

ANNEX 2. GROUPWORK OUTPUTS

OPEN FORUM FOR CSO DEVELOPMENT EFFECTIVENESS REGIONAL CONSULTATION

WORKSHOP 1. Exploring Dimensions of CSO Development Effectiveness

WORKSHOP 2. Identifying the most important Principles of CSO Development Effectiveness

WORKSHOP 3. Formulating Guidelines, Indicators, and Mechanisms for the identified Principles

WORKSHOP 4. Recommendations for an Enabling Environment

WORKSHOP 1. EXPLORING DIMENSIONS OF CSO DEVELOPMENT EFFECTIVENESS

Preceded by a presentation and participatory discussion clarifying the types, attributes, and other dimensions of CSO development effectiveness, this segment revealed that there are still grey areas in determining whether one is a CSO or not.

Grey areas that arose in the discussions are mainly on the types/roles and activities of organizations that qualify them as CSOs. Are organizations that do not have progressive/development projects CSOs? Are those that seek political change but do not really advocate for human rights CSOs? Are those engaged in armed struggles / rebellion CSOs? Are cooperatives CSOs? To what extent can CSOs be donors at the same time? It also appeared that there was a bit of confusion between mass media and CSOs, and CSOs and NGOs.

Participants nonetheless had a fruitful exploration of the various CSO dimensions, which reflected the diversity of CSOs – from their objectives, to the segments/areas that they work on, the roles they perform, the services they provide, the environment that they work in, and the issues and challenges that they face.

Methodology: Groupings were done by counting off from 1-5 so that participants could directly exchange information and experiences with those coming from

Roles and activities taken on range from, at varying degrees, mobilizing the grassroots and marginalized, delivering services, monitoring the government, building coalitions, supporting other CSOs, to participating in government processes, among many others, all towards advocating for and educating about people's rights.

Despite the wide variety of CSO dimensions, common issues and challenges had been identified and paid special attention to: the lack of an enabling environment, mainly due to limitations posed by governments, general lack of CSO funding and insufficient capacity, weak CSO voice and recognition, and low access to knowledge and information as well as to their constituents, to mention a few. Grouping: Participants were asked to count-off from 1-5 to form five groups

ROLES

CSO Types: umbrella organizations, networks

General Activities/Roles

1. Empowering, amplifying the voices of the marginalized and grassroots
2. Promoting global citizenship and public engagement
3. Acting as agents of sustainable development
4. grassroots/people's empowerment.

Concrete Activities/Roles:

1. advocating the right of the people to and educating the general public on the following: basic education and health care, environment, children, women empowerment/gender equality (VAW, equal participation of women; work to eliminate all discrimination of women based on international codes/cedaw); economic, social and/or economic development/development issues; human rights.

Specific cases cited where HR advocacy is limited were those of Vietnam, Cambodia, and China.

2. Monitoring /presenting alternative view / influencing government and/or donor policies (watchdog), ie. ODA policies through effective engagement (resulting to concrete laws, polices and programs); providing research and policy analysis, policy dialogues; policy/legislative advocacy.

In Bangladesh and India CSOs even participate in different government committee to help prepare government position / policies especially in international negotiations. The environments in Vietnam and Morocco, on the other hand, do not support monitoring roles. Lebanese CSOs are not effective in this role.

3. Influencing political parties and electoral agenda
4. Capacity-building of grassroots organizations and elected officials at the local level in order to create a local government platform.

In India, Lebanon and Bangladesh CSOs are supporting or providing capacity building support to governments, bureaucrats, politicians and parliamentarians. On the contrary, such role is llimited in China and Vietnam.s

5. Organizing civil society, fostering new CSOs
6. Mobilising and enhancing the participation of grassroots communities, poor and marginalised people i.e. in decision-making;

In India and Bangladaesh, CSOs are organizing grass roots and marginalized people. Grassroots mobilizing is also flourishing in Lebanon, but limited in Morocco.
7. Delivering services and development programming; ie. Health services, disaster-relief, preparedness, rehabilitation, and mitigation for the people who are worst affected; also, “innovators and model builders – to go beyond sub-contracted partners to deliver services”.
8. Mobilising and leveraging resources, ie. Vietnam mobilizing for support and service
9. Building/formation of movements , coalitions/alliances/networks to further goals and for greater civil society coordination and impact; linking of media groups and CSOs;

PROFESSIONS

There is an observation that CSO workers generally work in communities, possess credibility on the ground, and have a long-time commitment to the people; They are able to form big networks all over the country, use their own resources, and have good communication with the government and the media.

Some factors that hinder effective work performance are limited democratic space, resources, knowledge (due to language barriers), and skills. On top of these, other issues pertaining to professions within CSOs need to be addressed. There is a need to fill professions or build the capacity of exisiting staff on the areas of management/governance, research and information management/recent technology, strategic planning, quality control, policy advocacy/development, fundraising, evaluation, and coordination among organizations and networks.

CHALLENGES

1. Recognition. One challenge seen is how to gain the recognition of the government, international forum, and by the people and the society as a whole of CSOs' roles (i.e. of participating in decision-making) and effectiveness. In Vietnam only the term NGOs, not CSOs, are recognized by government; CSO recognition still vague. Community activism is reduced/diluted.
2. Human Resources. Insufficient human resources, existence of a gap between values and internal practices of the CSOs (turnover of staff); increased professionalism, internal coordination
3. Enabling Environment. CSOs recognize the need to Work harder for an enabling environment
 - Politicized NGO/CSO processes and agenda. CSOs are caught in respective countries political challenges/turmoil and creates imbalances/uncertainty.
 - Legal framework is repressive / problematic / complicated (e.g. NGO registration processes centralized, not suited for rural based CSOs); Repressive legal framework, i.e., in Tajikistan – some are still repressive for CSOs especially in relation to receiving foreign funds, organization of public associations, and requirements to report externally funded activities to government
 - In some countries, the state go far beyond legal oppression to – threatening CSO security, resorting to political repression and other forms of antagonism
4. Weakness in CSO Capacity – CSOs acknowledge their internal weaknesses, from mobilizing resources to building coalitions => weak voice in dealing w/ governments, engagement for policy reform (e.g. regional engagement dependent on national strength); Need capacity building and awareness raising on how to effectively advocate with IFIs, governments;
5. Funding for sustainability
 - Dependency on donor funding affects culture of CSOs, approaches and direction. Should be CSO-driven, building on their organic expertise and capacity.
 - General CSO funding problem resulting to competition among CSOs -- does not foster good coordination/cooperation, leads to turfing and loss of trust. Does not help build solidarity.
 - Poor resources affect quantity and quality of CSO leaders/staff (need support for capacity building)
 - Sustainability in operation because of funding problems
 - sustainability and funding is the big challenges.
 - Mobilising Funds
6. Producing visionary people who will change society; organizing people and govern their own development (participation and owning the process)
7. Better relationship with Northern CSOs; and other CSOs
 - Northern NGOs who are competing w/ national CSOs (missing to adjust their roles in the changing development context e.g. increasing capacities of local CSOs in the country); it is more cost effective for local/national CSOs to deliver services/do development work vis northern counterparts
 - Royal Foundations – question of legitimacy in some; the very nature of being royal-led creates uneven playing field w/ regular csos in terms of funds and political clout.
 - INGOs competing with local NGOs; INGOs resort to implement on their own at country level
 - Leadership of local NGOs staff going to INGOs, IFIs, even corporations; expertise at field level thinning out (I.e., Philippines); who will sustain the work
 - INGOs implement projects but do not transfer capacities to local NGOs; different salary scales for INGOs and local NGOs
8. Language and Knowledge of/ access to information – especially by local organizations; poor access to information e.g. mostly in english; language/communication problem; Because of corruption, still a great gap in information disclosure (especially on ODA); lack of transparency of funding allocations while still requiring CSOs to report external fund sources (i.e., Tajikstan)
9. Accountability of CSOs.

WHAT WILL MAKE CSOs EFFECTIVE?

(Additional views from Group 2)

These challenges should be addressed for CSOs to be truly effective. In addition, CSOs should practice professionalism, ensure credibility, and observe adherence to good governance principles, and there should be clear indicators of these principles to guide them in their work. There should be clear and owned vision, mission, strategies, and systems of measuring impacts/effectiveness. Depending on the history of existence, the VM evolves as CSO grows/progress in its work, in response to the given context of their development environment -- which differs within a country, each sector (focus of work), and from each country/region. This view recognizes the diversity of CSOs. An important process of CSOs is the periodic review of VMG. CSOs should be anchored on the realities of the people, that is, they have to be grounded and engage in direct work with the communities.

WORKSHOP 1 DIMENSIONS OF CSO DEVELOPMENT EFFECTIVENESS				
Group 1	Group 2	Group 3	Group 4	Group 5
Aloke (F), Sigit, Han, Soontharee, Maan, Iqbal, Carol, Mustapha	Urna, India, Sumonmarn, Morocco, Bangladesh, Sri Lanka, Asiadhhra	(Vietnam), Kunthea, Nookat; Maksuda; Shahlo; Mac; Dian; Mahbub; Naranchimeg	Ahmed, Nguyen Thi- Vietnam, Suria, Sarouen, Shuwen – China, Suolongee, Anil, Matin, Reza , and Otthoman	Arlene de Vera, Sohn Hyuk-Sang, Kate, Dagmar, Faye, Magdy Abd Elhamid, Urantsooj; Naranchimeg;
Roles <ul style="list-style-type: none"> ensuring the right of the people to basic education and health care umbrella organizations (Network) of NGO addressing various issue: environment, children, women empowerment, HR, etc; facilitating participation of people in decision making; Watch government's ODA policy; present alternative way of thinking – educating youth on development issues women ISSUES: VAW, equal participation of women; work to eliminate all discrimination of women based on international codes (cedaw) capacity-building of grassroots organizations and elected officials at the local level in order to create a local government platform disaster-relief , preparedness and rehabilitation, mitigation for the people who are in worst affected; right now they are into development and rights-based issues; working for social and economic and development mostly do campaigns, education work 	On roles of CSOs (<i>Affirmation of the roles identified in the tool kit</i>) <i>Specific roles mentioned include being service providers, capacity builders, agents for sustainable development: work on environment, economic, social developmet; grassroots/people's empowerment.</i> <i>Add'l Role of CSOs</i> 1. Innovators and Model builders – to go beyond sub-contracted partners to deliver services 2. Highlight role on policy reform through effective engagement (resulting to concrete laws, polices and programs)	1. Strengths/Role of CSOs <ul style="list-style-type: none"> Movement building/formation Linking community development with sectoral advocacies Coalition/alliance/network building Service delivery (health) Capacity building Influencing Policies and Political parties Providing research and policy analysis Policy dialogues Influencing electoral agenda Awareness-raising and linking of media groups and CSOs Using new venues of advocacy; social networking 	Roles Is CSO mobilizing grass roots and marginalized : Vietnam mobilizing for support and service. In Vietnam and Combodia hardly about to talk on human right issue, even they talk government can bother. In India and Bangladaesh, CSOs are organizing grass roots and marginalized people. In China CSO growth was very limited until 80 now it is mashroom growth but there are very limted role in respect of HR. Situaion of CSO monitoring is limited in Morrocco but in Lebanoon it is flourishing. Monitoring donor and government policies : Its depend upon which CSOs or which individuals raising questions. In many country legally allowed but in most cases government comes with oppression. Vietnam does not support such a role. Lebanon in CSO doing this not so effective. Situation in Morroco is limited, king want donor with support, lot of organization registered related to king, but they are in most cases not being supported by donors.	<ul style="list-style-type: none"> Enhancing community participation Fighting for Human Rights Advancing Gender Equality Service Delivery Policy and Legislative Advocacy Capacity Building Organize Civil Society Foster new CSOs Education Mobilise Civil Society Building networks, coalitions to further goals Monitor government/watchdog Campaigns Public Awareness International Advocacy Amplifying the voices of the marginalized

			<p>Developing development services : existing in all most in all countires.</p> <p>Bulidign coaliation and network : It is happening in all countries.</p> <p>Global citizenship and public engagaement : All CSOs are doing this in all countries.</p> <p>Mobilizing and leveraging resources : All CSOs are doing this in all countries.</p> <p>In Bangladesh and India CSOs are so strong in advocacy in all level.</p> <p>In India, Lebanon and Bangladesh CSOs are supporting or providing capacity building support to governments, bureaucrats, politicians and parliamentarias especially in future perspective.</p> <p>In Bangladesh and India CSOs are participating in different government committee for helping in preparation of government position / policies especially in international negotiations.</p> <p>In China and Vietnam such a role is very limited and it is also limited in Middle East countries.</p>	
<p>Professions Strengths:</p> <ul style="list-style-type: none"> ○ long-time commitment to the people; we work with the community ○ big network all over the country ○ our own resources; staff ○ credible on the ground ○ good communication with government; with the media ○ use of the IT <p>Weakness:</p> <ul style="list-style-type: none"> ● need for more capacity-building especially at the local level ● funds; long-term commitment of 	<p>Missing Professions:</p> <ol style="list-style-type: none"> 1. Technical assistance to overcome language barriers (translations, etc.) 2. Qualified ICT users and application in CSO work 		<p>Professions</p> <p>In labanon it is competivatie, big question about profession.</p> <p>We are lacking resources, competition</p> <p>It is all delivery projects not capacity projects.</p> <p>Competition is not a problem. Looking for higly good practices.</p>	<p>Effectiveness/Barriers:</p> <ul style="list-style-type: none"> – Knowledge held in the hands of a few <p>Maintaining sustainability of projects beyond funding</p> <p>Increase member participation</p> <p>International Advocacy</p> <p>Ensuring member voices with donor's desire to limit governance cost</p> <p>Missing Professions:</p> <ol style="list-style-type: none"> 2. Management/Governance Information Management/Recent Technology Strategic Planning Quality control

<p>donor partners</p> <ul style="list-style-type: none"> • improving research capacity (data) • coordination among organizations, network • external difficulties: legislative regulations; not all countries have the same democratic space; elected officials used development for their own interests; people's interest are ignored by the elected officials; 				<p>Policy Advocacy/Development Fundraising skills Evaluation skills</p>
<p>Levels of Operation</p> <ul style="list-style-type: none"> ▪ overcoming weaknesses to maximize effectiveness • How effective • Relationship with constituents • Knowing exactly what our constituents need and being rooted and working on the ground • Government: relationship depends 			<p>National level in China. Capacity building.</p> <p>Bangladesh national, local and international.</p> <p>Combdia local and national.</p> <p>Vientan donor and government level. .</p> <p>MOrrocao local and national.</p> <p>Lebnon all three level. Big challegeng in relation with international CSO.</p>	<p>Levels of Operation:</p> <ul style="list-style-type: none"> - Local Level (more individual participants) National Level (where partners' are strong; where you bring local voice) Some weak in international level – limited networks Strong where links at international level are strong Regional Level
<p>Challenges</p> <ul style="list-style-type: none"> ▪ recognition of cso effectiveness; maintaining CSO identity ▪ (because the government do not realize our effectiveness – marketing and sharing of our effectiveness); how to make the society accept the role of the cso – to participate in decision-making; ○ increasing professionalism; inspiration from existing humanitarian principles and humanitaria standards (PEER; HAP, SPHERE) ○ work harder for an enabling environment ○ funding and professionalism (capacity building) for sustainability. ○ producing visionary people who will change society ○ organizing people and govern their own development 	<ol style="list-style-type: none"> 1. Donor driven reality which leads to sustainability problem of NGOs. Dependency on donor funding affects culture of CSOs, approaches and direction. Should be CSO-driven, building on their organic expertise and capacity. 2. Politicized NGO/CSO processes and agenda. CSOs are caught in respective countries political challenges/turmoil and creates imbalances/uncertainty. 3. Knowledge of and access to information – especially by local organizations; poor access to information e.g. mostly in english; language/communication problem 4. Lack of legal framework for CSOs to function well/ problematic legal environment (e.g. NGO registration processes centralized, not suited for rural based CSOs) 5. General CSO funding problem resulting to competition among CSOs -- does not foster good coordination/cooperation, leads to turfing and loss of trust. Does not help build solidarity. Poor resources affect quantity and quality of CSO leaders/staff (need support for capacity building) 6. Weakness in CSO Capacity -- in mobilizing resources, in building coalitions => weak voice in dealing w/ governments, engagement for policy reform (e.g. regional engagement dependent on national strength). 	<ol style="list-style-type: none"> 3. Legal Frameworks <ul style="list-style-type: none"> - Some still repressive for CSOs especially in receiving foreign funds (Tajikstan); In Vietnam only the term NGOs, not CSOs, are recognized by government; NGO laws and proposed NGO legislation need review and revision or elaboration especially related to free organization of public associations (i.e., in Tajikstan) or requirements to report externally funded activities to government 4. Issues on Development Effectiveness <ul style="list-style-type: none"> - Because of corruption, still a great gap in information disclosure (especially on ODA); lack of transparency of funding allocations while still requiring CSOs to report external fund sources (i.e., Tajikstan) - Need capacity building and awareness raising on how to effectively advocate with IFIs, governments; - CSO recognition still vague - INGOs competing with local NGOs; 	<p>Relationships</p> <p>Bangladesh relation to consitutionecy in sufficient.</p> <p>In China need to relation with stakeholeder if you want to in. Better and efficency.</p> <p>Vientan government relation is important.</p> <p>Not htat much good relation with government who are deling with HR.. Diferent in Lebanon.</p> <p>Challenges</p> <p>sustainability and funding is the big challenges.</p> <p>Legal environment is complicated, need conducive enviroement.</p>	<ul style="list-style-type: none"> – State Threats/Security Mobilising Funds Government restrictions on NGOs/Government relations with NGOs Political Repression Human Resources Lack of Statutory framework Gap between values and internal practices of the CSOs (turnover of staff) Reduced Community Activism Language Minority voice in International Forum Democratic participation for local people Antagonism from government

<p>(participation and owning the process)</p> <ul style="list-style-type: none"> o internal coordination o ensuring people's support (some CSOs are not trusted by the community) o government discourse is stronger than our discourse; work harder to be effective o better relationship with Northern CSOs; 	<p>7. Northern NGOs who are competing w/ national CSOs (missing to adjust their roles in the changing development context e.g. increasing capacities of local CSOs in the country); it is more cost effective for local/national CSOs to deliver services/do development work vis northern counterparts</p> <p>8. Royal Foundations – question of legitimacy in some; the very nature of being royal-led creates uneven playing field w/ regular csos in terms of funds and political clout.</p> <p>-</p>	<p>INGOs resort to implement on their own at country level</p> <ul style="list-style-type: none"> - Project funding over Movement building - Sustainability in operation because of funding problems - Leadership of local NGOs staff going to INGOs, IFIs, even corporations; expertise at field level thinning out (I.e., Philippines); who will sustain the work 	<p>Accountability of CSOs.</p>	
	<p>What makes CSOs effective:</p> <ol style="list-style-type: none"> 1. Adherence to good governance principles; clear indicators of these principles to guide work 2. Professionalism and Credibility in organization 3. Clear and owned VM, clear strategies, systems of measuring impacts/effectiveness (periodic review of directions) 4. CSOs groundedness and direct work with the communities; being anchored on realities of the people <p>Additional views about CSOs</p> <p>CSOs should have clear VM --- to guide respective development agenda. Depending on the history of existence, the VM evolves as CSO grows/progress in its work, in response to the given context of their development environment -- which differs within a country, each sector (focus of work), and from each country/region. This view recognizes the diversity of CSOs. An important process of CSOs is the periodic review of VMG.</p> <p>If challenges are met →effective</p>			

WORKSHOP 2. PRINCIPLES OF CSO DEVELOPMENT EFFECTIVENESS

Prior to the workshop was an input first defining development effectiveness and then identifying some of its principles vis-à-vis its challenges. The resource person highlighted values and qualities of social and organizational relationships because it should also be inward looking.

The differences in context expectedly generated differing views, particularly on the issue of delineation between development and politics – There were views that CSOs should not be political, while some believe that CSOs are political by nature. The term being political itself generated differing views: from political as in having political ambition, being attached to or being formed by a political party, to cooperating with/helping the government, to political in relation to donors and funds. Resource persons pointed out that there is no set rule on partisanship and that historical context should be taken in consideration.

Brainstorming followed by participatory sorting and ranking were employed to generate the most important principles that CSOs adhere to or would want to achieve. Topping the list are the principles of democracy (internal and external), equity and equality (including gender equality), human rights, sustainability of development and of CSOs themselves, justice, social solidarity and solidarity among north and south CSOs, independence/autonomy, non-violence and harmony, popular participation, and diversity.

Workshop 2 Principles of CSO Effectiveness				
Group 1	Group 2	Group 3	Group 4	Group 5
<p>Rapporteur: Iqbal, SUPRO</p> <p>We maintained the 14 principles:</p> <p>Human Rights Based Approach Equality Social Solidarity Diversity Accountability and Transparency Independence People-centred development Impact-oriented Non-discrimination Justice Sustainability Obligation to Environment Legitimacy Democracy</p>	<p>Rapporteur: Gregory, SAHAYI</p> <p>We think it is better to add to the chart. We are working for the external scenario. We believe that we should have:</p> <p>internal democracy Empowerment: we should involve economic, social and political) Partnership and popular participation Mission driven Sustainability – sustainability of CSOs and the processes that we initiate Non-violence Right-based approached and action Ownership must be in the community who have to make a change rather than the NGO Vision Diversity: Accepting difference and Diversity</p> <p>Caroline: I am not with the group, in saying empowerment is principle. it can be an activity, a process. If you believe in that, the emphasis should be that.</p> <p>Caroline; I like too much non-violence</p>	<p>1. Democracy and Social Solidarity Trust building Diverse Solidarity Inclusiveness Coalition Critical partnership and collaboration Building partnership with different groups Participatory Subsidiarity</p> <p>2. Justice and Equity Rights-based Gender equality Challenging colonial and neo colonial relations Protecting natural resources Pro-people; people centered empowerment visibility Nonprofit/ non-market</p> <p>3. Transparency and Accountability</p> <p>4. Sustainable development stewards of the earth long-term strategy</p> <p>5. Harmony and Non-violence</p> <p>6. Credibility and Competency Research/evidence based operational efficiency high standards of work</p>	<p>Group 4: Matin, BAPA</p> <p>We have so many things we cannot divide into broad things and small things:</p> <p>Democracy and Secularism Gender Equality Value-based Positive discrimination in support of poor, marginalized, minorities and other vulnerable people. Non-violence Effectiveness and Efficiency Environment Friendly Legitimacy Rights-based Equality and Equity and Justice Based Resource distribution Clear identity(Vision, Mission, Objectives) Learning organization Accountability and Transparency Non partisan and electoral politics north-south/south-south solidarity Independence and Autonomy Non market, non-profit, not for sale awareness</p>	<p>Rapporteur: Kyungshin,</p> <p>The group voted for 5 important principles from the long list made:</p> <p>human rights/equality (gender issues are incorporated in this) Transparency People-centered Participation sustainability democracy is very aspirational democratic operation independence from the government</p>

WORKSHOP 3. GUIDELINES, INDICATORS AND MECHANISMS

* Groupings for Day 2 workshops were done according to sub-regions.

Workshop 3 Guidelines, Indicators and Mechanisms			
PRINCIPLES	GUIDELINES	INDICATORS	MECHANISMS
Rights/human rights-based approach and actions	<p>Guidelines and Mechanisms</p> <ul style="list-style-type: none"> - Expression of human right should be reflected in our vision, mission, charter by laws of CSO - Principle of human right should be reflected of Co ethics of the networking among CSO - Should be reflected in our strategic intervention, and approach - CSO should transformed from delivery approach to be right based approach - Practice of democratic participation in all level of program development and monument - Should have clear tool to monitor the implementation trough clear SOP and toolkit of monitoring and evaluation - Should be mainstreaming in all sectoral development programs (health, agriculture, etc) - Should covered in all subject of development (children, women, elders, difable, marginalize) - Implementation Internal Principe of human right and democracy in our internal management of CSO (in structure, system, culture, mechanism, SOP, reward and punishment, value formation and HRD) <ul style="list-style-type: none"> - Human right is universal, however every each organization may focus on the specific subject, area, field of principle or cross cutting issue - Make sure engagement human right in developing 		
Equity, equality (including gender equality)	<p>Guidelines and Indicators</p> <ul style="list-style-type: none"> - CSOs will ensure participation of the marginalized, ethnic, excluded, extremely poor, other vulnerable groups. - CSOs will ensure Gender Equality and Equity in the organization and promote it at the different levels in the community too. - CSOs will endeavour to discriminate positively in favour of the poor and the marginalized, and distribute the resources accordingly. 		<ul style="list-style-type: none"> - Capacity building for the promotion and protection of organizational culture and values related with democracy, equity and equality. - Interface with different stakeholders for sensitization, and motivation to ensure equity and equality at all levels . - Gender and marginalized budgeting for resource mobilization and distribution.
Democracy	<p>Guidelines and Indicators</p> <ul style="list-style-type: none"> - Participatory decision making process from top to bottom. - Participatory management within the community involving donors, government, board members and staff etc., - Accessibility to information and transparency at all levels. - CSOs may work for special/ selected groups, but without any discrimination of cast, religion and race. - CSO must create conducive environment for participation at all levels- based on the vision, mission and objectives of the organization. 		<ul style="list-style-type: none"> - Regular meetings between the organization and all stake holders. - Structured mechanism for free flow of information and response. - Setting up of development agenda by the community. - Development of perspective and goals by the community.
Sustainability	<p>Guidelines and Mechanisms</p> <ul style="list-style-type: none"> - Fokus on sustainable people centered development : Non economic growth, but more on equality, gender, justice, environment protection, people centered, poverty center, quality of life - Sustainability should be articulate in CSO by laws, CoC, Policy, philosophy , strategy , structure system of CSO - Should be considerate both internal CSO and external sustainability - Internal sustainable, capacity to maintain long term commitment for sustainable development - The recondition of sustainability is autonomy, structure and system, leadership – HRD , internal financial autonomy - Changing from project oriented to program oriented - Linkage of Emergency –rehabilitation and transformational development - Better Aid practice : direct support for national and local CSO, reject nasionalism of INGI - Agreed the principle of community based sustainability with the people (people ownership, resource mobilization, community empowerment) 		
Accountability and transparency; and Justice	<p>Accountability of government: (1) to be more transparent; (2) to organize consultations with CSO; (3) to conduct independent external audit of each project and publish it in mass media</p> <p>Accountability of Donors identifying external assistance to make decisions depending on the existing problems in particular country, coordinating its decisions with local CSOs. When they provide financial assistance to the</p>		<ul style="list-style-type: none"> • existing publication of best practices – principles of development effectiveness, including accountability, transparency and justice • internal reporting – Internal reporting is reporting of CSOs in front of its governing bodies. For example, executive body of CSO annually holds external independent financial audit of its organization and audit results are reported to its supreme governing body, if it is Public Association, to the General Meeting. If it is foundation, to the Steering Committee, etc.

	government, to conduct mandatory external audit and to publish its results.		external reporting – a) according to the law: for example, monthly reporting to tax authorities, (b) based on agreement: for example, reporting to the donors which awarded a grant, (c) on voluntary basis: it is when results of external financial audit are published in mass media or placed on CSO's website. <ul style="list-style-type: none"> • should include guidelines on accountability into the standards of quality of NGOs e.g. regularly include constituency into their strategic development increase capacity of constituency to monitor CSOs performance
Independence and autonomy (Independence from funding sources, institutional intervention (eg. Commercial establishments, governments and northern partners). Autonomy: Autonomous from the government even at the level of local government)	- Keeping consistent, persistent and strong positions on the issues based on the universal ___ such as human rights - Keep NGOs own perspective while working with outside donors like government, financial institutions Managerial and organizational autonomy in the decision-making process, undue influence. Keep away from outsiders.	-	-
Participation (Enabling and motivating grassroots to participate in electoral and democratic processes)	Building capacities of CSOs to effectively monitor and observe all the electoral processes Training children on human rights and participation in public affairs Building CSO network to organize and promote public debates, building capacities on participatory approaches, publications, link between NGOs and public institutions to link with NGOs, international and regional dynamics, advocacy Using media as a partner/Partnership with the media Consultations, open forum for discussion Building the trust	Measure the involvement of people in the development project quantitative and qualitative: Beneficiaries become owners Impact on our target groups and their own environment Level of engagement of stakeholders Sustainability of on-going projects Participating in the decision-making in all structures	Tools in order to measure: survey; questionnaire statistics: oral direct interview: face to face
Solidarity	Seek to bring order, participation of peer NGOs at the domestic and international level building solidarity Dialogue and communication between different sectors of CSOs such as Human		→ mechanism: involvement in preliminary consultation, public hearing, petition letter, open space; → Local partnership or leadership should be preserved at every level of process → Local partners should be involved and should participate at every level of the process → Open- up communication channels; , make a public statement → Newsletter

	Rights, Women, Labour, etc and between different types of organization activities such as advocacy, development services		a) Southern CSOs not recipient but partners: Southern CSOs should be involved in planning stage b) Make one ____- involvement of southern NGOs consultative and participative
CSO development effectiveness	<p>North-South Dialogue</p> <p>Impact assessment</p> <ol style="list-style-type: none"> 1. Measuring social change is not similar to measuring service delivery 2. Looking at social costs/social audit of impact areas 3. Looking at policy reform and the processes leading to this 4. Country contexts considered 5. How constituents look at what we have done 6. Process of how should indicators be defined and who will do it; establishing ownership of the indicators and the process 7. Standards are based on motivation for work <p>Enabling Environment</p> <ol style="list-style-type: none"> 8. Outcomes of this process could feed into the legal frameworks at the country levels to help broaden the enabling environment 9. Putting primacy on local capacities in implementing development activities or building capacities <p>Gender equality should be treated more specifically from equality; a conscious effort how to assess gender integration in development work</p>		<ol style="list-style-type: none"> 1. Mapping exercise of existing guidelines, mechanisms and successful cases in different countries; research-based not anecdotal reports 2. Anchoring on the strengths and positions of local constituencies; 3. As regional organizations/ networks, ensure that there is an accountability system within the network (from the region to local constituencies) 4. Ensure that funding partners respect the capacities of national and local CSOs; not to overlap but complement existing development efforts and mechanisms; 5. Awareness raising of constituencies on global and regional development shifts (especially on aid priorities); 6. More Consultations; face-to-face, online (e-discussions, social networking)

Workshop 4. Enabling Environment

East Asia	Southeast Asia	South Asia	Middle East/Arab	Central Asia	Regionals
<p>Minimum Standards</p> <ul style="list-style-type: none"> - Legal standing of CSOs for public interest - No restriction for registration - No prerequisites - No entrance barrier - Free Access to Information including aid related information - Recognition of CSOs as development agents; Participation in consultations and decision-making - Access to Funds including right to raise funds - Funding mechanism to support CSOs, capacity building 	<p>Minimum Standards</p> <p>Government Donors:</p> <ol style="list-style-type: none"> 5. Easy and simple registration requirement/Records 6. Recognition of CSOs as important and independent actors for development effectiveness 7. Give more space to CSOs to interact and voice out 8. Organize regularly and meaningful Multi-stakeholders Dialogue 9. Long-term engagement with CSOs 10. Allow CSOs to directly receive funds from donors including ODA 11. Resource mobilisation and capacity building for CSOs <p>Within CSO community:</p> <ol style="list-style-type: none"> 1. Code of Conduct 2. Coordination among CSOs 3. Proclaim/Declaration of CSOs 4. Collective Voice 	<p>Key Minimum Standards:</p> <ul style="list-style-type: none"> - Govt. should decide rules and mechanism for enabling environment, not for control. - Government should remove all the restriction clauses from the existing laws -- Govt. donors and CSOs should behave and act like partners (with all ethics and values) with a view to promote CSOs as an indispensable part of democratic society. - Govt. and CSOs should together develop a CSOs development/ partnership policy - CSOs should have their own self regulated standard system - Donors will treat CSOs as true partners - Proposed Guidelines for implementing minimum standards: - CSOs should have dialogue with the govt. and politicians to achieve the minimum standards - CSO should start develop their own governance and regulation system. <p>Key Inhibiting Factors:</p> <ul style="list-style-type: none"> -Registration Act (Varieties, no common standard, involvement of security intelligence) -Financial Act -Reporting System (cumbersome) -Permission required for organizing international programs from different ministries) 	<p>Minimum Standards</p> <p>Government</p> <p>Legal</p> <p>(1) Registration of CSO's just by informing Authority, (2) Recognition and protection, (3) Receipt the Human rights standards</p> <p>Political</p> <p>(1) Receipting of political and Civil rights for the Cso's , (2) receipt the independent of the CSO's, (3) Receipt the Democratic Standards and low's by the scrutiny authorities; (4) Financial Transparency</p> <p>Economic/Financial</p> <p>(1) TAX FREE, (2) Access to fund (internal, External); (3) % of the Public budget for CSO's; (4) Fundraising activities and projects to sick sustainability</p> <p>Cultural / Social</p> <p>(1) Public Media programs to motivate knowledge and Values, and the impotency of Voluntary work; (2) promoting human rights knowledge via Media and education system</p> <p>DONORS</p> <p>Legal: all contracts should be elaborated according to the local lows</p> <p>Political: (1) recipient the priorities of the local Communities; (2) donor should support the CSO's even if they are not recognized by the Government; (3)</p>	<p>I. Country Standards</p> <p>a) Government: (Legal) Positive Legislation</p> <p>b) Donors: Priorities not from country but from donors</p> <p>c) NGOs: Accountability, Responsibility and Transparency</p> <p>II. Global Conventions on Legal Standards for CSOs</p>	<p>→ Optimal national laws to allow Regional CSO Registration</p> <p>→ UN Bodies to limit restrictions</p> <ol style="list-style-type: none"> 1. in relation to Requirements to comply with country recognition i.e. China and Burma) 2. only recognizes national unions not workers association or migrants organizations <p>→ Develop terms of reference for CSO engagement with regional bodies i.e. ASEAN</p> <ol style="list-style-type: none"> 1. Must be developed collaboratively 2. Must not restrict voice activities 3. CSOs must be appointed by civil society <p>→ Donors should leverage their support to ensure that governments, regional bodies, multilateral organizations fully and transparently engage with CSOs.</p> <p>→ CSOs form coalitions to maximize impact at regional level ensuring transparency, collaborativeness and openness.</p>

		<p>-Lack of Information about CSOs crated confusion, mistrust, rumours about CSOs. -Non- CSOs and created even by govt. are registered under same Act. Therefore lot of Confusion about CSOs. -Issues related to renewal of registration. -Imposition of Tax -Political Parties and bureaucracy misused the existing acts. To harass CSOs and create new CSOs holding political views. -The donors attitude of giver and receiver</p> <p>2. Key Enabling Factors:</p> <p>12. 85 G, 35 AC, tax exemption 13. Many govt. schemes can be implemented inclusively by NGOs 14. The bilateral/multilateral project agreement, this is a position for partnership with CSOs 15. In India the president can nominate few members to parliament including one from Civil Society</p>	<p>Financial Transparency</p> <p>Economic/Financial: Develop social corporate responsibility; - Core fund donation</p> <p>Social/Cultural: develop a strategic partnership with CSO's; Human rights, social solidarity</p> <p>CSOs</p> <p>Legal: - Receipt principle of good governance</p> <p>Political: - Advocacy campaign</p> <p>Economic/Financial: - Financial Transparency</p>		
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