

STEVE TIBBETT AND CHRIS STALKER

WITH CONTRIBUTIONS FROM RICHARD BENNETT AND COLIN WILLIAMS

Independent External Evaluation of CIVICUS

2008-2010

6th June 2011

ACKNOWLEDGMENTS

Thanks go to the CIVICUS Action Plan which consisted of staff members: Sebastian Runguma (Planning and Learning Manager), Sinqobile Dube (Knowledge Management Officer), Amy Miller-Taylor (Resource Mobilisation Manager), Katsuji Imata (Deputy Secretary General), Will Lasky (Eurasia Network Project Coordinator) and Estelle Baker (Human Resource Development Manager) for their support and guidance throughout the process.

Particular thanks go to Sebastian who helped greatly, a great deal of inputs, ideas, comments and support, and also to Sinqobile who ably provided much of the logistical, practical and follow up support.

A debt of gratitude also go to those who helped with country studies: Consuelo Castro (from Demefi Mexico), Harriet Namisi and Lillian Sewankambo (from DENIVA in Uganda), and Rev Malawo Matyola (from ZCSD in Zambia)

Appreciation also goes to CIVICUS staff, partners, members, board members-5(an)28()-11(who)29(C)33213(m)-10(e)th.7

ACRONYMS

- x AGNA- Affinity Group of National Associations
- x BRICS

EXECUTIVE SUMMARY AND RECOMENDATIONS

This mid-term Strategic Plan (2012-2015) is a

Protecting the rights of civil society actors ii) strengthening good practice within civil society and iii) strengthening civil society's ability to influence the policies and practices of governments, international institutions and the private sector brings coherence to its

... Recommendation 5 Consider scaling back the overall number of projects that the organisation runs, with a view to further integrating projects and deepening core competencies.

Z d d / > [Z K A T I O N S

... Recommendation 5 Staff may need further and perhaps ongoing capacity building, perhaps in the form of training, regarding the strategic planning processes, and particularly the thematic plan.

... Recommendation 6 CIVICUS should develop a common and agreed understanding of impact linked

... Recommendation 7 In relation to the current programme and in order to strengthen secretariat and country context synergies, the organisation should consider the following: (a) the organisation should identify outcomes and impact, and that the key partners for each country organise conferences in future years looking at results and needs for the future, perhaps to the relevant donor.

... Recommendation 8 CIVICUS could identify internal capacity indicators to track the extent of implementation and consider refining the learning elements of IPLF, with leadership championing and further staff input.

... Recommendation 9 Consider undertaking a major risk assessment of funders, which could include a review of the funding base, including possibly approaching more progressive philanthropic funders.

... Recommendation 10 CIVICUS should consider the development of a renewed Membership Development Strategy. This could include updating approaches to member recruitment and retention, and take into account strategies for geographical targeting and member profiling. It could also draw out important aspects including member segmentation and identifying further strategies for organising activity as well as raising parity. This strategy could consider a programme of regular visits and delegations to support member and partner if deemed appropriate.

... Recommendation 11 Member and partner communication could better reflect the networked nature of the organisation, ensuring clarity of member and partner voice, while highlighting current overall advocacy-oriented priorities and actions.

... Recommendation 12 Consult further with funders on options for future and deeper dialogue to build mutual understanding, seek shared objectives and attempt to maximise the opportunities presented by donors links and leverage, esem, sag7al targetin

1. INTRODUCTION

CIVICUS World Alliance for Citizen Participation is an international alliance of civil society organisations dedicated to strengthening citizen action and civil society. Formally established in 1993, CIVICUS

x Identify strengths and weaknesses of CIVICUS major interventions by focusing on the effectiveness and efficiency of systems established for the implementation of projects/programmes during 2008-2010

x ••• šZ ~% }š v š] o•]u% š }(šZ Œ v š]v š Œ v o }Œ P v]• š]}v o C
changes in human resources, and othe

2. EVALUATION METHODOLOGY

The methodology for the evaluation was informed by the Terms of Reference published previously and proposed by the consultants and subsequently negotiated collaboratively between OACUS and the consultants (See annex 1). Annex 2 contains the Evaluation Framework and research questions. The Evaluation Framework and research questions were drawn from the Terms of reference, but also supplemented by questions from staff and donors.

The methodology and approach draws from both quantitative and qualitative data, but with an emphasis on the latter.

EVIDENCE BASE

Sources of evidence for this evaluation were drawn from the following methods:

- x Semistructured interviews with key stakeholders including partners, members, donors, board members and staff. The interviews were attributable. The total number of interviewees was 67, which included 33 staff, 10 board members, six members, 13 implementing partners, eight donor representatives, and five other constituents
- x Small group discussions with staff members and partners
- x Focus groups discussions with partners, members and staff

Based on the information available (numbers and distribution of members and implementing partners, location of projects, etc), supplemented with CIVICUS locations, the following countries were selected for site visits: Uganda (Eastern Africa), Mexico (Latin America), South Africa & Zambia (Southern Africa), and MENA.

For the purpose of the in-depth portion of the research in these countries, a mixed methodology approach, using a mixture of interviews, literature reviews and focus groups was applied. The site visits were necessarily short (mostly 3-4 days) in line with data requirements, budget and also commensurate with the numbers of stakeholders available.

Analysis

As noted above a mixture of quantitative and qualitative approaches and methods were applied but with the emphasis on the latter. The basis for analysis included key strategic and planning benchmarks, previous evaluation and the DFID and NOVIB performance frameworks annexed. Wherever appropriate, triangulation (convergence of multiple data sources) was used to interpret and validate findings and deliberate prima facie contradictory findings. Based on the analysis, and drawing on experience, sector knowledge and good practice, the consultants developed the key findings and recommendations.

Limitations

As a result of the evaluation design, the evaluation was conducted with the operational organisation during the evaluation period. Therefore while broad assessments are made on a range of topics and issues, the depth that a more singular or narrowly focussed assessment might have made has not been feasible. This applies particularly to the many projects that CIVICUS runs, which, although limited comments are captured noted on some projects, have been approached in terms of their impact and as exemplars of wider organisational trends.

In addition to the challenges of scale, the other notable contextual challenge was one of timing, especially in regard to issues of recent CIVICUS internal organisation. It was clear from a number of internal interviews that there was some negative, some positive and the evaluation may have been conducted early to truly reflect the impact of this in the medium term.

Whilst the site visits were useful additions to the evaluation picture, the findings from the country case studies cannot be generalised for the regions covered because none of the regions is homo29(r)-7(/o [(be)23(c)-5e79(r)-7)

work at the country level by visiting particular countries. This was particularly the case in Zambia, but also applied in other contexts. Nonetheless, the in-country findings offer some concrete and useful examples to illuminate CIVICUS's work in Africa, Latin America, and the Middle East. These findings also offer insights into the challenges and opportunities for CIVICUS and implementing partners in each country.

3. EVALUATION FINDINGS

3.1. CONTEXT AND HISTORICAL PERSPECTIVE

TRENDS AFFECTING CIVIL SOCIETY AND CIVICUS

CIVICUS operates in an interesting political and social space and in a highly complex geo-political context. The arena in which it operates is also a contested one, and arguably in many territories it is also a shrinking space. There is a sense in which the words of one participant in this evaluation ^ v Å } o v š } Á CE •] À] o . This ill-will has perhaps been most striking in Saharan Africa and Central Asia, but civil society is also assertive and centre stage as witnessed currently in the Middle East and elsewhere

d Z] u % o] š } v • } (P o } o] • š } v continue to generate shifting patterns of poverty and insecurity both within and between countries that call for new and international responses. Following the economic crisis in 2008 and as bilateral and multilateral aid declines, new forms of international cooperation are emerging to meet the realities of this changing world, with a focus on transparency, accountability and standards rather than subsidised resource transfers.

In this context a key question is whether the states of the future will benefit people in poverty and poor countries. CSOs have an important role to play in ensuring that this happens by building strong domestic constituencies for international cooperation, forging transnational alliances that seek to represent poor peoples' interests in more pluralistic structures of governance, and enhancing the capacity of civil society to participate at every level.

d Z • } o o ^ CE ^ % CE] o B in part been testament to the power of citizen-led social accountability movements. CSOs have been drawn deeply into a tangled web of tensions and dilemmas.

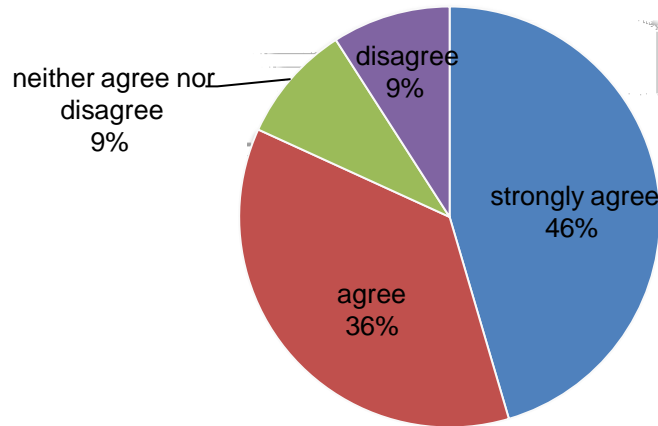
generally increased over time, growing from a small platform emanating from a board comprised of key
in 50 countries and 284 members in 92 countries

Secretary General, during a time of growing global interest in (and increasing money and space for)
society. CIVICUS managed to link itself to a growing number of projects, platforms and campaigns over
projects were (and continue to be in some cases) tied to particular funding streams and though some
funders have resisted, other funders only fund projects and some are quick to it. In some ways this
led the organisation into an isolated si

3.2. STRATEGY AND PLANNING

In the longer term and at the macro level at least there has been clarity about the way in which the organisation has grown, and conceptualised its own and purpose. At the level of mission and

E-survey statement:
"CIVICUS is clear about its mission and purpose"



purpose, for instance, e-survey respondents were fairly whole hearted abouts / how clarity.

As recognised above there have been a number of strategies and plans which have attempted to give the organisation direction and structure. The key strategic guide for the period in question is the Strategic Direction 2008 -2012 document which underpins the operational plans and informs most of the 2008 priorities, and continues to prop up much of the current plans and activity.

considered, and should help managers plan and integrate work better as described by one as a

There was a clear support amongst some staff members for the attempt to give planning a clearer

Whilst most partners were not aware or only dimly aware of this new approach, some staff did strong

There is undoubtedly a period of bedding down which is necessary in order for the thematic planning processes to work or to be seen to work. Our finding in this area is that it is too early to judge whether thematic planning has worked and that the changes envisaged will come to pass.

In general on planning, there is some perceptible resistance amongst staff. For instance several staff

An insight from the online work requires better project planning and design (including prioritisation), and establishment of clear milestones and indicators against which progress towards SDs can be measured. OICUS also needs to clearly define and develop its role as a Secretariat that enables and facilitates its networks (to work towards SDs), rather than doing the

Although the guidelines for planning are technically robust and provide guidance about processes and stages of implementation, the latent uncertainty amongst staff suggests that further capacity building is needed.

Recommendation: Staff may need further and perhaps ongoing capacity building, perhaps in the form of training, regarding the strategic planning processes and particularly on the thematic plan.

THE INTEGRATED IMPACT PLANNING AND LEARNING FRAMEWORK (IPLF)

The IPLF is a comprehensive framework that aims to guide staff through planning and reporting processes. The need for the framework was identified by OICUS

Technically it is very robust and broad, covering all the expecte

v v Á Œ • }(Œ •%v•]]o]šÇ]v]š}}v š} ÁZ š šZ Ç Z À v }}]vP ()
i} •U v}Á / } ~šZ š i} •U ~ (µv š}}v Œ}o •Ű. v ~% Œš }(•}u }v o• i}

Some other qualitative comments relating to prioritisation from these survey were also about strategy, focus and scope. CIVICUS could become better in prioritisation and effectively communicate the areas of prioritisation. There have been a lot of improvements and overall I think the organisation is doing an

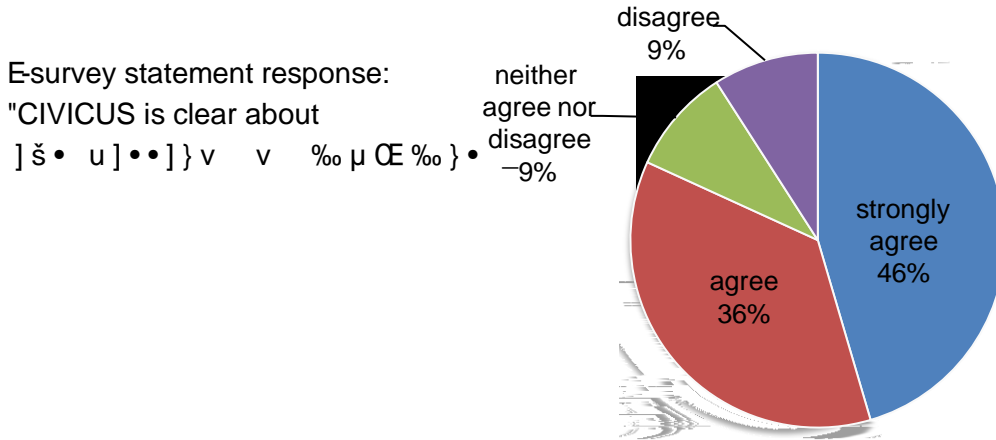
And another reflected: CIVICUS needs to be clearer in its mission - it tries to cover too many areas and

Recommendation: Continue to consider the operational and strategic implications of decentralisation, perhaps in the form of a working group which would include board members. Set a clear date for a final report and implement the decision.

Recommendation: Within the continued vision and thinking about decentralisation, consider the views of existing members and partners as the mainstay of his approach, within a wider analysis of the strategic role of key states and regional actors.

Z d , K Z z K & , VISION, NICHE, PURPOSE AND MISSION

Overall, almost everyone associated with this evaluation felt CIVICUS as a worthwhile and important organisation, serving a useful and targeted section of societal needs. Interestingly, at the level of mission and purpose at least, survey respondents were really exceptionally positive about / s / h ^ [own clarity. Indeed this type of agreement and clarity is uncommon in the sector, although this is tempered by other areas of investigation which casts uncertainty on the detail of the role of CIVICUS.



In relation to this, Z • } u u }] • Z (} CE • } u] Á } o • }] š Ç } CE P v] • š } } v • š } } μ š o] v that helps staff and partners and other key stakeholders to understand the means by which the types of social change they want to see can come about, along with their role in this change vis a vis the role of other actors. The draft IPLF document has outlined a tentative CIVICUS theory of change for the 2008-2012 as an attempt to facilitate organisational dialogue on this issue. The Theory of Change and programming workshop held in 2010 provided an important opportunity for dialogue but the clarity of change is still Á } CE I] v % • The Workshop discussions seem to suggest that it may not be ideal to settle on one, inflexible theory of change.. This discussion seems to have gone beyond the typical model of change boundaries into areas dealing with vision and mission. The confusion seems to stem from the role CIVICUS has as both an actor and facilitator. One of the cleavages that seems to be whether the convening role and increase civil society space an end in itself or a means to an end. In other Á } CE •] • š Z } CE P v] • š } } v CE o o Ç } μ š (] o] š š] v P Z v P •] v % } % o [• o] opening up space?

¹⁰ This is contained in the initial IPLF draft of July 2010. It has since been decided to develop a separate Theory of Change document that will consolidate organisation-wide discussions and decisions on this aspect.

¹¹ See Theory of Change and programming Workshop Report 2010

a big influence on Africa governments which are struggling with ~~gover~~ issues and violence against

Externally and internally most people see CIVICUS as playing an important and somewhat unique role.

is doing what we are doing research, advocacy and communication for civil society on a global scale in

There was a view amongst some that the organisation has taken on too much. One informed external

reputation for Z

There was not much in the way of discernable negative impact from CIVICUS (comments and information gleaned revolved around operation or strategic weaknesses for example - the main downside of X/s/ Q/V/ Á/Z/ + • u š} ^CE]•]vP Æ% š š}}v• Ç}v šZ] also picked up o]À CE_U %}}]v š elsewhere in this report.

HOW IMPACT IS MONITORED AND ASSESSED

CIVICUS makes regular attempts to identify and document changes (positive and negative impacts and outcomes) it makes through its global work by means a quarterly progress reporting system established quarterly and annual progress reports

As far as it is possible to tell from both documentation and interviews, the design of CIVICUS programmes involves other stakeholders and to some extent beneficiaries (although this is limited by the degree to which beneficiaries are a defined group with CIVICUS). The process is not always formal but as one way the organisation went about consulting with partners and beneficiaries, it was through a process of consultation and dialogue. Although there is

Comments made in a report to Global Reporting Initiative (GRI) in 2007, CIVICUS programming that projects should be undertaken in partnership where possible, and led predominantly by CIVICUS.

For example, one germane but negative comment here from the online survey is:

CIVICUS often does not leverage the capacity of partners to often seems like CIVICUS and lead and be led as a core expert on the partner has greater capacity on the is. There's a tension between being a "leader" and being expert on the one hand and a "coner" and "facilitator" on the other. On a project basis CIVICUS do often focus on the former rather than the latter. CIVICUS should focus more on facilitating work among members and then working with members to identify gaps that CIVICUS could fill. This is done less in practice than CIVICUS – CE Z š } CE] Á } μ o • μ P P • š _ X

MEMBERSHIP

The issue of membership is a pressing one for the organisation. Based on information available CIVICUS currently has 284 members, mostly made up of organisations, but also some individuals. Currently CIVICUS membership levels are relatively stable although they have been higher at various times in the past three years.

However, CIVICUS has rightly recognised that the quality of the membership is not nearly as important as the

In both Zambia and Uganda, many organisations that could usefully play a part in the membership, and who are significant and important civil society actors, are not members. In Uganda for instance, three

aspects including member segmentation and identifying further strategies for organising actively as well as servicing passively. This strategy could consider a programme of regular visits and delegations to support member and partner if deemed appropriate.

Member communications

The newsletter is mostly well regarded and considered useful. It is often mentioned without prompting as the key way in which people receive information from the organisation, although one or two people said it was too frequent. There was a sense in which the newsletter is not focussed enough and still reflected a very broad range of work rather than a sharper sense of current organisational priorities.

Coverage of issues in the newsletter is very important because of information

weaker in South and South East Asia. Although the work in Africa is considered strong and broad-based, there was indication that in some countries the links were relatively superficial and did not necessarily match the huge potential and appetite in some part of the region.

Latin America is considered to be a moderately strong region but patchy (and potentially undermined by lack of translation and follow up mentioned elsewhere). One internal respondent said: t Z À ongs CE %o CE š v CE •]v > J043 Tm sai

3.5.EFFECTIVENESS AND EFFICIENCY

EFFECTIVENESS

The overall areas that CIVICUS is trying to achieve change on are the Strategic Direction: protecting the rights of civil society actors, strengthening good practice within and across sectors, and influencing the policies and practices of governments, international institutions and the private sector.

The survey results below give a snapshot of what internal and external respondents think are the main

These results reinforce the broad thrust of the CCF survey which asked respondents to make comments on areas including similar ones above.

The main assumption underlying this area of exploration is that the key gauge of effectiveness is exploration of the relationship between output and outcomes in the context in which CIVICUS operates is assessing organisational effectiveness is widely recognised both in the literature and by staff and partners, that especially unforgiving in classical evaluation effectiveness processes leading to social are complex and is often difficult to assess process supported or directed led to what level of outcome. It may also be because the definition of an effective CIVICUS has not been fully tied down through theory of change discussions.

The organisational outcomes sought by CIVICUS in 2009 Operation Plan are as follows:

- x Increased knowledge generated and shared among civil society and other stakeholders, especially with regard to the role and state of civil society; threats against civil society; how to express and assemble; good practice and effectiveness within civil society.
- x Capacity strengthened within civil society in a range of skills based areas that contribute to the development of civil society.
- x Active and effective national and international platforms for networking and collaboration within civil society, especially north-south and south-south collaboration
- x Broader and stronger connections and networks established between civil society and other stakeholders, nationally, regionally and internationally
- x Enhanced capacity of citizens and civil society actors to participate in decision making processes and increased opportunities at local, national and international levels
- x Increased knowledge based actions and evidence based advocacy by civil society actors

Interviewees were generally reluctant to comment on the overall effectiveness of the organisation, perhaps because of the complex nature of the variables involved and also perhaps because effectiveness is a contested term, especially when it comes to social and political change. In general, and the larger the organisation, the more difficult it is to measure effectiveness.

In the Annual Progress Reports for 2009 and 2010, good progress was reported and we note in particular that improved performance, for instance in timeliness and completion of deliverables as shown to be a regular and worthy judgment and that clear attempts have been made to allow staff to capture the lessons learned. As a result of consistency in the identification of success indicators across different planning and reporting processes (for example the QPRs, APR, among others) where it would be important to ensure that common effectiveness indicators are captured and communicated. For example, the one page Operational Plan 2009-2010 provides a framework for future consistency in this area of effectiveness.

In terms of the survey, as the graph below from the e-survey shows, respondents were positive about the effectiveness of CIVICUS in its specific work areas even projects that were listed. In all cases the largest group were those agreeing with the statement on effectiveness in the relevant project area. In all cases a majority either agreed or agreed strongly that CIVICUS ran the project effectively. There is a relatively small but marked difference between the areas considered by most to be effective in Civil Society

Index and the World Assembly) and the least (AGNIA) o š Z } μ P Z Á Á } μ o v [š v •• Œ] o Ç • Ç š Z reflected in other arenas of research.

One key area of effectiveness which is clearly difficult to aggregate evaluations such as this is that of building capacity of civil society. Undoubtedly there have been strong instances of capacity building through many CIVICUS projects and this has been shown in individual project reporting and evaluations for individual projects such as that of Participatory Governance and the CSI

The overall effectiveness is also evidenced by the survey response shown below the question 'I have seen progress in this area', with most respondents either agreeing or choosing to remain neutral. However a significant minority declined to agree with the statement, though none felt this strongly.

The CCF survey found that 33% of respondents (3.3 out of 5) are below average (3.5 out of 5) and place CIVICUS as the third lowest performer. The only area in which CIVICUS scores above average is in 'Participatory Governance' (3.7 out of 5 in comparison to 3.5 average).

Overall, and looking at evidence across the various sources of inputs the literature, interviews, country studies, reporting and surveys, CIVICUS is found to be relatively effective organisation. Many of the planned outcomes are achieved, within a very difficult context however, more clarity may be needed for staff and other stakeholder capture further feedback for monitoring effectiveness.

What a more effective CIVICUS might look like

The types of outcomes that CIVICUS wants to see, and the way that it delivers them, is closely related to the theory of change discussion above. One internal voice was keen to point the role of CIVICUS in relation to knowledge brokerage and as a knowledge hub.

for these different areas it is important that CIVICUS is not competitive with the sectors it is important

some projects CSI and CSW are often picked ~~one~~ favoured by the senior management and board and therefore get more resource. Also related to this is a point already reflected above about staff resources, scope and ambition. There is ~~a~~ sense, admittedly more present amongst external respondents than staff, that CIVICUSs overstretched and not able to be fully effective in within a limited and defined area. This is backed up by reviewing the literature and the evaluations

politics around civil society space. Although capacity building in staff was raised, training of such specificity does not readily exist. It is also found that the quality of work and analysis often belies these factors and it may be that other issues in this report weigh more heavily on effectiveness than staff, skills which are more than adequate in most cases and impressive in others.

EFFICIENCY

More and more donors (and partly as a result of the changing priorities of their grantees) are looking at the issue of efficiency, and related issues around value for money, effectiveness and cost control. Although technically it is best to consider efficiency through an assessment of the relationship between inputs and outputs, we have again taken a slightly wider view.

In general it seems that, as there is often inadequate resourcing to comfortably undertake most tasks, better available information around procurement and suppliers. The systems for this were poor or non-existent. There was lack of institutional capacity to manage the systems.

One of the most frequently mentioned issue in terms of efficiency (and on effectiveness by implication) is information technology, although there was some recognition that things had become a little easier the last evaluation by Universalis.

The other area raised was on financial systems, which have been historically weak. Most donors seemed satisfied with the level and quality of financial information and with the reporting in general (although there were some reservations about the perceived lack of ability to report on results and impact).

One external interviewee complained that it was not something we had reported on. But felt it was worth reflecting back and it is speculated that this may be in part due to the way CIVICUS financial systems are managed.

Another issue affecting efficiency (and possibly effectiveness) is time management. Many staff reported that this was partly about a lack of time management, while others said it stemmed from a lack of management per se. This was echoed by complaints from partners that programme management and follow up was not what they would have expected.

Recommendation: Prioritise and upgrade internal systems for financial reporting and information, taking into account the information that managers need to plan effectively.

Recommendation: Consider prioritising plans to prioritise and upgrade information technology systems.

Sustainability

Gross income was \$3.18 million in 2009 rising to \$3.89 in 2010. Whilst this seems healthy in the medium term, it should be noted that there is a widespread feeling that it is not enough to cover the programmes ambitions and secretariats needs. According to one informed senior source, fundingwise, as noted elsewhere, there is some anecdotal evidence that the funding space is shrinking.

There are also other factors potentially impacting sustainability including the heavy use of interim and volunteers, sometimes for core tasks, and the lack of organisational knowledge management and learning systems, allied to staff turnover. Comments on these issues are also picked up elsewhere in the report.

There is also some indication that some do not fully understand what it is that CIVICUS does, or that the value of what CIVICUS does is not fully understood.

Recommendation: Consider undertaking a major risk assessment of funders, which could include a major analysis of the future of the funding base. Consider options further diversifying the funding base including possibly approaching more progressive philanthropic funders

Recommendation: Consider scaling back the overall number of projects that the organisation runs, with a view to further integrating projects and deepening core competencies.

Recommendation: Consult further with funders on options for future and deeper dialogue to build mutual understanding, seek shared objectives and attempt to maximise the opportunities presented by donors links and leverage, especially at the national level.



D}•š }(šZ v P š]À À] Á• (} μ• }v šZ o À o } ((}oo}Á μ%o v •μ%o%o}CE š }
is something new in some countries they have professionals but in others capacity is limited. Before
implementing the project in some countries with limited experience and young civil society, someone
(from CIVICUS •Z}μo • v š š} Z o%o]((CE v š v À]CE}vu v š_X

The lack (perceived or otherwise) of follow up also extended to a belief that the action part of the
CE • CE Z]• o I]v o X the state of civil society is useful but not sure that CSI is being used in a
way that provides (additional and useful) policy development/research. I am not aware of whether it gets
μ•]v Á Ç šZ š (μCE šZ CE•]À]o •}•] š Ç]š š]}μ]v š CE v}š Z v EE μ š CE • CE Z
•] W ^dZ Ç %oCE}À] μ• Á]šZ] • }μš ÁZ š š} } μš šZ Ç Á CE v[š •%o]
We are aware that this element of the CSI is an ongoing criticism but also CIVICUS maintain that the
action part of the research is a local responsibility. One critical actor said, representing the more negative
v }(šZ •%o š CE μ u }(À] Á• •] W ^ ^/ v • u}CE ((}CE š X dZ (}oo}Á μ%o]
be) a process to enhance national dynamics. This is CIVICUS u}•š]u%o}CE š v š š}o v]š]• v}š μ%o š
o À o }(AE%o š š]}vX_

This issue reflects on an earlier area outlined in this report, that of articulating a CIVICUS theory of
change. A number of interviewees indicated that whēZ ^/]• C(VICUS Z]%o

The EWS is a cornerstone service and project of CUS. The idea behind the EWS is that action is better taken to protect it in the first place. In this sense, the EWS is an evolution of CSW and represents a more sophisticated approach based on experience and knowledge built up over time.

It may be that there is a plausible rationale for this, but we were unable to identify one, and it seems to be other than a strategic approach, although this is something that an individual could do. PG was not one of the most highly referenced WICUS programmes by staff or in interviews. Survey comments were broadly positive as were the results of a relatively recent evaluation²³. While

One interviewee a lone but knowledgeable external voice
what AGNA is doing CIVICUS is an exclusive group and has a strong reputation and could have been

also the ability of the major indicators to fits with the country context.

Zambia²⁵

There is some limited awareness of CIVICUS and what it offer. In terms of the CSI, o impact and effectiveness there is little evidence that many organisations , even those in the core group of civil society

- x The project has always benefited from communications, research, policy and RM support, although there is definitely room for improvement.
- x While the programme is highly regarded at CIVICUS, there is no evidence of inter departmental synergy, although there is huge potential for synergy

The results of the survey revealed that there was general optimism regarding the Eurasia Network project among CIVICUS staff. Positive feedback included that the Network allowed CIVICUS to spread awareness among civil society in a new geographic region; and that through its substantial outreach activities and CIVICUS led coordination, there was increased knowledge among activists. However, it also emerged that the Network would have benefited from a project that was written in a more participatory manner with more partner input. There was also consensus among staff that areas of growth might be realised with improved understanding and synergy. These ideas are captured under key themes, which are

- $\mu \% \% \} \text{C} \check{s} \quad \text{C}] v] \text{A}] \mu \text{ o} \cdot [\} \cdot \text{C} \text{E} \text{A} \check{s}] \} v \cdot X$

The findings of the Eurasia project indicate a clear willingness both amongst staff and partners to continue with the project. $\text{I} \check{s}] \cdot \text{o} \cdot \} \text{o} \text{C} \text{E} (\text{C} \text{E} \} u \check{s} Z \text{C} \text{E} \% \text{o} \} \text{C} \text{E} \check{s} \check{s} Z \check{s} u \} \cdot \check{s} \} (\check{s} Z Z \text{o}] \text{A} \text{C} \text{E} \text{o} [$

Notes on organisational culture

In general people are committed, work hard and are very passionate about what they do. At the same time there is a perceptible silo attitude that persists in some quarters. This is partly a legacy of CIVICUS. There is some disquiet about the restructuring but it is probably less than you might expect at this stage, given the relatively deep nature of the restructure. Perhaps more important is the lack of openness to learn from others. There is some disquiet about the restructuring but it is probably less than you might expect at this stage, given the relatively deep nature of the restructure. Perhaps more important is the lack of openness to learn from others.

CIVICUS has undergone recent significant change through changes in senior management (and Secretary General in particular) and institutional leadership. This appears to carry considerable importance as the new Senior Management have, quite rightly in our view, focused on building the organizational infrastructure, systems and processes.

Further to this there are varying views on the model of leadership needed. CIVICUS was described as a model of over-interventionist management.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. CONCLUSIONS

Given the complex context in which it operates and the challenging global and political changes that have taken place over the period 2008-2010, CIVICUS has undertaken important and valuable work. These efforts have had unarguable and multiple positive impacts across the world, even as the organisation has sought to renew its internal structures and systems and civil society has suffered renewed onslaughts in many regions and countries. The internal context } (Z Œ v Á o [v tiš Œ v •] š } v considered a particularly important factor in this evaluation period, but the organisation has shown significant progress during this phase, and across the range of projects there has been advancement and achievement

Overall CIVICUS is highly valued and is considered an influential and important organisation, serving a us

Currently, CIVICUS membership levels are relatively stable although they have been higher at various times in the past three years. More important is that the issue of what membership for and what it means to the organisation is not yet settled. Member communications are appreciated by members but require sharpening against organisational priorities.

The work done so far on decentralisation has the laudable aim of bringing the organisation closer to its partners. There is more work to do on how this will be operationalised but also on the fundamental reasons for it, its link with membership and a theory of change.

CIVICUS seems to place quite a high value on cost consciousness and cost effectiveness, partly because funding is rarely adequate to cover all expenses of programme outputs. There are some suggestions that internal systems and capacities to deliver adequate financial information and technological support and solutions need to be and are starting to be addressed.

Whilst staff and management are equally committed in their work and are clearly inspired in what they do day-to-day, turnover of staff continues to make organisational learning and continuity of contact with partners difficult at times. Overall, staff appear to be struggling with their workloads and are not always able to prioritise effectively. This is despite attempts to do so within the planning system. Staff may need help with prioritisation and time management, but overall it seems clear that over time the organisation lacks the discipline of sharp focus and deliberate and calculated prioritisation.

It is fair to say, at least amongst staff below the senior management level, the renewal process has left little appetite for new papers and strategies. Arguably, and given the approaching new strategic phase in

- ... Recommendation 12: Consult further with funders on options for future and deeper dialogue to build mutual understanding, seek shared objectives and attempt to maximise opportunities presented by donors links and leverage, especially at the national level.
- ... Recommendation 13: Whilst it is apparent that BRICS countries are key to future global politics, and that CIVICUS is well placed to provide civil society training in this regard, we would suggest that an analysis first undertaken, scoping opportunities and threats, and setting any scale up of work against other future organisational priorities.
- ... Recommendation 13: Consider establishing a scoping exercise to understand strategic trends and drivers for the role of progressive philanthropy

Z W Z d / > [Z **RECOMMENDATIONS**

- ... Recommendation 4: Recommendation: Prioritise and upgrade internal systems for financial reporting and information with systems built around providing the information that managers need to plan effectively.
- ... Recommendation 5: Consider prioritising plans to prioritise and upgrade information technology systems
- ... Recommendation 6: Wherever possible seek to make translation more comprehensive and when budget allows, employ professional translation services for documents, workshops and events
- ... Recommendation 7: Consider three monthly (or similar) shortlisted organisational priorities that are clearly identified, shared and reflected in external communication ET Em4141 /F7 10.027(l)-714141 /F7 10.027(l)-d

- { What is the likelihood of the project/programme continuing after end of the project?
- { What sustainability measures have been put in place?
- f) Implementation processes
 - { To what extent were the activities of the project/programme implemented in participatory and

- vi. Assess the systems established for implementing the program and make recommendations for improvement.
- vii. Assess the capacity development interventions CIVICUS has undertaken with partners and their effectiveness.
- viii. Prepare the evaluation draft reports and present the findings to relevant staff and stakeholders.

4. METHODOLOGY

The evaluator(s) will be expected to utilise various evaluation techniques and research methods including review of CIVICUS monitoring information and other relevant documents, Participatory Learning and Action/ Participatory Rapid Appraisal (PLA/ PRA), Focus Group Discussions (FGDs), key informant interviews, semi-structured interviews, and observations, among others.

4.1 Data collection methods and tools

a) Document Review

Among others, a review of the following documents is required:

{ CIVICUS organisational assessments and survey reports (including CCF Survey Report 2010, Gender Assessment 2010)

{ /s/ h^ •š Œ š P }2012) and organisational operational plan (2011-2012)

{ E Œ Œ š]À v (]v v }2010 Œ %} Œ š • ~îîî ô

{ Yµ Œ š Œ o Ç v v v µ o % Œ 2010 Œ •• Œ %} Œ š • ~îîî ô

{

of evaluation tools

Field work	20	Field	Consultant(s)
Data analysis and report writing	3	Field	Consultant(s)
Validation and debriefing meeting	1	Johannesburg	Consultant(s)
Revision and submission of revised reports	2	Johannesburg	Consultant(s)
Presentation of final report	2	Johannesburg	Consultant(s)
Total	45		

7. REQUIRED EXPERTISE

The consultant(s) should meet the following requirements:

- Holder of postgraduate degree in Social Science or Development Studies
- Extensive experience in civil society and human rights
- Experience in research, monitoring and evaluation
- Knowledge and experience of project cycle management
- Excellent facilitation skills
- Excellent report writing skill
- Experience of working with local and international NGOs

8. SUPPORT AVAILABLE

On behalf of the implementing agencies, CIVICUS will:

{ Provide officers to be part of the evaluation team and specifically to assist in the collection of the required data.

{ &]o]š š š]u oÇ }u%o]•Zu vš }(šZ •••u vš Á}œIX
 { W Ç šZ %œ}{ ••]}v o (v }šZ œ œ]•]vP }•š• (œ}u šZ }všœ šX
 { Wœ}À] o}P]•š] o •μ%o%}œš -fœœ, etc.œ]•]vU
 { Z À] Á] }uu vš }v u šZ} • v }šZ œ }μš%μš• }(šZ À oμ š]}vX
 { Wœ}À] u v P u vš v }šZ œ •μ%o%}œš šZ š u Ç œ ‹μ]œ Ç šZ À c

9. SUPERVISION AND MANAGEMENT

The consultants will report to the Planning and Learning Manager (or a designated officer) based in Johannesburg. While the consultants will be expected to work closely and interact with partners, beneficiaries and other stakeholders, the overall management will be provided by CIVICUS, the lead organisation. As such, the Planning and Learning Manager will provide day to day supervision and support to the consultants.

10. TERMS AND CONDITIONS

> } P] • š] • W d Z } v • μ o š v š • [š CE À o (At the end of the contract (including airport tax), food and accommodation will be covered by CIVICUS. I

<p>To what extent have the stated CIVICUS results and purpose been achieved in a sustainable way?</p>	<p>x Sufficient evidence of a reasonable relationship between outputs and outcomes</p>	<p>x Literature review and desk research x Input from target stakeholders in interviews x E-survey x Management information and reports of meetings x Most significant stories</p>
<p>Impact</p>		
<p>What sustainable changes positive and negative, intended and unintended did the project/programme have on the target groups?</p>	<p>x Sufficient evidence of a reasonable relationship between outcomes and [notional] impact x Comparability with similar organisations and networks programme design.</p>	<p>x Literature review and desk research x Input from target stakeholders in interviews x E-survey x Management information and reports of meetings x Most significant stories</p>
<p>Sustainability</p>		
<p>What is the likelihood of the project/programme continuing after end of the project?</p>	<p>x Evidence of need x Evidence of capacity and sufficient resources</p>	<p>x Literature review and desk research x Input from target stakeholders</p>
<p>What sustainability measures have been put in place?</p>	<p>x Sufficient evidence of commitment from governance structures</p>	<p>x Management information and reports of meetings</p>
<p>Implementation processes</p>		
<p>To what extent were the activities of the project/programme implemented in a participatory and</p>	<p>x Sufficient evidence of participation and inclusiveness x E.g. indicators (cont)25() W*</p>	

empowering manner? How involved were the key stakeholders of the project/programme?	consultation and upstream co-design (where appropriate)	x Management information and reports of meetings
---	---	--

x

ANNEX 4 REVISED SECTION FOR CIVIL SOCIETY COUNTERPART PROJECT
 DESCRIPTION PROJECT OUTCOMES

Original 3 year Outcomes	Revised 3 year Outcomes	2009 Milestones
--------------------------	-------------------------	-----------------

Increased knowledge generated and shared among civil society and other stakeholders especially with regard to:

- o the role and state of civil society;
- o threats against civil society [• ability to express and assemble;
- o good practice and effectiveness within civil society.

Capacity strengthened within civil society on a range of skills based areas that contribute to the

ANNEX 5: DFID PARTNERSHIP PROGRAMME ARRANGEMENT PERFORMANCE FRAMEWORK

NICHE: CIVICUS: World Alliance for Citizen Participation is an international alliance of civil society organisations dedicated to strengthening citizen action and civil society around the world. CIVICUS has members and partners in over 100 countries which represent a broad and influential network of organisations at the local, national, regional and international level spanning the spectrum of civil society. CIVICUS works in partnership with this wide range of organisations to implement complex, global, participatory civil society strengthening programmes.

C/s/ h^ [% œ } P œ u u • • l š } u % o] (Ç š Z À }] • and work to enhance the accountability, performance and impact of the voluntary organisations that they organise. s/ h^ [l Ç % œ } P œ u u š] % knowledge generation and analysis, convening and stakeholder engagement, communication, and advocacy. The overall programme is closely aligned to Z % œ] v] % o • } (Z μ u v œ] P Z š • U % œ š]] % š } œ role in supporting achievement of human development goals.

PURPOSE: To

<p>2. Support civil society organisations in developing principles and standards of good practice and promote compliance with mechanisms aimed at improving civil</p> <p>•}] š Ç [• accountability, performance and impact</p>	<p>x Increase from 0 to 5 in the number of Communities of Practice coordinated by CIVICUS that are discussing and producing materials on issues of improved accountability and building public trust in civil society organisations, particularly those in the global South.</p> <p>x Increase by 50% the number of civil society organisations participating in capacity enhancing activities provided by CIVICUS and partners to support civil society in performing its vital role in confronting the challenges to humanity.</p> <p>x Support and promote the INGO Accountability Charter and CSO Development Effectiveness processes, leading to an increase from 23 to 50 in the number of civil society organisations adopting standards and principles of good practice under either or both (counting affiliates as one).</p>	<p>Records of meetings, discussions and evidence of structures for Communities of Practice</p> <p>Recommendations, papers and best practice studies produced by Community of Practice members</p> <p>Minutes and reports from training workshops and other capacity building activities</p> <p>Member and partner surveys/impact evaluations</p> <p>Number of members and annual compliance reports for the INGO Accountability Charter (CIVICUS is secretariat)</p> <p>Number of INGOs/ICSOs and international networks adhering to the principles of CSO Development Effectiveness (CIVICUS is responsible for outreach to these groups) and reports from the OpenForum for CSO Development Effectiveness</p>	<p>accessed to inform civil society advocacy and action</p> <p>There is political will within the civil society sector to adopt shared approaches and collaborative ways of working</p> <p>There is political will from other actors to engage in democratic processes with</p>
---	--	---	---

			engagement) improves
--	--	--	-------------------------

Richard Bennett April 2011

INTRODUCTION

This report is a contribution to the evaluation of CIVICUS, 2008-2010. It summarises the results of a series of semi-structured interviews with civil society organisations in Uganda which are members, partners or otherwise associated with CIVICUS.

Seven interviews were carried out in Kampala, on 19 April 2011. Interviewees are listed in the Annex. Interviewees were asked about their organisation, the history of its engagement with CIVICUS, their views on membership or partnership with CIVICUS, their perspectives on the strengths, successes and challenges of CIVICUS, and (where their engagement with particular programmes had been sufficiently close) their understanding of approaches to design, contribution to CIVICUS and partners, participation levels and types, target groups, scaling and impact.

Absences from Kampala, alongside challenges in establishing the interview schedule, resulted in three prospective participants not being interviewed. One additional current member of CIVICUS asserted that, as a very new member, it knew nothing about CIVICUS, had not engaged with it in any way, and had nothing to contribute through an interview, so declined the invitation.

Of the seven interviewees, three were from member organisations of CIVICUS.

outspokenness of an individual member of CIVICUS staff on homosexuality laws during a visit to Uganda, and wanted to be part of an organisation that was as assertive as this on individual rights and the law. One is an instinctive international networker, who has gained personal skills through engagement with CIVICUS.

All three came across CIVICUS by relative chance. It appears that there are very large numbers of organisations in Uganda which could be similarly attracted to membership, and CIVICUS wish to substantially expand its membership.

On the other hand, the three organisations that are natural national convenors of CIVICUS issues are not members of CIVICUS. One is engaged in four major CIVICUS programmes, and is the formal partner in one programme. One is in regular contact with Civil Society Watch (CSW) staff in the Secretariat, has recently become a member of the Affinity Group of National Associations (AGNA) and engages in other programmes more occasionally. One leads in Uganda on human rights, including advocacy on laws that restrict space for civil society, but is not aware of much of the work of CIVICUS. Two of these have never been asked to be members. One said,

Z t [CE v }š u u CE X do not } μ v } Á Á Z Ç v }š Y t o] À] v v š Á } CE I] v P U] š [• À CE š } μ • Y t Á } μ o] v š CE • š š } u u CE t d - } v μ [• % % ZE] CE Z Á } CE • U š } u u CE X [

Conclusion:

There is a long case, from his evidence, for a substantial change and improvement in membership strategy. A small amount of work could deliver a few key organisations into membership of CIVICUS. This would balance off the random nature of current membership spread.

2.2 AGNA, national associations and CIVICUS in-country coordination

In Uganda, two networks, the National NGO Forum, and the Development Network of Institutions

Conclusion:

CIVICUS, and AGNA particularly in danger of missing complementary contributions from different national associations in countries where there is more than one. There is a case for revising the rulebook. CIVICUS probably has significant impact and profile as a result of an inadequate system for merging contact points

the possibility of in-adequate contribution by
pace.

CIVICUS to be complicated by context and civil society

Programme management and partnership

Only one interviewee had experience of significant levels of direct engagement with the Secretariat and core CIVICUS programmes DENIVA is an active participant in the CSI, CSW, PG and LTA programmes.

They attended training for the 2006 CSI exercise and then discussed and negotiated timelines and

Challenges
