecture.

On the issues of the enabling environment, the Open Forum will look into how the conditions set by donors, governments and international institutions affect CSO development effectiveness, while the Better Aid Platform will address the enabling environment as part of their focus on democratic ownership. To the extent to which the Open Forum addresses the conditions under which CSOs participate in the development process, it contributes to the Better Aid agenda of democratic ownership.

While both processes are closely linked to the aid and development effectiveness agenda, their mandates, objectives and working methods are distinct and complementary to each other. To reach their goals, both processes will build upon CSO-led consultation processes, at different levels with distinct objectives, and including a coordinated dialogue with donors, governments, international institutions and other development stakeholders. Because of the diversity of CSOs and the distinct mandates, the two processes will often include different sets of CSOs in their work:

- The consultations related to the Better Aid agenda, following an advocacy logic, will gather policy-oriented CSOs to monitor and influence implementation of the AAA and contribute to policy directions for the HLF-4.

- The Open Forum will build on the expertise of a much wider mix of CSOs as development practitioners, policy interveners and constituency-based organisations, and focus on the enabling conditions within and between CSOs and in donor and government policies that are determinants in CSOs' development effectiveness.

Every attempt will be made to coordinate these processes to maximise the efficient use of resources and minimise burdens on all development actors.

2. General and Specific Objectives

The Open Forum for CSO Development Effectiveness is an international, consensus-based CSO process that seeks to address key internal and external factors affecting the effectiveness of CSOs as development actors.

The Open Forum specifically seeks to:

1. Develop and promote a framework for CSO development effectiveness based on CSO's own development visions, approaches, relationships and impact of actions in order to improve and ensure their own effectiveness. The framework will include a set of principles, indicators, implementation guidelines, good practices for accountability mechanisms and minimum standards for enabling conditions. To facilitate significant CSO buy-in and utilisation, the framework development process will be open and participatory, reflecting to the maximum extent possible the overall institutional and contextual realities of CSOs.
2. Facilitate a learning environment on CSO development effectiveness that will provide a space for CSOs to discuss issues and challenges relevant to their work as development actors. In addition, a research report of existing CSO effectiveness initiatives and efforts will allow CSOs to leverage existing experiences to learn from each other and avoid duplication of effort.
3. Engage in a political dialogue with donors, governments and other stakeholders to build understanding and support for an enabling environment for CSOs. This engagement is aimed at resulting in an agreement between all stakeholders, particularly governments and CSOs, on a set of minimum enabling conditions critical to the effectiveness of CSOs as development actors. This engagement is also expected to promote further CSO-government collaboration to advance the development effectiveness agenda.

3. Strategies and Activities

Strategies

Multi-stakeholder dialogue and exchange: The Open Forum aims to implement an ambitious political strategy. This strategy has two overarching objectives: (1) to consult with donors, governments and other non-CSO stakeholders on CSO development effectiveness to build the credibility and legitimacy of the Open Forum process and its results; and (2) engage in a dialogue with donors, governments and

other non-CSO development stakeholders to define and promote minimum standards that are essential to the realisation of an enabling environment for CSO development effectiveness.

This will include country, regional and international level engagement. In addition, the GFG, represented by its two co-chairs, will lead a political dialogue with key stakeholders of the Working Party on Aid Effectiveness. From an Open Forum perspective, the multi-stakeholder Working Group on CSO Development Effectiveness and Enabling Environment under Cluster A, as well as Cluster A Task Teams on accountability and ownership and, potentially, Cluster C work on transparency are of key interest. While CSO engagement in the Working Party is overall organised by the Better Aid Coordinating Group (BACG), the GFG will take a lead on those issues that are related to the specific agenda and concerns of the Open Forum, in coordination with BACG.

Communication and outreach: A proactive and transparent communication will be essential to achieve the objectives of the Open Forum and to build its transparency and accountability to the broader CSO constituency. Communication is a joint responsibility of the Consortium¹.

The GFG/Consortium will facilitate and manage a global flow of information on CSO development effectiveness which will be alimanted by the Open Forum's consultation and multi-stakeholder process. Communication efforts will seek to inform CSOs and other development stakeholders on the process, its progress and results, with a view to building understanding, ensuring transparency and accountability and involving CSOs actively in the process.

In order to make the Open Forum inclusive and participatory, outreach activities are conducted to involve the biggest number possible of CSOs at global level. Therefore, the bigger part of the budget dedicated to human resources is targeted at mobilising and enabling CSOs to engage in the process.

Inclusive, global CSO consultations: To capture the diversity of the CSO sector and its experiences, country-level consultations will bring together a mix of different CSOs and professions from within CSOs to discuss principles, implementation guidelines, indicators, enabling conditions and good practices for accountability mechanisms.

Inclusive and representative consultations will be fundamental to build ownership of the process among the widest range possible of CSOs. Consultations are intended to capture the diversity of CSO experiences and expertise for the purposes of the intended CSO development effectiveness framework and are essential for defining a relevant and legitimate CSO development effectiveness framework.

Development effectiveness is based on the recognition that gender equality and women's rights are crucial to achieve sustainable impact. To make the process inclusive, the GFG/Consortium will particularly focus on ensuring gender balance in all consultations and meetings of the Open Forum process.

¹ The Consortium is a group of six CSO platforms and networks assisting the GFG in implementing the work plan of the Open Forum. See section 5 below.

Activities

Country-level consultations: The Open Forum will finance and facilitate consultations in a minimum of 50 countries. This is considered to be a minimum number to enable the Open Forum to build a legitimate and relevant framework for CSO development effectiveness. It is, however, expected that there will be a significant number of countries, primarily in the North, in which CSOs can raise additional financial resources to carry out country-level consultations in their own countries. Provided that these consultations respect the key principles of the Open Forum as defined at the Exploratory Meeting in Paris (June 2008), these consultations will continue to build and inform consensus-building within the Open Forum.

Country-level consultations sponsored by the Open Forum will be implemented, where possible, by national CSO platforms and networks, under the guidance and facilitation of the Global Facilitation Group and the Consortium. Representativeness, capacity, prior work, and interest in CSO development effectiveness issues will inform the choice of the GFG/Consortium to entrust a CSO platform/network to carry out country consultations.

The set of countries for consultations will reflect a number of criteria agreed upon by the GFG to ensure a diversity of country contexts and CSO experiences. These criteria include: (a) countries with weak and strong CSO communities; (b) countries with enabling and disabling government-CSO relationships; and (c) countries with strong and weak presence of international NGOs. The 50 country-level consultations will be distributed as follows: Africa 15, Asia/Middle East 17, Eastern Europe 4, Latin America and the Caribbean 12, South Pacific 2.

Country-level consultations are expected to last two days. Where appropriate, consultations will include a third day for engaging multi-stakeholders on CSO development effectiveness and enabling conditions. Participation in consultations should be as broad-based and participatory as possible and will be closely monitored by the GFG/Consortium. A mechanism to allow stakeholders wishing to raise issues or lodge complaints or recommendations will be instituted.

The consultations are expected to promote dialogue and elicit CSOs' input on the internal and external dimensions of CSO effectiveness, practice guidelines for realising principles of effective development, minimum standards for an enabling environment, and context-relevant good practices for accountability. The outcome of each consultation will be compiled in a common narrative report framework to be sent to the GFG/Consortium.

To prepare country level consultations, capacity building and other support will be provided via three means: (1) a toolkit² including definitions and setting out basic concepts and issues, background to the Open Forum process and recommendations; (2) regional preparatory workshops providing country organisers with relevant skills and tools; and (3) provision of further support by GFG/Consortium members as appropriate.

² The Open Forum outreach toolkit is available online on <http://www.cso-effectiveness.org/Open-Forum-Outreach-Toolkit,205.html>.

Thematic/sectoral consultations: The Open Forum will finance four international thematic/sectoral consultations that can significantly enrich consensus-building on CSO development effectiveness. It was agreed by the GFG that the priority themes/sectors for these consultations will be: (1) trade unions; (2) gender equality and women's rights; (3) social movements of the most marginalised (rural and landless populations, urban poor); and (4) CSOs in situations of conflict.

The GFG/Consortium will nominate one CSO network/platform for each theme/sector to implement the consultation. The choice of the platform/network will be informed by criteria such as capacity, representativeness and prior work and interest in CSO development effectiveness. Consultations will include both a CSO-only and a multi-stakeholder segment.

Global Assemblies and High-Level Leadership Forum: The Open Forum will organise two Global Assemblies in August 2010 (in conjunction with the CIVICUS World Assembly in Montreal) and in the first semester of 2011. A primary purpose of the first Assembly will be to finalise consensus-building on and promote a draft framework for CSO development effectiveness. The second Global Assembly will take stock of the Open Forum process and prepare CSOs for the fourth High-Level Forum on Aid Effectiveness scheduled for October 2011.

The first Global Assembly, including both a CSO-only and multi-stakeholder segment, will be organised upon conclusion of the series of country and thematic/sectoral consultations in 2010. Its preparation will include a GFG-led process through which the consultation results will be synthesised to inform a draft global CSO development effectiveness framework.

A High-Level Leadership Forum will be organised back-to-back with the first Global Assembly. This Forum will gather key decision-makers from the CSO sector, with a view to soliciting their contributions and ensuring their ownership of the proposed CSO development effectiveness framework.

Regional preparatory workshops: Five regional preparatory workshops will be organised by the Consortium for the following regions: (Sub-Saharan) Africa, Asia and Middle East, Europe, Latin America and the Caribbean, and North America and the Pacific. These workshops will gather organisers of country-level consultations to provide them with relevant skills and tools.

Multi-stakeholder consultations: Multi-stakeholder dialogue and exchange on CSO development effectiveness will take place at various levels. At country-level, consultations will include, where appropriate and depending on the context, multi-stakeholder segments. At regional level, regional GFG members will engage, with the support of their regional Consortium member, in dialogue and exchange with regional organisations. At international level, multi-stakeholder segments during the two Global Assemblies and during thematic/sectoral consultations will be organised.

Meetings of the Global Facilitation Group: The GFG will gather biannually and, when possible, back-to-back with other Open Forum events, to monitor and provide direction for the implementation of the Open Forum work plan and to draw lessons and conclusions from the consultation process. Upon conclusion of the consultations, the GFG will be responsible for ensuring that the consultation results are synthesised to build a commonly owned CSO development effectiveness framework.

Together with the Consortium, the GFG will closely monitor the quality of the consultation process, identify and address problem areas and lead a dialogue and exchange process with donors, governments and other non-CSO development actors at the international level.

Information and dissemination activities: A web site (www.cso-effectiveness.org) will gather reports from all Open Forum sponsored consultations and activities as well as from other relevant initiatives and processes. The web site will be regularly updated by the outreach officers that are based in the member organisations of the Consortium. Furthermore, the Open Forum will publish a regular newsletter to disseminate key information on CSO development effectiveness and on the Open Forum. CSOs will be encouraged to actively contribute to this newsletter, so as to share their experiences and facilitate joint learning.

The GFG/Consortium will also provide presentations and information briefs on the Open Forum and CSO development effectiveness. Communication tools tailored to specific audiences will also be produced.

4. Results, Expected Outputs and Outcomes

Objective 1: To develop and promote a framework for CSO development effectiveness

This proposed framework will include principles, guidelines for their application and good practices for context-appropriate mechanisms to hold CSOs to account to their principles. The framework is intended to be a flexible global reference tool that can be easily adapted to specific thematic, country and organisational contexts, and it will be a framework to which CSOs can voluntarily sign up to.

The framework will be defined through a global consultative process that mobilises CSOs from around the world on the issue of development effectiveness. This consultation process will feed the wealth of CSO expertise and experience into the development of the framework and will allow for a thorough debate on what it is that constitutes the effectiveness of CSOs as development actors. The Framework will be presented at the second Global Assembly of the Open Forum in 2011 for endorsement by CSOs.

While the Open Forum itself will not provide mechanisms to hold CSOs to account to the framework, it will promote and facilitate such accountability mechanisms to be implemented at appropriate levels. These can for example be thematic networks, regional or national CSO platforms, global CSO networks, coalitions of like-minded CSOs.

By providing a global reference that can be deepened for and adapted to specific contexts, the framework will be able to take into account the great diversity of the sector and be applicable to a wide range of CSOs in development.

The process of the development and promotion of the framework will facilitate the enhancement and deepening of global relationships and partnerships between CSOs. Further, the framework will provide CSOs with guidelines and principles on development effectiveness, ensuring that CSOs can reach their full potential.

Objective 2: To promote and facilitate a learning environment on CSO development effectiveness

There is considerable expertise and experience available amongst CSOs on how to frame and promote their development effectiveness. In defining and promoting a CSO development effectiveness framework, the Open Forum will aim to draw from this existing work. Research will be conducted on existing frameworks and mechanisms of CSO effectiveness.

Recognising that there is experience that can be drawn from, the Open Forum will particularly strive to look into how existing tools and mechanisms can be improved to allow for increased CSO development effectiveness. Instead of imposing a global 'Paris-like' declaration or mechanism, the Open Forum will hence allow to deepen reflection and debate on past experiences. In turn, it will provide CSOs with skills and enhanced capacities to consider how available and new tools, mechanisms and approaches contribute to realising development effectiveness.

Such learning can only be ensured by bringing together a range and number of different stakeholders in the CSO consultations and meetings. These would range from management of CSOs to policy officers, advocacy officers, programme managers, field officers to community organisers and campaigners. This cross-sectoral approach will help capture and harness the diversity of CSOs in development.

Objective 3: Engage in a political dialogue with donors, governments and other stakeholders to build understanding and support for an enabling environment

Conditions for CSO development effectiveness are not only concerned with internal CSO issues, policies and practices of other development actors, for example, by the terms and conditions of donor support and operations as well as by the legal frameworks established by developing country governments. The environment CSOs work in is a complex set of political, cultural, social, economic and environmental factors.

The Advisory Group on Civil Society and Aid Effectiveness recommends a "systematic assessment of the enabling conditions required for civil society to meet its potential in different countries". The Open Forum can provide such an assessment by mobilising CSOs through its country-level consultations on CSO development effectiveness.

This will inform a global consensus-building process among CSOs, donors, governments and possibly other development actors, on key variables and minimum standards for an enabling environment for CSOs. This shared understanding will be summarised in a multi-stakeholder declaration on enabling conditions at the fourth High-Level Forum on Aid Effectiveness in Seoul in 2011.

A multi-stakeholder dialogue will be an indispensable part of this consensus-building process, as it will be governments and donors that will be held to account against these enabling conditions.

Specific objective	Indicator	Means of verification
Objective 1: To develop and promote a framework for CSO development effectiveness	<p>A global framework for CSO development effectiveness, to include a set of principles, indicators, implementation guidelines, good practices for accountability mechanisms and minimum requirements for enabling conditions</p> <p>Framework endorsed by CSOs at the second Global Assembly of the Open Forum in 2011</p>	<p>Framework published</p> <p>Published report from the second Global Assembly of the Open Forum</p>
Objective 2: To promote and facilitate a learning environment on CSO development effectiveness	<p>Range and number of stakeholders participating in a minimum number of multi-stakeholder and CSO consultations and meetings (minimum of 50 country, 4 thematic/sectoral and 2 international consultations)</p> <p>Research conducted on prior frameworks and mechanisms of CSO development effectiveness</p> <p>Number of initiatives on CSO development effectiveness that acknowledge the contribution of the Open Forum to their processes</p>	<p>Report on multi-stakeholder and CSO consultations and meetings</p> <p>Research reports produced</p> <p>Activity reports of Consortium</p>
Objective 3: Engage in a political dialogue with donors, governments and other stakeholders to build understanding and support for an enabling environment	<p>A proposal for minimum standards for an enabling environment</p> <p>Range and number of donors, governments and other non-CSO stakeholders in processes that aim to improve the enabling environment for CSOs</p> <p>The Open Forum is acknowledged by governments and donors as a concrete contribution to the implementation of Article 20 of the Accra Agenda for Action</p>	<p>Proposal document published</p> <p>Reports on multi-stakeholder consultations</p> <p>Declaration adopted by governments and donors</p>

5. Organisation, Staffing, and Administration

Global Facilitation Group

The Global Facilitation Group is a group of 25 member organisations that were nominated and accepted at the Exploratory Meeting on CSO Effectiveness in June 2008 in Paris. It is an international body to provide overview, coordination, leadership and visibility to the Open Forum. It monitors and evaluates the consultation process, draws lessons learned and will be responsible for synthesising consultation results.

Deepali Sood (Plan International) and Azra Talat Sayeed (Asia Pacific Forum on Women, Law and Development) were nominated and accepted as co-chairs by the GFG in April 2009. Their term is limited to one year (renewable). Their mandate is to represent the GFG vis-à-vis non-CSO stakeholders, call for and chair GFG meetings and ensure full accountability of the Consortium to the GFG.

The GFG has biannual meetings, and makes extensive use of listservs for decision-making and information sharing between meetings.

Consortium

A Consortium of six CSOs was mandated by the Global Facilitation Group at their meeting in Kuala Lumpur on 20 and 21 January 2009 to implement and manage the Open Forum work programme, including fund raising, fund management, outreach and the provision of administrative, technical and logistical support to the GFG. The Consortium includes the following organisations:

- AACC - All Africa Conference of Churches
- APRN - Asia Pacific Research Network
- CIVICUS – World Alliance for Citizen Participation
- CONCORD - European NGO Confederation for Development and Relief
- InterAction – American Council for Voluntary International Action
- ALOP - Latin American Association of Development Organisations

Except for All African Conference of Churches, these organisations are also members of the GFG. The Consortium is fully accountable to the GFG and its co-chairs, through a combination of periodic progress reports and joint GFG-Consortium meetings.

Relations and responsibilities within the Consortium are guided by a Memorandum of Understanding³ (MOU) that was adopted at a meeting among Consortium members on 16 April 2009 in Washington, D.C. This MOU sets out principles, reporting obligations as well as guidelines for financial and programmatic management.

Together, the six Consortium members cover outreach activities to all types of CSOs working in development around the globe. Each Consortium member, with the

³ Available online on <http://www.cso-effectiveness.org/Consortium-of-supporting,216.html>.

exception of CIVICUS, is responsible for a specific world region. CIVICUS, being an international network, will take responsibility for reaching out to the international headquarters of global CSO networks.

Consortium members will work on the following areas within their respective region: (1) support for the consultation processes, (2) outreach to all CSOs in development, (3) communication, (4) support of political dialogue efforts, (5) fund raising and fund management.

CONCORD acts as the lead organisation of the Consortium and in this capacity coordinates all activities of the Consortium. CONCORD is also responsible for facilitating the full involvement of the GFG co-chairs in the meetings and operations of the Consortium. CONCORD will also coordinate fund raising and fund management. Furthermore, CONCORD will be the contracting organisation for CSOs and official donors. When channelling funds to Consortium partners, CONCORD will enter into bilateral agreements with these partners that will set out the purpose of the transfer and reporting requirements.

Staffing

The Open Forum will fund eight full-time staff equivalents between June 2009 and June 2010 and five full-time staff equivalents between July 2010 and December 2011.

Outreach officers: Each Consortium member organisation will have one outreach officer (one staff equivalent), working full-time during the first 12 months of activities (June 2009 to May 2010), and half-time afterwards (June 2010 to December 2011). Outreach officers will manage and support the consultation process in their respective region, help support regional GFG members in their political dialogue with regional organisations on CSO development effectiveness, facilitate information sharing and joint learning among CSOs and be responsible for communication. Outreach officers will be employees of the respective Consortium member, but coordinate their work closely with their colleagues in other Consortium members and in particular the Consortium coordinator.

Consortium Coordinator: The Consortium Coordinator, employed by CONCORD, will enable the Consortium to deliver the work plan, overview administrative support to the GFG, coordinate the implementation of the Open Forum work plan, raise funds for the Open Forum, assist the GFG in facilitating political dialogue, prepare and monitor contracts with donors and report to donors and stakeholders on the Open Forum.

Financial manager: CONCORD, as lead agency of the Consortium in charge of fund raising, fund management and financial reporting, will employ a financial manager to ensure the transparent management of funds.

6. Budget

Budget of the Open Forum for CSO Development Effectiveness - June 2009 to December 2011 (all amounts in US\$; based on the assumption of an exchange rate EUR-USD 1.2)

	Total	June 2009 - May 2010	June 2010 - December 2011
1. International advocacy engagement (meetings and consultations)			
Biannual GFG meetings (4 meetings)	\$319.200	\$159.600	\$159.600
Travel costs of 25 member organisations (air fare, visa, accommodation, per diems): \$ 2,300 x 25	\$230.000	\$115.000	\$115.000
Travel costs of 1 support staff for each of the 4 meetings: \$ 2,300	\$9.200	\$4.600	\$4.600
Interpretation into English, French, Spanish (costs for interpreters only)	\$56.000	\$28.000	\$28.000
Costs for venue and rent for technical equipment (interpretation equipment including headphones, beamer etc.)	\$18.000	\$9.000	\$9.000
Catering during meeting (lunch breaks, coffee breaks)	\$6.000	\$3.000	\$3.000
Research contracts on specific aspects related to CSO development effectiveness and consultancy support to synthesise outcomes of consultation process	\$80.000	\$60.000	\$20.000
Political/multi-stakeholder dialogue: International travel costs to participate in conferences, meetings and seminars: \$ 2,300 per travel, 35 travels	\$80.500	\$34.500	\$46.000
Sub-total International advocacy engagement (meetings and consultations)	\$479.700	\$254.100	\$225.600
2. Staff support and programme management			
Consortium coordinator (CONCORD, Brussels): full-time employment for 2.5 years	\$175.000	\$75.000	\$100.000
Outreach officer AACC (Nairobi): working full-time during the first 12 months of activity and part-time afterwards	\$69.000	\$39.000	\$30.000
Outreach officer CONCORD (Brussels): working full-time during the first 12 months of activity and part-time afterwards	\$105.000	\$55.000	\$50.000
Outreach officer APRN (Manila): working full-time during the first 12 months of activity and part-time afterwards	\$64.000	\$36.000	\$28.000
Outreach officer ALOP (Mexico City): working full-time during the first 12 months of activity and part-time afterwards	\$26.500	\$15.000	\$11.500

Outreach officer InterAction (Washington): working full-time during the first 12 months of activity and part-time afterwards	\$115.000	\$65.000	\$50.000
Outreach officer CIVICUS (Johannesburg): working full-time during the first 12 months of activity and part-time afterwards	\$64.000	\$36.000	\$28.000
Overhead costs related to staff working space (small office supplies, computer, telephone etc.)	\$37.000	\$21.000	\$16.000
2 coordination and management meetings (Consortium meetings): international travel of 6 Consortium representatives: 6 x \$ 2,300 plus other meeting expenses	\$40.000	\$20.000	\$20.000
Sub-total Staff support and programme management	\$695.500	\$362.000	\$333.500
3. Communication and outreach			
Travel expenses outreach officers and Consortium coordinator	\$45.000	\$30.000	\$15.000
Translations of key documents: i. e. outcome reports from Global Assemblies	\$40.000	\$20.000	\$20.000
Printing and distribution	\$15.000	\$7.500	\$7.500
Web site maintenance	\$10.000	\$5.000	\$5.000
Sub-total Communication and outreach	\$110.000	\$62.500	\$47.500
4. Regional, country, thematic/sectoral and international consultations and workshops: this budget does not include around 10 consultations in OECD countries that are financed by CSOs themselves			
50 country consultations: \$ 13,000 on average	\$650.000	\$650.000	\$0
Fund to support domestic travel of around 30 participants for each of the 50 consultation	\$550.000	\$550.000	\$0
Costs for venue, rent for technical equipment and other costs	\$100.000	\$100.000	\$0
5 regional capacity-building (preparatory) workshops: \$ 74,000 on average	\$370.000	\$370.000	\$0
Fund to support travel of around 30 participants for each of the 5 workshops	\$345.000	\$345.000	\$0
Costs for venue, rent for technical equipment and other costs	\$25.000	\$25.000	\$0
4 thematic/sectoral consultations: \$ 74,000 on average	\$296.000	\$296.000	\$0
Fund to support travel of around 30 participants for each of the 4 consultations	\$276.000	\$276.000	\$0

Costs for venue, rent for technical equipment and other costs	\$20.000	\$20.000	\$0
2 Global Assemblies	\$606.400	\$303.200	\$303.200
Fund to support travel of 110 participants for each of the 2 Global Assemblies (for each Assembly, 20 participants will bear their participation costs themselves)	\$506.000	\$253.000	\$253.000
Travel costs of 4 support staff: \$ 2,300 each	\$18.400	\$9.200	\$9.200
Interpretation English, French, Spanish (interpreters only)	\$28.000	\$14.000	\$14.000
Costs for venue and rent for technical equipment (interpretation equipment including headphones, beamer etc.)	\$40.000	\$20.000	\$20.000
Catering during meeting	\$14.000	\$7.000	\$7.000
1 High-Level Leadership Meeting (as side event at the 1st General Assembly)	\$60.000	\$60.000	\$0
Fund to provide partial subsidies for around 40 participants (20 participants will bear their participation costs themselves)	\$40.000	\$40.000	\$0
Interpretation English, French, Spanish (interpreters only)	\$7.000	\$7.000	\$0
Costs for venue and rent for technical equipment (interpretation equipment including headphones, beamer etc.)	\$10.000	\$10.000	\$0
Catering during meeting	\$3.000	\$3.000	\$0
Sub-total Regional, country, thematic/sectoral and international consultations and workshops	\$1.982.400	\$1.679.200	\$303.200
Sub-total 1+2+3+4	\$3.267.600	\$2.357.800	\$909.800
Fiscal management: 10 percent of sub-total (this includes the salary of a full-time financial manager)	\$326.760	\$235.780	\$90.980
<u>TOTAL</u>	<u>\$3.594.360</u>	<u>\$2.593.580</u>	<u>\$1.000.780</u>

For information: Estimated in-kind contributions from CSOs

1 Global Assembly: 20 participants bear their participation costs themselves, \$2,300 per participant (not included in budget)	\$46,000
1 High-Level Leadership Forum: 20 participants bear their participation costs themselves, \$2,300 per participant (not included in budget)	\$46,000
GFG member contributions of staff time: 60 days for meetings and outreach activities, 25 GFG delegates, \$200 per day (not included in budget)	\$300,000
Consultations on CSO development effectiveness in OECD countries: 10 consultations, \$15,000 each (not included in budget)	\$150,000
Total	\$542,000

7. Risk Management

Key Risk factors	Corrective measures
Accountability of Consortium members in coordinating and/or carrying out national consultations.	An on-line complaints mechanism will be created. Organisations will be made aware of this mechanism in national consultation documents and through the Open Forum website. Complaints will go directly to the co-chairs of the GFG. As appropriate, co-chairs will bring complaints to the attention of the relevant Consortium member and the members of the GFG. Co-chairs will be responsible for ensuring that complaints are appropriately responded to.
The decision of a Consortium organization to withdraw from its role.	An MoU signed by all Consortium members and approved by the GFG details the responsibilities of Consortium members. Each Consortium member is therefore made thoroughly aware from the outset of the scope of responsibilities being assumed. Nevertheless, should a Consortium member decide to withdraw from its role then CONCORD, as the Open Forum Secretariat, will take temporary responsibility for the work as well as launch a process to identify a replacement Consortium organisation.
Exchange rate fluctuations that decrease the value of the original amount when it is transferred from one currency to another.	The likelihood of an unfavourable exchange rate fluctuation is almost certain. It is the extent of the fluctuation that is unknown at this point. Resource transfers for operations will be closely monitored to reduce the extent of any decrease in the value of the original amount. The Open Forum will also tap participant CSOs' in-kind contributions to fill the financial gaps that might result from these transactions. Favourable and unfavourable fluctuations will partly mitigate the overall impact of exchange rate fluctuations.
Participation of non-CSO stakeholders, including government, academia, private donors, and multi-lateral organisations, in the multi-stakeholder processes at the national and global levels.	The Open Forum is purposively considering various policy environments for its national consultations as a way to remain true to the diversity of contexts in which CSOs operate. Outreach efforts to communicate the purpose of the Open Forum and to engage multi-stakeholders in dialogue will begin in advance of national consultations. Outreach to the governments of developing countries will be particularly critical to the dialogue on an enabling environment for CSO operations. Where possible, stakeholders will be encouraged to participate jointly in a multi-stakeholder dialogue as part of the national consultation process, as well as the first Global Assembly in 2010. In national contexts not conducive to joint participation, other approaches to soliciting multi-

	stakeholder engagement will be considered such as a one-day consultation specifically for non-CSO stakeholders.
Sufficient funding for the Open Forum process.	CSO in-kind contributions and additional fundraising from other sources, including additional government donors, foundations and international CSOs.

8. Monitoring, Evaluation, Audit and Reporting

Implementation of the Open Forum process is based on eight principles agreed to in the Memorandum of Understanding signed by the Consortium of supporting organisations. These principles are: shared values, joint commitment, equitable power relationships, mutual accountability, shared ownership, mutual respect and trust, balanced flow of information, and operational clarity.

The monitoring and evaluation approach of the Open Forum will include review and discussion sessions on the overall performance of the implementation of the Open Forum's work plan, at both the global and regional levels. Review sessions will be open to members of the GFG and the results of these reviews will be made public. This internal monitoring and evaluation approach will feed into an independent external evaluation of the overall Open Forum work plan for the GFG and all Open Forum donors.

Monitoring

Consortium members, the Consortium management committee and GFG members will oversee the implementation of the Open Forum through work plans (individual and collective).

The process for monitoring will include periodic individual programmatic and financial reports tied to fund disbursement and periodic collective progress reports to the GFG and at Global Assemblies. Throughout the process decisions and actions are subject to review by the GFG. Review and decisions will take place electronically and in bi-annual GFG meetings.

Evaluation

Internal: Consortium members, the Consortium management committee and GFG members will conduct periodic reviews based on compliance with Consortium principles and individual and collective activity schedules. CONCORD, as the lead organisation, will organise these reviews which will take into account outcome assessments as well as stakeholder satisfaction.

External: A consultant will be contracted to conduct an independent assessment of the Open Forum objectives, expected results, and commitments to donors.

Audit

Accounts of all Consortium members will be annually audited according to international standards.

Reporting

The lead organisation, CONCORD, is responsible for producing a consolidated report for all donors on an annual basis in line with the agreed Memorandum of Understanding with donors, and based on the reports from Consortium members.

Annex 1 – GFG member organisations

Africa (4)	
Federation of NGO Platforms of Mali (FECONG)	www.fecong.org
African Forum and Network on Debt and Development (AFRODAD)	www.afrodad.org
Civil Society for Poverty Reduction (CSPR)	www.cspr.org.zm
Network of National NGO Platforms of Western and Central Africa (REPAOC)	www.repaoc.org
Asia (4)	
South Asian Network for Social and Agricultural Development (SANSAD)	www.sansad.org.in
IBON International (IBON)	international.ibon.org
Asia Pacific Research Network (APRN)	www.aprnet.org
People's Coalition on Food Sovereignty (PCFS)	www.foodsov.org
Europe (3)	
European NGO Confederation for Relief and Development (CONCORD)	www.concordeurope.org
Nordic+ Group	www.kepa.fi
European Union Presidency Group	www.fors.cz
Latin America and the Caribbean (3)	
Latin American Association of Development Organisations (ALOP)	www.alop.or.cr
Unión Nacional de Instituciones para el Trabajo de Acción Social Bolivia (UNITAS)	www.redunitas.org
Coordinadora Civil de Nicaragua (CC)	www.ccer.org.ni
Middle East and North Africa (1)	
Arab NGOs Network for Development (ANND)	www.annd.org
North America (2)	
InterAction - American Council for Voluntary International Action	www.interaction.org
Canadian Council for International Cooperation (CCIC)	www.ccic.ca
Pacific (1)	
Australian Council for International Development (ACFID)	www.acfid.asn.au
International CSO Networks (6)	
Plan International	www.plan-international.org
CARE International	www.care-international.org
International Trade Union Confederation (ITUC)	www.ituc-csi.org
Action by Churches Together (ACT)	www.actdevelopment.org
Caritas Internationalis - International Cooperation for Development and Solidarity (CIDSE)	www.caritas.org www.cidse.org
CIVICUS - World Alliance for Citizen Participation	www.civicus.org
Women's Organisations (1)	
Asia Pacific Forum on Women, Law and Development (APFWLD)	www.apwld.org

Annex 2 – Consortium Members

Organisation	Remit
All Africa Conference of Churches (AACC)	Africa
Asia Pacific Research Network (APRN)	Asia
European NGO Confederation for Relief and Development (CONCORD)	Europe
InterAction – American Council for Voluntary International Action	North America and Pacific
Latin American Association of Development Organisations (ALOP)	Latin America and the Caribbean
CIVICUS – World Alliance for Citizen Participation	International NGOs