

# PART 1

## INTRODUCTION



### BEYOND OUR TWO MINUTES

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An important feature of the global governance landscape that concerns CIVICUS and its members is how well intergovernmental organisations (IGOs) engage civil society.

Almost all IGOs express a commitment to work with civil society. Many have specific policies and procedures in place to facilitate cooperation with civil society organisations (CSOs).<sup>1</sup> A number of IGOs invite civil society representatives to attend consultations, sit on advisory panels, and take part in monitoring and evaluation. They also have dedicated staff and mechanisms to channel concerns voiced by civil society in their decision-making and programmatic development processes.

Global governance has undergone an incredible transformation over the past 20-30 years. Where once IGOs had to justify the inclusion of CSOs in their work, today it is the exclusion of CSOs that requires justification. From less than 100 CSOs in 1950, today about 3,900 CSOs have consultative status with the United Nations (UN).<sup>2</sup>

However, it is not always clear whether commitments to engage civil society are put into practice, or indeed how seriously IGOs take civil society outreach, and how much influence CSOs have in shaping IGO policy and practice. At CIVICUS, we have heard many members complain that they are engaged in a tokenistic basis and that the space offered to civil society remains small, constricted and primarily determined by the IGOs themselves.

The UN's primary mechanism for civil society accreditation is the Economic and Social Council (ECOSOC). Whilst the extensive list of accredited organisations is impressive, there are many concerns with the UN's approach on ECOSOC accreditation:

- The requirements for consultative status accreditation are rigorous. CSOs must demonstrate that they adhere to multiple criteria;<sup>3</sup>
- Access is fragmented. Different CSOs dealing with different UN organs report varying levels of access;
- Accreditation is politicised. Member states can arbitrarily block the application of a CSO;
- After accreditation CSOs generally need a prolonged presence at a UN hub to sustain influence. This is expensive and unfair to CSOs who may not be able to afford dedicated outreach staff;
- The application process for consultative status accreditation can be time consuming, taking anywhere between one to three years.<sup>4</sup>

A common frustration among our civil society colleagues is that they are rarely invited to play a meaningful part in the most important intergovernmental discussions and are instead relegated to 'side events' or to making short (often two minute) statements. Similarly, they note that navigating the numerous accreditation and consultation processes requires a serious commitment of time and effort. And, perhaps most importantly, they worry that the true potential for civil society to be an integral partner to IGOs, and their work remains unfulfilled due to the limited mechanisms for engagement.

*"We (civil society activists) are invited to speak for two minutes at these consultations; IGOs listen patiently, but our input never really results in any tangible change." – CSO representative*

Conversely, 'focal points' for civil society engagement within IGOs also express concern about how things work. They feel that civil society representatives are not always well prepared to make useful contributions to discussions and that many take an overly combative stance when engaging in IGO consultations, which makes dialogue and cooperation difficult.

*"One can't expect the same level of sophistication from all CSOs – some regularly engage with IGO systems – say in high-level reforms as those who engage with us for the first time..." – IGO focal point*

It seems that – whichever side of the coin one looks at and despite the recent improvements in civil society engagement – we are a long way from fully integrating civil society voices into IGO processes. Therefore, as part of CIVICUS' wider examination of how to democratise global governance in the 2014 State of Civil Society Report, we decided to assess the state of civil society engagement with IGOs.

As a pilot project, we have developed a Scorecard to test, evaluate and improve IGO engagement with civil society. The Scorecard seeks to hold IGOs to their public promises to engage civil society. The aim is not to name and shame. Rather, CIVICUS wishes to work collaboratively with IGOs to help understand how engagement is experienced by civil society actors themselves.

We hope the Scorecard's multidimensional approach can help IGOs identify the specific areas in which they may be doing well and areas which might require attention. Giving voice to civil society actors is good in its own right, but it will also strengthen the position of civil society advocates within IGOs, who can use the Scorecard to push for greater engagement within their organisations.

This is a pilot exercise. As such, CIVICUS has embarked on this project in order to develop an enduring practice of asking civil society actors about their own experiences. If carried out every year, CSOs and IGOs can track progress over time. But a pilot exercise is a learning event. CIVICUS welcomes all constructive feedback on how the research process may be improved next time.<sup>5</sup>

The remainder of this section outlines the methodology we used in this exercise. Part 2 presents the results of our survey, and Part 3 presents our conclusions and some recommendations for improving IGO-CSO engagement. Part 4 presents a series of profiles of how our selected 10 IGOs are currently engaging with civil society, including some survey results relating to each IGO. Finally, in the Appendix, we present a draft methodology of how survey results could be used to build a Scorecard in the future.

## OUR METHODOLOGY

The goal of this pilot phase – and the purpose of this report – is simply to test the feasibility of surveying civil society actors about their engagement with IGOs at the global level. More broadly, the Scorecard intends to offer a starting point for discussion at multiple levels over the role civil society is playing in the international decision-making sphere. With this in mind, we have developed a draft Scorecard methodology, including some survey questionnaires that we believe could be useful in assessing the quality of IGO-CSO engagement.

We developed our methodology through extensive consultations. This included convening several consultations in Geneva, New York and Istanbul with relevant stakeholders. As part of this process, CIVICUS consulted IGO focal points and civil society actors. The purpose of these meetings was to present the Scorecard methodology and ask the audience for feedback on the approach and key indicators of assessment. CIVICUS also convened a panel of experts to oversee the development of the Scorecard. The panel members were chosen for their commitment to and experience of facilitating civil society engagement at the global level. Finally, we engaged the services of an academic consultant, to advise us on survey design and implementation.

CIVICUS would like to thank all those who have been involved in supporting this initiative, though it should be noted that the views expressed in this report do not necessarily reflect all the views of all those who have been involved so far.

One critical choice we faced in this pilot phase was choosing which IGOs to review. We settled for an initial ten IGOs: The Food and Agricultural Organisation of the United Nations (FAO), Office of the High Commissioner for Human Rights (OHCHR), International Labour Organisation (ILO), United Nations AIDS Programme (UNAIDS), United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR), United Nations Women (UN Women), The World Bank Group (World Bank), the World Food Programme of the United Nations (WFP), and the World Trade Organisation (WTO)<sup>6</sup> in this phase based on three criteria:

1. IGOs with a global rather than regional focus;<sup>7</sup>
2. IGOs that regularly interact with members of the CIVICUS alliance;<sup>8</sup>
3. IGOs with thematic processes and methods for integrating civil society voices, offering a broad spectrum of organisational strategies and types of CSOs which engage with them.

A second choice was to determine what aspects of engagement we wanted to assess. Based on our initial consultations, we decided to focus on four areas:

1. **Access:** CSO access to the main decision-making body of the IGO. We developed a set of questions to assess how proactively the IGO facilitates civil society engagement within its core decision-making body, as opposed to just at the programmatic level. In doing this we evaluated accreditation mechanisms which have been widely used by IGOs to regulate civil society participation within decision-making structures.
2. **Policy:** Engagement by the IGO with the CSOs in policy dialogue. We developed a set of questions to assess the extent and the stage at which an IGO engages civil society in policy development.
3. **Programmes:** Engagement by the IGO with CSOs in programmatic development. We developed a set of questions to assess whether civil society feels the IGO simply views them as implementers or contractors.
4. **Empowerment:** Empowerment of the CSO by collaborating on relevant IGO initiatives that mattered to the CSO. We developed a set of questions to assess whether the IGO makes an attempt to empower the CSO, for example, by working with the CSO on initiatives that it cares about, beyond programme partnering.

The primary component of our methodology was a survey we developed to ask civil society respondents about their experiences of working with the ten IGOs in the areas listed previously. We also developed a survey, which we sent to IGO staff to ask about their experiences of working with CSOs, and conducted interviews.

Once designed and tested, the CSO survey was sent to multiple civil society stakeholders. We sought a purposive sample of civil society actors who seek engagement with major intergovernmental organisations of interest. A purposive<sup>9</sup> sample was appropriate because the Scorecard wished to survey the experiences of a select group of civil society actors – those engaging with IGOs at the global level – rather than the universe of civil society actors as a whole.

By design, therefore, the survey was not a random sample. Because nonprobability sampling was used, inferences cannot be made on the basis of the survey data on the wider universe of civil society actors. Thus, the Scorecard does not seek – either in design, execution, or analysis – to infer that the opinions revealed by respondent CSOs are representative of any actors beyond these CSOs.

The sample was a broad network of internationally-focused CSOs. It was targeted in two ways. First, CIVICUS' extensive email list, which contains several thousand contacts, was used as a sampling frame for dissemination of the online questionnaire. Bearing in mind that CIVICUS is a civil society alliance, the vast majority of contacts held by the organisations are civil society actors.<sup>10</sup> Second, an invitation to take the survey was spread through the networks of CIVICUS' partners, who were asked to forward the link to interested colleagues. The survey was presented as a targeted exercise, to be taken by civil society actors who try to engage with IGOs at the global level.

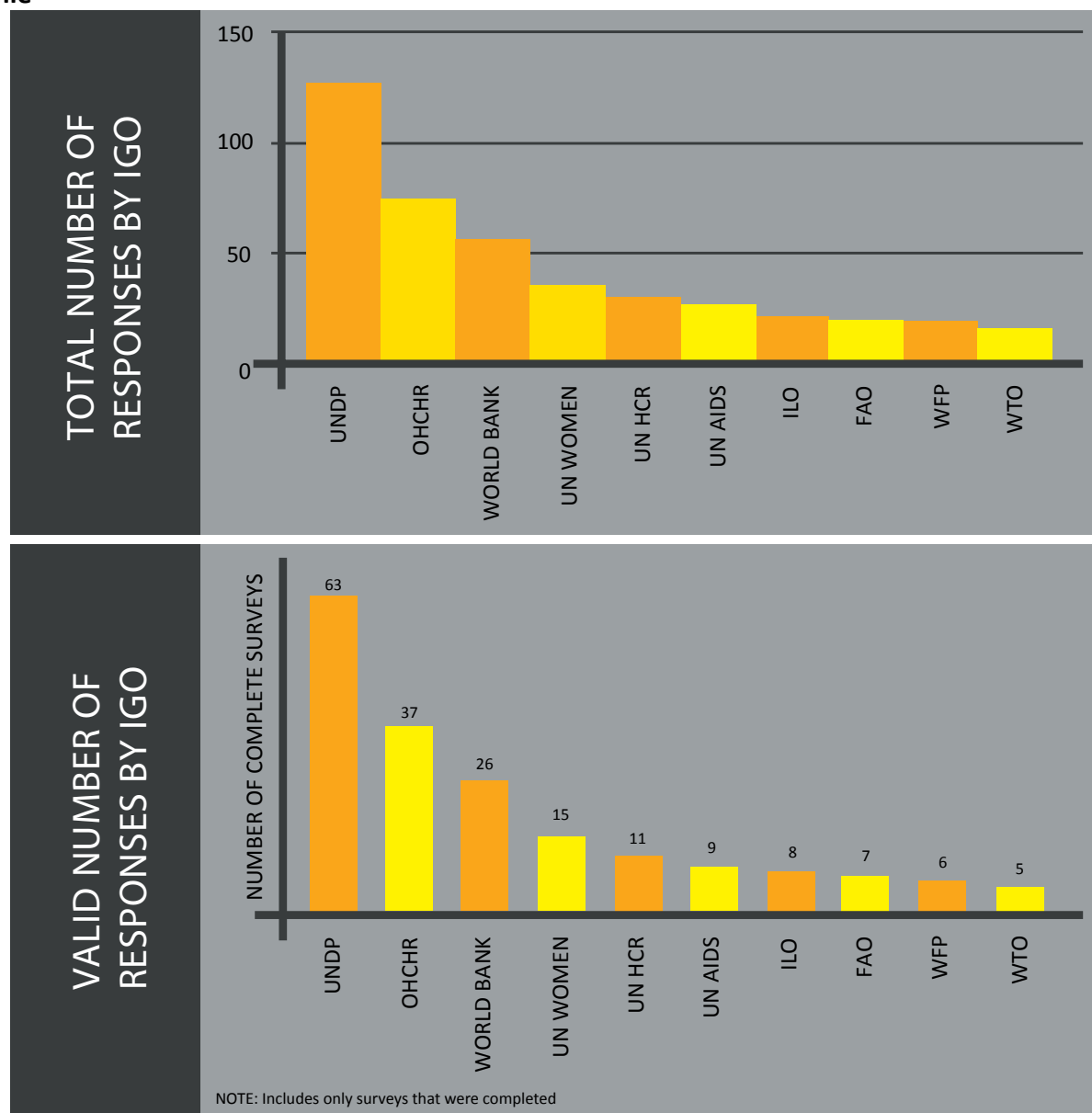
The online survey was available in English, French, and Spanish, and was open throughout February 2014.

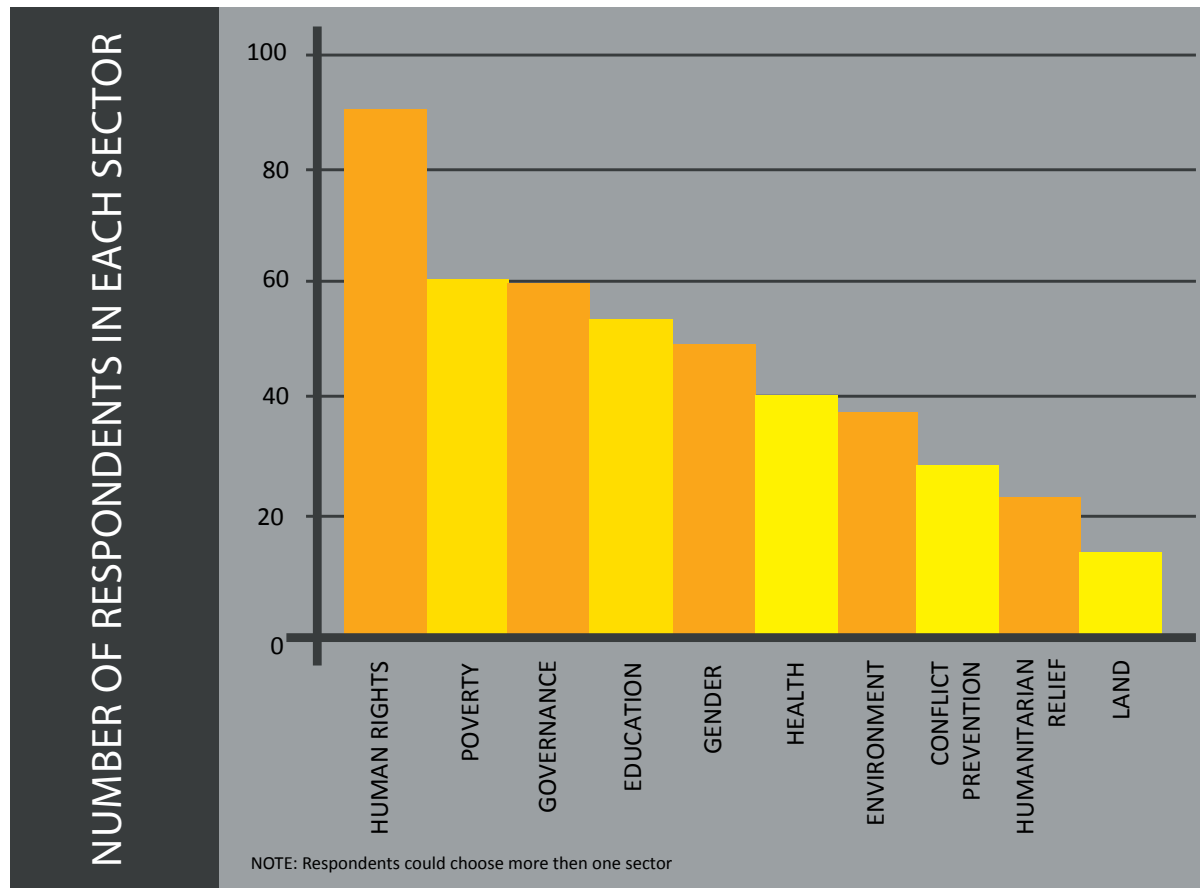
## State of Civil Society /Intergovernmental organisation scorecard

We received 462 responses. 372 (80.2 percent) of 462 were valid responses, meaning the respondent chose one IGO to evaluate. 39 (8.4 percent) chose two IGOs, and the remainder chose three or more.

Some further details of the responses to the survey can be found below.

### The survey response profile<sup>11</sup>





# PART 2

## RESULTS



### Key Findings

- **Obstacles:** The three most commonly identified obstacles were member states overriding CSO voices, consultations that had no outcomes and weaknesses in the outreach mechanisms of IGOs.
- **Priorities:** The three priorities that ranked highest were greater focus on local or regional outreach, greater focus on identifying appropriate interlocutors to reach different types of CSOs and decentralised CSO outreach strategies.
- **Access:** CSOs reported that IGOs were overly selective in choosing whom they sought to engage, not proactive enough in reaching out to civil society and provided weak access to the main decision-making body of IGOs.
- **Influence on Policy:** CSOs reported not feeling listened to on policy issues, and a major obstacle identified was organisation of dialogues without tangible outcomes.
- **Programmatic Delivery:** A slight majority of CSOs felt that IGOs were only interested in them for their ability to deliver programmes and projects, though a large minority did not strongly report this complaint.
- **Empowerment:** CSOs were quite split on the extent to which IGOs actively sought to strengthen them and collaborate with them on initiatives that matter to CSOs. This speaks to different experiences across various IGOs. Some CSOs have had positive experiences at some IGOs, others much less so.

## IMPROVING IGO OUTREACH MECHANISMS

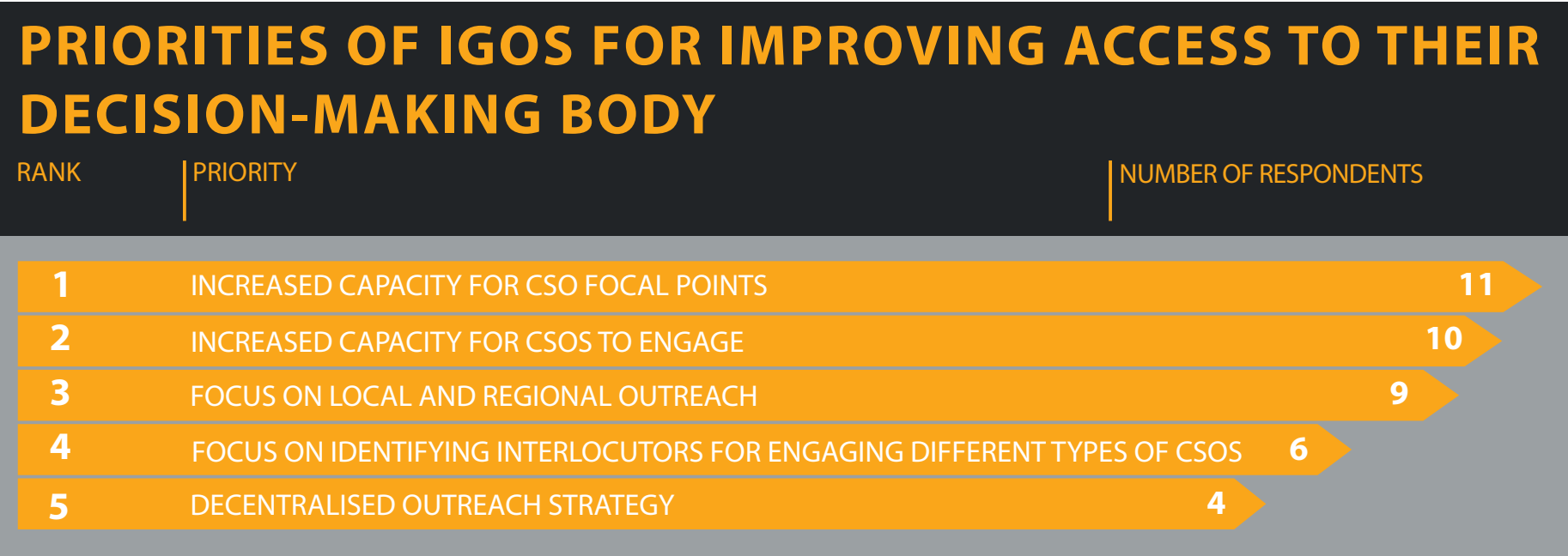
We asked CSOs what IGOs should prioritise to improve civil society access to their main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority. Across all IGOs, the highest priority was greater IGO focus on local or regional outreach to civil society. The average ranking for this priority was 2.9. It was a high priority for both accredited (3.1) and non-accredited (2.9) civil society actors. Taken together, the top three priorities – focus on local/regional outreach, reaching out to different CSOs and decentralised outreach strategies – reinforce the idea that IGOs should do more to reach beyond the ‘usual suspects’ and engage a wider range of civil society. Interestingly, outreach in different languages, improvements to accreditation processes and increased capacity for IGO civil society focal points all emerged as low priorities.

### CIVIL SOCIETY PRIORITIES FOR IMPROVED ACCESS TO IGO

PRIORITY RANK	PRIORITY	AVERAGE PRIORITY RANK
1	FOCUS ON LOCAL OR REGIONAL OUTREACH	2.9
2	IDENTIFY INTERLOCUTORS TO REACH DIFFERENT TYPES OF CSOS	3.1
3	DECENTRALISED CSO OUTREACH STRATEGIES	3.9
4	ONLINE ACCESSIBILITY	4.1
5	BUILD CSO CAPACITY TO FIND ALTERNATIVE WAYS TO ENGAGE	4.8
6	BUILD CAPACITY OF CSO FOCAL POINTS IN IGO	4.9
7	OUTREACH IN DIFFERENT LANGUAGES	5.5
8	IMPROVE ACCREDITATION PROCESS	6.6



We also asked IGOs what issues they would prioritise for improving CSO engagement within their organisation. The table below highlights responses from IGOs.<sup>12</sup>



The above tables suggest a difference in the priorities for engagement between CSOs and those who work within IGOs. Some useful findings emerge from the data within which there are common themes. Both CSOs and IGOs placed greater local or regional outreach in the top three priorities for engagement, highlighting a well-established idea that local solutions should be found for local issues. IGO staff also prominently placed “increased capacity for CSOs to engage with their systems” as a key priority. This highlights that from an IGO perspective, CSOs may not be adequately prepared to engage successfully. However, as the CSO data elucidates regional and local outreach is far more effective in their eyes than engagement held outside of their geographic constituency.

## THE FOUNDATION FOR ENGAGEMENT: A GLOBAL PERSPECTIVE

This section combines responses for all IGOs to give a snapshot of global engagement across all IGOs assessed by all respondent civil society actors. The analysis is organised according to the Scorecard’s four dimensions of engagement.

### ACCESS

This box combines responses for all IGOs to give an overall picture of civil society satisfaction with the broad international arena.<sup>13</sup>

## CIVIL SOCIETY VIEWS ON IGO ACCESS

% OF RESPONDENTS	VERY POOR	POOR	OKAY	GOOD	VERY GOOD
Benefits of accreditation	11	18	12	34	25
Ease of accreditation	22	10	29	29	10
Clarity of accreditation	16	12	22	39	12
Access to IGO	25	26	29	10	10
Objectivity of IGOs in outreach	32	34	8	18	9
Proactivity of IGOs in providing access to meetings	30	25	16	18	11
Quality of informal engagement by IGOs	15	27	32	20	7
How has accessibility to the IGO improved over the past five to ten years?	21	23	15	29	13

**80%** of respondents felt that CSO access to IGOs was very poor, poor or okay.

**59%** of respondents felt neutral or didn't feel that CSO access to IGOs had improved over the past five to ten years.

**71%** of respondents felt neutral or that IGOs weren't proactive in providing ways for CSOs to attend or participate in meetings.

**71%** of respondents felt that there were benefits for CSOs to being accredited by IGOs.

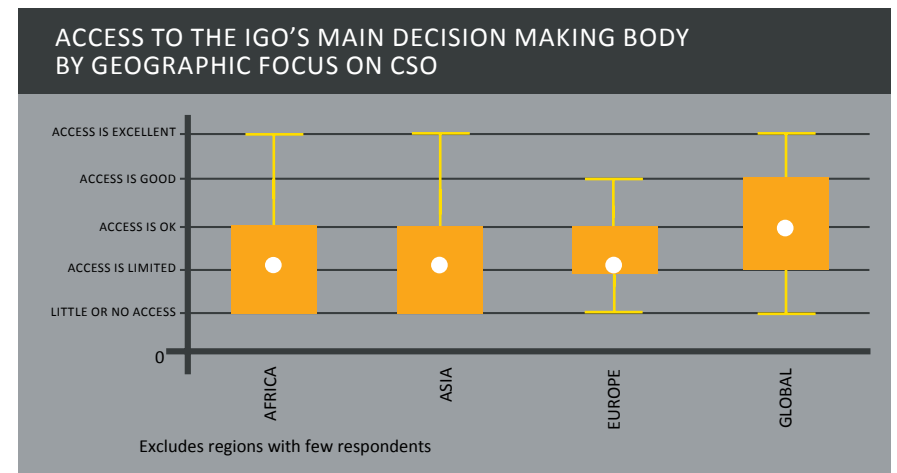
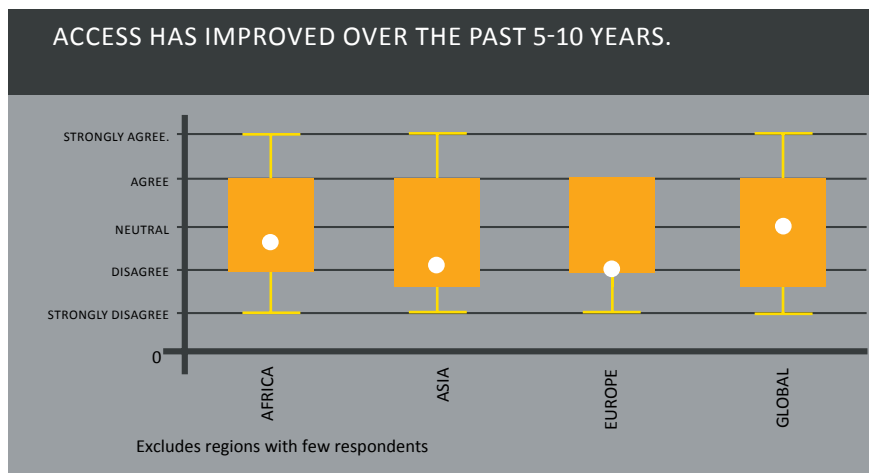
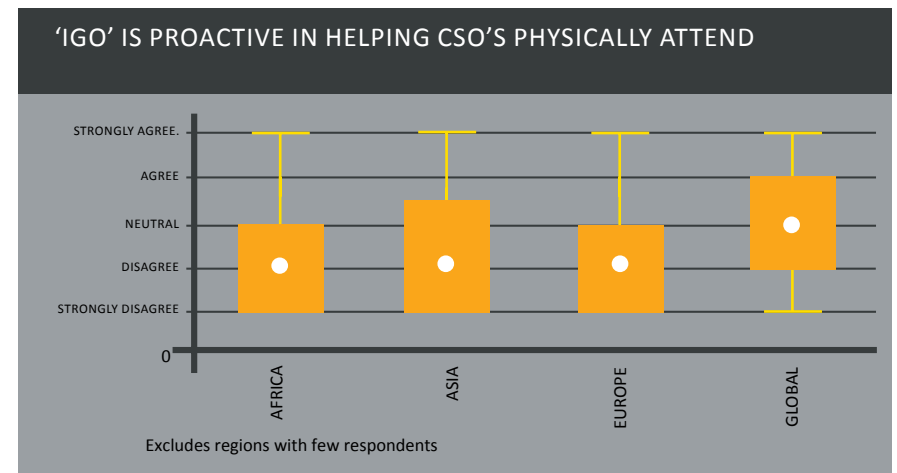
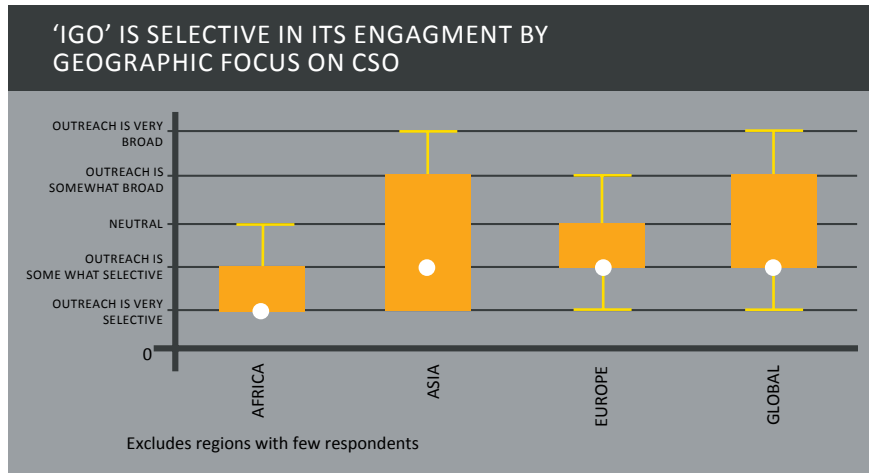
**51%** of respondents felt that the CSO accreditation process was clear and easily understandable.

The percentages offer a snapshot of civil society engagement by IGOs in 2014. There are some interesting findings, with over half the civil society organisations saying that the accreditation processes were clear and easily understandable. This finding is contrary to anecdotal evidence of an overly arduous process to gain accreditation to an IGO.<sup>14</sup> From the data, it is possible to identify some real needs: (i)

## State of Civil Society /Intergovernmental organisation scorecard

accessibility is generally seen as poor, despite efforts by IGOs; (ii) CSOs want more avenues to access IGO decision-making; and (iii) over half of CSOs see the accreditation process as clear and easily understandable. Additionally, 71 percent also see benefits to accreditation illustrating the potential use of accreditation and access to IGOs as a political tool.

In the graph below we see answers to four questions in the access indicator by the geographic focus of CSOs.<sup>15</sup>



The previous graphs plot the responses to four questions in the survey. Interestingly, we see that the median for the question, “Is the IGO proactive in helping CSOs physically attend?” remaining relatively stable across the three geographic regions assessed. However, we also see that CSOs from Africa feel that IGOs are more selective in their outreach in comparison to their counterparts in Asia and Europe. When assessing the graph “IGO is selective in its outreach” no African respondents felt that IGO outreach was either (a) broad or (b) very broad.<sup>16</sup> Taken globally the median for this question clearly demonstrates that across the world, CSOs feel IGO outreach is selective in its approach.

When we asked CSOs “Has access improved over the past five to ten years?” European CSOs felt that IGO access had improved the least.<sup>17</sup> This may potentially reflect a frustrated approach held by CSOs based in Europe who regularly engage with IGO decision-making hubs. Although, it is important to point out that CSOs based in Africa and Asia felt slightly more positive, potentially demonstrating a greater emphasis on engaging actors outside of Europe over the past five to ten years.

## POLICY DIALOGUE

The picture of engagement of CSOs in policy dialogue is poor. The overall picture suggests CSOs are frustrated in their desire to engage with IGOs in this way. This feeds into wider critiques of global governance systems, within which consultations are seen as the bastion of civil society engagement. Yet, as previously discussed CSO outcomes from consultations are rarely visible and can lead to an apathetic approach to policy dialogue by civil society.

### CIVIL SOCIETY VIEWS ON POLICY DIALOGUE

% OF RESPONDENTS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
CSOs have a substantive impact on policy	31	32	14	19	4
IGOs do not listen to CSOs on policy issues	12	22	21	29	16
IGOs listen to CSOs on policy issues	18	19	24	31	7

**63%** of CSO respondents felt they had very poor or poor impact on IGO policy.

**38%** of CSO respondents agreed or strongly agreed that IGOs listen to them on policy.

**45%** of CSO respondents agreed or strongly agreed that IGOs don’t even pretend to listen to them when it comes to developing their policies.

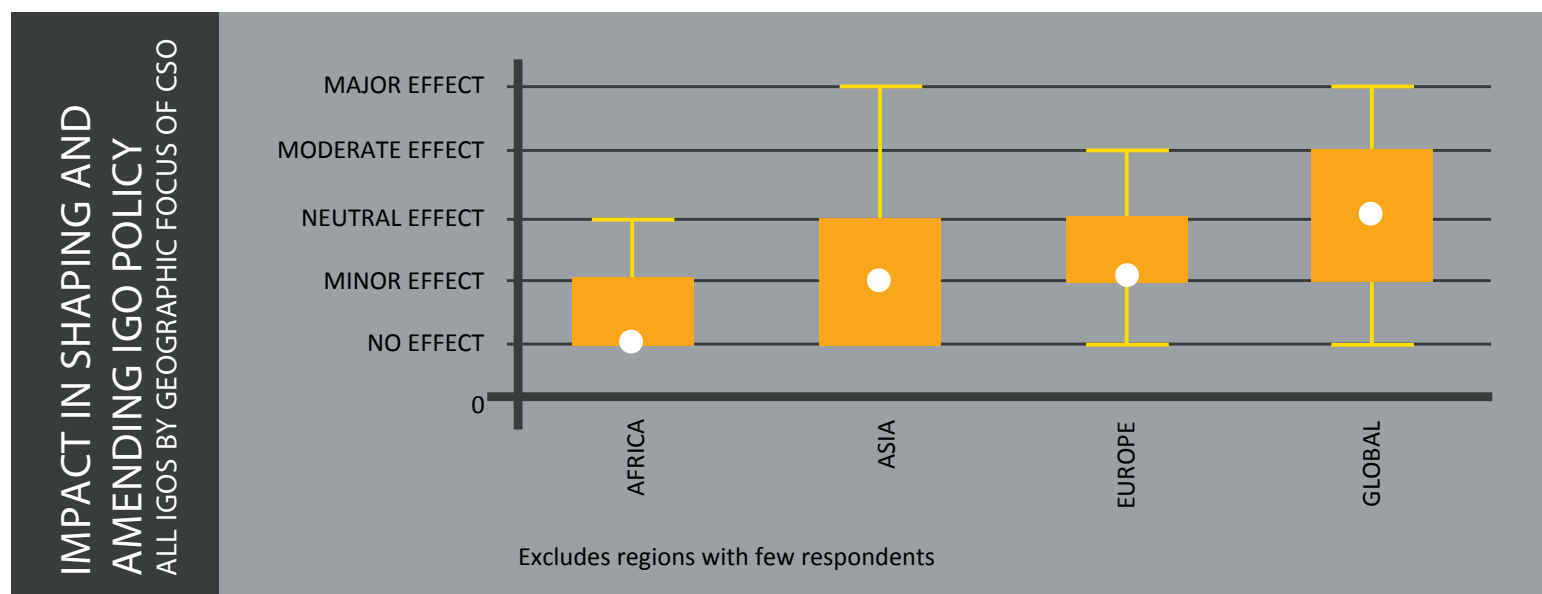
## State of Civil Society /Intergovernmental organisation scorecard

We can note from our findings that CSOs generally feel negatively about policy dialogue. Nearly two-thirds of CSO respondents felt that their impact on IGOs was negligible; this finding is compounded by the fact that nearly half of CSOs felt IGOs do not listen to them on policy issues. In essence, IGOs are still struggling to engage civil society on the issues which they are mandated to counter.

The results outlined in relation to the policy dialogue indicator demonstrate an issue at the heart of global governance. IGOs are organisations primarily led by the will of member states. Policy dialogue remains one of the most opaque processes in the theatre of global governance, within which, the will to include civil society remains tenuous at best. Despite the advances in civil society inputs into policy dialogue, the Scorecard has uncovered a key area where civil society engagement remains under developed.

The graph below shows geographic variation in average responses to the question, “How much impact has your organisation had in shaping and amending the IGO’s policy?”<sup>18</sup>

### Impact on IGO policy, by CSO region



We see that Africa-focused CSOs gave IGOs much lower scores for impact on policy than the other three. This likely reflects the ‘Northern’ advantage of CSOs based in Europe or the United States (UN). This graph reinforces issues of cultural and geographical bias for CSOs based in the global North. Globally, we see the median for the sample around the middle of the y-axis demonstrating that CSOs on average feel they have a neutral influence on shaping and amending IGO policy.

## PROGRAMME PARTNERSHIP

A common complaint of civil society is that IGOs view them purely as deliverers of projects, so we asked respondents if IGOs engage them at the programme development stage, and if they felt that IGOs are only interested in them for implementation. The table below presents the percentage of respondents answering negatively to positively. Fourteen percent of respondents, for example, provided strongly negative responses on engagement in programme development.

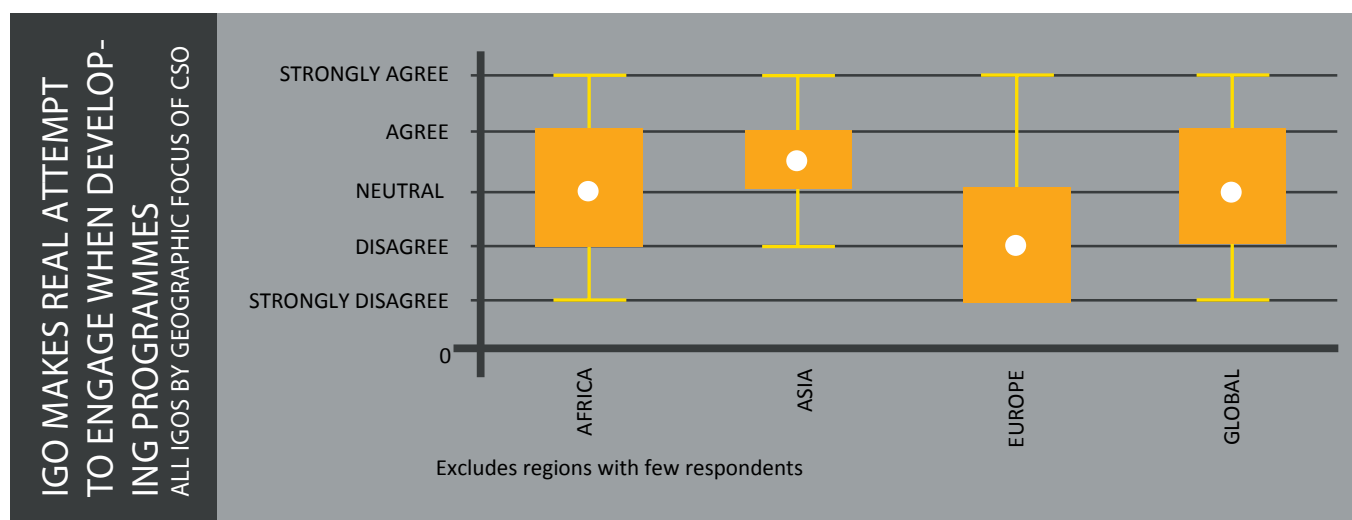
### CIVIL SOCIETY VIEWS ON PROGRAMME PARTNERSHIP

% OF RESPONDENTS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
IGOs make a real effort to engage CSOs when developing programmes	14	26	25	32	4
IGOs only interested in CSOs for implementation of projects	12	36	26	13	13

**36%** of CSOs agreed or strongly agreed that IGOs engaged them at the programme development stage.  
**26%** of CSOs agreed or strongly agreed that IGOs were only interested in them for their ability to implement projects.

In the graph below we see answers to the programme development question by the geographic focus of CSOs. Perhaps surprisingly, respondents giving their geographic focus as Europe appear the least satisfied with IGOs on this question.<sup>19</sup>

### IGO engagement when developing programmes, by CSO region



In the previous graph, we see CSOs from Europe giving the lowest rating for IGOs engaging them when developing new programmes. Respondents from both Africa and Asia on average provided higher ratings. This is likely to reflect the efforts made by IGOs to engage local actors (in Africa and Asia) when developing new programmes, rather than European-focused CSOs. Globally, with the combined total of all CSOs we see the median for the sample felt neutral when asked if they had an impact on IGO programme development. This finding reinforces notions that IGO decision-making when developing new programmes, on average, falls short of their commitments to civil society engagement.

## EMPOWERMENT

IGO's often talk about how they work to actively strengthen civil society in their engagement, so we asked two questions. First, we asked if respondents agreed with the statement, "The IGO collaborates on initiatives that matter to us," and "How empowered do you feel by the IGO?" The table below shows the percentage of respondents giving negative to positive answers. Although the responses mask the differences between IGOs, the overall picture is not as positive as IGOs might claim, nor is it as negative as some civil society actors claim.

### CIVIL SOCIETY VIEWS ON EMPOWERMENT

% OF RESPONDENTS	DISEMPOWERED	SOMEWHAT DISEMPOWERED	NEUTRAL	SOMEWHAT EMPOWERED	EMPOWERED
IGO's collaborate with CSOs on issues that matter to them	15	16	25	36	8
How empowered do CSOs feel by IGO processes?	15	14	39	26	6

68% of CSO respondents felt neutral or disempowered by their chosen IGO.  
44% of CSO respondents felt that IGOs collaborated with them on issues which matter to them.

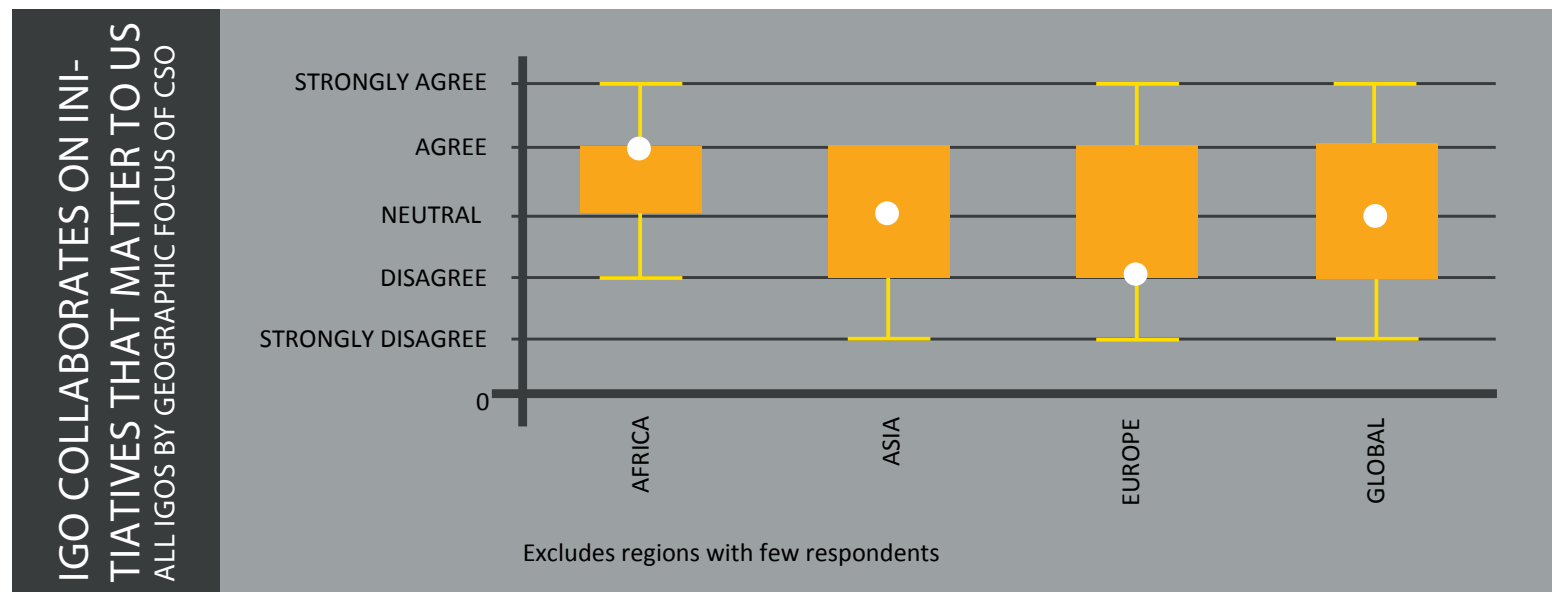
As the results demonstrate, 44 percent of CSOs that participated in the survey felt that the IGO collaborated with them on "issues which matter them." This can be reinforced by a common theme that emerges when engaging with focal points at IGOs. CSOs and IGOs often have the same objectives and aspirations for macro-level issues. The key point for disagreement is the scale, speed and methods of achieving these overarching objectives.<sup>20</sup>

However, when asked directly whether they felt empowered by the chosen IGO, 68 percent of CSOs felt neutral or disempowered. Objectively, the basis for any question on "empowerment" is difficult to quantify scientifically; however, the Scorecard is a perceptions survey and thus aims to evaluate how civil society organisations feel when engaging with IGOs.

## GEOGRAPHIC DISPARITY

The graph below uses responses to the question on collaboration and categorises respondents by their geographic focus.<sup>21</sup>

Again, we see respondents with Europe as their geographic focus give IGOs the lowest score for collaboration. Interestingly, the graph below demonstrates CSOs based in Africa offer the highest score for collaboration on initiatives that matter to them, and Asian CSOs score higher than European CSOs. This illustrates a level of proactivity by IGOs when engaging with civil society. Moreover, as discussed in the case studies, many IGOs have initiated dialogues and consultation strategies at national or regional level.<sup>22</sup> Whilst the Scorecard aims to assess access to main decision-making hubs, this evidence could be used to strengthen the importance of localised dialogue strategies and prioritise the filtration of localised dialogue outcomes to the global policy-making level.



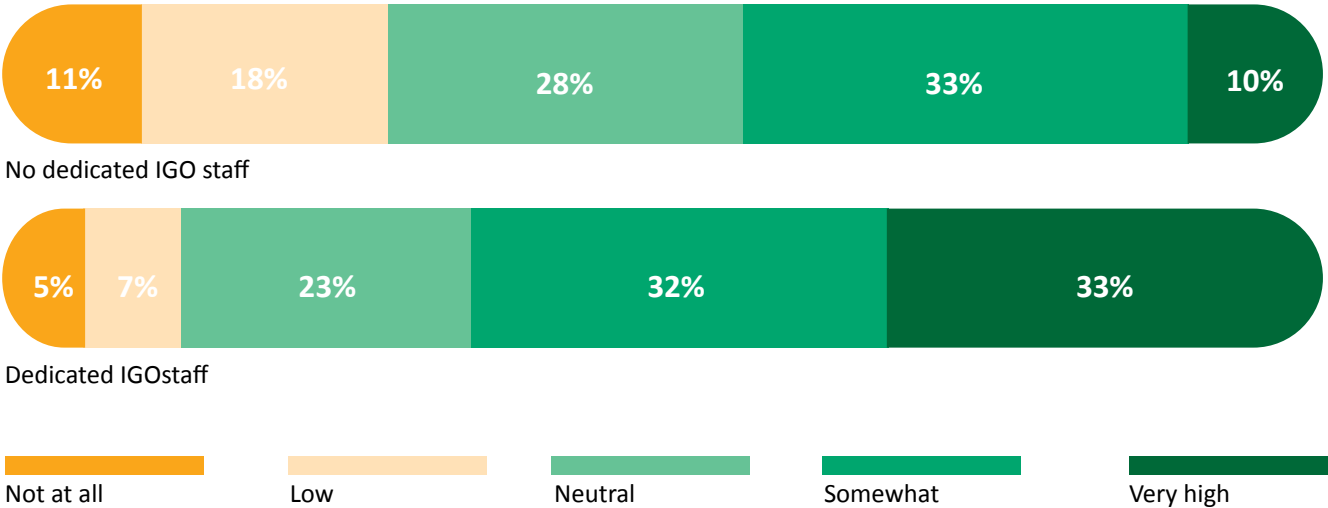
## REINFORCING DIVERSITY IN CIVIL SOCIETY

We also asked respondents about their own interests and activities. The graph below shows answers to the question, “How much of a priority is IGO engagement within your organisation?” Answers are split between CSOs that reported having dedicated IGO outreach staff and those that did not.<sup>23</sup> Two things are notable. First, for both types of CSO respondents, IGO engagement is important. This suggests the Scorecard may have successfully targeted actors whose activities are relevant to the Scorecard itself. Second, the fact that CSOs without dedicated outreach staff still consider IGO engagement a priority is likely a challenge for IGOs trying to reach out to under-resourced CSOs.



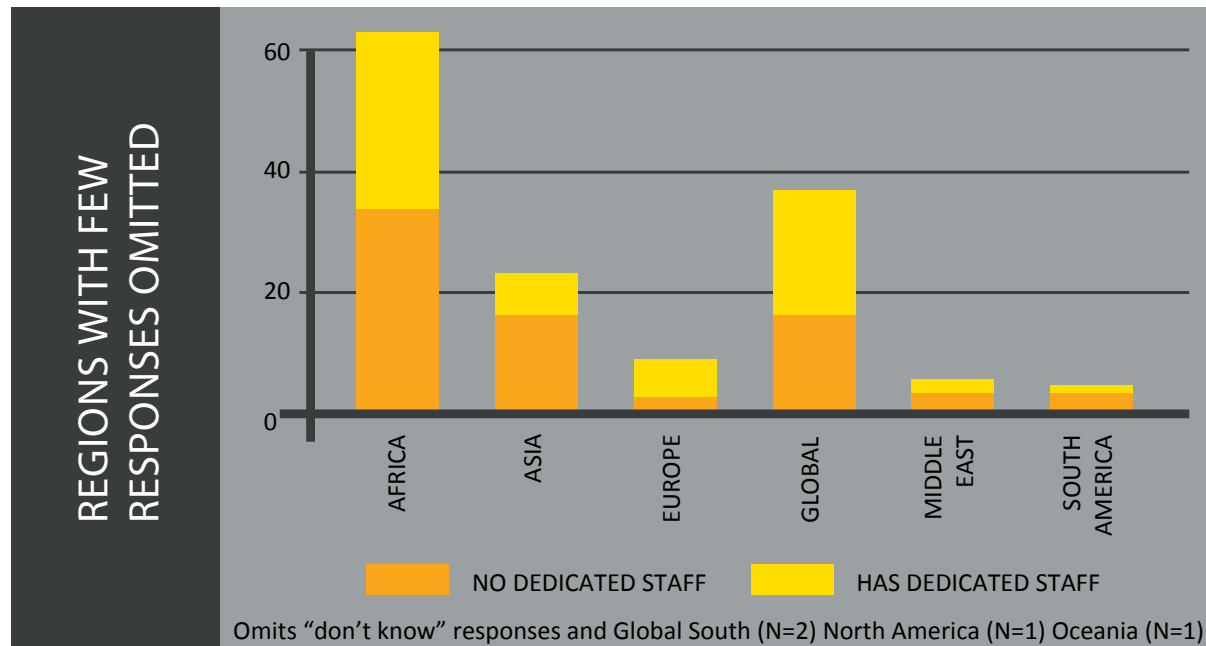
The answers given within this section highlight a trend throughout the Scorecard. Whilst CSOs may place a priority on engaging with IGOs, a fundamental stumbling block to effective engagement lies in CSO resources. A clear shift in priority has taken place, primarily by placing the onus on CSOs to be proactive in their outreach, rather than IGOs. Whilst it is fair to expect balanced attitudes toward engagement, the general resources at the disposal of IGOs far outweigh the capacity of most CSOs.<sup>24</sup> Therefore, a key finding from this body of research should be to place a greater priority on IGOs to proactively engage with CSOs, rather than allowing a self-selecting sample<sup>25</sup> of CSOs to frequently engage with them.

HOW MUCH OF A PRIORITY IS IGO ENGAGEMENT  
WITHIN YOUR ORGANISATION?



The graph overleaf shows the geographic focus of respondent CSOs and shows the split between CSOs with (yellow) and without (orange) dedicated IGO outreach staff. The number for each bar is the total number of completed surveys.

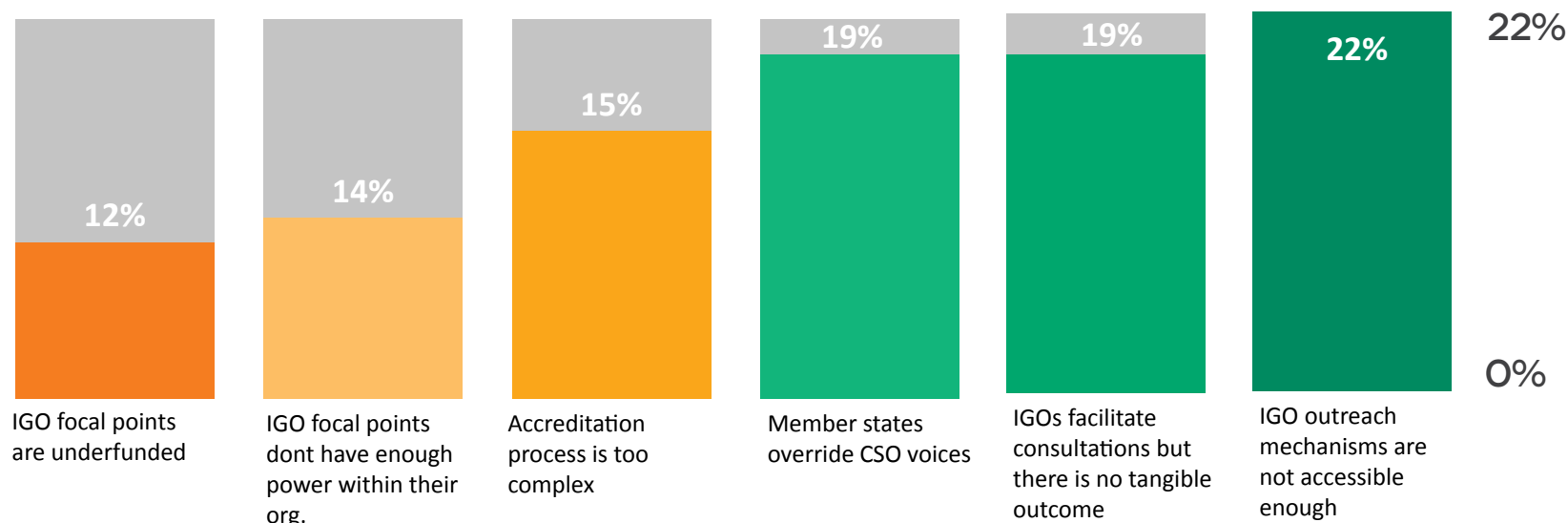
## Geographic focus of respondents, by IGO outreach staff



## OBSTACLES

We asked respondents to tell us about the obstacles they face when engaging IGOs. It is notable that accreditation processes were not the main obstacle for respondents. Instead, the common frustrations appeared to be with member states, IGO consultations without outcomes and most notably the inaccessibility of IGO outreach mechanisms. The findings displayed below illustrate the frustrations felt by CSOs when engaging with global governance systems. Interestingly, under resourcing of IGO focal points was the lowest obstacle. This finding also speaks to a potential lack of awareness within CSOs of IGO focal points and their relative underfunding and understaffing in comparison to the size of the IGO and number of CSOs who engage with the organisation.

## OBSTACLES TO ENGAGING WITH IGO'S



### CSO opinions on obstacles to engaging IGOs

The key obstacle to IGO engagement from a CSO perspective is the accessibility of IGO outreach mechanisms themselves. This finding leads us to the conclusion that awareness of mechanisms remains obscure in the eyes of CSOs. Despite efforts by IGOs to enhance ease of accreditation, we are still seeing a common theme of accessibility within outreach strategies being insufficient to capture a diverse group of CSOs. Moreover, this can be compared directly to the results discussed earlier about selectivity of engagement by IGOs.

## THE IGO PERSPECTIVE

CIVICUS also distributed a self-assessment to the 10 IGOs participating in the evaluation. The questions were based around the same four indicators and were designed as an opportunity for the IGOs to offer an honest reflection on their civil society outreach. Whilst this is only a small sample of all IGO staff that frequently engage with civil society, it offers a glimpse into the perspective of the IGO.

We asked IGO respondents, “What do you think are the main obstacles to greater CSO engagement on your organisation’s policies?”

- Eight respondents said the main obstacle is member states.
- Four said the main obstacle is the IGO’s own leadership or management.
- Nine said the problem is the CSOs themselves.

IGOs were asked to elaborate on the key issues which prevent CSOs from having effective impact within their systems. Below is a sample of the answers that were given.

### ***Some comments from IGO staff:***

*"Little coordination: speaking with too many competing voices..."*

*"Not a balanced representation – same CSOs leading the process..."*

*"CSOs do not know our procedures."*

*"When working with local CSOs in Africa, capacity constraints quickly become apparent, especially limited understanding of complex technical matters. Some of them also lack sincerity as there are 'fake' CSOs that try to obtain funding from donors but then turn silent when they should represent citizens' interests in front of governments."*

*"There is a tension between CSOs as true collaborative partners and the competition between NGOs as 'business' partners."*

*"We would rather focus on partnering with operational NGOs, but sometimes the advocacy CSOs get in the way. Organisation is forced to devote too much attention to advocacy NGOs who repeat the same arguments year after year."*

*"We don't always hear each other. It would be more constructive if both sides arrived ready to listen, not just ready to talk. Also, some CSOs try to control access to our organisation which seems counter to the concept of civil society."*

*“International CSOs cannot always claim to have the best interest of a country’s citizens at heart. Several of them hijack meaningful development projects at [the] national level to push advocacy agendas at [the] international level. This can slow down or even terminate projects that are much needed in countries to reduce poverty and increased shared growth.”*

Interestingly, member states were a common frustration amongst both IGOs and CSOs. CSOs placed importance on mechanisms and accessibility, whereas “IGOs staff” ranked management or leadership of the organisations as an obstacle to CSO engagement. Yet, it would seem these two issues are entwined as our research indicates that some IGO leaders or management are far more willing to uphold their commitments to civil society engagement than others.<sup>26</sup> Shifts in priority are key to maintain civil society engagement as a central part of the agenda of IGOs and reinforce the need for structural shifts within global governance. Other IGO focal points spoke of expanding their work not via increased resources, but through dedicated policies focusing on raising awareness in their organisation of best practice regarding civil society engagement.

# PART 3

## CONCLUSION & RECOMMENDATIONS

### METHODOLOGICAL LESSONS

This is a pilot phase of our attempt to build a Scorecard and should be viewed as such. We have designed a methodology that we hoped could evaluate and assess civil society engagement with IGOs, the primary component of which was a survey of civil society actors. As with any first iteration of a survey, we encountered some challenges around our sample. For example, we did not receive sufficient responses for some of the IGOs we covered, and there was a bias in the sample towards CIVICUS members and partners, who may not necessarily represent the fullest spectrum of civil society.

During this pilot phase, we also learned several lessons about our methodological approach.

First, IGOs have different mandates, and thus different activities with different constituencies. So it might be better to compare IGOs with similar IGOs. One broad category could be called the 'regulatory' IGOs, which set standards, settle disputes and convene stakeholders. This might include WTO and OHCHR. Another category could be the 'service delivery' IGOs, whose main focus is on the delivery of projects at the country level, such as UNDP and the World Bank. This is a useful distinction, and future Scorecards should account for such a distinction.

Second, IGOs also differ in their locus of activity, since some are decentralised and focused at the country level, while for others the bulk of their work takes place at their headquarters. As discussed within the body of the report, the 10 IGOs assessed vary in their approaches. In this

sense, some IGOs may have a greater capacity to engage at the local level than others. Indeed, UNDP's 'low' score for policy dialogue should not necessarily be taken as a commentary on country-level engagement, which in UNDP's case is extensive. On the other hand, almost all IGOs claim to listen to civil society voices, so whether they are a decentralised organisation or not, it is still reasonable to ask civil society how accessible the IGO is at the global level.

Third, although the survey asked about engagement with an IGO at the global level, it is possible that respondents had engagement at the country level in mind when answering questions. This is possible and a concern. It is for this reason that we would establish a minimum threshold of 20 responses in order to score an individual IGO. Although it is possible that some respondents have national rather than global engagement in mind, it is reasonable to suggest that with enough respondents, such 'errors' would be averaged out.

Fourth, an IGO may feel that the Scorecard simply gets something completely wrong. A low score for programmatic development, for example, may fly in the face of the IGO's own impression of its efforts. This is why the future Scorecard would allow the IGOs a 'right of reply.' But it can also be said that if an IGO is scoring poorly on something it thinks it does well, there is at least a cause to pause and reflect: if there is an annual meeting with civil society, for example, perhaps many respondents are unaware of. If so, why are they unaware? Seen in this light, the Scorecard can be usefully employed by the IGO to improve its own engagement.

Fifth, the Scorecard is unable to take into account broader national political contexts. In many instances, a primary stumbling block to successful CSO engagement with IGO processes is the lack of an environment conducive to civil society. This is particularly relevant if an IGO focuses on regional or national outreach. This could potentially lead to an unfair score when the reality is vastly different.

Sixth, the Scorecard does not place adequate weight on the dissemination of information by IGOs. Many IGOs excelled within the survey primarily due to effective dissemination strategies. By using the Internet and other tools to reach a broader audience than was previously possible, IGOs are evolving beyond our relatively basic idea of access. A recommendation for a future Scorecard could be an information-based indicator. This indicator would assess the ability of CSOs to interact with IGO processes despite being geographically removed from the decision-making hub. A key finding from the pilot exercise is awareness-building initiatives such as newsletters and other communication drives help. However, it must be conceded that not all CSOs have access to Internet, which presents a problem for future inclusion of such an indicator.

Finally, as stated throughout the report, our aim was not to rank or compare IGOs. Rather, it was to evaluate the state of civil society engagement at present. In the future, we hope to expand the methodology and develop a comprehensive system of scoring IGOs. In the Appendix to this report, we have laid the foundations for what a system of scoring might look like in the future. Whilst there are numerous debates about whether it is possible to measure civil society engagement, CIVICUS remains committed to working with IGOs and CSOs to find the most appropriate and comprehensive method of measuring civil society engagement with IGOs. This is just the start of the process.

## CONCLUSION

The IGO Scorecard on intergovernmental civil society engagement is a perceptions survey of a complex and gradually shifting environment. This tool is the starting point for a broader debate on the state of global governance and whether it lives up to our expectations in 2014. From all of our findings, it is clear that there is still much work to do to improve and reimagine IGO outreach.

Our conclusions portray civil society engagement at the IGO level as underdeveloped in many areas. As we reflect on the conclusions from both IGO and CSO perspectives, we are able to draw attention to problems in the structural architecture of global governance. Both CSO and IGO staff highlighted the biggest obstacle to effective engagement of civil society are member states. Almost all IGOs have been designed as almost exclusively state-dominated organisations. This state-centric structure of IGOs creates a structural imbalance, which makes the integration of citizens' voice into their activities of secondary importance at best and tokenistic at worst. More broadly, these imbalances in IGO outreach are situated within wider challenges around accountability in global governance.

We pointed out at the outset of this report that the incorporation of civil society voices within global governance institutions has enjoyed a relatively positive trajectory. However, in the process of this research, it has become clear that much more could and should be done to improve civil society engagement by IGOs.

A good place to start is with enhancing civil society influence on policy issues. Civil society has little space to impact on policy and limited scope to affect policy direction. The onus is still primarily placed on CSOs to try to engage in policy discussions or just to have a seat at the table. Accessibility to IGO decision-making hubs simply isn't good enough. We also note that civil society actors feel IGOs are too selective in their outreach, choosing to focus engagement on an elevated few rather than engaging with the broad diversity of the civil society spectrum. Civil society spaces are dominated by a few well-resourced and well-versed CSOs, who sometimes prefer to entrench themselves into privileged positions rather than open up access to their colleagues.

Our research reveals that civil society calls for a greater regional or local outreach by IGOs, moving away from centralised, headquarters-based engagement. CSOs are consistently saying that outreach based within their geographic locale is far more effective.

The coordination of local or regional civil society groups also featured highly as a priority for improving civil society engagement. A need to strengthen networks of civil society actors working towards a common thematic goal was viewed by both civil society and IGOs as a key to improving civil society engagement in the future. However, the filtration of CSO voices heard in the field outside of key headquarters' locations must be visible, accountable and identifiable. In essence, IGOs need to include and amplify civil society voices outside of their immediate vicinity and comfort zones.

We have illustrated overarching needs from CSOs, such as decentralised engagement strategies, focus on regional civil society interlocutors and more tangible outcomes from consultations. Meanwhile, IGO staff have also expressed their frustrations with the capacity of CSOs to engage with them, alluding to a lack of awareness surrounding their mechanisms.

## RECOMMENDATIONS TO GOVERNMENTS AND INTERGOVERNMENTAL ORGANISATIONS

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We call for a *rebalancing* in the structure of IGOs through multi-stakeholder models so that they are not exclusively controlled by member-states. There have been recent examples of international agencies and programmes that have had a broader-based constitution. We believe that re-designing institutional structures will allow for a more a nuanced understanding of civil society as a key player in global decision-



making, improve the accountability of global governance and lead to more effective institutions.

UNAIDS integrates civil society representatives into its governing body. It is the first arm of the UN to incorporate civil society into a decision-making structure. The approach has been widely praised as a huge step forward for civil society integration into UN systems.<sup>27</sup>

Further, we believe that IGOs need to do more to *mainstream* civil society outreach, beyond focal points, so that all staff are encouraged to proactively engage civil society. In many cases a formal civil society engagement policy may be appropriate. This will allow for enshrined commitments to civil society engagement, institutionalisation of a culture of civil society outreach and empowerment of focal points to distil professional experiences and build capacity of staff within IGOs. Moreover, it will encourage the dissemination of best practice regarding civil society engagement.

IGOs also need to ensure that they promote *diversity* in the range of civil society actors they engage with. Our research suggests that the current system of engagement has been monopolised by well-resourced and well-versed CSOs, whilst under-representing grassroots activists. Thus, decentralising outreach strategies and encouraging the filtration of civil society voices that are geographically removed from decision-making hubs is critical. Essentially, this would involve empowering local or regional offices to take control of civil society engagement and holding them responsible for proactivity when engaging with a wide spectrum of CSOs.

All 10 IGOs assessed in the Scorecard are headquartered in the global North. Whilst all have regional or country offices, their outreach strategy is primarily spearheaded by headquarters. A key recommendation from CSOs is decentralisation of outreach and focusing on local-level CSO interlocutors.

Notably, IGOs need to place an emphasis on institutional *resources* for civil society engagement. This means allocating more funding for civil society engagement at all levels and championing advocates for civil society reform both internally and externally, as well as allocating more resources for building a greater awareness of mechanisms available to civil society and building the capacity of civil society to engage more effectively with IGO systems.<sup>28</sup>

The Office of the High Commissioner for Human Rights (OHCHR) has initiated training toolkits, seminars and workshops for civil society organisations. These capacity-building efforts – spearheaded by the civil society engagement team – have enhanced the awareness, understanding and the ability of civil society organisations to engage with the human rights mechanisms at the UN, particularly under time constraints.<sup>29</sup>

Finally, it is critical that IGOs take the lead in global efforts to create an *enabling environment* for civil society. It is not good enough inviting one representative of a well-known CSO to a consultation at headquarters when their colleagues are facing grave threats back home. IGO leaders and representatives must back up their commitment to civil society by not turning a blind eye to attacks on civic space in countries where they operate.

## RECOMMENDATIONS FOR CIVIL SOCIETY

We urge our civil society peers to consider *prioritising* influencing of global governance institutions wherever possible in their programmatic activities. Local events are increasingly being shaped by global happenings in today's interconnected world. Key to the above are enhancing civil society's knowledge and understanding of the impact of global decision-making on local conditions (including through creation of interactive publications and organisation of learning exchanges) and building coalitions and networks around general and specific themes that enable pooling of resources to maximise civil society's ability to influence decision-making processes.

We call for *democratisation* of civil society spaces in global governance processes. In particular, larger and well-resourced CSOs with established presence in key intergovernmental organisations should enable civil society groups on the ground to engage in these spaces. For example, this can be done by proactively offering use of organisational accreditation or earmarking of financial resources to enable greater sectoral engagement in intergovernmental processes.

Moreover, we need to ensure focus on expert analysis and *targeted advocacy* to enhance public interest in decision-making at intergovernmental forums. In particular, strategic relationships should be forged with academia and the media to advance civil society positions. Parallel to this, we also need to create better synergies between civil society groups and greater cross-sectoral cooperation. In particular, the Istanbul Principles for CSO Development Effectiveness<sup>30</sup> should guide work and practices in relation to engagement with global governance institutions.

As part of the process of working on the Scorecard, we at CIVICUS also reflected on what more we could do improve civil society engagement with IGOs. As a global civil society alliance and as an organisation often invited to take part in IGO engagement, we feel a duty to 'walk the talk' on the recommendations above.

An important priority for us is to take the findings of our work and convene discussions with CSOs and IGOs, to see what more could be done to improve engagement. We plan to do this in the months following the publication of this report. In the course of this process, we will also gather feedback on the Scorecard methodology with a view to honing it and launching a more comprehensive method of measuring civil society engagement with IGOs.

Given the emphasis on strengthening regional and local outreach by IGOs, we will engage CIVICUS' members to explore ways to bring a diverse range of civil society actors into contact with IGOs. One avenue for this is likely to be the Affinity Group of National Associations (AGNA), the group of national civil society platforms that are part of the CIVICUS alliance. We believe that encouraging national-level civil society platforms to facilitate IGO engagement could be a relatively efficient way of achieving broader-based inclusion.

As CIVICUS, we will continue to participate in global governance institutions' meetings, representing our members and advocating for greater civil society participation and engagement. We remain committed to working within and through international institutions and processes to create a better world for all. However, we also recognise and remain committed to the urgent need for reform to make these institutions and processes more accountable and responsive to citizens' demands.

# PART 4

## IGO PROFILES



### FOOD & AGRICULTURE ORGANISATION OF THE UNITED NATIONS (FAO)

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**Founded**

1945

**Headquarters**

Rome, Italy

Information on civil society engagement can be accessed [here](#).

**Mandate**

FAO's three main goals are: (i) the eradication of hunger, food insecurity and malnutrition; (ii) the elimination of poverty and the driving forward of economic and social progress for all; and (iii) the sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.<sup>31</sup>

**Capacity**

- As of 1 November 2013, FAO employed 1795 professional staff (including Junior Professional Officers, Associate Professional Officers and

National Professional Officers) and 1654 support staff. FAO's decentralised network includes 5 regional offices, 10 sub-regional offices, 2 multidisciplinary teams, 74 fully fledged country offices (excluding those hosted in regional and subregional offices), 8 offices with technical officers/FAO Representatives, and 38 countries covered through multiple accreditation. In addition, FAO maintains five liaison offices and four information offices in developed countries.<sup>32</sup>

### The promise on civil society engagement

By strengthening cooperation and partnerships with civil society, FAO seeks to:

- Enhance the legitimacy, transparency and equity of policy and decision-making, ensuring that it takes into consideration the interests of all sectors of society and has their support;
- Give a voice to stakeholders, particularly the world's poor and ensure that their views and opinions are taken into account;
- Increase the effectiveness of FAO field projects and programmes by building on civil society experience in participatory approaches, poverty alleviation and sustainable agriculture, as well as their capacity to act quickly and flexibly targeting the most vulnerable groups; and
- Build public support and political will to attain food security objectives.<sup>33</sup>

### Accreditation and access for civil society

The FAO offers a two-tiered accreditation system for civil society. Formal status allows civil society organisations to attend (without the right to participate) sessions of the conference and to participate in smaller discussions. CSOs who have formal status may also enjoy the right to unrestricted information prior to discussions. However, formal status demands that CSOs must “cooperate fully with FAO for the furtherance of the objectives of the Organisation.”<sup>34</sup> The outline document also states that formal status can be withdrawn at any time.

Informal accreditation allows CSOs entry to conferences on an ad hoc basis and can be obtained online.<sup>35</sup>

### The practice

7 respondents completed the survey for FAO. The table below shows the answer averages, organised by the four dimensions of IGO engagement.

#### **CSOs say:**

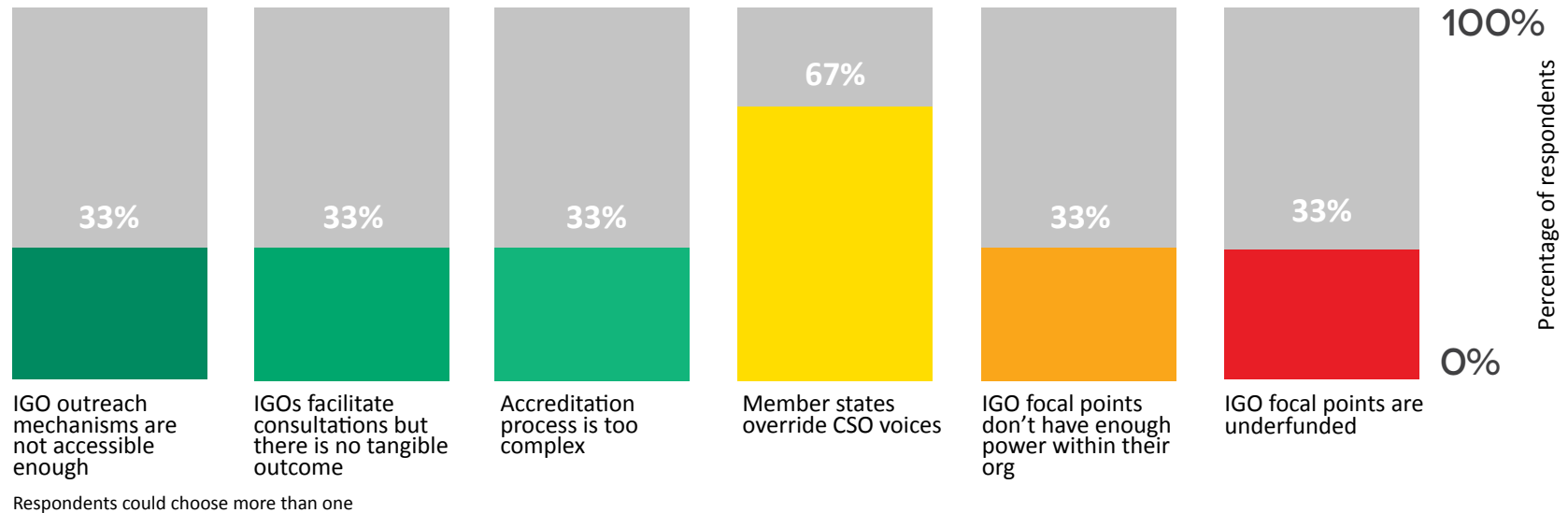
*“On several occasions we have gotten technical support from the IGO [FAO] to be able to establish our grassroots groups and equip them with legal operation certificates.”*

*“[I]n Switzerland, there is a formal committee for dialogue with FAO, including several CSOs. But it's not really taken into account.”*

## CSO RESPONSES TO FAO SURVEY

DIMENSION	QUESTION	FAO	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	40%	43%
	Benefits of accreditation	1.8	3.4
	Accrediting process is easy	3.0	2.7
	Accrediting process is clear	3.0	3.2
	Access to IGO decision-making body	1.8	2.6
	Outreach by IGO	2.7	2.9
	IGO selective in its engagement	1.8	2.3
	IGO proactive in outreach	1.5	2.5
	Informal engagement	2.0	2.8
	Access improved in past five to ten years	2.6	2.9
Engaging in policy dialogue	Impact on IGO policy	1.8	2.3
	IGO does not pretend to listen on policy	3.2	3.3
	IGO listens to us on policy	2.3	2.9
Engaging in programme development	IGO engages when developing programmes	2.6	2.8
	IGO only interested in us for implementation	3.2	2.9
IGO empowering civil society	IGO collaborates	2.8	3.0
	IGO empowers us	2.3	2.9

## OBSTACLES TO ENGAGING IN FAO



## Civil society voices

We asked civil society what FAO should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, FAO

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	LOCAL AND REGIONAL OUTREACH	2.8
2	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.2
3	DECENTRALISED OUTREACH	3.3
4	ONLINE ACCESSIBILITY	3.8
5	CAPACITY OF CSO FOCAL POINTS	4.8
6	BUILD CSO CAPACITY TO ENGAGE	5.5

# INTERNATIONAL LABOUR ORGANISATION (ILO)

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## **Founded**

1919

## **Headquarters**

Geneva, Switzerland

**Information on civil society engagement can be accessed [here](#).**

## **Mandate**

“The main aims of the ILO are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.”<sup>36</sup>

## **Capacity**

The ILO accomplishes its work through three main bodies (The International Labour Conference, the Governing Body and the Office), which comprise representatives of governments', employers' and workers'<sup>37</sup> representatives. There are 2633 employees based in 64 locations around the globe.<sup>38</sup>

## **The promise on civil society engagement**

“As a tripartite organisation, the ILO does not simply collaborate with non-governmental organisations but actually integrates sectors of civil society into its structure. That integration reflects a continuous and concerted international effort in which the representatives of workers and employers, enjoying equal status with those of governments, join with them in free discussion and democratic decision with a view to the promotion of the common welfare" (Declaration of Philadelphia, I(d)).”<sup>39</sup>

## **Accreditation and access for civil society**

There are three different categories of international NGOs in consultative status. The first includes international NGOs with major stakes in a wide range of the ILO's activities that are granted either general or regional consultative status. Standing arrangements have been made for the participation of those enjoying general consultative status in all ILO meetings, and in regional meetings for those with regional consultative status. A second category, the Special List of Non-Governmental International Organisations, was set up by the ILO Governing Body in 1956 with a view to establishing working relations with international NGOs, other than employers' and workers' organisations of employers and workers, which also share the principles and objectives of the ILO Constitution and Declaration of Philadelphia. In a third category, the ILO Governing Body extends invitations to international NGOs which who meet certain established criteria to attend different ILO meetings for which they have demonstrated a particular interest.<sup>40</sup>

## **The practice**

9 respondents completed surveys for the ILO. The table below shows answer averages, organised by the four dimensions of IGO engagement.

**CSOs say:**

*"[Accreditation with the ILO] offers access to expert meetings and political debates, VIP access to the ILC."*

*"We must be involved to participate in the planning and implementation of international policies and all approaches."*

*"We only have informal access, we would also value formal access."*

*"[Accreditation] is legally recognised by the government and community as well known to supplement the government in terms of services delivery."*

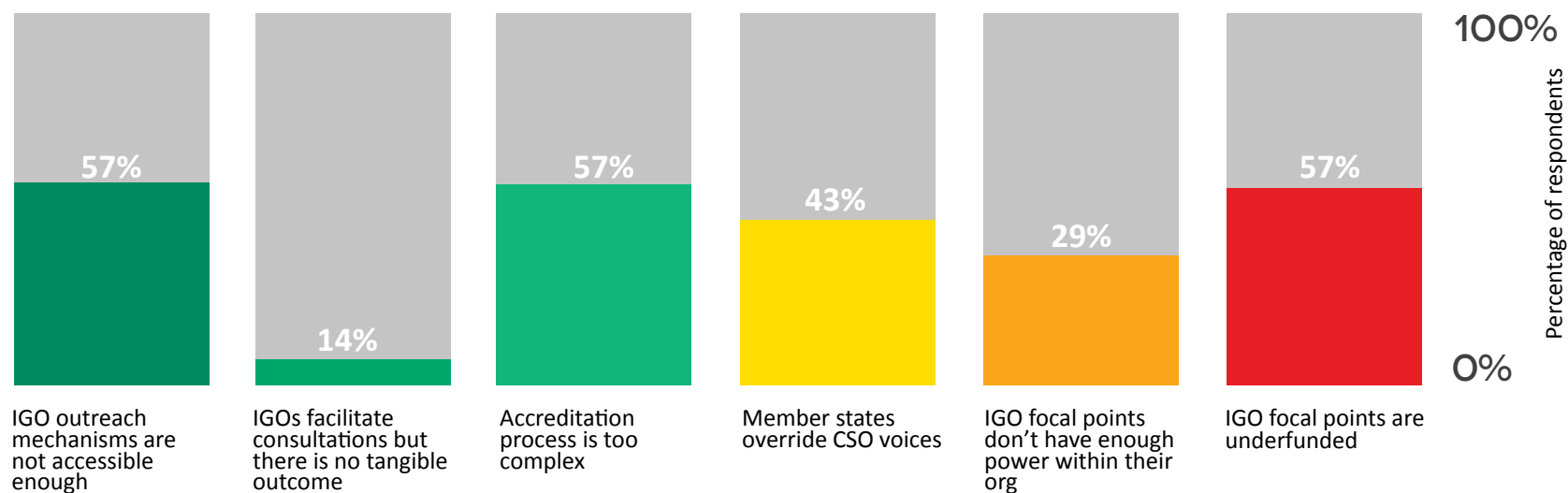
**CSO RESPONSES TO ILO SURVEY**

DIMENSION	QUESTION	ILO	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	57%	43%
	Benefits of accreditation	3.6	3.4
	Accrediting process is easy	2.6	2.7
	Accrediting process is clear	3.5	3.2
	Access to IGO decision-making body	2.3	2.6
	Outreach by IGO	2.8	2.9
	IGO selective in its engagement	2.1	2.3
	IGO proactive in outreach	2.9	2.5
	Informal engagement	2.6	2.8
	Access improved in past five to ten years	2.1	2.9



Engaging in policy dialogue	Impact on IGO policy	2.5	2.3
	IGO does not pretend to listen on policy	3.0	3.3
	IGO listens to us on policy	3.4	2.9
Engaging in programme development	IGO engages when developing programmes	2.6	2.8
	IGO only interested in us for implementation	2.6	2.9
IGO empowering civil society	IGO collaborates	3.4	3.0
	IGO empowers us	3.0	2.9

## OBSTACLES TO ENGAGING IN ILO



Respondents could choose more than one

**Civil society voices**

We asked civil society what ILO should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, ILO

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	LOCAL AND REGIONAL OUTREACH	2.8
2	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.7
3	DECENTRALISED CSO OUTREACH STRATEGIES	3.7
4	BUILD CSO CAPACITY TO ENGAGE	3.7
5	ONLINE ACCESSIBILITY	4.8
6	CAPACITY OF CSO FOCAL POINTS	5.2
7	OUTREACH IN DIFFERENT LANGUAGES	6.1
8	IMPROVE ACCREDITATION	6.1

# OFFICE OF HIGH COMMISSIONER FOR HUMAN RIGHTS (OHCHR)

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## **Founded**

1993

## **Headquarters**

Geneva, Switzerland

**Information on civil society engagement can be accessed [here](#)**

## **Mandate**

“The Office of the High Commissioner for Human Rights (OHCHR) is mandated to promote and protect the enjoyment and full realization, by all people, of all rights established in the Charter of the United Nations and in international human rights laws and treaties. OHCHR is guided in its work by the mandate provided by the General Assembly in resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights and subsequent human rights instruments, the Vienna Declaration and Programme of Action the 1993 World Conference on Human Rights, and the 2005 World Summit Outcome Document.

The mandate includes preventing human rights violations, securing respect for all human rights, promoting international cooperation to protect human rights, coordinating related activities throughout the United Nations, and strengthening and streamlining the United Nations system in the field of human rights. In addition to its mandated responsibilities, the Office leads efforts to integrate a human rights approach within all work carried out by United Nations agencies.”<sup>41</sup>

## **Capacity**

As of 31 December 2013, the Office employed 1,085 staff, 452 of whom were based in the field (including 19 human rights advisers based in United Nations Country Teams), 607 in Geneva and 26 in New York. OHCHR also supported close to 840 human rights officers serving in 15 UN peace missions or political offices.”<sup>42</sup>

## **The promise on civil society engagement**

‘During my next two years in office, I intend to pay particularly close attention to states’ relationships with, and treatment of, human rights defenders, journalists and other key members of civil society. Human rights will not improve much without the direct participation of a robust, free and independent civil society....’

- Navi Pillay, High Commissioner for Human Rights, October (2012)<sup>43</sup>

## **Accreditation and access for civil society**

OHCHR itself has no formal accreditation process for civil society to engage with the organisation. Civil society organisations enjoy free access and facilitation by OHCHR to a range of human rights mechanisms and intergovernmental processes.

**The practice**

CIVICUS received 37 complete survey responses were received for OHCHR. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>44</sup>

**CSOs say:**

*"OHCHR would do best to reach out to CSOs for continuity and sustenance of transformations after project-lives."*

*"We had [have] access to the OHCHR extranet, can participate in all public meetings of the HRC and Human Rights Committee, receive regular updates on events and statements, and can contribute to the work of special procedures."*

*"OHCHR outreach is good in relation to organisations that have sought it out. Proactive outreach to organisations less aware of OHCHR is much weaker. It would be beneficial for the IGO to work more on identifying interlocutors to help increase awareness"*

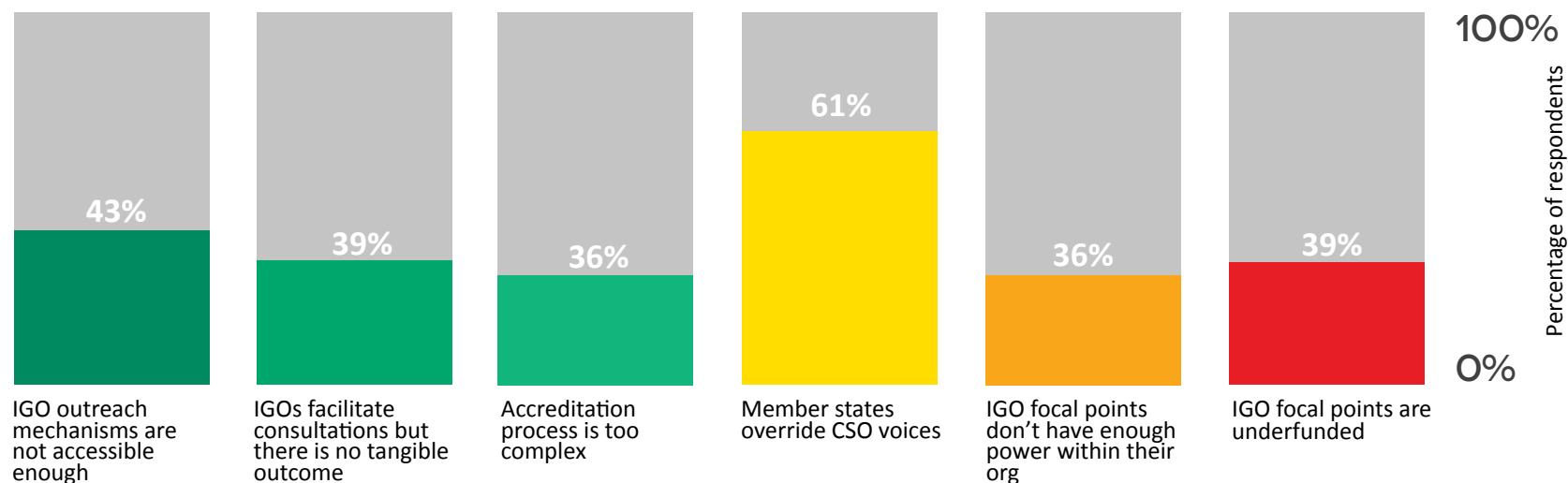
**CSO RESPONSES TO OHCHR SURVEY**

DIMENSION	QUESTION	OHCHR	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	62%	43%
	Benefits of accreditation	3.9	3.4
	Accrediting process is easy	2.8	2.7
	Accrediting process is clear	3.2	3.2
	Access to IGO decision-making body	3.4	2.6
	Outreach by IGO	3.3	2.9
	IGO selective in its engagement	2.7	2.3
	IGO proactive in outreach	2.8	2.5

## State of Civil Society /Intergovernmental organisation scorecard

	Informal engagement	3.6	2.8
	Access improved in past five to ten years	3.5	2.9
Engaging in policy dialogue	Impact on IGO policy	2.8	2.3
	IGO does not pretend to listen on policy	3.7	3.3
	IGO listens to us on policy	3.5	2.9
Engaging in programme development	IGO engages when developing programmes	3.0	2.8
	IGO only interested in us for implementation	3.4	2.9
IGO empowering civil society	IGO collaborates	3.5	3.0
	IGO empowers us	3.6	2.9

## OBSTACLES TO ENGAGING OHCHR



Respondents could choose more than one

**Civil society voices**

We asked civil society what OHCHR should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## HOW TO IMPROVE ACCESS TO DECISION-MAKING, OHCHR

RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE
1	LOCAL OR REGIONAL OUTREACH	3.0
2	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.0
3	ONLINE ACCESSIBILITY	4.0
4	DECENTRALISED OUTREACH STRATEGY	4.3
5	CSO CAPACITY TO ENGAGE	5.0
6	CAPACITY OF IGO'S CIVIL SOCIETY FOCAL POINTS	5.1
7	OUTREACH IN DIFFERENT LANGUAGES	5.2
8	ACCREDITATION PROCESS	6.4

## THE WORLD BANK GROUP

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### **Founded**

1944

### **Headquarters**

Washington DC, USA

**Information on civil society engagement can be accessed [here](#)**

### **Mandate**

“End extreme poverty by decreasing the percentage of people living on less than \$1.25 a day to no more than 3%. Promote shared prosperity by fostering the income growth of the bottom 40% for every country.”<sup>45</sup>

### **Capacity:**

The World Bank has more than 10,000 employees in more than 168 offices worldwide.<sup>46</sup>

### **The promise on civil society engagement**

“World Bank Group President Jim Yong Kim, himself a former leader in the CSO community, has emphasized that closer collaboration and stronger partnerships are integral to furthering the World Bank Group goals to end poverty and promote shared prosperity around the globe.”  
- Cyril Muller, Vice President, External Affairs Department(2013)<sup>47</sup>

### **Accreditation and access for civil society**

The World Bank Group does not offer formal accreditation per se, rather, registration is offered to CSOs to attend the Annual and Spring meetings.<sup>48</sup> The Bank engages with CSOs in dialogue and collaboration at regional, country level and headquarters. The World Bank has implemented a 5 point continuum for civil society engagement,<sup>49</sup> which begins with access to information. As part of this strategy, there has been a focus on dialogue and consultations with civil society, with a long-term view to promote and enhance collaboration and partnerships with civil society organisations.

The Bank facilitates dialogue and partnership between civil society and governments by providing resources, training, technical support, and often playing a convening role. The Bank then, dialogues and consults with CSOs on issues, policies and programmes, by listening to their perspectives and inviting suggestions. These interactions vary from consultations on global policies, such as social safeguards and climate change, to discussions on local Bank-financed projects. The Bank recently launched an online Consultations Hub<sup>50</sup> which brings together for the first time information on the various consultations underway worldwide. The Bank has initiated a program to ensure citizens feedback in its operations. Several CSO representatives have been named to the Advisory Council of the Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations.<sup>51</sup>

The Bank partners directly with CSOs through contracting technical assistance and training services, funding civil society initiatives, and managing joint programmes.<sup>52</sup> The most recent funding mechanism is the Global Partnership for Social Accountability (GPSA)<sup>53</sup> which is supporting CSOs worldwide engaged in improving public sector governance and transparency.

### The practice

52 respondents opted to assess the World Bank, and 26 of those answered most of the survey. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>54</sup>

#### CSOs say:

*"[The World Bank should] Communicate on the subject of consultations and give enough time for CSOs to reflect and discuss with their members and partners on issues."*

*"Too much attention is given to bilateral relations and in the context in which we work, CSOs are largely ignored"*

*"Most of the focal points in IGOs are very nice people who are committed to civil society engagement; I just wish there were more of them and that they had more resources and influence within their organisation."*

*"Accredited CSOs can engage with the World Bank during their meetings and advocate from within."*

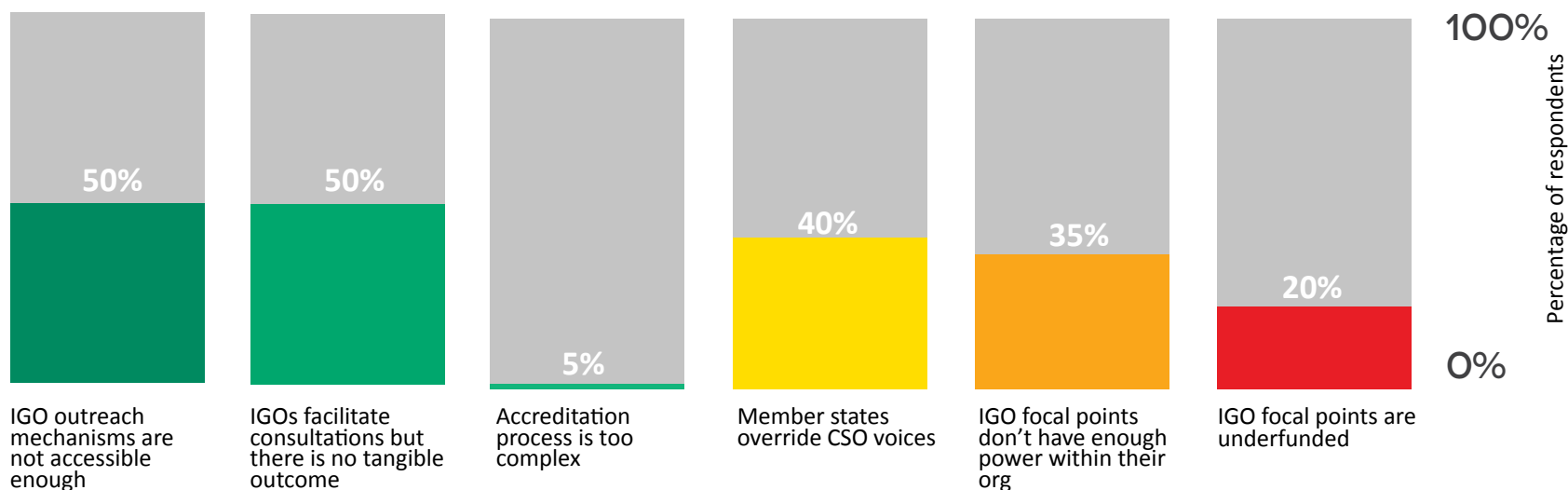
### CSO RESPONSES TO THE WORLD BANK GROUP SURVEY

DIMENSION	QUESTION	WORLD BANK	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	50%	43%
	Benefits of accreditation	3.3	3.4
	Accrediting process is easy	2.6	2.7



	Accrediting process is clear	2.9	3.2
	Access to IGO decision-making body	2.3	2.6
	Outreach by IGO	2.8	2.9
	IGO selective in its engagement	2.0	2.3
	IGO proactive in outreach	2.7	2.5
	Informal engagement	2.9	2.8
	Access improved in past five to ten years	2.9	2.9
<b>Engaging in policy dialogue</b>	Impact on IGO policy	2.4	2.3
	IGO does not pretend to listen on policy	3.5	3.3
	IGO listens to us on policy	2.8	2.9
<b>Engaging in programme development</b>	IGO engages when developing programmes	3.1	2.8
	IGO only interested in us for implementation	3.0	2.9

## OBSTACLES TO ENGAGING WORLD BANK



Respondents could choose more than one

**Civil society voices**

We asked civil society what the World Bank Group should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, THE WORLD BANK GROUP

PRIORITY RANKING	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.0
2	LOCAL OR REGIONAL OUTREACH	3.1
3	DECENTRALISED OUTREACH STRATEGY	3.9
4	ONLINE ACCESSIBILITY	4.1
5	CAPACITY OF IGO'S CIVIL SOCIETY FOCALPOINTS	4.9
6	OUTREACH IN DIFFERENT LANGUAGES	5.1
7	CSO CAPACITY TO ENGAGE	5.2
8	ACCREDITATION PROCESS	6.7

## UNAIDS

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### **Founded**

1994

### **Headquarters**

Geneva, Switzerland

**Information on civil society engagement can be accessed [here](#)**

### **Mandate**

“Joint United Nations Programme on HIV/AIDS (UNAIDS) leads and inspires the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths. UNAIDS unites the efforts of 11 UN organisations – —UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank – —and works closely with global and national partners to maximise results for the AIDS response.”<sup>55</sup>

### **Capacity**

UNAIDS employs 842 staff in 96 locations around the world.<sup>56</sup>

### **The promise on civil society engagement**

“Partnerships involving civil society, including key populations and people living with HIV, have been fundamental to robust local responses to HIV. Among other things, partnerships have helped support people living with HIV to demand and receive protection of their rights to treatment, non-discrimination and participation. More broadly, as responses have developed and grown, there is increasing evidence that the most effective programmes are those in which civil society’s role, engagement and leadership are strongest and equitable.”<sup>57</sup>

### **Accreditation and access for civil society**

UNAIDS does not have formal accreditation mechanisms. Rather, as an implementing coalition it places the greatest emphasis on civil society integration and capacity -building for service delivery.<sup>58</sup>

On general access to HIV/AIDS issues, UNAIDS states: “UNAIDS has important influence with governments and will leverage this to ensure robust civil society involvement. This will include advocacy to secure legitimate representation of civil society, key populations and people living with HIV on national AIDS coordinating bodies, Country Coordinating Mechanisms, national delegations to major global and regional meetings on AIDS, and other advisory and policy-making bodies.”<sup>59</sup>

UNAIDS is pioneering CSO integration with its Programme Coordination Board, which has member states, IGO co-sponsors and CSO representatives. This board oversees all work undertaken by UNAIDS.<sup>60</sup>

**The practice**

8 respondents provided completed surveys for UNAIDS. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>61</sup>

**CSOs say:**

*"There is officially recognised membership to the board. Partnership with civil society otherwise is not always transparent. The interaction amongst CSOs on the board and others that work with UNAIDS is also not clear or consistent in many areas."*

*"IGOs, at least, in Nepal are creating their own subservient organisations and working through them and organisations like UN are not ready to trust local organisations."*

*"At the UNAIDS board level, CSOs are part of the negotiation even without voting rights. The board has never voted, and works via consensus. Therefore, all wording on decisions must be agreed, so CSOs have influence."*

*"...UNAIDS discourages CSOs from criticising governments in its annual country progress reports for example, and discourages CSOs from writing their own."*

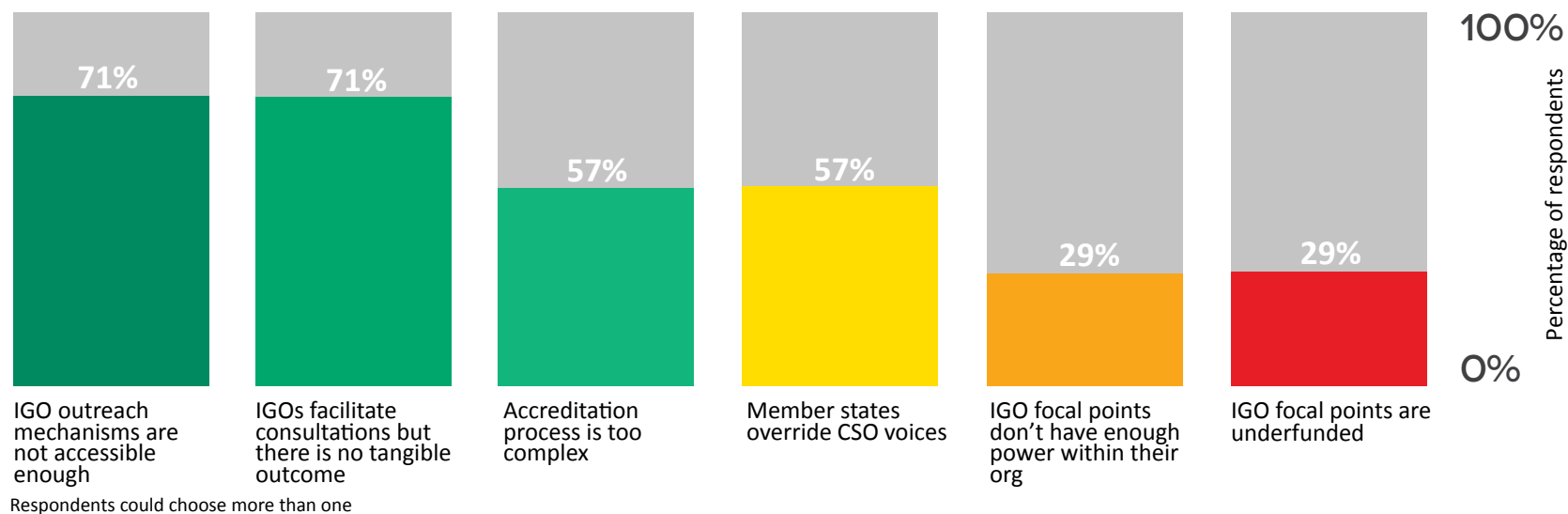
**SURVEY RESPONSES FOR UNAIDS**

DIMENSION	QUESTION	UN AIDS	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	50%	43%
	Benefits of accreditation	3.5	3.4
	Accrediting process is easy	2.0	2.7
	Accrediting process is clear	2.5	3.2
	Access to IGO decision-making body	2.9	2.6
	Outreach by IGO	2.6	2.9

## State of Civil Society /Intergovernmental organisation scorecard

	IGO selective in its engagement	2.3	2.3
	IGO proactive in outreach	2.6	2.5
	Informal engagement	2.8	2.8
	Access improved in past five to ten years	2.6	2.9
<b>Engaging in policy dialogue</b>	Impact on IGO policy	2.4	2.3
	IGO does not pretend to listen on policy	3.4	3.3
	IGO listens to us on policy	2.8	2.9
<b>Engaging in programme development</b>	IGO engages when developing programmes	2.3	2.8
	IGO only interested in us for implementation	2.3	2.9
<b>IGO empowering civil society</b>	IGO collaborates	2.4	3.0
	IGO empowers us	2.4	2.9

## OBSTACLES TO ENGAGING UNAIDS



**Civil society voices**

We asked civil society what UNAIDS should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, UNAIDS

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	LOCAL AND REGIONAL OUTREACH	3.4
2	BUILD CSO CAPACITY TO ENGAGE	3.6
3	ONLINE ACCESSIBILITY	3.9
4	INTERLOCUTORS TO REACH DIFFERENT CSOS	4.3
5	DECENTRALISED OUTREACH	4.7
6	CAPACITY OF CSO FOCAL POINTS	4.7
7	OUTREACH IN DIFFERENT LANGUAGES	4.9
8	IMPROVE ACCREDITATION	6.6

## UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

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### **Founded**

1965

### **Headquarters**

New York, USA

Information on civil society engagement can be accessed [here](#)

### **Mandate**

“UNDP’s focus is on helping countries build and share solutions to achieve Poverty Reduction and the Millennium Development Goals, Democratic Governance, Crisis Prevention and Recovery, Environment and Energy for sustainable development. In all its activities, UNDP encourages the protection of human rights, capacity development and the empowerment of women.”<sup>62</sup>

### **Capacity:**

Operational in more than 170 countries and territories.<sup>63</sup>

### **The promise on civil society engagement**

“UNDP, in its engagement with civil society, should focus less on the participation of CSOs in the execution of programmes and activities and more on the utilization of these programmes and activities as opportunities to solicit and facilitate civic engagement. UNDP must therefore view CSOs not solely as implementing partners, but important development actors who play a variety of roles.”<sup>64</sup>

### **Accreditation and access for civil society**

UNDP has no formal accreditation system; however, there are constraints placed upon CSOs who implement on behalf of or partner with the UN agency.<sup>65</sup>

Since 2000, UNDP has engaged a civil society advisory committee, spearheaded by 15 prominent leaders in civil society, which provides a sounding board on policy issues.<sup>66</sup> UNDP was the first IGO to institutionalise a civil society committee into its structure. This pioneering approach has set a standard with other UN organisations who have subsequently integrated civil society committees into their operation.

On broader access to programmatic work, UNDP states:

“Wide variations in national CSO history, diverse configurations, inter-CSO relations and state attitude will inevitably require UNDP to select carefully with whom to engage and how. To assist in the selection process, it is important to assess, develop and publish situationally relevant criteria to determine with which actors from civil society to engage and why. Some significant factors are domestic rootedness, demonstrated mandate, legitimacy as claimant, competence, expertise and accountability.”<sup>67</sup>

## The practice

Of the 127 respondents who opted to assess UNDP, and 63 of those completed most of the survey. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>68</sup>

### CSOs say:

*"In our experience they are only interested in CSOs they can get the most brownie points for working with (internationally renowned CSOs not small ones) or their favoured few who will not ask questions."*

*"We need to differentiate between donor-funded agencies, which already have their agenda decided at EU or UN, [and] then use civil society organisations to give a blanket approval to their programme by organising a conference or workshop."*

*"UNDP tends to expect from CSOs to do a lot of work for little money and behaves patronisingly -- this approach should change by way of truly changing the organisational culture and engagement; creating forums and interaction that mean something."*

*"[UNDP needs to facilitate] additional funding, better coordination through UN Country Representatives..."*

## CSO RESPONSES TO UNDP SURVEY

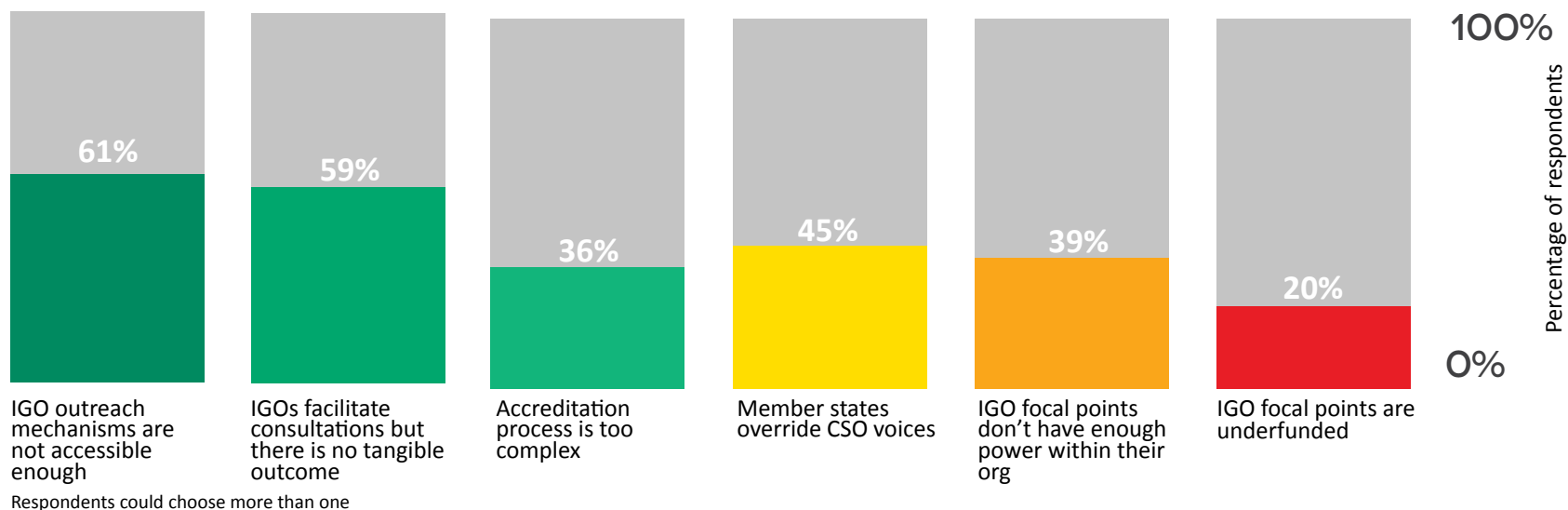
DIMENSION	QUESTION	UNDP	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	24%	43%
	Benefits of accreditation	3.4	3.4
	Accrediting process is easy	2.4	2.7
	Accrediting process is clear	2.9	3.2
	Access to IGO decision-making body	2.3	2.6



## State of Civil Society /Intergovernmental organisation scorecard

	Outreach by IGO	2.7	2.9
	IGO selective in its engagement	2.4	2.3
	IGO proactive in outreach	2.4	2.5
	Informal engagement	2.5	2.8
	Access improved in past five to ten years	2.7	2.9
<b>Engaging in policy dialogue</b>	Impact on IGO policy	1.9	2.3
	IGO does not pretend to listen on policy	3.2	3.3
	IGO listens to us on policy	2.5	2.9
<b>Engaging in programme development</b>	IGO engages when developing programmes	2.7	2.8
	IGO only interested in us for implementation	2.8	2.9
<b>IGO empowering civil society</b>	IGO collaborates	2.9	3.0
	IGO empowers us	2.5	2.9

### OBSTACLES TO ENGAGING UNDP



**Civil society voices**

We asked civil society what UNDP should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, UNDP

RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	INTERLOCUTORS TO REACH DIFFERENT CSOS	2.7
2	LOCAL OR REGIONAL OUTREACH	3.2
3	DECENTRALISED OUTREACH STRATEGY	3.6
4	ONLINE ACCESSIBILITY	4.3
5	CSO CAPACITY TO ENGAGE	4.7
6	CAPACITY OF IGO'S CIVIL SOCIETY FOCAL POINTS	4.8
7	OUTREACH IN DIFFERENT LANGUAGES	6.0
8	ACCREDITATION PROCESS	6.8

# UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

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## **Founded**

1950

## **Headquarters**

Geneva, Switzerland

**Information on civil society engagement can be accessed [here](#).**

## **Mandate**

“The agency is mandated to lead and coordinate international action to protect refugees and resolve refugee problems worldwide. Its primary purpose is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country.”<sup>69</sup>

## **Capacity**

UNHCR, has staff of more than 7,600 people in over than 125 countries continues to help tens of millions of people.

## **The promise on civil society engagement**

“Since the [Inter Agency] Unit’s creation in 1975, UNHCR has given high priority to its relations with NGOs and considers the NGO community an important partner in the implementation of its assistance programmes and in the promotion of refugee rights... Their role includes participation in the formulation of programme activities and, increasingly, in related policy discussions. The Inter-Agency Unit promotes information exchange and discussions between UNHCR and NGOs through support for NGO observers at the Executive Committee. It also organises pre-Executive Committee NGO consultations and regular protection and region-specific briefings for NGOs.”<sup>70</sup>

## **Accreditation and access for civil society**

Although UNHCR does not use formal accreditation mechanisms, the UN agency does place an emphasis on partnerships with civil society. The Partners in Action (PARinAC), the framework presents the basis for civil society integration into refugee operations.<sup>71</sup> The Framework Agreement for Operational Partnership (FAOP)<sup>72</sup> highlights commitments to partnering with civil society. The aforementioned framework features collaboration in implementation of projects as a core aim of the agency, whilst providing a code of conduct, outlining what is expected from both sides of the partnership. UNHCR also hosts annual consultations with NGOs to address pertinent issues relevant to the mandate of the organisation.<sup>73</sup> Both UNHCR and NGOs can suggest themes for discussion, which are then voted upon by attendees.<sup>74</sup>

## **The practice**

11 respondents who opted to assess UNHCR. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>75</sup>

**CSOs say:**

*“NGOs admitted by UNHCR [(they don’t use the term accreditation)] are fully accepted in the UNHCR meetings and policy discussion fora.”*

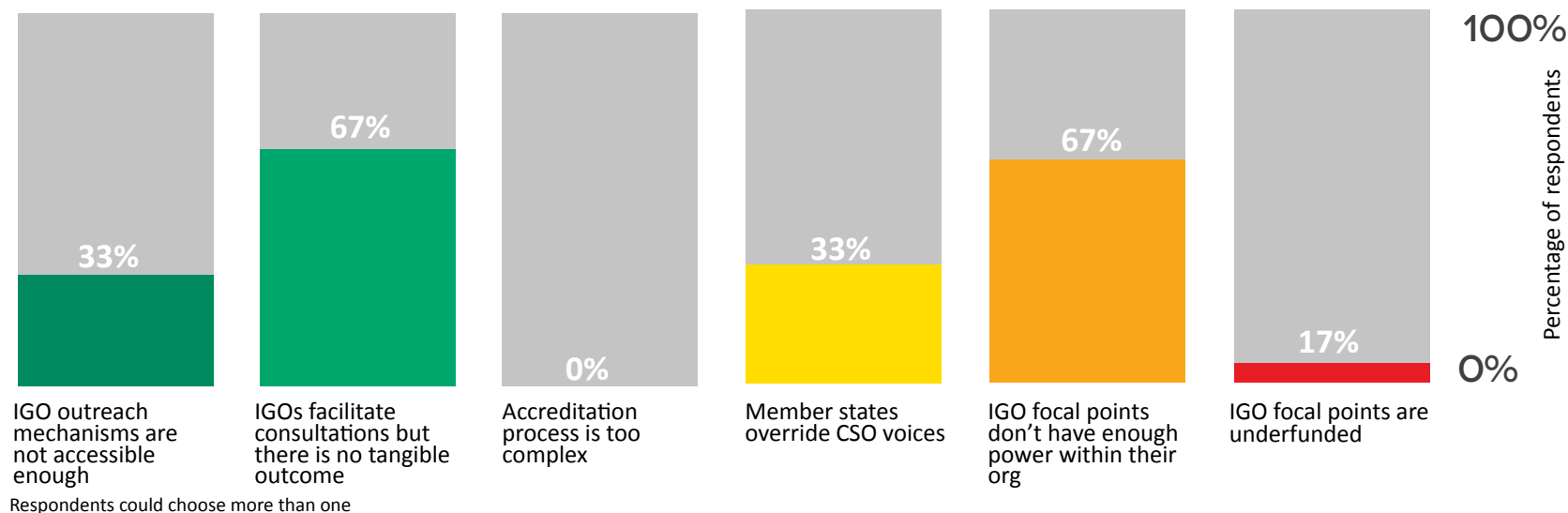
*“UNHCR [(has the best IGO outreach)] because their programmes directly address the problems of the population.”*

**SURVEY RESPONSES FOR UNHCR**

DIMENSION	QUESTION	UNHCR	IGO AVG.
<b>Access to IGO's decision-making body</b>	Accredited (% respondents)	43%	43%
	Benefits of accreditation	3.5	3.4
	Accrediting process is easy	3.0	2.7
	Accrediting process is clear	3.8	3.2
	Access to IGO decision-making body	2.4	2.6
	Outreach by IGO	2.6	2.9
	IGO selective in its engagement	1.8	2.3
	IGO proactive in outreach	2.3	2.5
	Informal engagement	2.7	2.8
	Access improved in past five to ten years	3.3	2.9
<b>Engaging in policy dialogue</b>	Impact on IGO policy	1.9	2.3
	IGO does not pretend to listen on policy	3.0	3.3
	IGO listens to us on policy	2.4	2.9

<b>Engaging in programme development</b>	IGO engages when developing programmes	2.3	2.8
	IGO only interested in us for implementation	2.3	2.9
<b>IGO empowering civil society</b>	IGO collaborates	2.3	3.0
	IGO empowers us	2.5	2.9

## OBSTACLES TO ENGAGING UNHCR



### Civil society voices

We asked civil society what UNHCR should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

# CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, UNHCR

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	INTERLOCUTORS TO REACH DIFFERENT CSOS	2.9
2	LOCAL AND REGIONAL OUTREACH	3.5
3	DECENTRALISED OUTREACH	3.8
4	ONLINE ACCESSIBILITY	4.4
5	CAPACITY OF CSO FOCAL POINTS	4.7
6	BUILD CSO CAPACITY TO ENGAGE	5.1
7	OUTREACH IN DIFFERENT LANGUAGES	5.2
8	IMPROVE ACCREDITATION	6.5

## UN WOMEN

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### **Founded**

2010

### **Headquarters**

New York, USA

Information on civil society engagement can be accessed [here](#)

### **Mandate**

“To support intergovernmentalintergovernmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms. To help member states states to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society. To hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.”<sup>76</sup>

### **Capacity**

UN Women has 524 staff members based in headquarters and five regional offices based around the world. UN Women also has four liaison offices.

### **The promise on civil society engagement**

“Civil society is one of UN Women’s most important constituencies. It is a dynamic source of ideas and policy perspectives, partnerships and support. It plays a vital role in advancing shared strategic objectives to promote gender equality,and women’s rights and empowerment... By being part of the civil society coordination and knowledge-sharing networks of the UN system, UN Women helps find additional opportunities for civil society to engage around key issues on the global agenda. These currently include international deliberations within the UN Permanent Forum on Indigenous Issues. We also work with civil society and women’s groups so that their views will be reflected in international development agendas after the 2015 endpoint of the Millennium Development Goals.”<sup>77</sup>

### **Accreditation and access for civil society**

UN Women routes civil society accreditation through ECOSOC for access to its decision-making hubs. It states that, “NGOs that are accredited to and in good standing with the Economic and Social Council (ECOSOC) may send representatives to annual sessions of CSW at United Nations Headquarters.”<sup>78</sup>

ECOSOC accreditation allows CSOs to observe discussions and make written and oral statements on relevant topics. UN Women also coordinates civil society advisory groups, which are implemented at regional and local levels.<sup>79,80</sup>

**The practice**

15 respondents completed surveys for UN Women. The table below shows answer averages, organised by the four dimensions of IGO engagement.

**CSOs say:**

*"Sometimes what matters is the level of local engagement by governments with CSOs. If a government wants to gate keep the IGO engagement with CSOs it can easily do so."*

*"[Accreditation means] you can participate in working committees and CSO consultation processes."*

*"We do not have the same concerns and these people (IGOs) always prefer to work with governments. It seems that often we are not on the same wave length!"*

*"[UN Women] involve civil society as part of the game not as an observer."*

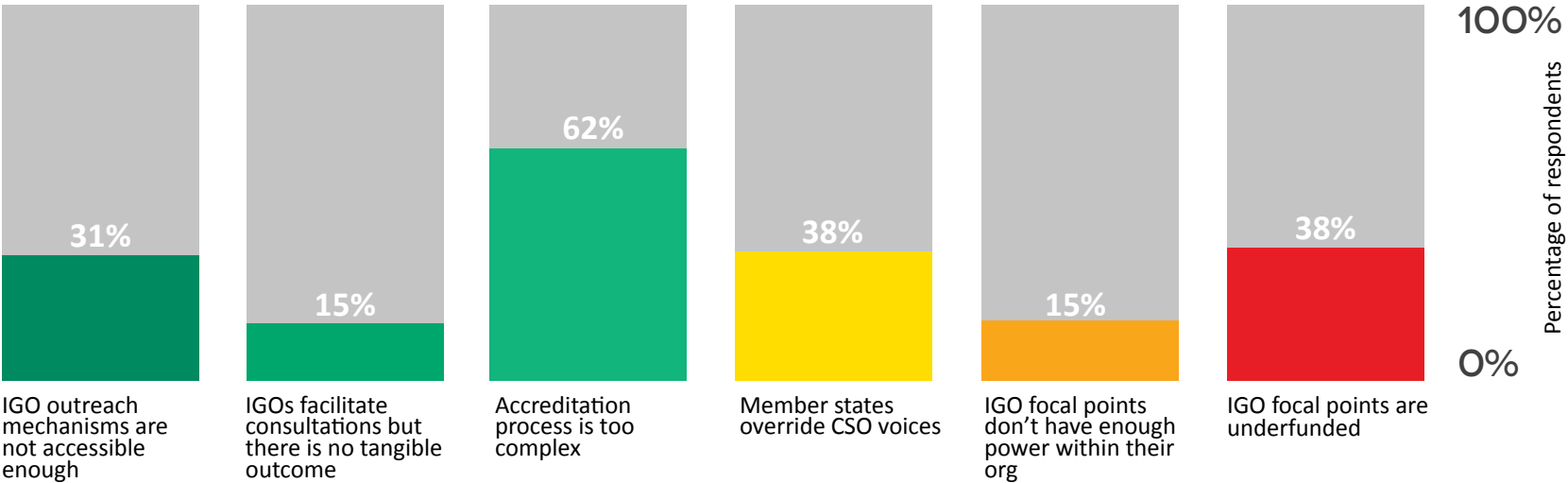
**SURVEY RESPONSES FOR UN WOMEN**

DIMENSION	QUESTION	UN WOMEN	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	20%	43%
	Benefits of accreditation	2.8	3.4
	Accrediting process is easy	2.6	2.7
	Accrediting process is clear	3.3	3.2
	Access to IGO decision-making body	2.7	2.6
	Outreach by IGO	2.7	2.9
	IGO selective in its engagement	2.1	2.3



	IGO proactive in outreach	2.7	2.5
	Informal engagement	2.6	2.8
	Access improved in past five to ten years	2.6	2.9
Engaging in policy dialogue	Impact on IGO policy	2.3	2.3
	IGO does not pretend to listen on policy	2.9	3.3
	IGO listens to us on policy	3.4	2.9
Engaging in programme development	IGO engages when developing programmes	2.9	2.8
	IGO only interested in us for implementation	2.8	2.9
IGO empowering civil society	IGO collaborates	3.0	3.0
	IGO empowers us	3.2	2.9

OBSTACLES TO ENGAGING UN WOMEN



Respondents could choose more than one

**Civil society voices**

We asked civil society what UN Women should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, UN WOMEN

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	LOCAL AND REGIONAL OUTREACH	3.0
2	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.4
3	ONLINE ACCESSIBILITY	3.7
4	DECENTRALISED OUTREACH	3.9
5	BUILD CSO CAPACITY TO ENGAGE	4.7
6	OUTREACH IN DIFFERENT LANGUAGES	5.2
7	CAPACITY OF CSO FOCAL POINTS	5.5
8	IMPROVE ACCREDITATION	6.6

## WORLD FOOD PROGRAMME (WFP)

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### **Founded**

1963

### **Headquarters**

Rome, Italy

**Information on civil society engagement can be accessed [here](#)**

### **Mandate**

“WFP is the food aid arm of the United Nations system. Food aid is one of the many instruments that can help to promote food security, which is defined as access of all people at all times to the food needed for an active and healthy life. The policies governing the use of WFP food aid must be oriented towards the objective of eradicating hunger and poverty. The ultimate objective of food aid should be the elimination of the need for food aid.”<sup>82</sup>

### **Capacity**

WFP employs roughly 12,000 staff, of whom 90 percent worked in the field delivering food and monitoring its use. WFP also has 80 field offices around the globe.

### **The promise on civil society engagement**

“WFP's operational and knowledge partnerships with other United Nations agencies, international organisations, non-governmental organisations (NGOs), civil society and the private sector, including through the logistics, food security, emergency telecommunications and other clusters, bring complementary skills and capacities necessary to ensure access to nutritious food while contributing to durable solutions in diverse contexts.”<sup>83</sup>

### **Accreditation and access for civil society**

The WFP has no formal accreditation process; however it does implement Field Level Partnership Agreements between the IGO and CSOs.<sup>84</sup>

The UN Non-Governmental Liaison Service (UN-NGLS) states:

“Aside from partnering with WFP at the operational level, NGOs also engage with WFP at the strategic policy level, through consultations on specific themes such as the high food prices and the financial crisis, as well as the annual WFP-NGO consultation. In addition, NGOs contribute to several United Nations-led fora, including the Committee on World Food Security (CFS), the High-Level Task Force on the Global Food Security Crisis (HLTF), and the Standing Committee on Nutrition (UNSCN).”<sup>85</sup>

The World Food Programme also invites NGO observers to its Executive Board, who they are able to speak on request. The WFP also holds an annual civil society consultation at this event. NGOs are encouraged to determine the thematic areas on the agenda.<sup>86</sup>

### The practice

6 respondents completed surveys for WFP. The table below shows answer averages, organised by the four dimensions of IGO engagement.<sup>87</sup>

#### CSOs say:

*The “IGO[WFP] should improve in their area of operation they should avoid projects which are not sustainable to the community members. Their programmes should be completed with accountability and transparency.”*

*“CSOs should be in loop when agency has prepared plan for particular region instead of forcing an IGO plan on them.”*

*“Many times I have reached out to them for any assistance or even advice on how it can work best to boost food security in Africa they have never responded! Nor even shown any concern apart from just updating me on what they think best.”*

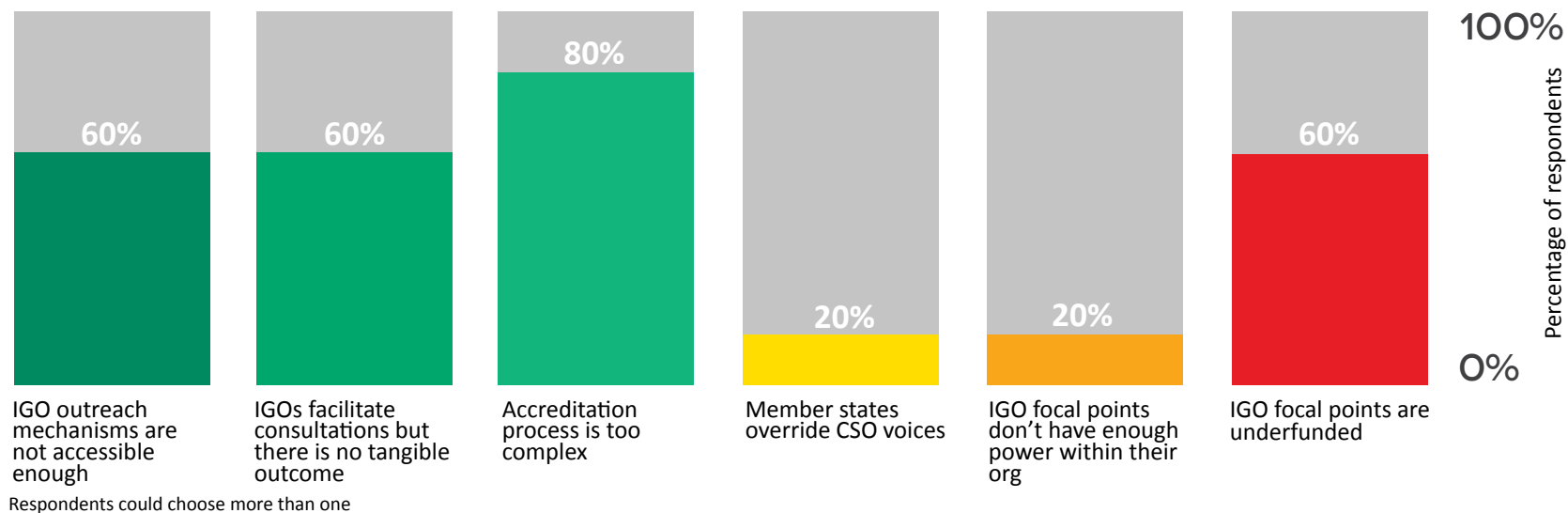
### SURVEY RESPONSES FOR WFP

DIMENSION	QUESTION	WFP	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	50%	43%
	Benefits of accreditation	3.0	3.4
	Accrediting process is easy	3.5	2.7
	Accrediting process is clear	3.7	3.2
	Access to IGO decision-making body	2.0	2.6
	Outreach by IGO	3.0	2.9

## State of Civil Society /Intergovernmental organisation scorecard

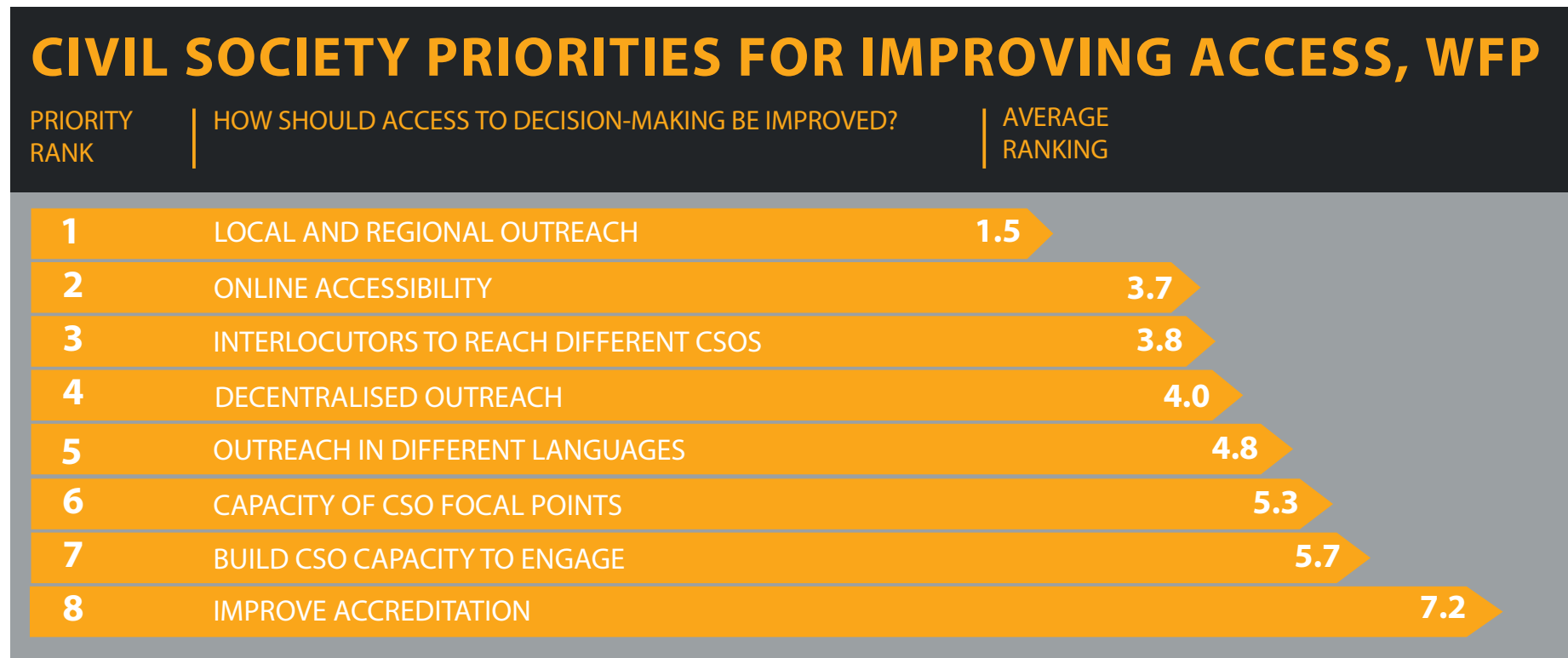
	IGO selective in its engagement	1.8	2.3
	IGO proactive in outreach	2.0	2.5
	Informal engagement	2.2	2.8
	Access improved in past five to ten years	3.0	2.9
<b>Engaging in policy dialogue</b>	Impact on IGO policy	2.4	2.3
	IGO does not pretend to listen on policy	2.4	3.3
	IGO listens to us on policy	3.8	2.9
<b>Engaging in programme development</b>	IGO engages when developing programmes	3.0	2.8
	IGO only interested in us for implementation	2.6	2.9
<b>IGO empowering civil society</b>	IGO collaborates	3.4	3.0
	IGO empowers us	3.2	2.9

## OBSTACLES TO ENGAGING WPF



### Civil society voices

We asked civil society what WFP should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.



## WORLD TRADE ORGANISATION (WTO)

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### **Founded**

1995

### **Headquarters**

Geneva, Switzerland

Information on civil society engagement can be accessed [here](#)

### **Mandate**

“The World Trade Organisation is an organisation for trade opening. It is a forum for governments to negotiate trade agreements. It is a place for them to settle trade disputes. It operates a system of trade rules. Essentially, the WTO is a place where member governments try to sort out the trade problems they face with each other.”<sup>88</sup> The WTO provides a forum for negotiating agreements aimed at reducing obstacles to international trade and ensuring a level playing field for all, thus contributing to economic growth and development.”<sup>89</sup>

### **Capacity**

The WTO Secretariat has 621 staff, including 70 individuals from the WTO’s members.<sup>90</sup>

### **The promise on civil society engagement**

“As the Doha Round progresses it is vital that the WTO continue to engage civil society. For me, civil society and governments are both important interlocutors.”

— Pascal Lamy, Former Director (2005)<sup>91</sup>

“There can be no doubting the fact that we can improve in all areas of our work including... improving our links... with civil society.”

— Supachai Panitchpakdi, Former Director (2005)<sup>92</sup>

“I believe we have made real progress in our efforts to enhance the WTO’s image and engage civil society. We are reaching out to NGOs through regular seminars and symposia... We are also seeking to encourage a greater level of engagement from business leaders, trade unions and other sectors of civil society.”

— Mike Moore, Former Director (2002)<sup>93</sup>

### **Accreditation and access for civil society**

A significant advance in the WTO's practice of engagement with NGOs is the recent accreditation granted to Geneva-based NGOs to access the WTO for meetings and relevant workshops.<sup>94</sup> Prior to this civil society organisations had to be accredited to attend the Ministerial Conference or register upon entry to a meeting with the WTO.<sup>95</sup> The WTO also hosts a public forum event for over 9,000 people, which CSOs can attend; the public forum was first launched in 2001.<sup>96</sup>

**The practice**

Five respondents completed surveys for WTO. The table below shows answer averages, organised by the four dimensions of IGO engagement.

**CSOs say:**

*"The grass roots CSOs are less recognised."*

*"[Accreditation allows you] to be present in formal consultation processes and bodies"*

*"[CSO outreach] should be extended more and make more frequent and in-depth consultations to link topics of interest and common theme"*

**SURVEY RESPONSES FOR WTO**

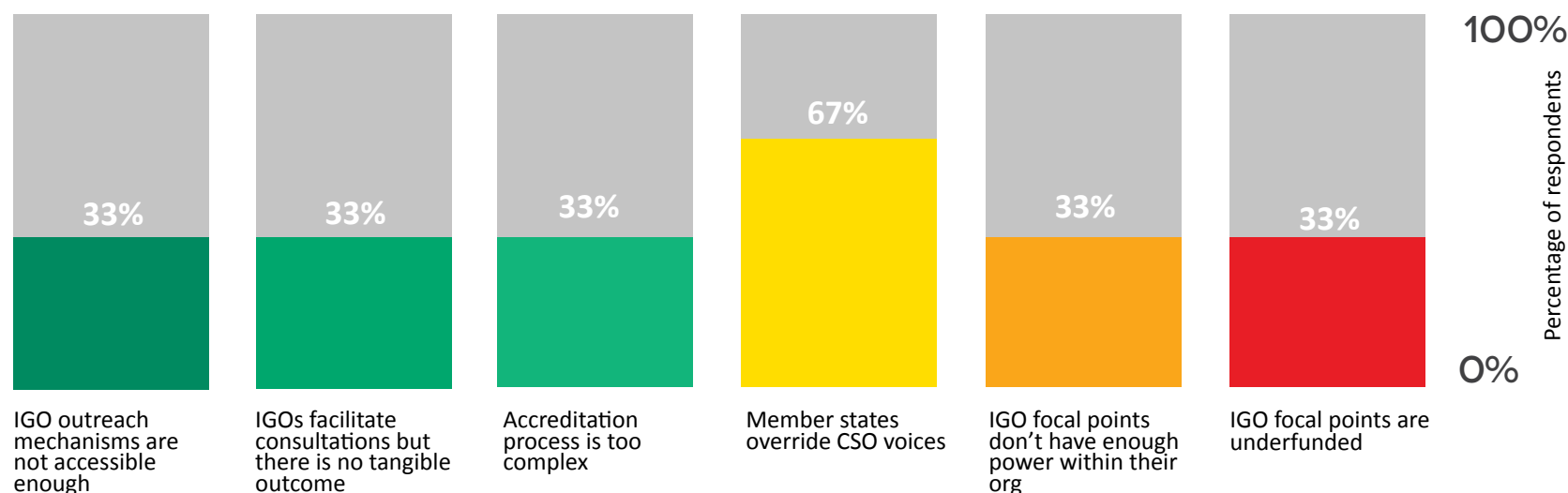
DIMENSION	QUESTION	WTO	IGO AVG.
Access to IGO's decision-making body	Accredited (% respondents)	100%	43%
	Benefits of accreditation	4.0	3.4
	Accrediting process is easy	4.0	2.7
	Accrediting process is clear	4.7	3.2
	Access to IGO decision- making body	1.8	2.6
	Outreach by IGO	3.8	2.9
	IGO selective in its engagement	3.3	2.3
	IGO proactive in outreach	1.3	2.5
	Informal engagement	3.0	2.8
	Access improved in past Five to ten years	2.8	2.9



## State of Civil Society /Intergovernmental organisation scorecard

<b>Engaging in policy dialogue</b>	Impact on IGO policy	3.0	2.3
	IGO does not pretend to listen on policy	2.0	3.3
	IGO listens to us on policy	3.0	2.9
<b>Engaging in programme development</b>	IGO engages when developing programmes	2.5	2.8
	IGO only interested in us for implementation	2.0	2.9
<b>IGO empowering civil society</b>	IGO collaborates	2.5	3.0
	IGO empowers us	3.0	2.9

## OBSTACLES TO ENGAGING WTO



Respondents could choose more than one

**Civil society voices**

We asked civil society what WTO should prioritise to improve civil society access to its main decision-making body. Respondents ranked eight items in order of priority, where 1 was the highest priority.

## CIVIL SOCIETY PRIORITIES FOR IMPROVING ACCESS, WTO

PRIORITY RANK	HOW SHOULD ACCESS TO DECISION-MAKING BE IMPROVED?	AVERAGE RANKING
1	LOCAL AND REGIONAL OUTREACH	1.4
2	INTERLOCUTORS TO REACH DIFFERENT CSOS	3.0
3	ONLINE ACCESSIBILITY	4.0
4	DECENTRALISED OUTREACH	4.2
5	CAPACITY OF CSO FOCAL POINTS	4.8
6	BUILD CSO CAPACITY TO ENGAGE	5.8
7	OUTREACH IN DIFFERENT LANGUAGES	6.2
8	IMPROVE ACCREDITATION	6.6

## APPENDIX: DEVELOPING THE NEXT SCORECARD

The findings presented thus far report activities undertaken for this pilot phase of the Scorecard. It is our goal to develop the Scorecard next year by scoring and then weighting civil society assessments of specific IGOs.

How would this work? One option for scoring and weighting responses is to make each of the four dimensions (Access, Policy Dialogue, Programme Partnering, Empowerment and Empowerment) worth a certain number of points, which could be summed for overall scores. The table below outlines a potential weighting scheme.

The weighting scheme intentionally discriminates in favour of IGOs that enable CSOs to access their main decision-making body (Access) and engage CSOs in policy dialogue (Policy). This means that an IGO that has significant country-level engagement with CSOs, but has little dialogue at its global (HQ/headquarters) level will not have a high overall score. This does not mean that the IGO has ‘weak’ engagement with CSOs. It does, however, suggest that at the global level – the level of interest to the Scorecard – the IGO is not deeply or meaningfully engaging with CSOs.

### DEVELOPING THE NEXT SCORECARD: FRAMEWORK FOR SCORING ENGAGEMENT

DIMENSION	QUESTION	WEIGHT
<b>Access to decision making (30 points)</b>	What do you think about the benefits of being accredited?	3
	The requirements are easy to meet	3
	The requirements are clear and understandable	3
	IGOs range in how deeply they allow CSOs to access their main decision-making body. Access ranges from passive and indirect, like observing official meetings or having special meetings and briefings, to active and direct access like collaboration or the right to make presentations or file complaints. How would you rate the overall accessibility of the IGO’s decision-making body to your organisation along this range?	6
	How would you rate the effectiveness of the IGO's outreach mechanisms?	3
	How selective do you think the IGO is in its engagement? Does it target ‘favoured’ or ‘like-minded’ groups, or does it reach out to CSOs broadly?’	3
	How proactive is the IGO in enabling CSOs such as yours to physically attend meetings? For example, some IGOs provide funding for CSOs to travel or broadcast meetings online.	4

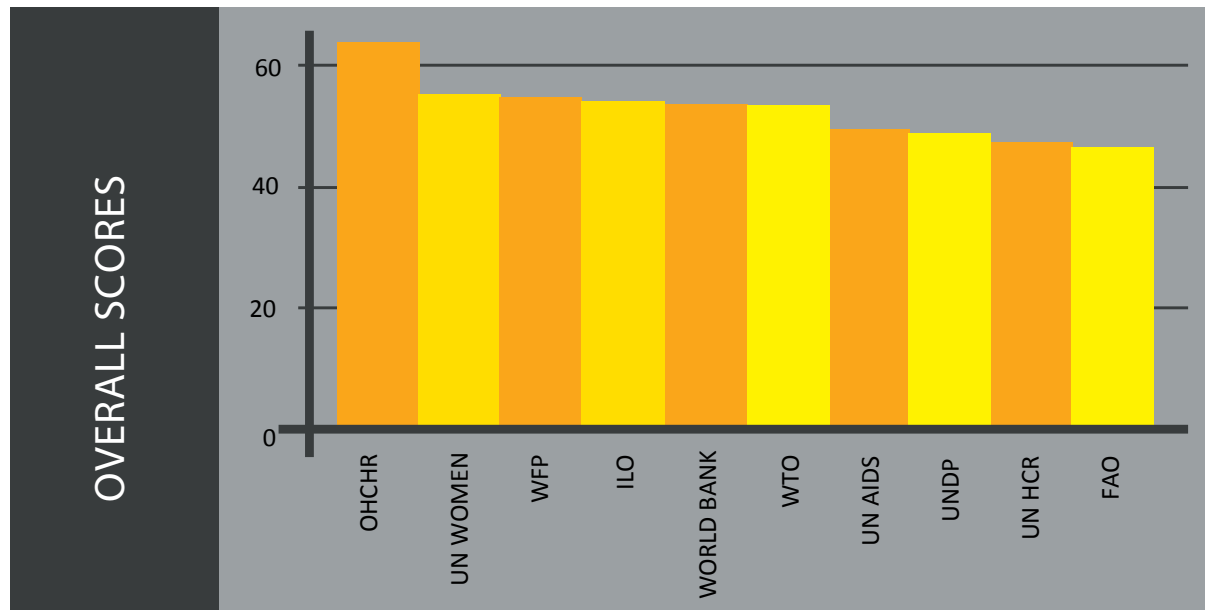
	Apart from engaging with the IGO in formal venues like conferences and meetings, do you engage informally? Informal engagement might include personal contact with the IGO's civil society liaison, programme staff or management.	2
	When you think about the overall accessibility of the IGO's decision-making body, how much have things improved over the past 5-10five to ten years?	3
<b>Policy Dialogue (30 points)</b>	How much impact has your organisation had in shaping and amending the IGO's policy?	18
	When it comes to developing their policies, this IGO does not even pretend to listen to CSOs like us.	6
	When it comes to developing its core policies, this IGO listens to what we have to say.	6
<b>Programme Partnering (20 points)</b>	How much do you agree with the following statements? The IGO makes a real attempt to engage CSOs like ours when it is developing new programmes.	10
	The IGO is only interested in us for our ability to implement its programmes and projects.	10
<b>Empowerment (20 points)</b>	Does the IGO try to collaborate with CSOs like yours on initiatives that matter to you? We are not interested in collaboration on implementing projects, but on collaborating on things like policy advocacy or building networks and communities for change.	5
	How empowered do you feel by the chosen IGO?	15
Max score: 100		

Were such a weighting scheme used in the next Scorecard, we can preview how IGOs might be scored based on responses to the pilot Scorecard. These 'scores' should not be used to compare IGOs, since in most cases too few responses were received for specific IGOs. Rather, the purpose is to illustrate how a future Scorecard might weigh questionst and then sum assessments of individual IGOs.

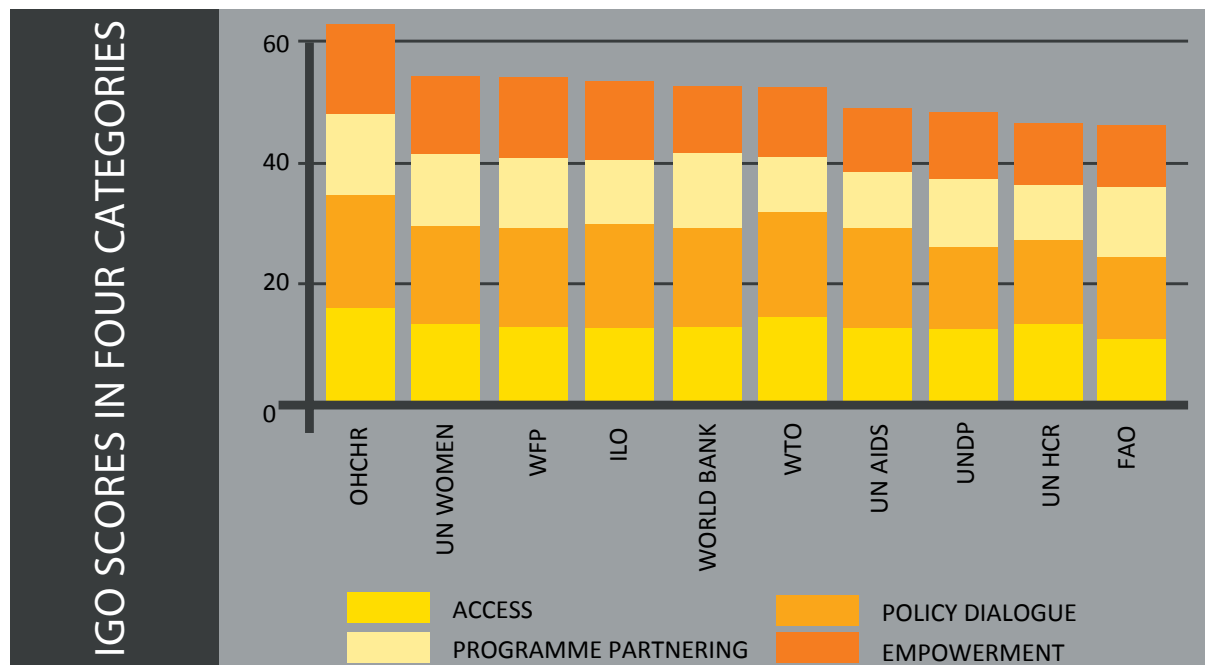
## DEVELOPING THE NEXT SCORECARD: HEAT MAP OF SCORES

	FAO	ILO	OHCHR	UNAIDS	UN Women	UNDP	UNHCR	WFP	WTO	World Bank	Average
Access	12.0	13.9	17.0	13.9	14.4	13.5	14.6	13.9	15.5	14.0	14.3
Policy dialogue	13.0	16.7	18.6	16.2	15.9	13.6	13.2	16.0	16.8	15.9	15.6
Programme partnership	11.5	10.4	12.9	9.1	11.4	11.0	9.1	11.2	9.0	12.2	10.8
Empowerment	9.8	12.4	14.2	9.7	12.7	10.4	9.8	13.0	11.5	10.8	11.4
<b>Overall</b>	46.4	53.3	62.7	48.9	54.4	48.5	46.7	54.1	52.8	52.9	52.1
Responses	14	15	71	20	29	127	24	12	8	52	

## Developing the next Scorecard: Overall scores



## Developing the next Scorecard: Scores in four dimensions



<sup>1</sup> See IGO profiles in Part 4 of this report for examples.

<sup>2</sup>UN CSO portal, accessed 19/04/2014 at: <http://csonet.org>.

<sup>3</sup>Resolutions and decisions of the Economic and Social Council, 1996, accessed 29/04/2014 at: [http://esango.un.org/civilsociety/documents/E\\_1996\\_31.pdf](http://esango.un.org/civilsociety/documents/E_1996_31.pdf).

<sup>4</sup>ECOSOC consultative status and other partnership agreements, accessed 29/04/2014 at: <http://www.welcomedesk.org/en/faq/consultative-status-accreditation>.

<sup>5</sup>If you have any comments, questions or recommendations regarding the findings or approach outlined in this report please contact [research@civicus.org](mailto:research@civicus.org).

<sup>6</sup>The Food and Agricultural Organisation of the United Nations (FAO), Office of the High Commissioner for Human Rights (OHCHR), International Labour Organisation (ILO), United Nations AIDS Programme (UNAIDS), United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR), United Nations Women (UN Women), The World Bank Group (World Bank), the World Food Programme of the United Nations (WFP), and the World Trade Organisation (WTO).

<sup>7</sup>CIVICUS also decided to assess the civil society outreach arm of an IGO, for example, OHCHR is the primary mechanism for CSO engagement for the UN Human Rights Council, making it unfair to assess the council and more relevant to assess OHCHR. Therefore the term IGO, in this paper refers to both the grouping of sovereign nations and in some cases the civil society engagement arm, which may operate under a different name.

<sup>8</sup>As part of CIVICUS' strategic priorities, CIVICUS

aims to aid civil society in influencing global processes. CIVICUS' strategic priorities are available at: <http://www.civicus.org/about-us-125/accountability/strategic-directions>

<sup>9</sup>A purposive sample is a nonprobability sampling method that is used when a highly specific group is being targeted and when the researcher does not want to make inferences about the wider world based on the answers from respondents. A random sample survey would start with a list of all civil society actors (a sampling frame) and then randomly select respondents into the study. Such a list of the universe of civil society actors does not exist, of course. Moreover, because the Scorecard endeavours to investigate a highly specific, niche topic – engagement of civil society at the global level – a purposive sample is appropriate because the Scorecard wishes to investigate a highly specific topic and does not aim to generalise from those targeted to the world of civil society actors.

<sup>10</sup>Because respondents were targeted using CIVICUS' network of contacts, some of whom passed the survey link on through their own network, a response rate is not available since we cannot define the total number of respondents targeted.

<sup>11</sup>The graph showing number of answers shows the completion rate for respondents. The low-lying green line, which goes upward around Respondent ID 200, simply shows that approximately 200 respondents provided only a few answers before exiting the survey. Respondent ID is a unique number for each respondent, and this graph sorts respondents according to the number of answers provided. Note that this is not the same as the number of questions answered, since some questions had multiple allowable answers, such as the CSO's sectoral focus. The graph, therefore, shows that about 300 responses were valid, because they answered most or all questions.

<sup>12</sup>Please note not all IGOs completed the self-assessment.

<sup>13</sup>Not all of the questions were answered on a scale of 'very poor' to 'very good,' but those labels are used here for simplicity.

<sup>14</sup>However, as explored within the case studies, the accreditation process for assessed IGOs is vastly different.

<sup>15</sup>The red dot shows the median for that group. The highest and lowest parts of each plot are the minimum and maximum responses. The top of each box is the upper quartile: 25 percent of the data are above this, and the bottom of each box is the lower quartile: 25 percent of the data are below this. Only regions with significant numbers of responses are included. The y-axis represents the five possible responses to this question: 1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly agree.

<sup>16</sup>When assessing graph "IGO is selective in its engagement" the interquartile spread of the African respondents is significantly lower down the y-axis than the other two regions assessed. The y-axis represents the five possible responses to this question: 1. Outreach is very selective; 2. Outreach is somewhat selective; 3. Neutral; 4. Outreach is somewhat broad; 5. Outreach is very broad.

<sup>17</sup>The y-axis represents the five possible responses to this question: 1. Accessibility hasn't improved at all; 2. Accessibility hasn't improved much; 3. Neutral; 4. Accessibility has slightly improved; 5. Accessibility has significantly improved.

<sup>18</sup>The red dot shows the median for CSOs of that geographic focus. The highest and lowest parts of each plot are the minimum and maximum responses. The top of each box is the upper quartile: 25 percent of the data are above this, and the bottom of each box is the lower quartile: 25 percent of the data are below this. Responses to the survey: 1. No

effect; 2. Minor effect; 3. Neutral; 4. Moderate effect; 5. Major effect. Regions with only a few responses are excluded from the graph.

<sup>19</sup> The red dot shows the median for that group. The highest and lowest parts of each plot are the minimum and maximum responses. The top of each box is the upper quartile: 25 percent of the data are above this, and the bottom of each box is the lower quartile: 25 percent of the data are below this. The y-axis represents the five possible responses to the question: 1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly agree.

<sup>20</sup> This observation is grounded in semi-structured interviews with many of the IGOs assessed in this survey.

<sup>21</sup> The red dot shows the median for that group. The highest and lowest parts of each plot are the minimum and maximum responses. The top of each box is the upper quartile: 25 percent of the data are above this, and the bottom of each box is the lower quartile: 25 percent of the data are below this. The y-axis represents the five possible answers to this question: 1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly agree.

<sup>22</sup> Please see individual case studies for further information.

<sup>23</sup> The responses are shown by percentage.

<sup>24</sup> IGO resources refer to resources in the larger sense. It is not intended to refer to resources for civil society engagement teams within IGOs. Civil society outreach department funding within IGOs is relatively small in comparison to other departments.

<sup>25</sup> CSOs which have the funding, resources and cultural capital to enlist dedicated staff to be permanently or semi-permanently based around IGO decision-making hubs.

<sup>26</sup> World Bank staff attribute a key shift in the civil society strategy of the World Bank is attributed to the appointment of Jim Yong Kim. Under his leadership a greater emphasis has been placed upon civil society engagement. This can be further explored. P Stephens, World Bank Moves to Increase Civil Society Engagement, Devex, 14 October 2013, available at: <https://www.devex.com/news/world-bank-moves-to-increase-civil-society-engagement-82077>.

<sup>27</sup> UNAIDS, NGO participation/civil society participation in the NAIDS Programme Coordinating Board (PCB), accessed 29/04/2014 at: <http://www.unaids.org/en/aboutunaids/unaidsprogramme-coordinatingboard/ngocivilsocietyparticipationinpcb>.

<sup>28</sup> OHCHR, NGO Handbook, accessed 29/04/2014 at: <http://www.ohchr.org/Documents/Publications/NgoHandbook/ngohandbook2.pdf>.

<sup>29</sup> OHCHR, NGO Handbook, accessed 29/04/2014 at: <http://www.ohchr.org/Documents/Publications/NgoHandbook/ngohandbook2.pdf>.

<sup>30</sup> Istanbul Principles on CSO Development Effectiveness, 2010, accessed 16/05/2014 at: [http://cso-effectiveness.org/IMG/pdf/final\\_istanbul\\_cso\\_development\\_effectiveness\\_principles\\_footnote\\_december\\_2010-2.pdf](http://cso-effectiveness.org/IMG/pdf/final_istanbul_cso_development_effectiveness_principles_footnote_december_2010-2.pdf).

<sup>31</sup> FAO, "About Us," accessed 29/04/2014 at: <http://www.fao.org/about/en>.

<sup>32</sup> FAO, "Who We Are," accessed 29/04/2014 at: <http://www.fao.org/about/who-we-are/en>.

<sup>33</sup> FAO, "Partnerships, Civil Society," accessed 29/04/2014 at: <http://www.fao.org/partnerships/civil-society/en>.

<sup>34</sup> FAO, "Committee on Constitutional and Legal Matters," accessed 29/04/2014 at: <http://www.fao.org/docrep/meeting/030/mj698e.pdf>.

<sup>35</sup> Ibid.

<sup>36</sup> ILO, "About Us," accessed 29/04/2014 at: <http://www.ilo.org/global/about-the-ilo/lang--en/index.htm>.

<sup>37</sup> ILO, "How the ILO Works," accessed 29/04/2014 at: <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/lang--en/index.htm>.

<sup>38</sup> ILO, "Greening the Blue," accessed 29/04/2014 at: <http://www.greeningtheblue.org/what-the-un-is-doing/international-labour-organization-ilo>.

<sup>39</sup> ILO, "Engaging with Civil Society," accessed 29/04/2104 at: <http://www.ilo.org/pardev/civil-society/lang--en/index.htm>.

<sup>40</sup> The United Nations Non-Governmental Liaison Service (UN-NGLS), "International Labour Organisation," accessed 29/04/2014 at: [http://www.un-ngls.org/spip.php?page=article\\_fr\\_s&id\\_article=808](http://www.un-ngls.org/spip.php?page=article_fr_s&id_article=808).

<sup>41</sup> OHCHR, "Mandate" accessed 29/04/2012 at: <http://www.ohchr.org/EN/AboutUs/Pages/Mandate.aspx>

<sup>42</sup> OHCHR "Annual Report 2013" accessed 29/04/2014 at: [http://www2.ohchr.org/english/OHCHRRReport2013/WEB\\_version/allegati/downloads/1\\_The\\_whole\\_Report\\_2013.pdf](http://www2.ohchr.org/english/OHCHRRReport2013/WEB_version/allegati/downloads/1_The_whole_Report_2013.pdf)

<sup>43</sup> OHCHR "About Us" accessed 29/04/2014 at: <http://www.ohchr.org/EN/AboutUs/Pages/Civil-Society.aspx>

<sup>44</sup> Although, OHCHR has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies

<sup>45</sup> The World Bank Group, "What We Do" accessed 29/04/2014 at: <http://www.worldbank.org/en/>



## [about/what-we-doc](#)

<sup>46</sup>The World Bank Group, “About Us” accessed 29/04/2014 at: <http://web.worldbank.org/WBSITE/EXTERNAL/EXTSITETOOLS/0,,contentMDK:20147466~menuPK:344189~pagePK:98400~piPK:98424~theSitePK:95474,00.html#8>

<sup>47</sup>The World Bank Group, “World Bank – Civil Society Engagement” (2013) accessed 29/04/2014 at: <http://siteresources.worldbank.org/CSO/Resources/228716-1369241545034/CSReview-FY10-12FINAL.pdf>

<sup>48</sup>The World Bank Group “Spring Meetings – Civil Society Programme” accessed 29/04/2014 at: <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:23562593~noURL:Y~pagePK:220503~piPK:220476~theSitePK:228717,00.html>

<sup>49</sup>Garrison, J “New Report Highlights Significant Advances in World Bank – CSO Relations” 08/21/2013. Accessed 29/04/2014 at: <http://blogs.worldbank.org/publicsphere/new-report-highlights-significant-advances-world-bank-cso-relations>

<sup>50</sup>The World Bank Group, “Consultations” accessed 29/04/2014 at: <http://consultations.worldbank.org/?map=1>

<sup>51</sup>The World Bank Group, “Engaging with Citizens for Improved Results” accessed 29/04/2014 at: <https://consultations.worldbank.org/consultation/engaging-citizens-improved-results>

<sup>52</sup>The World Bank Group, “Approach to World Bank Group’s Engagement with Civil Society” accessed 29/04/2014 at: <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,contentMDK:20093200~menuPK:220424~pagePK:220503~piPK:220476~theSitePK:228717,00.html>

<sup>53</sup>Global Partnership for Social Accountability ac-

cessed 29/04/2014 at: <http://www.thegpsa.org/sa/>

<sup>54</sup>Although, The World Bank Group has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies.

<sup>55</sup>UNAIDS, “UNAIDS welcomes the appointment of Ambassador Deborah Birx as the new US Global AIDS Coordinator,” 2014, accessed 29/04/2014 at: <http://www.unaids.org/en/resources/press-centre/pressreleaseandstatementarchive/2014/april/20140402pepfar>

<sup>56</sup>UNAIDS, “Greening the Blue,” accessed 29/04/2014 at: <http://www.greeningtheblue.org/what-the-un-is-doing/joint-united-nations-programme-hiv-aids-un-aids>

<sup>57</sup>UNAIDS, “Guidance for Partnerships with Civil Society, Including People Living with HIV and Key Populations,” 2011, accessed 29/04/2014 at: [http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2012/JC2236\\_guidance\\_partnership\\_civilsociety\\_en.pdf](http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2012/JC2236_guidance_partnership_civilsociety_en.pdf)

<sup>58</sup>Ibid.

<sup>59</sup>Ibid.

<sup>60</sup>UNAIDS, “UNAIDS Programme Coordinating Board,” accessed 29/04/2014 at: <http://www.unaids.org/en/aboutunaids/unaidsprogrammecoordinatingboard>

<sup>61</sup>Although, UN AIDS has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies.

<sup>62</sup>UNDP, “Our Work – Overview,” accessed 29/04/2014 at: <http://www.undp.org/content/undp/en/home/ourwork/overview.html>

<sup>63</sup>UNDP, “A World of Development Experience”, accessed 29/04/2014 at: [http://www.undp.org/content/undp/en/home/operations/about\\_us.html](http://www.undp.org/content/undp/en/home/operations/about_us.html)

<sup>64</sup>UNDP Strategy on Civil Society and Civic Engagement, 2012, pg 10.

<sup>65</sup>UNDP, “UNDP and Civil Society Organizations; A Policy of Engagement,” 2001, accessed 29/04/2014 at: [http://www.undp.org/content/dam/undp/documents/partners/civil\\_society/publications/2001\\_UNDP-and-Civil-Society-Organizations-A-Policy-of-Engagement\\_EN.pdf](http://www.undp.org/content/dam/undp/documents/partners/civil_society/publications/2001_UNDP-and-Civil-Society-Organizations-A-Policy-of-Engagement_EN.pdf)

<sup>66</sup>UNDP, “Civil Society Advisory Committee to UNDP,” accessed 29/04/2014 at: [http://www.undp.org/content/undp/en/home/ourwork/partners/civil\\_society\\_organizations/advisorycommittee.html](http://www.undp.org/content/undp/en/home/ourwork/partners/civil_society_organizations/advisorycommittee.html)

<sup>67</sup>UNDP, “UNDP and Civil Society Organizations; A Policy of Engagement,” 2001, accessed 29/04/2014 at: [http://www.undp.org/content/dam/undp/documents/partners/civil\\_society/publications/2001\\_UNDP-and-Civil-Society-Organizations-A-Policy-of-Engagement\\_EN.pdf](http://www.undp.org/content/dam/undp/documents/partners/civil_society/publications/2001_UNDP-and-Civil-Society-Organizations-A-Policy-of-Engagement_EN.pdf)

<sup>68</sup>Although, UNDP has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies.

<sup>69</sup>UNHCR, “What We Do,” accessed 29/04/2014 at: <http://www.unhcr.org/pages/49c3646cbf.html>

<sup>70</sup>The United Nations Non-Governmental Liaison Service (UN-NGLS), “UNHCR,” accessed 29/04/2014 at: <http://www.un-ngls.org/spip>

[php?page=article\\_s&id\\_article=811.](#)

<sup>71</sup>UNHCR, “Framework of Agreement for Operational Partnership,” accessed 29/04/2014 at: <http://www.unhcr.org/3bbc7968a.html>.

<sup>72</sup>UNHCR, “Partnership: An Operations Management Handbook for UNHCR Partners,” accessed 29/04/2014 at: <http://www.unhcr.org/4a39f7706.pdf>.

<sup>73</sup>UNHCR, UNHCR Annual Consultations with Civil Society, accessed 29/04/2014 at: <http://www.unhcr.org/ngo-consultations>.

<sup>74</sup>E Pittaway and J Thompson, “A guide of NGOs participating in the UNHCR’s Annual Consultations with NGOs,” UNHCR, 2008, accessed 29/04/2014 at: <http://www.unhcr.org/49d336774.pdf>.

<sup>75</sup>Although, UNHCR has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies.

<sup>76</sup>UN Women, “About UN Women,” accessed 29/04/2014 at: <http://www.unwomen.org/en/about-us/about-un-women>.

<sup>77</sup>UN Women, “Civil Society,” accessed 29/04/2014 at: <http://www.unwomen.org/en/partnerships/civil-society>.

<sup>78</sup>UN Women, “NGO accreditation Eligibility,” accessed 29/04/2014 at: <http://www.unwomen.org/en/csw/ngo-participation/eligibility>.

<sup>79</sup>UN Women, “Civil Society Advisory Groups,” accessed 29/04/2014 at: <http://www.unwomen.org/en/partnerships/civil-society/civil-society-advisory-groups>.

<sup>80</sup>UN Women, “Guiding Principles, UN Wom-

en’s Civil Society Advisory Groups,” accessed 29/04/2014 at: [http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Partnerships/Civil%20Society/Guiding\\_principles\\_Civil\\_Society\\_Advisory\\_Groups.pdf](http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Partnerships/Civil%20Society/Guiding_principles_Civil_Society_Advisory_Groups.pdf).

<sup>81</sup>WFP, “Mission Statement,” accessed 29/04/2014 at: <http://www.wfp.org/about/mission-statement>.

<sup>82</sup>WFP, “Frequently Asked Questions,” accessed 29/04/2014 at: <http://www.wfp.org/faqs#faq7>.

<sup>83</sup>WFP “Strategic Plan 2014-2017 accessed 29/04/2014 at: <http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062522.pdf>

<sup>84</sup>WFP “Working with WFP” accessed 29/04/2014 at: <http://www.wfp.org/about/partners/ngos/working-wfp>

<sup>85</sup> UN-NGLS, “The World Food Programme,” accessed 29/04/2014 at: [http://www.un-ngls.org/spip.php?page=article\\_s&id\\_article=817](http://www.un-ngls.org/spip.php?page=article_s&id_article=817).

<sup>86</sup>UN-NGLS, “UN System and Civil Society – An Inventory and Analysis of Practices,” accessed on 29/04/2014 at: <http://www.un-ngls.org/orf/ecosoc%20HL%20Panel%20-%20Background%20paper%20by%20Secretariat.doc>.

<sup>87</sup>Although, The WFP has no formal accreditation system, our survey collected perceptions on accreditation across all 10 IGOs that were part of this study to assess overall levels of perceived access to the IGOs and associate bodies.

<sup>88</sup>WTO, “Understanding the WTO – Who We Are,” accessed 29/04/2014 at: [http://www.wto.org/english/thewto\\_e/whatis\\_e/who\\_we\\_are\\_e.htm](http://www.wto.org/english/thewto_e/whatis_e/who_we_are_e.htm).

<sup>89</sup>WTO, “About the WTO – A statement by former Director-General Pascal Lamy”, accessed 29/04/2014 at: [http://www.wto.org/english/thewto\\_e/whatis\\_e/wto\\_dg\\_stat\\_e.htm](http://www.wto.org/english/thewto_e/whatis_e/wto_dg_stat_e.htm).

<sup>90</sup>WTO, Annual Report, 2013, accessed 29/04/2014 at: [http://www.wto.org/english/res\\_e/booksp\\_e/anrep\\_e/anrep13\\_e.pdf](http://www.wto.org/english/res_e/booksp_e/anrep_e/anrep13_e.pdf).

<sup>91</sup>WTO, “NGO Roundtable Forum: the WTO’s Sixth Ministerial Conference in Hong Kong,” 2005, accessed 29/04/2014 at: [http://www.wto.org/english/news\\_e/sppl\\_e/sppl09\\_e.htm](http://www.wto.org/english/news_e/sppl_e/sppl09_e.htm). See also Williams, M. (2011). Civil society and the WTO: contesting accountability. In J. A. Scholte (Ed.), Building Global Democracy? Civil Society and Accountable Global Governance (pp. 105–127). Cambridge University Press

<sup>92</sup>WTO, “The WTO after 10 years: the lessons learned and the challenges ahead,” 2005, accessed 29/04/2014 at: [http://www.wto.org/english/news\\_e/spsp\\_e/spsp35\\_e.htm](http://www.wto.org/english/news_e/spsp_e/spsp35_e.htm).

<sup>93</sup>WTO, “Director-General’s farewell speech to the General Council,” 2002, accessed 29/04/2014 at: [http://www.wto.org/english/news\\_e/spmm\\_e/spmm89\\_e.htm](http://www.wto.org/english/news_e/spmm_e/spmm89_e.htm).

<sup>94</sup>WTO, “WTO Rules for Transparency and Engagement with Civil Society Organisations,” 2012, accessed 29/04/2014 at: [http://www.wto.org/english/res\\_e/reser\\_e/ersd201214\\_e.pdf](http://www.wto.org/english/res_e/reser_e/ersd201214_e.pdf).

<sup>95</sup>WTO, “Ministerial Conferences,” accessed 29/04/2014 at: [http://www.wto.org/english/thewto\\_e/minist\\_e/mc9\\_e/ngo\\_e.htm](http://www.wto.org/english/thewto_e/minist_e/mc9_e/ngo_e.htm).

<sup>96</sup>WTO, “NGOs and the WTO,” accessed 29/04/2014 at: [http://www.wto.org/english/forums\\_e/ngo\\_e/ngo\\_e.htm](http://www.wto.org/english/forums_e/ngo_e/ngo_e.htm).

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