Open Forum for **CSO**
**Development Effectiveness**

# EXPLORATORY MEETING ON THE EFFECTIVENESS OF CIVIL SOCIETY ORGANISATIONS

## MEETING REPORT

**Organised under the auspices of the preliminary Global Facilitation Group**

**Paris, Maison de l'Europe**

**29 and 30 June 2008**

# Table of contents

# Acronyms

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| AAA | Accra Agenda for Action |
| ALOP | Asociación Latinoamericana de Organizaciones de Promoción (Latin American Association of Development Organisations) |
| AG | Advisory Group on Civil Society and Aid Effectiveness (OECD) |
| APRODEV | Association of World Council of Churches related Development Organisations in Europe |
| CCIC | Canadian Council for International Cooperation |
| CONCORD | European NGO Confederation for Relief and Development |
| CSO | Civil society organisation |
| DAC | Development Assistance Committee (OECD) |
| DCF | Development Cooperation Forum (United Nations) |
| DESA | Department for Economic and Social Affairs (United Nations) |
| GFG | Global Facilitation Group (for the Open Forum on CSO Development Effectiveness) |
| HLF | High-Level Forum |
| ISG | International Steering Group (for the CSO Parallel Process towards the Accra High-Level Forum) |
| NGO | Non-governmental organisation |
| NGDO | Non-governmental development organisation |
| OECD | Organisation for Economic Development and Cooperation |
| OWT | One World Trust |
| WP-EFF | Working Party on Aid Effectiveness (OECD) |

# Introduction and overview

The Exploratory Meeting on CSO Effectiveness was organised under the auspices of a preliminary Global Facilitation Group[1] by CONCORD, the European NGO Confederation for Relief and Development, together with its international partners in civil society.

## Background

The Exploratory Meeting on CSO Effectiveness was the first major event of a process that was initiated in February 2008 during the International Forum on Civil Society and Aid Effectiveness in Gatineau/Ottawa. At informal talks, a couple of CSO leaders resolved to start an independent global process towards agreeing on a CSO-suitable effectiveness framework.

What was the rationale behind this decision? During the consultations under the OECD DAC's Advisory Group on Civil Society and Aid Effectiveness the question of applying the Paris Declaration to CSOs arose. The answer to this question was that CSOs welcome the intention of the signatories of the Paris Declaration to improve the management and technical dimensions of their effectiveness, but do not consider the Declaration applicable to them. Why?

First of all, CSOs are also, but not only donors. They play multiple roles in development, as watchdogs, service providers, mobilisers of citizens, research institutions etc[2]. The Paris Declaration does not reflect these diverse roles. Rather, it frames effectiveness narrowly as effective aid relationships. Applying the Paris Declaration to CSOs would therefore imply reducing them to mere donors and service providers.

Secondly, CSOs not only play many different roles, but are diverse and critical by nature. The core principles of the Paris Declaration include harmonisation and alignment with government priorities. These principles are not reconcilable with a civil society that regards diversity and autonomy as a benefit, rather than a detriment.

It was out of these considerations, among others, that CSOs realised the importance of developing their own effectiveness framework – one that takes into account the diversity of CSOs in development. It was acknowledged that this challenging task could only be achieved through a dedicated CSO-driven process that is autonomous and independent from governments and official donors. To prepare ground for this process, a preliminary Global Facilitation Group was created[3]. Support to this group has been provided by CONCORD.

In the run-up to the Exploratory Meeting, a concept note was prepared as a preliminary basis for discussions on objectives, outcomes, management and governance structures for the process[4].

## Objectives of the Exploratory Meeting on CSO Effectiveness

The overall objectives of the meeting were, firstly, to reflect upon prior discussions on CSO effectiveness and, secondly, to set the course for the CSO effectiveness process up to December 2010 (the suggested deadline by which concrete results should be produced) in terms of process (how shall the process be governed and managed?) and in terms of content (what are critical issues and challenges to be addressed?).

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[1] The members of this group were: APRODEV - Association of World Council of Churches related Development Organisations in Europe, ACFID - Australian Council for International Development, BOND – British Overseas NGOs for Development, CARE International, CCIC - Canadian Council for International Cooperation, CONCORD – European NGO Confederation for Relief and Development, Coordination SUD – French National NGDO Platform, IBON Foundation, InterAction – American Council for Voluntary International Action, ITUC – International Trade Union Confederation.

[2] Please refer to page 2 of the report on the International Forum on Civil Society and Aid Effectiveness for a more comprehensive list CSOs' role in development (online on www.ccic.ca/e/002/aid.shtml).

[3] See footnote 1 for members.

[4] Concept note "Framing and Promoting the Effectiveness of CSOs as Development Actors" (available online on www.concordeurope.org/Public/Page.php?ID=11872)

## Participants

Due to large number of registrations received for the meeting and in order to determine the beneficiaries of financial support, a Selection Committee was established by the preliminary Global Facilitation Group. This Selection Committee included Tony Tujan (IBON Foundation), Liz Steele (CARE International) and Bakary Doumbia (Fédération des Collectifs d'ONG du Mali). In order to ensure transparency, selection was based on a couple of pre-defined criteria, including geographical origin, gender, professional background and type of sending organisation. The following considerations were taken into account by the Selection Committee:

- There should be gender balance among participants in the meeting.
- Two thirds of participants should be from national and regional platforms or thematic networks, one third from individual CSOs.
- At least one third of participants should be practitioners, programme managers or be engaged in service delivery (this consideration was added because policy and advocacy officers tend to be overrepresented at meetings like this).

In total, around 110 registrations were received by CONCORD. Due to constraints in terms of space available and funding, a number of registrations had to be rejected, based on the criteria mentioned above. In total, 85 people were invited to attend the meeting. Unfortunately, a couple of invited CSO representatives were unable to attend.

## Financial support to participants

The meeting was financially supported by the Austrian Development Cooperation and the French Development Agency. These funds were used, inter alia, to facilitate participation from CSOs with tight funding constraints. In addition to the two official donors, the following CSOs provided earmarked funding to support the participation of representatives of CSOs with tight funding constraints: APRODEV, Canadian Council for International Cooperation, CARE International, CONCORD, Coordination SUD, Diakonia Sweden, InterAction, International Trade Union Confederation and World Vision Australia. A total of 29 participants from Africa, Asia and Latin America and the Caribbean were granted reimbursement of their travel costs. The beneficiaries have been determined by the Selection Committee (based on the criteria mentioned above).

## Key messages from the Exploratory Meeting on CSO Effectiveness

Discussions at the Exploratory Meeting had been rich and diverse. The following list of key messages is not exhaustive:

1. CSOs confirmed that they need their own independent process towards agreeing on a CSO-suitable effectiveness framework.
2. Not only do CSOs want to establish principles for themselves, they also want to come up with a vision on development effectiveness that is relevant to all development stakeholders (including governments and official donors).
3. The prospective effectiveness framework to be developed by CSOs must take into account the many diverse roles CSOs play in development. Therefore, their effectiveness should be measured, not by the effectiveness of their aid relationships, but by the impact that their actions have on the poor and marginalised (development effectiveness, not aid effectiveness).
4. The process needs to be inclusive, open and transparent. It should take the form of an Open Forum for CSO Development Effectiveness that is accessible to all CSOs.
5. National and regional platforms and thematic networks should take the lead in triggering processes on CSO effectiveness on their levels to inform the Open Forum for CSO Development Effectiveness (principle of subsidiarity).

6. It must be acknowledged that there is already a lot of work on effectiveness carried out within civil society. Therefore, rather than imposing a global accountability mechanism, this process should aim at facilitating the establishment of such mechanisms at national, regional and thematic levels and provide learning opportunities and a platform to identify the common elements of CSO effectiveness.
7. Through the Open Forum, CSOs also want to define their contribution and position for negotiations on effectiveness with official donors and governments in the run-up to the planned Beijing High-Level Forum in 2011.

## *Next steps*

The time up to December 2008 will be used as the preparatory phase for the CSO effectiveness process. The objective of this phase is to prepare the ground for the successful start of the main phase (scheduled for January 2009). This includes creating ownership and involving CSOs from all around the world, informing other critical development stakeholders (such as donors and governments) on the ambitions of CSOs and setting up efficient governance, management and communication structures. The substantive work to tackle the challenges of development effectiveness will start with the main phase in early 2009.

It has been agreed that the CSO Parallel Forum in Accra will be used to hold a meeting of GFG members that are present there. The meeting will be held on 30 August 2008. The first fully-fledged meeting of the GFG is planned for early December 2008 (depending on availability of funding).

## *About this report*

This report has been prepared by the CONCORD Secretariat and aims to capture the wealth of discussions that took place during the meeting. It does not reflect the opinions of the Austrian Development Cooperation or of the French Development Agency. This report is also available in French and Spanish.

# Session I - Setting the context for the effectiveness of CSOs

The objective of this session was to provide participants with an overview of the context in which the CSO effectiveness process is situated and to recapitulate prior discussions on CSO effectiveness.

**Justin Kilcullen** (President, CONCORD) traced the origins of current discussions on effectiveness back to the Millennium Development Goals. They commit governments, among other things, to establish a global partnership for development. His assessment of progress on this objective was rather bleak: Apart from the Paris Declaration, little has happened. He described the Paris Declaration as being "a catalyst for civil society to refocus our minds on the issue of our own effectiveness".[5]

**Tony Tujan** (Director, IBON Foundation) situated the CSO effectiveness process within the broader debate on effectiveness, explaining, inter alia, the different on-going effectiveness processes (ISG Parallel Process, Advisory Group on Civil Society and Aid Effectiveness, Development Cooperation Forum, OECD-led process) and setting out the rationale on why civil society needs this new process.

**Conny Lenneberg** (Head International Programmes, World Vision Australia) raised the issue of development effectiveness (versus the narrower concept of aid effectiveness) and the broader question of how to frame CSOs' own effectiveness. She stressed that the CSO effectiveness process will help CSOs demonstrate their impact on the poor and marginalised, which will become increasingly important to retain public support. She also set out challenges to and opportunities of the CSO effectiveness process.[6]

**Rubén Fernández** (Working Group Coordinator on International Cooperation, ALOP) emphasised that CSOs play many different roles in development: they are not only donors and service providers, but also watchdogs and expressions of social solidarity[7]. They are also crucial in holding governments to account. Hence, CSO effectiveness should not only be measured by the effectiveness of their aid relationships, but also by the concrete change they have brought about for the poor and local communities.

**Anne Buchanan** (Coordinator Organisational Development Team, CCIC) gave an overview of the mapping exercise on CSO effectiveness that was carried out under her leadership in the run-up to the meeting[8]. She pointed out that

- there is already an intriguing number of initiatives (codes of conduct, ethics etc.).
- there are different levels on which initiatives are being carried out: platform-wide initiatives, sector-focused initiatives (human resources, fund raising, health, humanitarian assistance etc.) and initiatives of individual CSOs.
- there is a need to be proactive rather than reactive (complaints driven).
- there are different kinds of initiatives: some set out aspirations, some set out rules regarding governance, staffing, financing etc. and a few initiatives focus on impact.
- there are already so many codes of conduct that it would not make sense to establish yet another code with this initiative.

**Henri Valot** (Policy advisor, CIVICUS) briefed the audience on ongoing activities of CIVICUS regarding accountability, legitimacy and transparency. The most notable CIVICUS initiatives include the International Advocacy NGOs (IANGO) workshops and the Accountability Charter[9]. Also a scoping paper has been published[10].

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[5] The whole speech is available on www.concordeurope.org/Public/Page.php?ID=11872.
[6] The whole speech is available on www.concordeurope.org/Public/Page.php?ID=11872.
[7] While fulfilling multiple roles in development, CSOs are also important donors: CSOs have raised $40 billion in addition to official development assistance in 2005 and have channeled 20 percent of official development assistance to developing countries (see the Advisory Group's Synthesis of Findings and Recommendations).
[8] Mapping exercise available on www.concordeurope.org/Public/Page.php?ID=11872. To learn more about CSO initiatives on accountability, you can also visit: www.oneworldtrust.org/?display=ngoinitiatives#d (the OWT is currently also about to set up an online database of CSO self-regulatory initiatives such as codes of conduct, communities of practice, certification mechanisms, peer assessments etc.). CCIC provides a list of ethics: www.ccic.ca/e/007/links_ethics.shtml.
[9] More information on the IANGO workshops and the Accountability Charter on www.ingoaccountabilitycharter.org
[10] Brown, L. David and Jagadananda (2007): Civil Society Legitimacy and Accountability: Issues and Challenges. Available on www.civicus.org/new/media/LTA_ScopingPaper.pdf.

**Box 1: Situating the CSO effectiveness process in the broader effectiveness agenda**

**Aid effectiveness agenda:** This agenda is framed by the Paris Declaration on Aid Effectiveness. It is primarily driven by the OECD DAC's Working Party on Aid Effectiveness (WP-EFF) and defines an approach to tackling the challenges of effectiveness that is considered too narrow and technical by CSOs. It was only through the formation of the Advisory Group (AG) on Civil Society and Aid Effectiveness in January 2007 that CSOs have been invited to contribute to this OECD-led process.[11]. Facing pressure to sign-up to the Paris Declaration on Aid Effectiveness, CSOs have concluded, in the course of the AG consultative process, that they do not consider this Declaration applicable to them, while welcoming the commitments by governments and donors. CSOs are now left with the task to find their own effectiveness principles. However, while the AG was helpful in bringing a CSO perspective into the aid effectiveness agenda, CSOs do not consider the AG process to be the appropriate place to discuss CSOs' own effectiveness. The AG process has its limits – the maximum CSOs can do is to enrich the Paris Declaration.

**Broader aid effectiveness agenda:** The main process advocating for broadening the aid effectiveness agenda is the Parallel Process led by the International Steering Group (ISG)[12]. This CSO-led process is a process of advocates that want official donors to put the principles of social solidarity, human rights, gender equality and sustainable development in the heart of their discussions on aid effectiveness. Another process that frames aid effectiveness in a broader way than the Paris Declaration is the United Nations Development Cooperation Forum (DCF)[13]. From a CSO perspective, the DCF has several advantages: its deliberations are based on the concept of development effectiveness (rather than the technical concept of aid effectiveness), it uses better language on conditionality and ownership than the WP-EFF and it is situated within the UN system. However, the UN will be a less effective place for CSOs to achieve practical changes in the short term. CSOs within the ISG Parallel Process and the DCF aim at reformulating the Paris Declaration. While the High-Level Forum in Accra will be a stock-taking exercise and not re-open the Paris Declaration, CSOs, nonetheless, will push to influence discussions on looking forward.

**Development effectiveness agenda:** This agenda is CSO-driven, broader and more long-term than the other agendas. It is broader because it promotes a more holistic approach towards effectiveness than set out in the Paris Declaration; and it is more long-term, because it does not focus so much on the High-Level Forum in Accra, but is more directed towards the planned 2011 High-Level Forum in Beijing. It is based on the premise that CSOs do not just provide an added value to development, but are equal partners in development alongside governments, official donors and other stakeholders. The proposed CSO effectiveness process will be key to advancing the development effectiveness agenda towards Beijing. It is the process whereby CSOs will define their position vis-à-vis other development stakeholders. The process will also engage with governments and official donors where appropriate, because CSOs' own effectiveness is also affected by government behaviour. Also, the process should result in a development vision shared by all CSOs. This vision should be a key CSO input for a possible multi-stakeholder agreement on development effectiveness in Beijing. For that, the process needs to be politically unassailable – unassailable in terms of openness, inclusiveness, legitimacy and in terms of its capacity to respond to the multitude of issues to be tackled.

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[11] The AG is a multi-stakeholder group comprising three governments from the North (Canada, France, Norway), three governments from the South (Nicaragua, Rwanda, Zambia), three CSOs from the North (ActionAid International, CCIC, CONCORD) and three governments from the South (Afrodad, Reality of Aid, Third World Network).
[12] See www.betteraid.org.
[13] The DCF is organised by the United Nations Department on Economic and Social Affairs.

# Session II - Revisiting Nairobi and the concept note: discussion on issues and principles of CSO effectiveness[14]

The objective of this session was to discuss the main issues and principles that could serve as a starting point for reflections on CSOs' own effectiveness. Acknowledging that the proposed CSO effectiveness process does not start from zero, discussions were based on a set of principles identified by participants in the Northern Regional Workshop on Civil Society Aid Effectiveness, held in Brussels on 15 and 16 October 2007 (see box 2).

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**Box 2: Draft Principles on Civil Society Aid Effectiveness:**
1. CSO actions are people-centred: they strive to empower individuals and communities, strengthen democratic ownership and participation
2. CSO actions are poverty-focused: solidarity with people claiming their rights
3. CSO actions are based on human rights and social justice
4. CSO actions are based on genuine and long-term partnership, respect and dialogue, acknowledging diversity
5. CSO actions are striving for sustainable impact and results, based on social processes and mutual learning
6. CSOs ensure their effectiveness through continuous enhancement of their transparency, accountability in all its dimensions (to right-holders, governments, donors, peers, public), autonomy from the states, coordination

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Participants discussed the above mentioned principles in small groups and then came up with a number of comments on these principles:

**Objectives of CSOs in development?** Regarding the draft principles one and two, there was vivid discussion on what should be named as the ultimate objective of CSO actions: poverty eradication, wealth creation, human development or empowerment? A broad and strong focus on a rights-based approach rooted in international human rights conventions was mentioned as important. Though CSOs don't want to limit themselves to poverty eradication, CSOs' objectives in development should also be inclusive of poverty eradication and the eradication of inequality and marginalisation.

**What is missing?** It was felt that the principles identified in Brussels rather indicate the roles and duties of CSOs but do not adequately capture what could be defined as effectiveness. Participants identified the following missing elements:

- Legitimacy and representativeness
- Distinctiveness of CSO as development actors
- Recognition that CSOs are political agents for social change
- Centrality of genuine partnerships based on mutual accountability
- Commitment as an important aspect of effectiveness
- Interaction and cooperation with other stakeholders, including states, while recognising the dangers of donor-determined development priorities
- Diversity of CSOs
- A definition of what a conducive environment for CSOs is
- A consideration of the hierarchy of the principles
- A qualifier for the term "coordination" to prevent it from becoming "forced coordination"

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[14] The title of this session alludes to the North-South Civil Society Dialogue (held in Nairobi on 15 and 16 November 2007) and to the concept note "Framing and Promoting the Effectiveness of CSOs as Development Actors". While the Nairobi workshop can be considered as an important starting point for discussions on CSO principles, the concept note refers to a couple of aspects that should be addressed by such principles (North-South CSO relationships, responsibility of Northern CSOs as donors, mutual accountability, impact assessment).

**Against what should CSO effectiveness be measured?** While an internal focus on approaches and methods is important, it has the risk that, similar to the Paris Declaration, CSOs focus too much on technical processes rather than on demonstrating their real impact on development. The way forward could be the development of two different sets of principles: one on how CSOs work and one on the difference that CSOs bring about in people's lives in terms of empowerment, human rights or sustainable change. The principles of CSO effectiveness also need to focus on what CSOs want the world to become (aspirational principles).

**Autonomy from or cooperation with governments and donors?** The relationship between CSOs and donors and governments is more complex than suggested by the principle of autonomy. The reality is that CSOs work with governments and donors - there is a significant partnership between them. On the other hand, it was stressed that if reference is made to autonomy from states, there needs to be a reference to autonomy from donors, given the fact that official donors often exploit Southern CSOs.

**Are universal principles feasible?** Effectiveness has different meanings for different actors, in different contexts and on different levels. Effectiveness also means different things to Southern and Northern CSOs and in different thematic contexts. Effectiveness on the project level is different from effectiveness on the national and the international level. If there are universal principles of development effectiveness for CSOs, they need to make use of inclusive, simple, accessible and encompassing language. The way forward might be the development of a small set of universal principles and the development of context-sensitive subsidiary principles to ground these universal principles in different contexts. CSO effectiveness principles will need to be tested, verified and interpreted for different contexts as part of this process.

**How to capture the political dimension of CSO work in development?** CSOs are also political agents of social change. This needs to be reflected in the principles. Therefore they must be framed in a more active voice and be indicative of civil society's role in promoting democracy, including active citizenship, and recognising diversity.

# Session III-A – Identifying the objectives and outcomes of the process

This session was intended to clarify the objectives that CSOs want to pursue with the CSO effectiveness process and the desired outcomes they want to see originating from it. A set of preliminary outcomes and outputs have been identified by the concept note for the process[15] that was prepared in the run-up to the meeting. Discussions took place in small groups based on these preliminary objectives (see box 3 below). Participants were invited to amend, reject or add to these already identified outcomes and outputs.

| Box 3: Outcomes and outputs as identified in the concept note "Framing and Promoting the Effectiveness of CSOs as Development Actors" | | |
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| | **Outcome** | **Potential output** |
| 1. | CSOs agree on common principles regarding the effectiveness of CSOs as development actors and engage in political discussions on the relevance and feasibility of peer and compliance mechanisms. | Set of agreed principles, endorsed by CSOs; active involvement by Chief Executive Officers (CEOs) and practitioners of CSOs in the process; set of indicators on CSO effectiveness. |
| 2. | Mechanisms enhancing the individual and collective effectiveness of CSOs as development actors are developed, discussed, analysed and promoted. At international level, CSOs share best practices exploring peer, compliance and impact assessment mechanisms. | Extensive mapping, SWOT and comparative analysis of existing mechanisms; agreed common framework of compliance mechanisms including benchmarks and indicators for accountability. |
| 3. | The process has reached out and actively included CSOs from around the world in developing principles as well as mechanisms, appropriate to their country conditions. Effectiveness of CSOs as development actors is explicitly addressed by a large number of CSOs around the world. Individual CSOs, networks and national and regional platforms understand the capacities to actively participate in the application of common principles and mechanisms. | Toolkits on CSO effectiveness principles and compliance mechanisms; interactive internet portal addressing all dimensions of the process; trainings, peer support networks and online-support; national, regional, sectoral and thematic meetings promoting CSO effectiveness. |
| 4. | The final outcome of this process provides donors and governments with sufficient elements to strengthen their recognition of the roles and voice of CSOs as development actors in their own right. | Donors and governments are periodically informed about the process and invited to give their inputs. |

## *New objectives and outcomes as proposed by participants*

**An open forum that promotes CSO effectiveness:** There has been considerable debate on accountability (to whom is the process accountable?), the constituency of the process and on its organisational structure (which should be, as agreed, as lean as possible). Stressing the importance of continuous debate and reflection on effectiveness, participants also noted that there is a need for a space to share experiences and lessons learned. It was thus agreed that the CSO effectiveness process should take the shape of an Open Forum for CSO Development Effectiveness. This forum would respond most appropriately to all requirements: it would serve as the space where the Global Facilitation Group can be held to account, it would define the core constituency of the process and it would provide an open and inclusive space for discussions on effectiveness issues. The Forum should be open to all CSOs – there

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[15] Concept Note "Framing and Promoting the Effectiveness of CSOs as Development Actors" (available online on www.concordeurope.org/Public/Page.php?ID=11872).

should be no entry requirements. The constituency of the process will thus not be defined by affiliation or membership, but by identification with the process and its outcomes.

**A vision on development effectiveness emanating from national policy dialogue:** Participants agreed to significantly strengthen the external (political) dimension of the process. In view of the Beijing High-Level Forum on Aid Effectiveness in 2011, CSOs should not just reflect on principles that are exclusively applicable to CSOs, but also come up with a vision on development effectiveness that is relevant to other stakeholders, including governments and official donors. This vision should serve as the contribution of civil society to the Beijing High-Level Forum. It should be owned and developed by the widest range possible of CSOs.

**Learning spaces and country-sensitive guidance:** On several occasions participants expressed their reservations to developing new mechanisms, standards, codes of conduct or other tools at the global level. Rather, they prefer to scrutinise existing tools and instruments and analyse the barriers preventing them from attaining the desired results. For this, learning spaces are needed as well as opportunities to develop country-sensitive guidance that will allow to adapt the envisaged global CSO effectiveness principles to specific contexts.

**A negotiated and equitable multi-stakeholder process towards the 2011 High-Level Forum in Beijing:** This ambition further adds to the political dimension of the process. Participants already identified a couple of elements upon which such a process should be based, including: the recognition of the roles and voice of CSOs as development actors in their own right; their recognition as a trilateral partner in development; and the commitment by all stakeholders to create an enabling environment for CSOs. With the CSO effectiveness process, CSOs should define their contribution and position for such a process.

**Formal access to official processes on the effectiveness of development actors:** CSOs have reasserted their demand to participate as equal partners in international negotiations and to be able to shape the outcome documents of the main international and multilateral fora. CSOs are particularly eager to be fully involved in the preparation process for the 2011 High-Level Forum in Beijing. The OECD's Development Assistance Committee and the UN Development Cooperation Forum have also been identified as meriting high CSO visibility.

## *Critical considerations*

**Be country-sensitive:** Participants stressed that global outputs (principles, guidance etc.) must be adapted to country contexts. While principles can be phrased in an inclusive and encompassing way, they need to be interpreted differently in different contexts. Therefore, the process cannot have the ambition to identify shared global indicators for the principles. If anything, the development of indicators must be referred to national and regional platforms and thematic networks.

**Need to monitor and evaluate progress of the process:** Against which indicators shall we measure the progress CSOs make with this process? It was suggested to develop clear quantitative indicators for the overall process on the one hand and to measure the performance of the Global Facilitation Group on the other. It was, among other things, proposed that the final benchmark against which CSOs should measure the success of this process could be the degree to which other stakeholders, such as official donors and the private sector, start adopting CSO principles of development effectiveness in their work.

**Permanent revision of outcomes and outputs:** To keep the momentum, the process should not rigidly follow a static set of outcomes and outputs. Instead, there should be a continuous dialogue on the objectives as well as a permanent adaptation to new developments.

**Involve stakeholders:** The legitimacy of the process is crucial and will only be attained if the widest range possible of stakeholders is actively participating in it. A couple of challenges and questions have been identified by participants: (1) How to engage social movements, including indigenous and farmers' movements? Their involvement will be crucial as such movements have gained importance in the recent past. (2) Leveraging national platforms and networks should allow to reach out to the majority of constituencies. There are, however, countries without national CSO platforms. How can CSOs from these countries be included in the process? (3) Should the global process also open up to private foundations, churches and universities or shall it be limited to CSOs?

**Refrain from producing yet another code of conduct:** It must be acknowledged that there is already a lot out there in civil society in terms of tools to address effectiveness issues. Rather than reinventing the wheel, the process should flag out current realities and ineffectiveness. This will help CSOs learn from each other and take advantage of past efforts to improve effectiveness. Also, it must be kept in mind that codes of conduct and similar tools impose burdens upon civil society organisations, inter alia in terms of reporting requirements. They also limit the room for innovation and autonomous action. In this respect it was mentioned that the mapping exercise[16] must become a proper evaluation and reflection on current mechanisms – not just a list of initiatives.

The outcomes and objectives of the process have been reformulated, based on discussions in Paris, in the progress report on CSO effectiveness[17] (see box 4 for the expected outcomes formulated therein).

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**Box 4: Expected outcomes for the Open Forum for CSO Development Effectiveness as formulated in the progress report on CSO effectiveness**

The Open Forum for CSO Development Effectiveness will result in:

1. **The creation of an open process**, whose credibility and accountability will be based on its inclusiveness and transparency. It will reach out through country-based, sectoral/thematic, regional and global processes, enabling CSOs to contribute to and identify with an iterative consensus on CSO development effectiveness.

2. **The development of a vision on development effectiveness** through national and international policy dialogue, taking account of the centrality of the concepts of human rights, gender equality, environmental sustainability, and the capacity of development actors to lead the changes they seek, as the foundation for situating CSO effectiveness, as well as the effectiveness of donors and governments.

3. **An agreement on common principles** regarding CSO development effectiveness as development actors, through dialogue and learning. Shared principles will be applied differently by a diversity of CSOs in very different regional or sectoral contexts.

4. **An agreement on guidelines on how to apply these principles and documentation of good practices for context-relevant mechanisms** appropriate to each country and or region.

5. **Establish a CSO development effectiveness foundation for a negotiated and equitable process for a tripartite (CSO, government, donor) agreement on advancing development effectiveness** at the 4th High Level Forum in Beijing in December 2011. Such negotiations would be based on the recognition and support for CSOs as distinct development actors in their own right, and a shared interest in strengthening an enabling environment for development effectiveness.

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[16] In the run-up to the meeting, an inventory of existing CSO effectiveness work has been started. See Anne Buchanan's intervention in session I of the meeting.
[17] "An Open Forum for CSO Development Effectiveness – A Progress Report", presented by the Global Facilitation Group. Available online on www.concordeurope.org/Public/Page.php?ID=11872

# Session III-B and III-C – Identifying the cornerstones of the process and inputs for the work plan[18]

Clear and transparent rules will be essential for setting-up an effective governance structure for the process. In the run-up to the meeting, five specific thematic areas have been identified as meriting closer scrutiny by participants:

1. **Ownership and outreach:** Who shall own and bring forward the process? What are our minimum objectives in terms of outreach?
2. **Sound management:** What does sound management mean to us? How do we ensure transparency?
3. **Subsidiarity and complementarity with other processes:** How and when shall we engage with other processes relevant to CSOs' own effectiveness? How do we sharpen the profile of the CSO effectiveness process vis-à-vis these other processes?
4. **Profile of participants:** Which kind of people shall be engaged in the process? Which kind of expertise and what capacities do they need to attain the objectives of the process?
5. **Interaction with governments and official donors:** On what issues and when do we engage with governments and official donors? What are our objectives in our interaction with them?

For each of these areas one working group has been formed. Participants were invited to come up with a number of guiding rules for the respective areas – called cornerstones – that should govern the process as it evolves in the years to come. Participants were also invited to give inputs for the work plan that is to be developed by the Global Facilitation Group in the wake of the meeting.

## *Working group 1: Ownership and outreach*

There should be collective and equal ownership of the process among individual organisations as well as networks and platforms from both the North and the South. Other critical stakeholder, such as beneficiaries, official donors, governments and the private sector should be given the possibility to inform the process. However, CSOs should be vigilant to prevent co-optation. At the same time, CSOs should seek to influence the agendas of external stakeholders through the dynamic of dialogue.

In order to attain the objective of collective ownership among CSOs and involvement of critical stakeholders, outreach activities must take place at multiple levels – international, regional, sub-regional, national and local levels - and be multi-strategic – leveraging campaigns, networks and social movements. Outreach activities need to be context-sensitive. It will be critical to ensure information exchange with all critical stakeholders (including social workers, governments, private sector, humanitarian NGOs).

## *Working group 2: Sound management*

The overall organisational structure of the process will have to be as lean as possible. There will be a Global Facilitation Group (GFG) for the governance of the process, an Open Forum – gathering annually - to hold the GFG to account and a consortium of supporting organisations for day-to-day management and to facilitate communication. The GFG will be composed of 25 member organisations[19]. Members of the GFG will represent their organisation and not be on this group as individuals. GFG members should represent large constituencies – preference is therefore given to larger CSO networks and platforms.

The GFG's mandate should include the possibility to create working groups, including expert working groups, to take specific aspects of the process forward. Also, the GFG should be mandated to liaise with other processes, in particular the ISG Parallel Process and the preparation process for the 2011 Beijing

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[18] In the meeting agenda, there were two sessions one on identifying the cornerstones of the process and one on providing inputs for the work plan. At the meeting, these two sessions were merged.
[19] The process of determining the members of the Global Facilitation Group has been started at the Exploratory Meeting. At the time of finalising this report, the final list of members was not yet available. See annex I for a preliminary list.

High-Level Forum. It should coordinate CSO interaction with and representation to donors on CSO effectiveness issues.

Discussions also revolved around the question whether GFG members should have a mandate to engage in regional processes on behalf of the GFG. While it was acknowledged that this would promote coherence, it was pointed out that this would further add to the burden imposed upon GFG members in terms of time requirements and may prevent senior level staff from getting involved.

A number of issues have been referred to the GFG for further reflection:
1. The development of – quantitative – indicators to monitor and evaluate the process
2. A viable definition of the term "civil society organisation"
3. How to involve social movements and grassroots organisations in the process?
4. The establishment of contact points in each country to facilitate communication between the global process and national levels
5. How to engage in countries where no national platform exists?

## *Working group 3: Subsidiarity and complementarity with other processes*

There are already a number of mechanisms, processes, standards, codes of conduct, accountability frameworks and the like existing within civil society. While their value was acknowledged, it was also stated that these existing tools impose burdens on CSOs (for instance in terms of reporting requirements) and limit the scope for innovation. Therefore, in this process on CSO effectiveness, CSOs should not so much focus on developing yet another tool. Instead, they should deepen the understanding of existing tools with a view to improving their functioning.

**Key recommendations:**

1. There is a need to collate and consolidate existing initiatives before CSOs develop something new, so as to ensure that this initiative is complementary with and builds on existing effectiveness work.
2. There is a need for a process of establishing criteria against which local frameworks can measure themselves, rather than a global assessment, rating or compliance system.
3. There is a need to ensure that ideas emerge from the local level and from practice, so as to avoid imposing grand initiatives top down.
4. There is a need to strike a balance between finding universal principles and applying them locally. The way forward could be a limited number of key principles which are then locally interpreted and applied.
5. We should refrain from establishing global reporting or compliance mechanisms. The focus should rather be on continuous learning about development effectiveness.
6. There is a need for the CSO effectiveness process to be accountable. While the process should not establish a global reporting mechanism, CSOs must be aware that others will hold them to account.

**The working group identified two concrete tasks to be included in the work plan:**

1. A research project to identify all CSO effectiveness and accountability initiatives and mechanisms in order to determine common elements, missing links, the actual need for global guidance and the barriers to successful implementation of existing tools.
2. Engagement plan with (a) other global initiatives and accountability mechanisms to build a broader constituency for CSO effectiveness; (b) local and national CSO effectiveness and accountability mechanisms to build on their work and to include them in this process; (c) the ISG and the AG to ensure that the CSO effectiveness process continues to inform the broader development effectiveness agenda.

## *Working group 4: Profile of participants*

For the process to be effective, it is important to involve CSO senior level staff including their leaders as well as experienced practitioners. While the former can take legitimate decisions and are able to commit their organisations in the long-term, the latter can provide their experiences and enrich discussions. In

order to achieve synergies, the process should try to capitalise on people having existing experience in effectiveness work. Another crucial factor will be legitimacy – in particular members of the Global Facilitation Group will need to be legitimate actors in order to be able to carry the process forward. When it comes to interaction with governments and official donors, the leadership of CSOs as well as advocacy officers, practitioners and the media, including the specialised media, should be involved. The precise professional profile of people engaged in the process is certainly dependent on the concrete activities and objectives of the process.

## *Working group 5: Interaction with governments and official donors*

Regarding national, regional and the international level, participants stressed the need to observe the principle of subsidiarity (national platforms engage with national governments, regional platforms with regional organisations and the GFG with international organisations and fora). As concerns the international level, it was stated that the GFG should act as representative, coordinate representation and delegate representational duties to others where appropriate. The OECD DAC's Working Party on Aid Effectiveness and the United Nations Development Cooperation Forum have been identified as two fora where the CSO effectiveness process should strive for more visibility. One important caveat has been put forward as regards representation of the process: CSOs insisted that, in mandating the GFG to speak on their behalf, they do not want to give up their right to put forward their own specific and maybe diverging counter-perspectives.

This working group also stressed that creating enabling environments and building the capacities of CSOs to engage with governments and official donors will be key. Participants therefore identified the need for a platform to exchange lessons learned and capacity building activities as crucial components of the process. These could, inter alia, take the form of regional and global meetings to reflect and assess experiences made with governments in national and regional dialogue. Also, a mechanism to monitor and evaluate progress in creating enabling environments for dialogue with donors and governments should be envisaged.

A couple of preconditions have been formulated for effective interaction:

- The need for a strong positioning on CSO effectiveness to prevent co-optation and to enhance agenda the setting power.
- The need for a clear communication strategy, including a rapid and proactive strategy to inform CSO constituencies, governments and donors about the process.
- The need for governments and official donors to acknowledge the CSO effectiveness process as the only legitimate partner in discussions on CSOs' own effectiveness to avoid them choosing the interlocutors as they please.

It was stressed that neither governments nor CSOs are a homogenous block. CSOs could therefore envisage strategic alliances with governments from the South on certain issues to influence the official effectiveness agenda. Two of these issues could be:
- Heavy policy conditionality imposed by Northern governments on Southern governments (in spite of the rhetoric of ownership).
- The use by Northern governments of their development assistance as a tool to further national interests abroad. Southern governments do not recognise as aid all funds coming under the disguise of official development assistance from the North.

# Session III-D - Governance and management issues of the process

During this session participants discussed issues related accountability, representation and financial management of the process.

## *Accountability*

The CSO effectiveness process has to face two challenges in terms of accountability: Firstly, there are many dimensions of accountability that need to be respected[20]. Secondly, there is no clearly defined constituency to which the CSO effectiveness process is accountable.

On the first challenge, it was agreed that the most important is social accountability: the process will have to be accountable to civil society and the wider public as a whole. Social accountability will be ensured by effective communication and information sharing (through a dedicated website), a proactive communication strategy and wide dissemination of information.

On the issue of how to hold a process with a rather rudimentary institutional structure to account, it was agreed that the most appropriate form through which this can happen will be the creation of an annual forum open to all interested CSOs[21]. Keeping the primacy of social accountability in mind, it was noted that accountability to the forum is only second to accountability to civil society at large. Also, it was stressed that ownership should lie with civil society at large.

In view of enhancing accountability and of opening up the process to a wider public, it was suggested to establish links with the World Social Forum. The next annual forum could be held in the margins of the next World Social Forum. This has the advantage of making the process accessible to social movements, a form of social engagement that has gained in importance over the last couple of years.

## *Representation*

A number of challenges, trade-offs and issues have been identified in terms of representation. How can CSOs reconcile the requirement of efficient representation with the diversity of civil society? How do they ensure that the mandated representatives keep in touch with CSOs on the ground? How do they ensure a continuous flow of information in the context of the immense number of languages and widespread prevalence of illiteracy?

Due to time constraints, participants could not engage in in-depth discussions on all of these issues. One concrete proposal was put forward regarding accountability of the Global Facilitation Group to wider civil society: participants proposed the establishment of a complaints mechanism in order to allow stakeholders to voice their concerns should they feel misrepresented by the GFG.

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[20] The Brussels Northern Regional Workshop on Civil Society Aid Effectiveness (15-16 October 2007) identifies five dimensions of accountability, including to right-holders, governments, donors, peers and the public. The Nairobi North-South Civil Society Dialogue (15-16 November 2007) identifies direct accountability to constituencies, namely the poor, social accountability to the general public and official accountability to government and donors. The report on the International Forum on Civil Society and Aid Effectiveness (3-6 February 2008), in turn, states that "CSOs' accountabilities are complex, diverse, and often competing: to their boards and members, to government and corporate funders and individual donors, to regulators, to communities and publics – some of whom may be in other countries."

[21] This refers to what has been called Open Forum for CSO Development Effectiveness above.
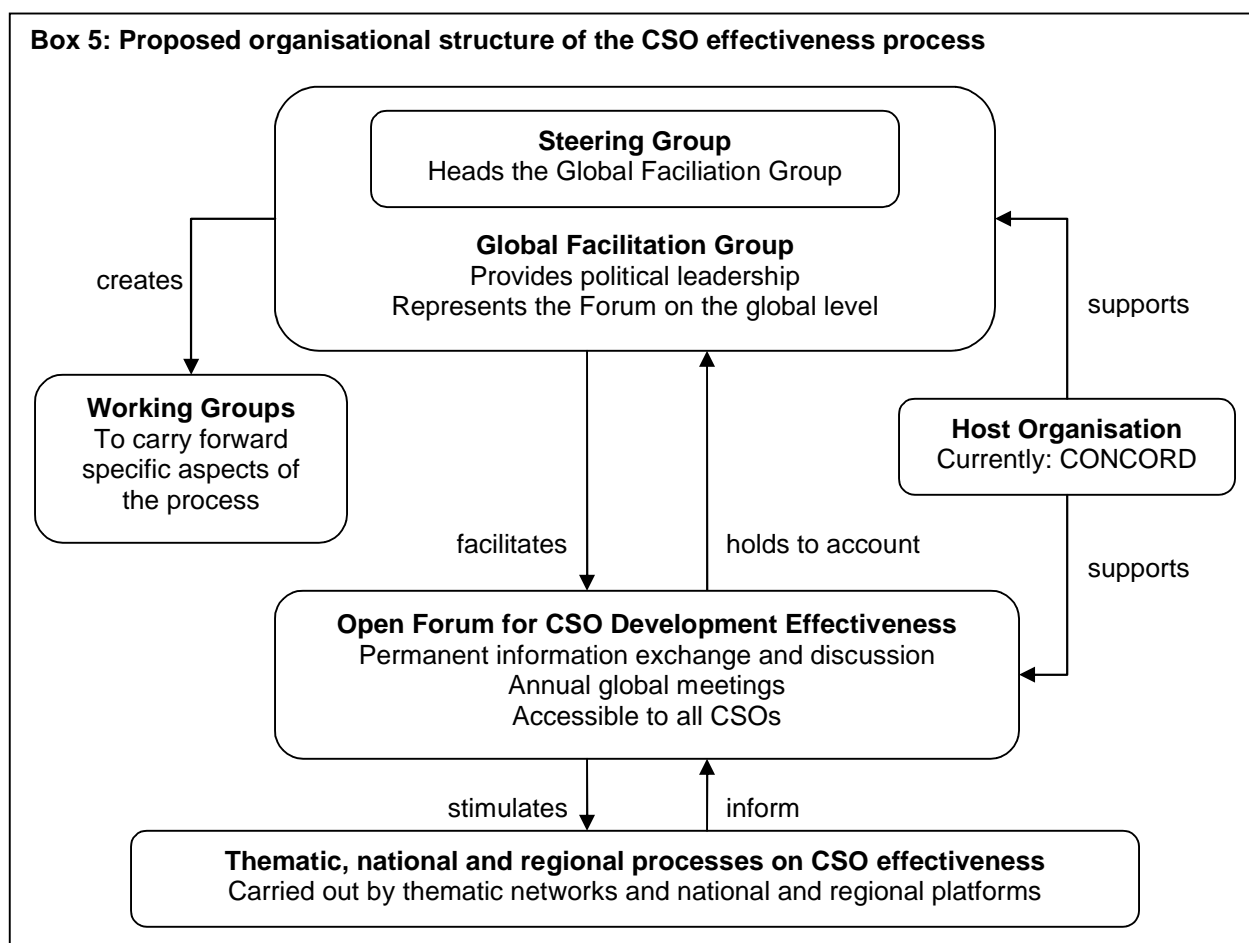
## Financial management

Despite its lean organisational structure and given that expectations are high, running a global process such as the CSO effectiveness process will require financial resources. However, fund-raising is also a politically sensitive issue, as providing finance gives donors leverage to influence the recipient's agenda.

One strand of discussions revolved around the question of whether CSOs should reject funding from particular donors. Among the possible funding sources that had in particular been questioned were private foundations. Also, it was noted that official money should only be accepted if it comes from well-meaning donors, that is to say from donors that do not aim at leveraging their funding to get a say in the process. The counter-argument to this was that civil society should not scruple when taking money from governments as governments only redistribute the money they collected from citizens – in the end, there is no such thing as government money, it is always citizens' money. On this point it was however noted that if CSOs accept money from official donors, their role needs to be clearly defined. Another point was that, for political reasons, it would be worthwhile to strive for a broad diversification of funding sources.

Another point of discussion was whether or not civil society can put its own money on the table. Relying on CSOs' own resources would underpin civil society ownership and autonomy of the process. It also would prove civil society's commitment to the process. A concrete proposal was that civil society could aim for 50 percent funding from external sources and 50 percent funding from own contributions.

What do CSOs actually need the money for? Two layers must be differentiated: There is a need for core finance for the global level, that is the facilitation of the overall process, including the website, the annual forum and the support structure (secretariat) as well as the Global Facilitation Group. Regional and sub-regional processes would need to ensure their own funding. The GFG could, however, play a supportive role for them and aim at mobilising funding for local, national and regional levels.

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**Box 5: Proposed organisational structure of the CSO effectiveness process**

**Steering Group**
Heads the Global Faciliation Group

**Global Facilitation Group**
Provides political leadership
Represents the Forum on the global level

creates

supports

**Working Groups**
To carry forward specific aspects of the process

**Host Organisation**
Currently: CONCORD

facilitates    holds to account    supports

**Open Forum for CSO Development Effectiveness**
Permanent information exchange and discussion
Annual global meetings
Accessible to all CSOs

stimulates    inform

**Thematic, national and regional processes on CSO effectiveness**
Carried out by thematic networks and national and regional platforms

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# Session IV – Accra and beyond and closing remarks

This session was intended to provide inputs to be considered for the progress report on CSOs' own effectiveness that will be presented at the Accra High-Level Forum (HLF) in September and to clarify questions on the representation of the process there.

The Accra HLF will primarily be a stock-taking exercise intended to review implementation of the Paris Declaration, but not open up the Declaration for negotiations. Nonetheless, it will be worthwhile for CSOs to flex their muscles in Accra, as discussions at the HLF will significantly shape the future agenda in the run-up to the planned Beijing HLF in 2011[22].

The Accra HLF and the prior CSO Parallel Forum on Aid Effectiveness will be key moments for the CSO effectiveness process, primarily in terms of outreach and discussions with donors. There will be two workshops on the process during the CSO Parallel Forum and a round table entitled "The Role of CSOs in Advancing Aid Effectiveness" during the HLF. Prior to the Accra events, a progress report on CSO effectiveness will be drafted[23].

Even more important for the CSO effectiveness process than the Accra HLF in September will be the Beijing HLF in 2011. It is hoped that the result of the Beijing HLF will be a multi-stakeholder declaration on development effectiveness (not aid effectiveness!) that is relevant to all stakeholders. The CSO contribution for this possible declaration should be defined in a vision on development effectiveness through the CSO effectiveness process. Two elements that should be contained in this vision have been defined as being the recognition of the role and voice of CSOs as development actors, as well as the role of donors and governments in ensuring an enabling environment for CSOs. In order to make such a multi-stakeholder declaration possible, CSOs should become part of the preparation process for the Beijing HLF. It was suggested that the GFG seeks for formal participation in the Beijing HLF and also in the OECD DAC's Working Party on Aid Effectiveness.

Next steps and critical moments in terms of interaction with governments and official donors:

- 8 June: OECD DAC's Working Party on Aid Effectiveness will be informed on the CSO effectiveness process.
- Dissemination of a progress report on CSO effectiveness[24] setting out the ambitions of CSOs.
- The CSO statement to be issued by the CSO Parallel Forum on Aid Effectiveness will include a reference to the CSO effectiveness process.
- There will be two workshops on the CSO effectiveness process during the CSO Parallel Forum.
- The process will get one of the 20 posters reserved for CSOs on the market place at the Accra HLF.
- The CSO effectiveness process will be subject of discussions of round table 6 "The Role of Civil Society in Advancing Aid Effectiveness".

## *Closing remarks by Henri Rouillé d'Orfeuil*

Henri Rouillé d'Orfeuil (President, Coordination SUD) closed the meeting. He interpreted the CSO effectiveness process as an important step of a mutual learning process that started with the Paris Declaration and has now reached the stage where CSOs have to define their own effectiveness.

First and foremost, this process will have to remind CSOs of their own identity. CSOs should not loose sight of the need to defend a non-governmental space in order to interact with each other and other stakeholders. CSOs also need to define their basis for discussions on effectiveness: it will be wider than the donor concept of aid effectiveness and have human rights at its core. He also pointed to some challenges to the process, including the difficulty to reconcile the need for a common governance

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[22] The two main elements that will inform the post-Accra debate will be the Accra Agenda for Action (AAA) and the results of the round tables that will be held during the Forum.
[23] Available online on www.concordeurope.org/Public/Page.php?ID=11872.
[24] "An Open Forum for CSO Development Effectiveness – A Progress Report", presented by the Global Facilitation Group.

structure with the diversity prevailing within civil society. Whether or not the CSO effectiveness process will be a historic milestone, will, in the end, have to be measured against the results it produces.

# Annex I - Preliminary list of member organisations of the Global Facilitation Group

This list has been finalised in the wake of the Exploratory Meeting.

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| **Africa (4)** |
| Fédération des Collectifs d'ONG du Mali (FECONG) |
| African Forum and Network on Debt and Development (AFRODAD) |
| Civil Society for Poverty Reduction Zambia (CSPR) |
| Réseau des Plateformes Nationales d'ONG d'Afrique de l'Ouest et du Centre (REPAOC) |
| **Asia (4)** |
| South Asian Network for Social and Agricultural Development (SANSAD) |
| IBON International (IBON) |
| Asia Pacific Research Network (APRN) |
| Proposed: People's Coalition on Food Sovereignty (PCFS) |
| **Europe (3)** |
| European NGO Confederation for Relief and Development (CONCORD) |
| Nordic+ Group (national platforms from Denmark, Finland, Ireland, Norway and the United Kingdom (tbc)) |
| European Union Presidency Group (national platforms from the Czech Republic, France, Spain and Sweden (tbc)) |
| **Latin America and the Caribbean (3)** |
| Asociación Latinoamericana de Organizaciones de Promoción (ALOP) |
| Unión Nacional de Instituciones para el Trabajo de Acción Social (UNITAS) |
| Coordinadora Civil de Nicaragua (CC) |
| **Middle East and North Africa (1)** |
| Arab NGOs Network for Development (ANND) |
| **North America (2)** |
| InterAction - American Council for Voluntary International Action |
| Canadian Council for International Cooperation (CCIC) |
| **Pacfic (1)** |
| Proposed: Australian Council for International Development (ACFID) |
| **International CSO Networks (6)** |
| Plan International |
| CARE International |
| International Trade Union Confederation (ITUC) |
| Action by Churches Together (ACT) |
| Caritas/International Cooperation for Development and Solidarity (CIDSE) |
| CIVICUS - World Alliance for Citizen Participation |
| **Women's Organisations (1)** |
| Asia Pacific Forum on Women, Law and Development (APFWLD) |

# Annex II – List of participants

| | Africa (12 participants) | | |
|---|---|---|---|
| Mr | Tirivangani | Mutazu | African Forum and Network on Debt and Development (AFRODAD) |
| Mr | Arthur Ndengerio | Shoo | All Africa Conferences of Churches (AACC) |
| Mr | Panimba Chrisophe Edgar | Zoungrana | Global Call to Action against Poverty Africa (GCAP) |
| Mr | Paul Malcom | Graham | Institute for Democracy in South Africa |
| Mr | Boévi Kouglo | Lawson Body | International Trade Union Confederation (ITUC) |
| Mr | Aurélien Comlan | Atidegla | Réseau des Platesformes nationales d'ONG d'Afrique de l'Ouest et du Centre (REPAOC) |
| Mr | Mamadou | Traoré | Federation des collectifs d'ONG du Mali (FECONG) |
| Mr | Bakary | Doumbia | Federation des collectifs d'ONG du Mali (FECONG) |
| Mr | Laoual | Sayabou | Réseau des Organisations de Développement et d'Associations de Défense des Droits de l'Homme et de la Démocratie (RHODADDHD) |
| Mr | Kane | Momar Talla | Conseil des ONG d'appui au développement (CONGAD) |
| Ms | Elizabeth | Missokia | Hakielimu |
| Ms | Dolika Mutoba | Nkhoma | Civil Society for Poverty Reduction |
| | Asia (9 participants) | | |
| Mr | Ziad | Abdul Samad | Arab NGO Network for Development |
| Mr | Gopal | Komandur Santana | Asian Regional Coalition of National CSO Platforms |
| Mr | Anil | Singh | South Asian Network for Social & Agricultural Development (SANSAD) |
| Mr | Daxing | Zhao | China Association for NGO cooperation (CANGO) |
| Ms | Honda | Tomoko | Japan NGO Centre for International Development (JANIC) |
| Ms | Azra | Sayeed | Roots for Equity |
| Ms | Rosalinda | Tablang | Council for People's Development and Governance (CPDG) |
| Mr | Sudharma Suranjan | Kodithuwakku | Green Movement of Sri Lanka |
| Mr | Nguyen | Cuong | Viet Nam Union of Science and Technology Associations (VUSTA) |
| | Pacific Region (3 participants) | | |
| Ms | Cornelia | Lenneberg | Australian Council for International Development / World Vision Australia |
| Mr | Bakanebo | Tamaroa | Pacific Islands Association of NGOs (PIANGO) |
| Ms | Rosaleen | Dew | Council for International Development |
| | Europe (20 participants) | | |
| Ms | Astrid | Wein | Global Responsibility – Austrian Platform for Development and Humanitarian Aid |
| Ms | Els | Hertogen | 11.11.11 - Coalition of the Flemish North-South Movement |
| Ms | Zuzana | Sládková | Czech Forum for Development Co-operation (FoRS) |
| Mr | Daniel | Svoboda | Czech Forum for Development Co-operation (FoRS) |
| Mr | Ulf | Rickardsson | Association of Word Council of Churches related Development Organisations in Europe (APRODEV) / Diakonia |
| Ms | Blandine | Bouniol | Caritas Europe |
| Mr | Olivier | Consolo | European NGO Confederation for Relief and Development (CONCORD) |
| Mr | Justin | Kilcullen | European NGO Confederation for Relief and Development (CONCORD) |
| Ms | Nerea | Craviotto Ortega | Women in Development Europe (WIDE) |
| Mr | Timo Ilmari | Lappalainen | Service Centre for Development Cooperation (KEPA) |
| Ms | Katia | Herrgott | Coordination SUD |
| Mr | Henri | Rouillé d'Orfeuil | Coordination SUD |
| Mr | Laurent | Denis | F3E |
| Ms | Audrey | Noury | F3E |
| Ms | Heike | Spielmans | Association of German development non-governmental organisations (VENRO) |
| Mr | Michael | Williams | Trocaire |
| Ms | Baiba | Udrase | Latvian Platform for Development Cooperation (LAPAS) |
| Ms | Nerea | Barrio | Coordinadora de ONGD-España (CONGDE) |
| Ms | Anne-Sophie | Gindroz | Alliance SUD / Helvetas |
| Ms | Sofia | Angidou | British Overseas Development NGOs (BOND) |
| | Latin America and Caribbean (7 participants) | | |

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|---|---|---|---|
| Mr | Leonardo Alberto | Tamburini | Unión Nacional de Instituciones para el Trabajo de Acción Social (UNITAS) |
| Ms | Alicia | Sánchez | Asociación Chilena de ONGs (ACCIÓN) |
| Ms | Rosa Ines | Ospina Robledo | Red ONG por la Transparencia – ONGxT in Colombia (NGOs for Transparency and Accountability Network) |
| Mr | Rubén | Fernandéz | Asociación Latinoamericana de Organizaciones de Promoción al Desarrallo (ALOP) |
| Mr | Jorge Mario | Balbis Pérez | Asociación Latinoamericana de Organizaciones de Promoción al Desarrallo (ALOP) |
| Ms | Martha | Alaya | International Trade Union Confederation (ITUC) |
| Mr | Ivan Garcia | Marenco | Coordinadora Civil |
| **North America (6 participants)** | | | |
| Mr | Brian | Tomlinson | Canadian Council for International Cooperation (CCIC) |
| Ms | Anne | Buchanan | Canadian Council for International Cooperation (CCIC) |
| Mr | Munishwar | Persaud | Canadian Hunger Foundation (CHF) |
| Mr | Gilio | Brunelli | Development and Peace |
| Mr | Samuel | Worthington | InterAction |
| Mr | Sylvain | Browa | InterAction |
| **International CSOs (15 participants)** | | | |
| Ms | Silva | Ferretti | ActionAid |
| Mr | Gaim | Kebreab | Action by Churches Together / Norwegian Church Aid |
| Ms | Maria Theresa | Lauron | Asia Pacific Research Network (APRN) |
| Ms | Liz | Steele | CARE International |
| Ms | Maliha | Khan | CARE International |
| Mr | Thomas | Hochgesang | Christian Blind Mission Christoffel Blindenmission e.V. (CBM) |
| Mr | Henri | Valot | CIVICUS - Worldwide Alliance for Citizen Participation |
| Mr | Antonio | Tujan | IBON International |
| Ms | Beth | Masterson | International Cooperation for Development and Solidarity (CIDSE) |
| Mr | Jan | Dereymaeker | International Trade Union Confederation (ITUC) |
| Mr | Demba | Dembele | LDC Watch |
| Ms | Monica | Maassen van den Brink | Oxfam Novib |
| Ms | Deepali | Sood | Plan |
| Mr | Daniel | Verger | Secours Catolique / Caritas Europe |
| Mr | Antonius Franciscus | Van Zutphen | World Vision International |
| **Organisers (4 participants)** | | | |
| Mr | Franz Josef | Berger | European NGO Confederation for Relief and Development (CONCORD) |
| Ms | Jasmin | Burnley | European NGO Confederation for Relief and Development (CONCORD) |
| Ms | An | Van Goey | European NGO Confederation for Relief and Development (CONCORD) |
| Mr | Andreas | Vogt | European NGO Confederation for Relief and Development (CONCORD) |