



External Impact Assessment of the CIVICUS Civil Society Index between Phase 2003 to 2006

Full Report

Bertha Camacho
Skat
January, 2010

skat Swiss Resource Centre and
Consultancies for Development

CIVICUS would like to thank the following donors for their support to the Civil Society Index Programme:



Canadian International
Development Agency

Table of Contents

TABLE OF CONTENTS	2
ACRONYMS	3
ACKNOWLEDGEMENTS	4
EXECUTIVE SUMMARY	5
RESULTS OF THE IMPACT ANALYSIS.....	5
BEST PRACTICES AND LESSONS LEARNED	7
RECOMMENDATIONS.....	8
RECOMMENDATIONS TO ASSURE SUSTAINABILITY OF IMPACT:.....	10
1 INTRODUCTION	11
2 CONTEXTUAL DESCRIPTION OF THE CSI PROGRAMME	12
3 IMPACT ASSESSMENT METHODOLOGY	14
3.1 CONCEPTUAL BACKGROUND.....	14
3.2 ASSESSMENT METHODOLOGY	14
3.2.1 <i>Data collection and analysis</i>	14
3.2.2 <i>Reporting</i> :.....	17
3.3 LIMITATIONS.....	17
4 IMPACT ANALYSIS	19
4.1 IMPACT ON KNOWLEDGE CREATION AND SHARING.....	19
4.1.1 <i>Impact on the creation of new knowledge about the state of civil society globally</i>	19
4.1.2 <i>Impact on the conceptual definition of Civil Society</i>	20
4.2 IMPACT ON KNOWLEDGE-BASED ACTIONS.....	22
4.2.1 <i>Impact on the strengthening of CSO Legitimacy, Transparency and Accountability (LTA)</i>	22
4.2.2 <i>Impact on capacity building and advocacy</i>	24
4.3 IMPACT ON INTER AND INTRA-SECTORAL COLLABORATION.....	26
4.3.1 <i>Impact on networking and collaboration among CSOs</i>	26
4.3.2 <i>Impact on cross-sector collaboration: the government and private sector</i>	26
4.3.3 <i>Impact on cross-sector collaboration: the media</i>	27
4.4 IMPACT AT THE REGIONAL LEVEL	28
4.4.1 <i>Impact on the Latin America Region</i>	29
4.4.2 <i>Impact on the Balkan region</i>	29
4.4.3 <i>Impact on the African Region</i>	29
4.4.4 <i>Impact on Western Europe</i>	29
4.4.5 <i>Impact on Asia and the Middle – east regions</i>	30
4.5 IMPACT ON DONOR POLICIES AND PROGRAMMES	30
4.6 IMPACT ON THE NATIONAL COORDINATION ORGANIZATION NCO AND OTHER PROJECT PARTICIPANTS	32
4.6.1 <i>Impact on NCO research capacities, reputation and strategic priorities</i>	32
4.6.2 <i>Impact on other project participants</i>	33
4.7 IMPACT ON CIVICUS	34
4.8 UNEXPECTED OR NEGATIVE IMPACT	34
5 BEST PRACTICES AND LESSONS LEARNED	35
5.1 ANALYSIS OF THE BEST PRACTICES AND FACTORS THAT ENABLED IMPACT RESULTS	35
5.2 ANALYSIS OF THE LESSONS LEARNED AND CONSTRAINTS TO IMPACT RESULTS.....	35
5.3 MAIN CONCLUSIONS OF THE IMPACT ASSESSMENT.....	36
5.4 RECOMMENDATIONS TO THE NCO AND CSOS	38

5.5	RECOMMENDATIONS TO CIVICUS CSI	38
5.6	RECOMMENDATIONS TO GUARANTEE THE SUSTAINABILITY OF IMPACT	39
6	ANNEXES.....	41
6.1	TORS FOR THE IMPACT ASSESSMENT	41
6.2	LIST OF DOCUMENTS REVISED	44
6.3	LIST OF STAKEHOLDERS INTERVIEWED FACE-TO-FACE.....	45
6.4	LIST OF PEOPLE WHO PARTICIPATED IN TELEPHONE INTERVIEWS	45
6.5	LIST OF PEOPLE INTERVIEWED IN THE COUNTRY CASE STUDIES	47
6.6	SCHEDULE OF TELEPHONE INTERVIEWS CARRIED OUT.....	50
6.7	TORS LOCAL CONSULTANTS.....	51
6.8	DATA COLLECTION AND ANALYSIS INSTRUMENTS	53
6.8.1	<i>Questionnaire for NCO and NAG</i>	53
6.8.2	<i>Method: Most Significant Change Story of NCOs</i>	54
6.8.3	<i>Questionnaire for CIVICUS</i>	55
6.8.4	<i>Analysis Matrix</i>	57

Acronyms

ACCESS:	Australian Community Development and Civil Society Strengthening Scheme
ACCU:	Anti-Corruption Coalition Uganda
ASEAN:	Association of Southeast Asian Nations
CBO:	Community Based Organisation
CIDA:	Canadian International Development Agency
CIPCA:	Center for Peasant Research and Development
CIVICUS:	World Alliance for Citizen Participation
CFP:	Centre for Philanthropy
CRS:	Catholic Relief Services
CS:	Civil Society
CSI:	Civil Society Index
CSO:	Civil Society Organization
DANIDA:	Danish International Development Assistance
DENIVA:	Development Network of Indigenous Voluntary Associations
DFID:	Department for International Development
EU:	European Union
FONDACA:	Scientific Research division of Cittadinanzattiva
IA:	Impact Assessment
LTA:	Legitimacy, Transparency and Accountability
NAG:	National Advisory Group
NCO:	National Coordinating Organization
NGO:	Non-Governmental Organization
Nit:	National Index Team
QuAM:	Quality Assurance Mechanism
PG:	Participatory Governance
SAT:	Short Assessment Tool
SIDA:	Swedish International Development Agency
UNDP:	United Nations Development Programme
USAID:	US Agency for International Development
USD:	United States Dollars
Yappika:	Civil Society Alliance for Democracy

Acknowledgements

This impact assessment was made possible thanks to the support and guidance of the CIVICUS – CSI team. They provided not only with all the material necessary for carrying this evaluation, but also provided the contacts to stakeholders and NCOs in the different countries. Their critical feedback and inputs shared at each stage of this assessment allowed the consolidation of solid results and findings.

We are greatly thankful to CIVICUS Board representatives, to current and former CIVICUS staff, to representatives of the following organizations: NORAD, UNDP, World Bank, IDRC and Swedish Foreign Ministry and to all representatives of the National Coordinating Organizations who participated in the face-to-face and telephone interviews. They contributed not only with their time but also with precious information that enriched the results of this evaluation.

We also want to thank NCO representatives in the following countries: Ukraine, Uganda, Indonesia, Italy, Turkey and Bolivia who provided great support to the consultants that carried out the field work. Their impartial self-assessment contributed to the collection of quality information and objective interpretation of findings. Also, their friendly support and availability made it possible to contact relevant stakeholders and to have access to different sources of information.

We would also like to thank all the representatives of CSOs, governments, donor organizations and academic institutions, who participated as key informants during the field work. They shared their perspectives openly and provided great inputs to this evaluation.

Finally, we would like to thank Mr. Chris Chaplin (Indonesia), Ms. Araceli Muñoz-Reyes (Bolivia), Ms. Harriet Nabunnya (Uganda), Mr. Vyacheslav Sorokovskyy (Ukraine), Mr. Mattia Bacciardi (Italy) and Mr. Bilal Zivali (Turkey), members of the Impact Assessment team at country levels, who carried out the field work. They not only contributed greatly to the data gathering and analysis, but delivered quality reports and anecdotes from the field. Their creativity, enthusiasm and commitment were essential for the success of this evaluation.

Bertha Camacho
Skat

Executive Summary

CIVICUS commissioned Skat, a consulting firm from Switzerland, to carry out from October to December 2009 the external Impact Assessment of the Civil Society Index Programme (CSI) – Phase 2003 – 2006. CSI is a participatory needs assessment and action planning tool for civil society around the world, with the aim of creating a knowledge base and momentum for civil society strengthening initiatives. Between 2003 and 2006 the CSI was implemented in more than 53 countries around the world by Civil Society Organizations (CSOs) using a structured action-research methodology. The CSI enabled the development of policy-oriented analysis, recommendations and action plans in order to strengthen civil society and its role in development and good governance.

This impact assessment highlights all changes as result of the CSI programme. It helps recognizing and documenting evidence of successful actions, originally intended or not, as well as negative impacts and setbacks. It also analyses the results of actions taken to strengthen civil society following CSI implementation and provides recommendations for the most effective use of CSI findings.

This report is the result of the analysis of the findings obtained during the impact assessment and it is structured as follows: in the first section a general description of CSI and of the Impact Assessment is provided; followed by a second section where the context in which the CSI programme was implemented is described. In the third section, the methodology used in the impact assessment is presented. Section four provides the results of the assessment in the following focus areas: knowledge creation, knowledge-based actions, intra-sectoral and cross-sectoral collaboration; donor policies and strategies, NCOs and CSI participants' programmatic priorities at national and regional levels; and CIVICUS strategies and programmes. In the fifth section the best practices and lessons learned are analysed followed by the section where conclusions and recommendations are presented.

Taking into consideration the suggested methodology established in the Terms of Reference (ToR), the impact assessment was qualitative and participatory. Different methods of data collection and analysis were used: desk review of project documents and reports; field work in six selected countries (Bolivia, Indonesia, Italy, Turkey, Uganda and Ukraine); telephone and face-to-face interviews with key stakeholders and NCO representatives of 23 countries and a survey. Data was analysed through the categorisation of responses, identification of connections and systematization of results and findings of interviews, field work and survey. Triangulation was achieved by using multiple sources of information; employing different assessment methods; and ensuring weekly de-briefing and exchange sessions between the assessment team and regular contact with the CIVICUS CSI team.

Results of the Impact Analysis

One of the most important impacts of the CSI was on the **increase of the knowledge base of those organizations that were directly related to the project**. Most interviewed stakeholders mentioned that the most significant change provoked by CSI was in the creation of new knowledge about the state of civil society nationally and globally and in the global and national debate of the conceptual definition of Civil Society. In general, CSI became an important source of further research and new publications resulted from it. The stakeholders that benefited most from this new knowledge were mainly the implementing organizations or the so called, National Coordinating Organizations (NCOs). On a wider scale, there is limited evidence that CSI has had an impact on the knowledge of external stakeholders and the broader Civil Society community. One of the main reasons for such situation is that the communications strategy lacked a sustainable approach for the dissemination of findings at country and international levels.

Another important impact of CSI was in **the strengthening of CSOs' Legitimacy, Transparency and Accountability (LTA)**. This topic was not only addressed by CSI country

reports but it also became a target issue for action in several countries: from further research on the topic, to the establishment and application of codes of conduct. Even though most of those actions were the result of broader initiatives that were already taking place; interviewed stakeholders agreed that CSI has contributed to such ongoing initiatives. Additionally, it was observed that the identified LTA actions have been undertaken or led mainly by NCO members. Among, the factors that contributed to the impact of the LTA initiatives, the following could be listed: a) the role of the National Coordinating Organizations was crucial for the consolidation or promotion of these actions; b) the issue of LTA has been widely received and recognized by the donor community, which was willing to fund such activities; and c) the external context was conducive and receptive of this topic.

With regard to impact of CSI in other follow-up actions, this assessment has been able to identify actions taking place in different countries mainly in the areas of capacity building and advocacy. However, different from the LTA initiatives, **these actions do not show important signs of impact, either because they were locally targeted or because they depend on structural changes and wide public support.** In the countries, where hardly any follow-up actions were observed as result of CSI, some reasons were identified: a) NCOs needed additional guidance in terms of how to make a strategy out of the recommendations; b) the recommendations section of the Country Reports was often too general and not followed by systematic action plans; c) limited funds and financial support hindered the implementation of actions.

A third observed impact of CSI has been in **the strengthening of existing or development of new CSO coalitions and networks.** Some of the factors that had a positive influence on this area are that: a) NCOs played the role of pioneers by opening up spaces for networking and collaborative work; b) CSOs had the willingness and need for sector collaboration; in many cases, CSOs came together because they understood the benefits of mutual collaboration; and c) a common CSO goal for action was determined and followed by CSO coalitions.

At a lesser extent, CSI was able to influence the relations between CSOs and the government, private sector and other stakeholders. With regards to collaboration efforts with the media; an initial observed impact has not been sustained. The identified factors that have limited the impact on cross-sector collaboration are: a) collaboration between CSOs and other sectors is influenced by external political, economic and historical factors, and CSI was not able to have a major influence on such dynamics; b) the fragmented nature of the civil society sector in many countries has provoked an ambivalent relation mainly towards the government but also to other sectors; and c) no further or very limited contact to the different stakeholders from different sectors was pursued once the CSI project was over.

Another area in which **CSI has had a significant impact is on the strengthening and consolidation of the work of implementing organizations - the NCOs.** CSI has contributed to the capacity building of their staff, and thanks to CSI many NCOs have changed their programmatic priorities. Additionally, their image and reputation among civil society organizations has been consolidated, if not strengthened. Regarding other project participants, results are not so optimistic. **In most of the countries the project had very little impact on the programmatic priorities of other stakeholders or CSOs that participated in the project.**

With respect to the impact of CSI on donor agencies, this impact assessment was able to determine that **CSI has had limited impact on the policies and programmes of the majority of donor organizations.** The main reasons are that donor priorities are not easily subject to changes and the policies and strategies of donor agencies, from headquarters to country levels, are influenced by diverse factors which range from international political agreements and donor country's specific political priorities to local country's internal socio-economic and political context. Other observed reason is that the general perception of the donor community towards CSI was that it is a research project only. The action component of

CSI was not widely recognized and once the information was collected, there was less interest in supporting a second phase.

Another area in which CSI has had **limited impact is on regional collaboration and communication of CSOs**. From the six regions in which the CSI has been implemented, only **in Latin America CSI had an impact on CSO collaboration and communication. In other regions**, like the Balkans, Africa and Western Europe, some **important initiatives took place, but their impact is limited to the group of organizations involved**; and **in the rest of the regions, CSI was not able to influence new or existing regional networks**. Some of the identified factors that affected the impact at regional levels are: a) a need for an organization that assumes the role of leadership, guides, facilitates and builds bridges between and among organizations. In Latin America this role was initially assumed by ICD in Uruguay; b) strong communication mechanisms should be established and should have a follow-up mechanism. Knowledge sharing and exchange should be emphasised and the organizations should recognize the benefits of networking; c) a common regional vision materialised in a common projects (besides CSI) can lead to the establishment of regional partnerships; and d) financial and human resources are needed for countries to engage in regional initiatives.

It can also be observed that CSI has had a strong impact on **CIVICUS image and reputation worldwide**, whereas **its impact on CIVICUS's internal strategic directions and programmes has been more limited**. The initial impact of the research results has led to some important programmatic changes within CIVICUS; however, currently little information is being drawn from CSI phase 1. Additionally, **the action component of CSI has had limited impact on CIVICUS, mainly because a follow-up strategy was not clearly defined**.

Finally, concerning unexpected or negative impact of CSI, this impact assessment **has not identified any unexpected or negative impact at any level**.

Best practices and lessons learned

The impact assessment was able to determine important **best practices** that became enabling factors for the success of the CSI program. On the one hand, the **active role of leadership assumed by most of the National Coordinating Organizations** was crucial for the consolidation and promotion of knowledge-based actions and civil society sector collaboration. In most of the countries where NCOs proved to be strong and committed to the CSI process and findings, important signs of impact are detected.

Additionally, the fact that **CSOs were both motivated by CSI activities and in need for sector collaboration played an important role in the enhancing and strengthening of networks**. CSOs came together because they understood the benefits of collaboration and because they felt the need for supporting each other. A common goal was necessary to mobilize organizations to work together. CSI provided the framework and the space for inter-sectoral dialogue and coordination.

On the other hand, the fact that **the topic of Legitimacy, Transparency and Accountability has been not only acknowledged and recognized as important by the CSO community; but by CIVICUS and by the donor community**, has been an enabling factor that contributed to the global impact of CSI in knowledge-based actions. Thanks to the results of the CSI worldwide, **national and international stakeholders were able to identify existing on-going initiatives that needed further support in this area**.

Finally, **strong relations between CIVICUS and NCOs were built during the implementation of CSI**. CIVICUS provided with the conceptual and methodological guidance that led most NCOs to a successful implementation of the project. Additionally, the methodological, scientific and conceptual approach of CSI has contributed to the high quality of products delivered by the NCOs. All these aspects had a positive impact on the image of the NCOs. The level of ownership that NCOs have on the project and the information and

knowledge generated by the research have contributed to the changes in their strategic priorities of many NCOs.

Concerning the **lessons learned**, it has been observed that a **lack of a systematic and sustainable communication and diffusion strategy worldwide** has become a limiting factor to the further spread of CSI findings outside of a group of interested organizations. It has also limited the possibilities of building stronger relationships between the civil society sector and other sectors. Additionally, this lack has hindered further contact to the different actors and participants of CSI after the project was over. Yet in all countries a national workshop took place; there is a diversity of ways in which NCOs made results public. Some of them, due to a lack of financial support could not even have a print-out of the report. Also, strong efforts should be made in publishing the country report in local language and in a non-scientific style. If the purpose of CSI is to strengthen CSOs actions, they need a document that is written in a non-scientific form.

Furthermore, **the study was a good research tool; however the action component of the programme has not been used to its full potential.** Most NCOs had a hard time implementing follow-up actions due to a **lack of guidance and lack of a concrete action plan and strategy.** A weakness in the design of CSI was the assumption that CSOs and related stakeholders at national levels would voluntarily carry out follow-up actions. This weakness can be reflected in the fact that in many countries the recommendations provided in the country reports are broad and fail to provide concrete paths for solutions. Additionally, a lack of strategy has had an effect on funds and financial support for the implementation of actions and on regional collaborative actions. Recommendations should also be presented in such a format that they can get the attention of the donor community, and NCOs have better opportunities for fundraising.

Finally, **the role of CSI should not be seen by the different actors as a one-time activity, but rather as a continuous CSO support mechanism.** The fragmented nature of the civil society sector in many countries and the weakness of the external environment could not have been changed with a single one-time project. The political, economic, social and historical factors affecting the relations between CSOs and their external environment are very influential factors that have also affected the level of impact of the wide-spreading of knowledge created by CSI. It has also had an effect on the ownership levels of CSI by the wide CSO sector and on the relations between the civil society and other sectors. The process of strengthening civil society in such dynamic context will take time; thus CSI should be seen as a continuous activity of and for civil society.

Recommendations

Based on the results analysed in this impact assessment the following recommendations were made to **National Coordinating Organizations and to Civil Society Organizations**:

First, CSI has generated relevant information about the state of Civil Society in each participant country and globally. It is very **important that this information is still used and shared with the wider public.** NCOs should also make sure that **follow-up actions are inclusive and that CSOs have ownership of the momentum gained thanks to CSI.** This will increase the level of participation and engagement of the wider civil society sector.

Second, it is recommended that **NCOs keep channels of communication open with project participants and other stakeholders following the CSI implementation,** such as follow-up meetings to assess where CSI stands and discuss possible actions or projects that would be feasible to implement in relation to CSI recommendations and findings. These actions can be linked to the **establishment of an impact monitoring system at country levels.** Only working together with project participants, NCOs will be able to trace the impact of CSI on external stakeholders and wider CSOs.

Third, NCOs should make sure that the **NAG includes representatives of all sectors related to civil society.** It has been observed that the NAG has the potential of becoming

future partners in the project, provided that they gain real ownership of CSI. Thus, NAG formation should also be strategic and it should allow for building future partnerships with organizations and institutions that have an influence in the external context. In that sense, involving government officials is very important for sustaining the impact of the project. Additionally, it will be important to **keep the NAG as informed as possible during and after CSI**. It is important to **inspire and motivate them to participate in all project stages: from planning of the research to the implementation of knowledge based actions**.

Finally, NCOs have the potential and the information of becoming leaders in strengthening networks and CSO coalitions. A strong communication among coalition members is required. **NCOs should become facilitators of the process of knowledge sharing and collaborative action between the existing and formed coalitions and networks**. Such process can lead to a better use of CSO resources and to the strengthening of their actions.

The following recommendations were made to **CIVICUS CSI**

Firstly, a **communication strategy should guarantee a sustained transfer of the knowledge and information obtained through CSI**. Thus, it should include a guide to **generate the necessary financial means for this purpose**. Additionally, strong efforts should be made in publishing the country report in local language(s) and in a non-scientific style. It is clear that for comparative purposes, CIVICUS is interested in a comprehensive research product; however, it is important that **CIVICUS also supports the publication of simple versions in local languages**. Also, similarly to the establishment of a communication plan, **a more concrete guide to make use of report recommendations should be provided in order to enhance knowledge-based actions**.

Secondly, CSI has the potential of building strong regional coalitions and the methodology proposed can become an enabling factor for cross-country cooperation. CIVICUS in Phase 2003 – 2006 has not taken advantage of the opportunity presented to make regional projects. It is recommended then, **that the work with the regions does not end in the presentation of the toolkit and research results; but that further regional workshops are organized to build action plans to respond to the common regional challenges addressed in the country reports**.

Thirdly, the action component of CSI requires considerable enhancement. **CIVICUS should take a strategic decision in terms of what to do with the recommendations presented by the country reports**. The danger of not assuming this responsibility tends to hinder the impact of the action component of the programme. If CIVICUS regards CSI as a research tool only, then as observed, the major impact would stay at the level of research. However, **if a strategy is established regarding the application of the action component of the project, better possibilities of impact on this front might be observed**. In that sense, the action component should envision planning and implementation of activities, concerning further integration of the CSI process and findings into the work of governmental bodies, including special activities, such as lobbying and advocacy at national, regional and global levels. Additionally, at the level of CIVICUS better integration of its projects and programs should be aimed, by strengthening synergies between partners of different CIVICUS programmes at country levels.

Finally, in order to be able to track changes of CSI from early stages, it will be important **to develop and implement a targeted impact monitoring system at country levels, which would serve as an instrument for tracing impact during the project's implementation**. The impact areas could be defined based on the outcomes CSI is expecting to achieve; some examples could be: impact on knowledge creation and sharing, on knowledge-based actions, and on inter- and intra-sectoral collaboration at national and regional levels. For that matter impact indicators could be developed for each area, so that the NCO (i.e. NIT) can monitor these indicators while implementing CSI. Simple methods for data collection and analysis could be used (such as questionnaires or targeted interviews) to be filled out by project participants at different stages of the process: immediately at the end of the different activities (i.e. stakeholder consultations, national workshop, etc) but also months after the

activities have taken place. Important will be to pay attention to “changes” and “impact” detected thanks to the implementation of CSI from the perspective of project participants and questions should be targeted at analysing “what has changed thanks to CSI implementation”. For that matter, NCOs would have to keep close touch with participant stakeholders. At the end, a short impact monitoring report could be delivered by NCO. However, it will be important to consider that the impact monitoring system is simple and user friendly, so that it does not affect the project and it does not overload the NIT and the NCO with an unnecessary workload.

Recommendations to assure sustainability of impact:

The impact that has resulted from CSI could be sustainable if the following aspects are taken into consideration:

Firstly, as mentioned before **NCOs have the responsibility of widely using and actively disseminating the results of the country reports in different forms and formats.** If the knowledge and information generated by CSI stays within the NCOs only, the impact would not sustain and the report will end up in the shelves of people with outdated information. It is important also, that **the second phase reports** (in the repeat countries, but also in the global publications) **make reference of information generated during phase 1.** One danger is that because the methods have changed, CSI phase 1 becomes irrelevant even as a baseline information source. **The knowledge generated by phase 1 would only sustain if the information generated is still used, even if the information represents historical evidence.**

Secondly, in terms of the **LTA initiatives, it will be important to continue supporting efforts on this front.** Yet many of the CSOs have adopted codes of conduct, the application of them might be at stake if no follow-up mechanisms are developed. **CSOs need a tool for guaranteeing checks and balances and for making sure that the debate on the importance of LTA in CSOs continues.** Worldwide CSI has contributed to this process, but the contribution should not stop there. There is still a lot to do in this area and NCOs and partners should continue taking the lead on this regard.

Thirdly, regarding the sustainability of the impact of CSI on the NCOs, **the impact would be sustained in all those NCOs with whom CIVICUS is implementing CSI phase 2.** Yet, in many countries the selected NCO has changed, it is encouraged that the current NCO works in close contact with the old NCO to assure that the impact is sustained at that level.

1 Introduction

CIVICUS commissioned Skat, a consulting firm from Switzerland, to carry out from October to December 2009 the external Impact Assessment of the Civil Society Index Programme (CSI) – Phase 2003 – 2006. CSI is a participatory needs assessment and action planning tool for civil society around the world, with the aim of creating a knowledge base and momentum for civil society strengthening initiatives. Between 2003 and 2006 the CSI was implemented in more than 53 countries around the world by Civil Society Organizations (CSOs) using a structured action-research methodology. The CSI enabled the development of policy-oriented analysis, recommendations and action plans in order to strengthen civil society and its role in development and good governance.

This impact assessment focuses on highlighting all changes as result of the CSI intervention. It helps recognizing and documenting evidence of successful actions, originally intended or not, as well as negative impacts and setbacks. It also analyses the results of actions taken to strengthen civil society following CSI implementation and provides recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases.

The CSI Impact Assessment has the following objectives:

- Identify changes as a result of the 2003-2006 phase of implementation
- Identify the factors that are impeding/enhancing impact
- Analyze the results of actions taken to strengthen civil society following CSI implementation and develop a set of best practices and recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases
- Gain insights regarding the best practices for continuous monitoring and evaluation of impact in future CSI phases
- Share findings with other CIVICUS departments, donors, and all other stakeholders to determine if it is necessary to re-evaluate programmatic and funding priorities towards civil society strengthening

This report is the result of the analysis of the findings obtained during the impact assessment and it is structured as follows: in the first section a general description of CSI and of the Impact Assessment is provided; followed by a second section where the context in which the CSI programme was implemented is described. In the third section of this Impact Assessment, the methodology used in the impact assessment is presented. Section Four provides the main impact analysis of the CSI program in relation to knowledge creation knowledge-based actions, its impact on the third sector and finally cross-sector collaboration; impact on different stakeholders including donors, NCOs and CSI participants at national and regional levels; and impact on CIVICUS strategies and programmes. In the fifth section the best practices and lessons learned are analysed followed by the section where conclusions and recommendations are presented.

2 Contextual description of the CSI Programme

The idea of a Civil Society Index evolved in 1997 after the international organization CIVICUS: World Alliance for Citizen Participation published the New Civic Atlas, which contained profiles of civil society in sixty countries around the world. After such a rich compilation and based on feedback from a variety of stakeholders, CIVICUS decided to develop a comprehensive assessment tool for civil society: the Civil Society Index (CSI). A preliminary methodology concept was tested in thirteen countries¹ during a pilot phase, from 2000 to 2002. After this pilot phase, the tool and methodology were assessed and refined, and the first full implementation phase (2003-2006) took place in 53 countries around the world. During this phase, a shorter version of the CSI methodology was also developed: the CSI Short Assessment Tool (SAT), to give an opportunity for those countries where primary research proved to be difficult, to also assess the state of civil society, based primarily on a pool of rich secondary information. After this first phase was completed, the methodology was again evaluated and revised in order to develop a new phase that is currently taking place (2008-2010).

The CSI is a participatory action-research project assessing the state of civil society in countries around the world. Its ultimate aims are to enhance the strength and sustainability of civil society world-wide and to strengthen civil society's contribution to positive social change. The immediate objectives of the CSI are: a) to generate and share useful and relevant knowledge on the state of civil society and its role in society at large; and b) to increase the capacity and commitment of civil society stakeholders to strengthen civil society.

CSI is initiated and implemented by and for, civil society organizations. The project links this assessment with a reflection and action-planning process by civil society stakeholders, aiming to strengthen civil society in those areas where weaknesses or challenges are detected. By seeking to combine valid assessment, broad-based reflection with action, the CSI attempts to make a contribution to the perennial debate on how research can inform policy and practice (Heinrich, 2004:1).

The CSI phase 2003-2006 was implemented in each participating country by prominent civil society organisations (named National Coordinating Organizations – NCOs) that took responsibility for coordinating activities and input from a wide range of civil society actors and other stakeholders ranging from government, business, international agencies, media and academia. Each NCO had to identify a three-person National Index Team – NIT, which included a project coordinator, a civil society expert and a participatory researcher. After a preliminary stakeholder analysis, the NIT had to identify members of the National Advisory Group – NAG, which were supposed to represent civil society organizations and other relevant stakeholder groups. The role of the NAG was to provide guidance and assistance to the NIT during the implementation of the CSI with the following activities: revision of the project's methodology; discussion and analysis of the definition of civil society; mapping of the main actors in society related to civil society; identification of participants for the regional stakeholder consultations and scoring the indicators. To make the process as participatory as possible, the CSI methodology additionally, involved different stakeholders through different consultative activities, such as the regional stakeholder consultations and a national workshop. These stakeholders assessed the state of civil society in their national context along four basic dimensions using a structured methodology:

- The structure of civil society;
- The external environment in which civil society exists and functions;
- The values practiced and promoted in the civil society arena; and
- The impact of activities pursued by civil society actors.

¹ The countries that participated in the pilot phase are: Belarus, Pakistan, Canada, Romania, Croatia, South Africa, Estonia, Ukraine, Indonesia, Uruguay, Mexico, Wales and New Zealand.

These four dimensions were represented graphically as the Civil Society Diamond (see below Figure 1).

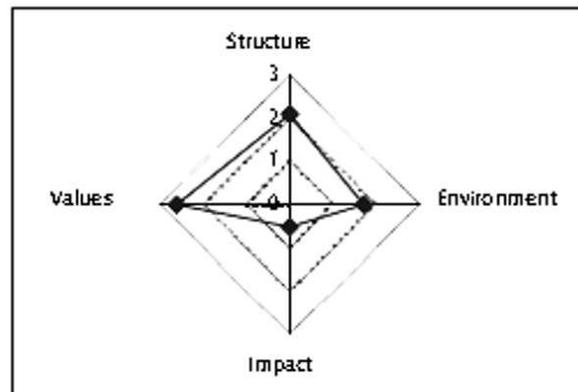


Figure 1: Civil Society Diamond

Each dimension comprised several sub-dimensions which, in turn, were composed of a number of individual indicators. Individual indicators were each scored from 0 to 3 and these scores were then aggregated into sub-dimension and dimension scores.

In order to assure the validity of the information collected, different primary and secondary data collection methods and instruments were used: secondary data review, regional stakeholder consultations, community sample surveys, media review and case studies. All these instruments provided with the material and information to score each one of the indicators.

The CSI actively seeks to link the knowledge created with reflection and action by civil society stakeholders. Thus, all implementing countries were encouraged to carry out a National Workshop, which brought together different civil society stakeholders in a reflection and planning process, where the results and the recommendations of the CSI initiative were discussed and from which concrete action plans developed. As a result of this process, each country produced and disseminated a CSI National Country Report that fed to an online Indicator Data Base (<http://www.civicus.org/csi/phase-one/csi-phase1-indicator-database>) for the 2003-2006 phase of implementation.

3 Impact Assessment Methodology

3.1 Conceptual background

The conceptual basis for this impact assessment was provided by CIVICUS in a concept note developed specifically for this assignment. Using such conceptual framework, the impact assessment aims to highlight the intended and unintended, as well as positive and negative changes that occurred as a result of the CSI programme, without limiting itself in the confines of the program's log-frame. This assessment, thus, focuses on the change that has occurred as a result of implementing the CSI, and the concept note presents the following working definition of impact:

“Generally, we consider impact to be the sum of all changes – positive and negative, as well as intended and unintended – produced directly by the beliefs and actions of a wide range of actors and stakeholders. We hold such impacts to be significant both if they are meaningful for external assessors or if they are meaningful for the most closely involved in the production, dissemination, and use of the CSI findings. Furthermore, in the interest of learning from the last phase of CSI implementation, it is crucial that any discussion of impact also keeps in mind how these changes are mediated by different external factors” (CIVICUS Impact Assessment Concept Note, page 4).

In this sense, the approach to “change” used in the IA considered the external environment as affecting the potential impacts, where causal mechanisms and pathways through which change was produced were taken into consideration. Additionally, the assessment was done in a participatory manner and included the opinions of a diversity of stakeholders and programme beneficiaries.

3.2 Assessment Methodology

Taking into consideration the suggested methodology established in the Terms of Reference (ToR) available in annex 7.1, the impact assessment was qualitative and participatory. The process involved close communication with CIVICUS CSI staff, initially in Johannesburg and later on via e-mail. At initial stages the work together with the CSI team consisted of: a) Definition of the criteria for selection of countries, followed by the selection of the countries where in – depth studies would take place and where telephone interviews would be carried out; b) Elaboration of the list of stakeholders to be interviewed both in Johannesburg and via telephone; c) Elaboration and revision of the data collection questionnaire; and d) Preparation of the ToRs for the local consultants² to carry out the in-depth study in the selected countries.

3.2.1 Data collection and analysis

In order to ensure the validity of the results, various methods of information collection and analysis were used.

For the **collection of data**, the following methods were used:

Desk review - At an initial stage a thorough review of key project documents took place. The list of the documents analysed can be found in annex 7.2.

Field work - Six countries were selected for conducting field work; where an in-depth analysis was carried out. The selected countries were Uganda, Bolivia, Indonesia, Ukraine, Turkey and Italy. The criteria for selecting the countries for field work were:

1. Regional representation (1 country per region)
2. Complete and successful implementation of CSI – phase 1

² . In order to carry out the field work, Skat hired local consultants mainly from its network of international experts. Among the most important reasons for working with local consultants were their knowledge of the local context in the selected countries and their proficiency in the local languages. They were in charge of contacting the NCO, collecting the information, and writing the Impact Assessment Country Report (please refer to the ToRs of the local consultants in annex 7.7)

3. Comparisons between three types of countries: A) countries from which signs of impact were already detected by CIVICUS (Uganda, Ukraine, Italy); B) countries that did not show further signs of change after the implementation (Indonesia, Turkey); and C) a country that lost contact with CIVICUS after implementation (Bolivia).
 - Countries A– This first group was selected to deepen information regarding sustainability of detected changes, triangulation of information with other stakeholders, and in depth analysis of unidentified changes.
 - Countries B and C – These two groups of countries were selected to deepen information regarding what happened after CSI, observation of changes from the perspective of different actors, identification of unexpected changes, analysis of why they lost contact with CIVICUS.
4. NCO's willingness to participate in IA
5. Comparison between countries who are implementing CSI phase 2 (Turkey, Italy, Ukraine, Uganda) vs. those who were not able to do so (Bolivia, Indonesia)

For this purpose, six consultants were hired to work between November and December 2009. Local consultants in all countries, except for Turkey started working at the beginning of November 2009. In Turkey, due to the fact that it took some time to find an appropriate local consultant, the work started by mid-December. In each country, consultants established contact with the NCO and together, they established the list of stakeholders to be interviewed. Prior to the collection of data, a preparation conference call took place between lead consultant (Skat) and local consultants in order to discuss about the CSI programme, the concept note of the impact assessment, their ToRs and the data collection methodology. They were all expected to review all pertinent documentation prior to the interviews. The process of contacting and arranging interviews in the field took longer than expected, reasons for such situation are: outdated contact information, lack of interest of some people to participate in the assessment, and/or lack of response to the different mailings and phone calls. Local consultants made a great effort in contacting participant stakeholders, which proved to be a difficult task. The following table shows the difference between the number of people contacted vs. the number of people interviewed per country:

Table 1 - Number of people contacted vs. the number of people interviewed in the six selected countries:

Country	No. of people contacted	No. of people interviewed
Bolivia	28	16
Indonesia	28	13
Italy	22	18
Uganda	21	14
Ukraine	24	16
Turkey	34	15

On average the number of people contacted is 26 and the number of people interviewed per country is 15. In all countries, interviewees were people who participated in one way or another in the CSI project at country level: from NCO members, NIT members, NAG members, government officials, donor agencies, and CSO members or other stakeholders that were present in the consultations or national workshops. Interviews were carried out face-to-face and via telephone, depending on the availability of the interviewees using a pre-designed questionnaire (see annex 7.8). Additionally, in all countries the Most Significant Change method³ was used to determine together with the NCO and other stakeholders the most significant change that took place thanks to CSI. Findings were validated in small

³ The Most Significant Change method is a technique used for monitoring and evaluation. It provides data on impact which can be used to help evaluate a project or a program in a qualitative and participatory manner. The process involves the collection of significant change stories emanating from project participants.

groups, mainly composed by one or two NCO members. In Bolivia, Ukraine, Indonesia and Turkey such a meeting was carried out. In Uganda, it was hard to hold the meeting, so the consultant sent the initial findings for revision/validation to the NCO and other key stakeholders, who validated the results. In Italy, due to time and distance constraints from the NCO, such activity was not carried out. After interviews took place, to organize the data collected, local consultants used an analysis matrix (see annex 7.8), developed based on the Focus Areas established in the impact assessment concept note of CIVICUS. Weekly conference calls were carried out with consultants in order to share findings, reflect upon them and solve arising difficult matters during the process. Most of the conference calls were done in groups of two or three. The only exception was Turkey, since the incorporation of the consultant was at a different time, mainly e-mail exchanges took place. By the end of December and in the case of Turkey, by mid-January 2010, the local consultants delivered their respective Impact Assessment Country Reports, which were revised by the lead consultant and approved by CIVICUS-CSI team. All six reports have been sent to CIVICUS together with this main report and are available upon request.

Interviews: Individual (face-to-face and telephone) – While the field work was taking place the lead consultant carried out three set of interviews to different project stakeholders:

First, during the visit to CIVICUS, the consultant started a set of interviews to CIVICUS staff. A total of 12 people were interviewed face-to-face (a list of the people interviewed can be found in annex 7.3).

Second, in Switzerland, telephone interviews were carried out with key stakeholders, based on the list provided by CIVICUS. They include, former and current CIVICUS staff and representatives of donor agencies, research institutions and other organizations related to the program. A total of 13 people out of 17 listed were interviewed. One person was not able to be contacted at all, two people refused to be interviewed and one person did not respond to the different mails and communications sent (see list of interviewed people in annex 7.4).

Third, telephone interviews took place during the months of November and December. The countries selected for the telephone interviews were:

- Asia: Hong-Kong; Vietnam; Nepal; South Korea; Mongolia
- Africa: Sierra Leone; Burkina Faso; Ghana; Togo; Nigeria
- MENA and Mediterranean: Palestine; Lebanon; North Cyprus; Egypt
- Latinoamérica: Uruguay; Chile; Argentina; Costa Rica; Ecuador
- Central and Eastern Europe, and Central Asia: Montenegro; Bulgaria; Slovenia; Macedonia; Croatia
- Western Europe countries: Scotland; Northern Ireland; South Cyprus; Wales

The criteria for selecting those countries were:

1. Regional representation (5 countries per region)
2. Complete implementation of CSI
3. Second phase implementation vs. no second phase implementation
4. Comparisons between three types of countries: A) countries from which signs of impact were already detected by CIVICUS; B) countries that did not show further signs of change after the implementation; and C) a country that lost contact with CIVICUS after implementation.
5. Levels of commitment of NCOs
6. Respondents of internal assessment survey vs. non-respondents

From the 28 countries listed, a total of 23 countries were interviewed (see list of interviewed NCOs in annex 7.4). The first contact was made through CIVICUS, who sent an invitation letter and then, the consultant made the respective follow up. In most of the cases, several mailings had to be sent in order to arrange an interview. Most interviews were conducted via telephone and some of them via Skype (for the interview schedule look at annex 7.5).

Survey carried out by CIVICUS during the internal assessment - Another important source of information was the results of the 31 surveys sent out by CIVICUS to all NCOs in 2009. They were systematized in an excel table and results were made comparable and complementary to the data collected through the interviews.

Data was analysed through the categorisation of responses, identification of connections and systematization of results and findings of interviews, field work and survey. Triangulation was achieved by using multiple sources of information (CIVICUS staff and partners, NCOs, NAG members, CSO participants); employing different assessment methods (Interviews, case studies, analysis of written materials); and ensuring weekly de-briefing and exchange sessions between the assessment team (coordinator and local consultants) and regular e-mail exchange with the CIVICUS CSI team.

3.2.2 Reporting:

- An inception report was prepared and presented at initial stages of the impact assessment
- A progress report was prepared and sent to CIVICUS by the 18th of December
- Six country reports were prepared, revised and finalised based on the feedback provided by CIVICUS
- A final report was prepared and sent to CIVICUS by the end of January 2010

3.3 Limitations

The following limitations were part of the assessment:

Limitations to the field work

- The number of respondents in all countries was less than initially planned. Additionally, interviews were mainly limited to members of the NAG, the NCO, a few CSOs, few government representatives and a donor selected by NCOs. This means that the opinion of the wider CSOs or other stakeholders was underrepresented. Reasons for such situation are: some of the contacted people did not want to participate either because they felt they could not contribute to the assessment or because they did not have the time for it. Others could not be located either because their telephone contacts were unavailable or they are no longer involved in their former organizations. Some were out of the country, others had prominent positions in the government and refused to be interviewed because of time constraints, and some refused an interview because they did not remember anything about the CSI.
- From the interviews that were conducted, in some cases the interviewees did not have enough information about the CSI to answer all the questions, producing rather vague and general answers.
- Many interviewees refused to make any causal connection between CSI and the changes observed in civil society in their countries. Some claimed that the kind of change CSI could determine is a long-run process that cannot be determined after three years of implementation.

Limitations to the telephone interviews with key stakeholders

- Due to the fact that a great majority of stakeholders contacted were more than willing to participate in the assessment, no major limitations were observed in this regard. Sometimes, communications might have been interrupted by problems with the technology, but in most cases, that did not represent an issue of concern.

Limitations to the telephone interviews with country stakeholders

- Only five out of 28 NCOs did not reply to the request to participate in spite of several mailings (for the detailed list of participants please see annex 7.4). Thus, in general, lack of willingness to participate was not an issue of concern or a limitation. The main

limitation encountered was that in spite of repetitive requests of holding group telephone interviews, most phone conversations were carried out with one person, mainly the NCO representative. Individual interviews with other stakeholders in the 28 countries proved to be an impossible task due to a lack of time and resources; thus, the main data collected comes from NCO representatives. Even though, this proves to be a limitation, it is important to highlight the high level of objectiveness and openness of the interviewees, who were able to critically address important issues during the interviews.

- Another limitation was to schedule interviews. The process of setting up interview sessions was longer than initially expected.
- Finally, in some cases, communication was a limitation. In many cases, there were some technical interruptions that required many calls. In one case, communication was completely cut and difficult to restore. In order to overcome such limitation, two different sources of communication were used: telephone and/or Skype.

4 Impact Analysis

4.1 Impact on Knowledge Creation and Sharing

One of the **most important impacts of the CSI was on the increase of the knowledge base of those organizations and stakeholders that were directly related to the project.** In general, most interviewed stakeholders mentioned that the most significant change provoked by CSI was in **the creation of new knowledge about the state of civil society nationally and globally and in the global and national debate of the conceptual definition of Civil Society.**

4.1.1 Impact on the creation of new knowledge about the state of civil society globally

The generation of a broad database with well structured and diverse information about the state of civil society around the world has had important effects, mainly on the knowledge base of those organizations that were directly involved with the project such as NCOs and to some extent some NAG members. Several interviewees agreed that “CSI provided with information about civil society that otherwise would be scattered or not well known” in their countries. In Cyprus, for example, “there was no written knowledge about civil society prior to CSI” (Interviewee); in Mozambique, “there has not been other written material on civil society prior to CSI, which became an important source of information and relevant data about the state of civil society in the country. Currently, a trend is observed that many organizations working in the development cooperation have a civil society component and they often use CSI as a source of reference” (Interviewee). In Wales, “CSI contributed to bring together information about the state of civil society, which was scattered. The study allowed seeing where the information gaps about civil society in Wales existed. Much of the information about many indicators existed only at the level of the United Kingdom and do not specifically address the situation in Wales. Scattered information was brought together and was compared and contrasted and reflected upon” (Interviewee).

As it is illustrated in the results of the internal survey launched by CIVICUS in 2009, in which 31 NCOs participated, the most popular responses to the question: “How has CSI report led to knowledge creation and sharing” were: In the inclusion of CSI findings in other publications and in the use of findings as the springboard to further related research by the implementing organization (NCO) (24 responses of 78 total responses)⁴. In that sense, it is evident, that the biggest impact on knowledge sharing and creation can be observed at the level mainly of the NCOs. Such responses coincide with the results of the case studies carried out in Bolivia, Indonesia, Italy, Turkey, Uganda and Ukraine in the framework of this impact assessment.

In Bolivia for example, “Specific studies were clearly a product of the CSI implementation. One of these studies is the result of the CSI media analysis, which analyzes the role of the media in times of conflict, written by Eduardo Subieta and published by CIPCA (NCO). It uses the findings collected for the media monitoring component of the CSI implementation. The second publication is a study of transparency and accountability in civil society organizations, published by Fundación Jubileo (NAG member) and CRS-Bolivia (NCO). This last study was directly related and inspired by the CSI. Linked to this last study is Ver a través, a collaborative project⁵ by a coalition of organizations in Latin America and Spain, which had also been involved in the CSI.” (Muñoz-Reyes, 2009:9).

⁴ The most common response to the question: “How has CSI report led to knowledge creation and sharing”, was in sharing and dissemination of the CSI findings by your organizations and conferences and presentations about the CSI (39 responses of 78 total responses). This response does not necessarily show a sign of impact, since sharing and dissemination of findings via conferences and presentations was part of CSI project activities.

⁵ This collaborative project is an initiative led by the NCO in Uruguay - Instituto de Comunicacion y Desarrollo (ICD) - in 10 countries: Argentina, Brazil, Bolivia, Chile, Costa Rica, the Dominican Republic, Honduras, Paraguay, Spain and Uruguay. The CSI report inspired a proposal made by the NCO, which was presented to the Kellogg Foundation to promote CSO accountability and transparency in the region. More details about this project are addressed in section 4.2.1.

In Italy: "Fondaca and Cittadinanzattiva (NCO) have referred to a book edited by a small, though increasingly important publishing house (Rubbettino), entitled "La società civile tra eredità e sfide. Rapporto sull'Italia del Civil Society Index" ("Civil society between inheritance and challenges. Report on Italy of Civil Society Index") written by Giovanni Moro (the head of "Fondaca") and Vannini Ilaria, 2008. Differently from the CSI Report, the book traces a wider picture of the Italian civil society, in order to contextualize the idea and the scope of the CSI. Moreover, it has a more popular approach compared to the scientific character of the CSI" (Bacciardi, 2009:10).

In the Ukraine: V. Paniotto, the head of Kyiv International Institute of Sociology, who was a member of the NAG in the project, is currently preparing a textbook "Sociological Data Collection Methods". He plans to include a chapter, dedicated to evaluation, into his work. V. Paniotto intends to use the CSI methodology as an example of obtaining index evaluation, and to describe it in his textbook (Sorokovskyy, 2009:14).

In all three examples, important documents were created as result of CSI, mainly guided by the NCOs.

Similarly, the results of the telephone interviews confirm this fact, when several of the NCO representatives interviewed addressed examples of further research carried out by their organizations in the framework of CSI, for example, The NCO in Montenegro wrote a publication entitled "*Development of Corporate Social Responsibility*" based on some of the findings of CSI (Interviewee). In Vietnam, the NCO conducted research on: "*Empowering Civil Society Organizations for Conflict Resolution in Rural Areas in the Urbanization process in Vietnam; Situation assessment and CSOs capacity building in Corruption Prevention and anti-corruption; and the Provincial Public Administration and Public Services Index*" and in Croatia, the NCO published a book entitled: "*Civil Society in Croatia*" after finalizing the CSI report. These examples show that CSI became an important source of further research and new publications resulted from it.

4.1.2 Impact on the conceptual definition of Civil Society

Another important impact of the CSI to knowledge creation and sharing was its contribution to global and national debates around the concept of "civil society". Although in some cases, the concept was not fully owned by project participants, most of them agree that the CSI process provoked important debate about the concept. For example:

In Indonesia, CSI had an influence on the concept of a civil society. On the national level, the CSI has, albeit in a limited fashion due to a lack of dissemination, helped form a platform where different segments of civil society can be visualised in relation to one another....On the local level too, the workshops conducted [using CSI methodology] have helped local actors conceptualise their relation to one another, although what civil society includes and discludes remains blurry. Thus, while the boundaries separating civil society from other sectors of the population remains unclear, CSI has allowed people to conceptualise what is actually inside the term civil society (Chaplin, 2009:10-11).

In Slovenia, the interviewee said, "we are still struggling to find a definition of Civil Society; CSI has contributed with one definition" (Interviewee). In Costa Rica, it was mentioned that "different organizations including government institutions did not know what Civil Society really was before CSI. For them, civil society was only labour unions. They did not know the definition and CSI contributed to a better understanding of the concept" (Interviewee).

Similarly, in some other countries, the definition proposed by CSI was well received and in some cases even adopted by the NCO and its partners. Some examples: In Vietnam, the definition of Civil Society presented by the CSI was adopted by the NCO and partner CSOs, since it is considered a "good definition of civil society" (Interviewee). In Sierra Leone the NCO feels that they have a better understanding of what civil society means, thanks to the implementation of CSI. "CSOs are more than NGOs!" said the interviewee. In Hong Kong and in Togo the definition of civil society used by the NCOs and partners was influenced by CSI (Interviewees). In Uruguay, "the CSI has contributed to a better understanding of the differences between NGOs, third sector, non for profit organizations and civil society. The

definition of Civil Society, how it is composed and how its relations with other sectors are, is better understood, mainly by the NCO and related stakeholders” (Interviewee).

In spite of such positive results, less evidence was collected regarding the broader impact of CSI on external stakeholders, or on civil society at large. Only in some isolated cases, the impact reached those not related directly to the project. Some universities used the reports as course materials, and students in different parts of the world used the findings for academic purposes. For example: In Uruguay a study from the Friedrich Ebert Foundation on the relationship between civil society and the state was produced (Interviewee). At the University of Texas, Austin, a course entitled “Civil Society and Citizenship: Comparing western and Middle Eastern experiences” includes CSI report’s findings as readings in the syllabus (CIVICUS Internal Impact Assessment).

One of the reasons for such results is the lack of a systematic and sustainable communication and knowledge sharing strategy both globally and nationally, that could assure and guarantee that CSI findings are widespread. Yet, most interviewed NCOs disseminated and shared the results through a national workshop, meetings, media conferences and websites; there is no cohesive and sustainable strategy of dissemination. Almost all project participants, shared the results at their best possibilities and in many cases, due to a lack of funds, dissemination was limited to a couple of events. Some NCOs mentioned for example, that they did not have enough funds for printing the report; in other countries, the number of reports published was not enough, mainly those written in local languages and in other countries the report was only published on their website. Such a lack of clear strategy has provoked that some of the participant stakeholders (i.e. NAG members), did not receive the report or do not remember the results of the report as illustrated in the country case studies, as presented below:

In Uganda, there was no strategy for systematic and effective sharing of the CSI findings. This is depicted in [some] of the comments made by some of the respondents: “I came across the CSI report by accident because there is no outright place to find it”; another said: “I don’t have the report. I don’t know how much has been shared”. This situation may have negatively affected knowledge creation and sharing (Nabunnya, 2009:19).

In Indonesia, knowledge creation and sharing was hampered by limited dissemination of the report with no known epistemic studies resulting from the CSI 2006.... The problem here is logistical, procedural and strategic. Yappika, due to its limited resources, cannot disseminate information alone and thus the NAG would have needed more of a participatory role in CSI in order for it to have become part of their own strategies and been able to help disseminate it in their respective fields of work. The NAG, while seeing the CSI as a useful research tool, did not see its potential as an action-planning tool. Procedurally, no monitoring of the process or impact analysis was ever carried out to look at the effects of dissemination. Strategically, there was no specific target audience for CSI findings. Any dissemination in the future would need a clear strategy of who was to be targeted and what results and aims were expected (Chaplin, 2009:10).

In Bolivia, aside from the National Index Team and project coordinators, no other person interviewed remembered receiving a copy from CIPCA (NCO) and reading the country report. Surprisingly, not even NAG members, who had been actively involved in the implementation of the CSI, had read the country report. This lack of access to the report is exacerbated by the fact that no copies in Spanish are left at the CRS (NCO) offices, nobody could give information about the report at CIPCA, and the link to the digital copy at CIPCA’s webpage is broken. At the same time, a pile of reports in English are sitting at the basement of the CRS offices, unused because of the lack of demand of the reports in this language (Muñoz-Reyes, 2009:9).

As these examples show, in all three countries, dissemination of the country report was often unstructured and not effective enough due to logistical, strategic and procedural constraints of the communication and diffusion of findings. Similar situations have been addressed by NCOs interviewed in the framework of this Impact Assessment, for example in Bulgaria: “there was a weak dissemination of results, since we had limited number of published country reports and we were not able to reach a greater audience outside some interested

CSOs” (Interviewee). Also in Palestine, “the follow up of the CSI project was weak and the findings were not well disseminated in spite of the rich information collected. At this point, more tools were needed for the strengthening of the communication and diffusion strategies of CSOs” (Interviewee). The above-mentioned constraints became a limiting factor to the further spread of the CSI findings outside of a group of interested organizations. As one of the interviewees precisely said: “the potential for having a greater impact with the findings was there, but we were punching below the waist” (Interviewee).

Conclusions on the impact of CSI Knowledge Creation and Sharing:

The CSI has contributed to the creation of new knowledge regarding the state of civil society in the different countries where the program took place. In general, CSI became an important source of further research and new publications resulted from it. Additionally, it contributed to the global and national debate of the meaning and definition of civil society. The stakeholders that benefited most from the new knowledge created by CSI were mainly NCOs and in some isolated cases NAG members. On a wider scale, there is limited evidence that CSI has had an impact on the knowledge of external stakeholders and the broader Civil Society community. One of the main reasons for such situation is the lack of a sustainable and systematic dissemination strategy of CSI results at country and international levels.

4.2 Impact on Knowledge-based actions

One of the most evident impacts of CSI to strengthening civil society knowledge-based actions is in the area of Legitimacy, Transparency and Accountability of CSOs. There seems to be clear evidence that in several countries, this topic addressed by most CSI reports⁶, was a target issue for action. Even if results show that most of those actions were the result of broader initiatives that were already taking place, interviewed stakeholders agreed that CSI has contributed to these ongoing initiatives. As it will be presented in the next paragraphs, the identified actions have been undertaken mainly by NCO members, so external stakeholders and other CSOs are not necessarily aware of them. Apart from the above-mentioned actions, this assessment was able to collect **follow-up actions inspired by CSI that have been taking place in different countries mainly in the areas of capacity building and advocacy.** However, different from the LTA initiatives, **these actions do not show important signs of impact.** Finally, in some other cases, the list of actions mentioned by some interviewees represent the wish list of CSOs, where in spite of initial actions, no major results were achieved. This chapter will present and analyse in more detail these findings.

4.2.1 Impact on the strengthening of CSO Legitimacy, Transparency and Accountability (LTA)

The most concrete follow-up actions that took place in a wide number of countries are those related to the strengthening of Legitimacy, Transparency and Accountability of CSOs, a topic that was widely identified as weakness in many of the CSI Reports. The Global Survey of the State of Civil Society – Volume 2 stated, in this regard: “...it is encouraging to note that many CSI assessments advocate for strengthening CSO accountability toward their target groups and the public at large” (p. 327). Thus, such topic not only has become an important issue addressed by CSI reports, but it has also become an important target of actions of several CSOs during and after CSI implementation. Results show as well, that the level of impact in this area has been strong mainly because of the geographical coverage of the actions.

In Latin America for example, as a result of the initiative led by Uruguay, the CSI report inspired a proposal made by the NCO, Instituto de Comunicación y Desarrollo (ICD), which was presented to the Kellogg Foundation to promote CSO accountability in 10 countries in

⁶ The values dimension of CSI addresses the principles and values adhered to, practiced, and promoted by civil society. In this dimension, values such as democracy and transparency are critical measures of civil society's legitimacy and credibility (Heinrich, 2007:6).

*Ibero-america*⁷: Argentina, Brazil, Bolivia, Chile, Costa Rica, the Dominican Republic, Honduras, Paraguay, Spain and Uruguay, five of which were countries that implemented CSI phase 2003 – 2006. The goals of such initiative were: “to inform and create a discussion at different levels (national, regional and global) about the accountability and financial transparency as factor for the legitimacy of the civil society sector, to promote sharing lessons learned about the topic through Latin America, and to create better capacity, tool kits, and resources to improve transparency in civil society” (CIVICUS Internal Impact Assessment). This project used a similar methodology to CSI including media monitoring, stakeholder consultations and workshops. CSOs in Ibero-america had the opportunity to reflect and discuss further about the accountability issue in the civil society sector nationally and globally. This study had also some concrete results in the different countries. In Uruguay, the “Association of NGOs” (an umbrella organization, to which the NCO belongs) started working more on accountability issues and developed a code of conduct for all member NGOs (Interviewee). In Bolivia, NCO Catholic Relief Services and NAG member organization Fundación Jubileo took part in this regional initiative. This experience helped Fundación Jubileo:

“..Find a new "niche" in the topic of transparency and accountability in civil society organizations. Not only did they conduct a study on this topic and made it an important part of their work, but it inspired them to become a more transparent and accountable organization. One concrete action that they have implemented after the CSI, for example, is to make their financial statements publicly available. Under this focus on transparency, they have changed some of their priorities; they are now working on proposing a structure for greater transparency in the oil industry, and greater accountability of the foreign debt” (Muñoz-Reyes, 2009:13).

In Argentina, besides participating in this regional initiative, other activities evolved around the LTA topic: A National Project on the identification and collection of accountability tools was financed by the Inter-American Development Bank. Additionally, a series of workshops were carried out to sensitize civil society on the importance of financial transparency and accountability (Interviewee). In Chile and in Costa Rica, the impact of this regional initiative was mainly at the level of research: more information on LTA was collected and shared among CSOs in both countries (Interviewees).

In other regions, as well, CSI results contributed to concrete initiatives geared to promote transparency and accountability in CSO practice. In Turkey, for example,

The NCO TUSEV, following CSI results, in an attempt to promote the practice of accountability and transparency in the sector, asked its members to provide their financial information so it can be available for public viewing via TUSEV’s website. Although there were some concerns and resistance in the beginning, many of the members sent their information to TUSEV and the NCO broadcasted these through a section in their website titled Member’s Profile. Their practice of sharing financial information can set an example for the rest of civil society and lead to greater transparency in the sector (Zivali, 2010:10).

In Montenegro, a new coalition of NGOs was formed under the lead of the NCO. This new coalition convened to discuss concrete plans for civil society strengthening. Following CSI recommendation and information, they decided to develop a project to create a Code of Conduct for civil society organizations. As part of this code, the coalition established a self regulatory body that can analyse complaints from civil society organizations and exclude organizations that are not following the values and rules defined in it. A total of 130 organizations signed this code (CIVICUS Internal Impact Assessment). Based on the interview carried out to the Montenegro NCO representative in the framework of this impact

⁷ Ibero-America is a term used since the second half of the 19th century to refer collectively to the countries in the Americas which were formerly colonies of Spain or Portugal. Ibero-America is formed by all Spanish-speaking countries in the Americas, Brazil, which is Portuguese speaking and by Spain and Portugal.

assessment, it was asserted that “NGOs are still following this code of conduct, a sign for that is that in 2008, all members of the coalition published their financial reports” (Interviewee).

Another example can be obtained from Uganda, where the strengthening of the Quality Assurance Mechanism (QuAM) is the key follow-up action taken by the NCO and other NGOs after the implementation of CSI. According to different stakeholders, CSI contributed with important information to the consolidation of this project:

“NGOs working in Uganda launched a self-regulating instrument, the QuAM in September 2006. It was designed to promote adherence by CSOs to generally acceptable ethical standards and operational norms. QuAM includes a set of principles and standards of conduct for responsible practice to protect the credibility and integrity of certified NGOs and their networks in Uganda”. (www.deniva.org)

Even though, the sustainability of the QuAM seems to be at stake (look into IA Uganda Report, 2009:12), according to the Agakhan Development Network, “QuAM is the leader on standards and values in the region, i.e. Kenya, Uganda and Tanzania. This project was meant to build solidarity of CS in East African Community countries” (Nabunnya 2009:17).

Additionally, in some of the countries, CSI contributed with important information about LTA to a process that has already been taking place; for example in Burkina Faso the CSI provided information for the dissemination and adoption of the code of conduct initiatives that were held by different institutions including UNDP and the Secretariat of NGOs (Interviewee). In Nigeria, thanks to the support of UNDP, the NCO held a big workshop on accountability using some of the results of CSI (Interviewee). In Mongolia, CSI information contributed to the consolidation of a process that has taken place between 20 NGOs under the lead of the NCO. This process started in 2006 and consisted in the development and the signing of a common code of conduct (Interviewee).

Finally, the topic of LTA has had relevance beyond participant countries, since CIVICUS using the findings of the CSI Phase 2003-2006 included LTA in its Strategic Directions (2008-2012), which focuses on the strengthening good practice within civil society (Interviewees). This programme, “provides a platform for CSOs to come together to reflect on and assess the current state of civil society’s legitimacy, transparency and accountability, as well as share past experiences and aspirations for the future. By guiding and facilitating global and national consultations on LTA issues and developing capacity-building resources in regions and countries, the programme also promotes concerted responses to challenges on LTA” (<http://www.civicus.org/lta/1241>).

4.2.2 Impact on capacity building and advocacy

Apart from such positive results, the impact assessment was able to detect many other isolated follow-up actions related to capacity building and advocacy. In the case of the capacity building actions, their impact is at local levels and represents a major contribution to local CSOs. For example, in South Korea, following one of the recommendations of CSI, the NCO organized a series of workshops that would promote grassroots democracy. The organizations that benefited most from these workshops were community based organizations (Interviewee). In Mozambique, “UNDP carried out a number of capacity building activities at grass roots levels based on the recommendations of the CSI, mainly in topics related to policy formulation, strategic planning, project implementation and monitoring” (Interviewee). Another initiative that had a strong local impact can be seen in Indonesia:

“The NCO, Yappika has worked together with the Australian Community Development and Civil Society Strengthening Scheme (ACCESS), in order to empower local civil society actors. The initiative is designed to work specifically on local civil society empowerment and capacity building as a concept. Part of the programme consisted in socialization of the CSI in 16 kabupaten (districts). In these districts community capacity development and coordination with government bodies is strategised through the development of a District Citizen

Engagement Plan, led by a local participant District Engagement Body. The engagement plan maps local CSO actors, identifies key stakeholders, reviews assets, creates indicators to measure opportunities and success. In short provides space for communities to develop a common vision for their districts. Not only does this activity adhere to the recommendation of CSI 2006 that CSO capacity building needs to be developed, but also the ACCESS phase II actually borrows research concepts and segments of the methodology from the CSI initiative to empower the local community to make their map, plan and indicators for the District Citizen Engagement Plan” (Chaplin, 2009:12).

However, in the latter example, interviewed NAG members or workshop participants neither knew about these actions nor about their impact.

Regarding advocacy, impact on this area is not so evident since, for changes to take place at policy levels, it requires severe structural changes and a wider support basis. In Uruguay, for example, the NCO using the information generated through CSI, participated in an initiative to propose the revision of the Foundation Act in order to provide CSOs with more flexibility with regards to their own governance structure and functioning. The proposal was widely discussed by CSOs but has not yet reached parliament levels; thus, has not had a tangible result yet (Interviewee). Similarly, in Bulgaria the NCO started a working group to introduce a new Taxes Law that would benefit NGOs. However, this Law is not yet applicable in Bulgaria since it did not receive public support; according to the NCO, “the general public does not know what NGOs are doing in the country” (Interviewee). A similar situation can be observed in Uganda:

“Whilst undertaking the CSI study, it was recognized that much as it was enshrined in the Constitution of the Republic of Uganda, CS liberties and information rights were not respected which limited their operating environment. Equipped with this information, NGOs engaged in the production of the alternative NGO bill to counter the narrowing NGO environment. A number of organizations came together under the umbrella code named the Coalition of Organizations on the NGO Bill (CONOB). (www.deniva.or.ug).

However respondents in the CSI Impact Assessment revealed that the bill was not recognized and did not have major impact/ effect on government business” (Nabunnya 2009:13).

All these examples show, that even though knowledge based actions were carried out by different CSOs, some of them did not have the expected results; thus, limiting the impact of such initiatives.

Conclusions on Knowledge-based Actions:

As it has been observed above, CSI has played an important role in the strengthening of the legitimacy, accountability and transparency of CSOs. In different countries, diverse actions took place: from further research on the topic, to the establishment and application of codes of conducts.

Among, the factors that contributed to the success of the LTA initiatives, the following could be listed:

- The role of the National Coordinating Organizations was crucial for the consolidation or promotion of such actions. NCOs and in some cases their partners took a lead on the processes either inspired or informed by CSI findings and methods.
- The issue of LTA has been widely received and recognized by the donor community, which was willing to fund such activities.
- The external context was conducive and receptive of this topic. The existence of ongoing initiatives that needed further support is one important aspect that opened doors to the actions taken. CSI was able to provide with the necessary information to materialize initiated actions.

Other actions, such as capacity building or advocacy initiatives, have had less impact, either because they were locally targeted or because they depend on structural changes and wide

public support. Additionally, it can be concluded that most of the identified actions were undertaken by the NCOs, and often external stakeholders are not necessarily aware of them.

In the countries, where hardly any knowledge-based action was identified as result of CSI, some reasons for that can be addressed:

- The study was a good research tool; however NCOs had a hard time implementing follow-up actions due to a lack of guidance in terms of how to make a strategy out of the recommendations.
- The recommendations section of the Country Reports was often too general and not followed by systematic action plans.
- A lack of funds and financial support has hindered the implementation of actions.

4.3 Impact on Inter and Intra-sectoral Collaboration

The participatory methodology of the CSI, regional stakeholder consultations, NAG meetings, and national workshop opened spaces for collaboration among different CSOs and with other stakeholders, mainly with government institutions. In this regard, **an important observed impact of CSI has been in the strengthening of existing or development of new CSO coalitions.** Most of these initiatives were under the lead of the NCO. Also, in many countries, relations between NCO and NAG member organizations improved and created important synergies that are leading to collaborative actions. On the other hand, **it is not evident however, that CSI has made a strong contribution to the strengthening of cross-sector collaboration, i.e. governments, the private sector, the media and others.** In the next paragraphs some examples are detailed and analysed.

4.3.1 Impact on networking and collaboration among CSOs

CSI certainly contributed to the strengthening of relations and networking between existing coalitions of CSOs. In the internal assessment survey launched by CIVICUS in 2009, 44 responses out of 49 stated that CSI supported the strengthening of networking, synergies and collaboration among CSOs. Such results are validated by the country interviews carried out in the framework of this impact assessment, where out of 23 responses, 16 assure that the CSI has contributed to strengthening collaboration with other CSOs. In Scotland, for example, “after CSI, it has been easier for CSOs to come together and share events around the global downturn and recession” (Interviewee). In Costa Rica, “the NCO strengthened relations with four organizations that were part of the NAG. Prior to CSI they did not work together” (Interviewee). In Slovenia, “at the time the CSI started CSO meetings did not take place. Those who participated in CSI workshops got used to getting together. CSI was the starting point to activate the civil society sector after 2003” (Interviewee).

In other countries, the process resulted in the creation of new umbrella organizations of CSOs that participated in the CSI project. In Burkina Faso, for example, “inspired by the importance of CSI indicator on the existence of umbrella organizations, CSOs are currently undergoing a process of creating an umbrella organization and UNDP is funding this activity. Coalitions have been built in topics related to gender, poverty reduction, HIV/AIDS” (Interviewee). Another example can be seen in Hong Kong, where “since 2007 the NCO *Hong Kong Council for Social Services* has been organizing a social forum, where NGOs from all over the country are invited to participate. The organizations that participated in CSI were also invited and a strong network of CSOs resulted from the forum” (Interviewee).

4.3.2 Impact on cross-sector collaboration: the government and private sector

With regard to the collaboration between Civil Society and other actors, like the government and the private sector, some initiatives are observed, without much impact. Even though, in some countries the government has been more open to civil society issues after implementing the CSI, it has been hard for interviewees to attribute those changes to the CSI project. According to many of the stakeholders interviewed, collaboration between CSOs and

the government is influenced by external political, economic and historical factors. In that sense, it cannot be expected that a single initiative like CSI could have had an impact on those ongoing dynamics. In Ghana for example, “the relationship between government (i.e. the Ministry of Social Welfare) and Civil Society improved, but it cannot be said that CSI has had an influence on this relations” (Interviewee). In Egypt, as well, “in the last eight years the relationships between government and CSOs has been improving, but this improvement cannot be directly attributed to CSI. It cannot be expected that a programme like CSI resolves external problems that exist. For example, we can see that there are still many limitations to this relationship, such as lack of government resources for supporting CSOs, lack of a technical clearing house mechanism and the fact that the government is trying to use CSOs for its programmes, but CSOs do not want to participate” (Interviewee).

In spite of such results, some important patterns can be observed:

- In terms of strengthening relations with the government, local authorities have been in many countries more open to address civil society issue than national authorities. For example in Cyprus, “there is a strong cooperation between local authorities and CSOs, especially local ones” (Interviewee); in Argentina “a couple of municipalities showed clear interest in follow – up actions of CSOs” (Interviewee); and in Indonesia “a CSO worked with the local government of Bantul, Yogyakarta to formulate local legislation on ‘transparency, participation and accountability’” (Chaplin, 2009:10). The openness of local governments to CSO issues might be attributed to the role decentralization plays in a given country and also to the fact, that CSOs might have greater access to dialogue with local authorities than with national ones.
- Another sign of impact in terms of relations between CSOs and the government can be observed in specific sectors, such as health, environment, and education. CSOs working in these sectors have established better collaboration mechanisms with the authorities working on their sector, such as the Ministry of Health in Sierra Leone, the Department of Social Welfare in Ghana, environmental authorities in Bulgaria and education authorities in Indonesia. Reasons for this improved sector collaboration might be the strengthening of thematic CSO networks (health, social welfare, environment, education, among others) and the establishment of sector specific activities. Additionally, depending on the country, the openness of sector specific authorities for dialogue with CSOs might have played an important role on the success of these relations.

In the case of the relationship with the private sector, some collaboration initiatives can be observed; which cannot necessarily be attributed to CSI. In Hong Kong, for example, it has been asserted by the interviewee that: “collaboration with the private sector is not a result of CSI but it is a strategic goal of the Civil Society Sector. “Our organization, *Hong Kong Council for Social Service*, has a network of 1300 -1400 caring companies, which are awarded a price for their social service” (Interviewee). Similarly, in Croatia, “the private sector has been more open to Civil Society issues and the corporate social responsibility is widely discussed. Companies seem to be more interested in CSOs programmes, however, it is hard to assert that this interest has changed due to CSI, the corporate sector as a whole is not interested in empirical data, they only look at projects that will increase the visibility of their corporation” (Interviewee). Interviewed stakeholders assured that some of the reasons for such a reduced impact on the private sector might be that the corporations have their own agenda and in many cases their interests do not coincide with the interests of CSOs.

4.3.3 Impact on cross-sector collaboration: the media

Concerning CSOs relations with the media, CSI has provoked an increase in media coverage in various countries. However, few initiatives have had a significant impact, mainly because the efforts of building bridges with the media have been undertaken by a single organization, in many cases the NCOs. In Uganda, the NCO

“Revealed that inspired in some of the CSI findings, efforts to promote CS/Media collaboration are still being undertaken. For example, The New Vision [newspaper] declared August 2009, an NGO week and NGOs used this opportunity to have free publications of their work for the whole month. Additionally, the print media has a strategy of “buy a page; get a free page” to motivate NGOs/CSOs to publish their works” (Nabunnya, 2009:15).

This initiative was not known by other interviewees and NAG members could not recall the effects of it on the sector. In Montenegro, “CSOs established better communication with the media. The NCO considers that one of the most significant changes after CSI was the increased attention to the issues and problems of the current state and future development of civil society” (CIVICUS Internal Impact Assessment). In other countries, the role the media played during CSI has not been sustained. Interviewees assured that much of the attention was paid during and after CSI launch, but now such media attention has vanished. Some reasons for that might be the lack of a systematic post-CSI communication strategy that would assure media coverage to civil society efforts.

Conclusions on Inter and Intra-sectoral collaboration:

The most important impact of CSI was at the level of civil society sector coordination and networking. CSI has strengthened existing or developed new CSO coalitions. Most of these initiatives were undertaken by the NCO. At a lesser extent, CSI was able to influence the relations between CSOs and the government and the private sector. Collaboration between CSOs and these two sectors is influenced by external political, economic and historical factors, and CSI was not able to have a major influence on such dynamics. With regards to collaboration efforts with the media; an initial observed impact has not been sustained. Finally, this impact assessment was not able to detect any significant impact on collaboration efforts between civil society and academia or other sectors.

Some of the factors that had a positive influence on civil society sector collaboration are:

- CSI has been able to highlight the importance of sector collaboration. The fact that NCOs have taken a lead in promoting further networking has been an essential factor of success. NCOs played the role of pioneers by opening up spaces for networking and collaborative work.
- Willingness and need for sector collaboration play an important role in such initiatives. CSOs came together because they understood the benefits of collaboration.
- Collaborative work and partnerships need a common goal. In those cases, where collaboration was enhanced a common CSO goal was established.

The factors that have limited the impact on cross-sector collaboration are listed below:

- The fragmented nature of the CS sector in many countries (as identified in many CSI country reports) has provoked an ambivalent relation towards the government. Yet, some sectors of civil society might have a better relation to the government, others do not.
- No further contact to the different actors and participants of CSI after the project was over is another reason for reduced collaboration. Such situation is also related to the fact that the CSI results were not highly shared among CSOs and many have not really felt ownership of the project.
- The weakness of the external environment clearly addressed in CSI reports could not have been changed by CSI. The political, economic, social and historical factors affecting the relations between CSOs and their external environment are very influential factors that have also affected the level of impact in their relations.

4.4 Impact at the regional level

In general, it can be asserted that from the six regions in which the CSI has been implemented, only **in Latin America has CSI had an impact on regional collaboration**

and communication. In other regions, like the Balkans, Africa and Western Europe, some **important initiatives took place, but their impact is limited to a small group of organizations involved**; and in the rest of the regions CSI was not able to influence new or existing regional collaboration.

4.4.1 Impact on the Latin America Region

In the case of Latin America, it can be said, that CSI has proved to be an important source of regional collaboration and communication. Most of the organizations interviewed, assured that thanks to the regional meetings organized by CSI, the World Assembly and also the ISTR⁸ conferences, NCOs in Latin America were able to build a stronger network of organizations. All countries that participated in CSI are part of the network including additional ones such as Venezuela, Nicaragua, Colombia and Mexico. Interviewees assert that the mailing list they created for knowledge and information exchanges is still active. Additionally, as a region they were able to develop and participate in the LTA project mentioned in point 4.2.1.

4.4.2 Impact on the Balkan region

In the Balkans some regional initiatives resulted from the involvement of NCOs in the CSI project. For example, the formation of the Balkan Civil Society Development Network started with the discussions around the results obtained from the CSI reports. Four countries: Slovenia, Bulgaria, Romania, and Kosovo are members of this Society. Current activities are to advocate the creation of a resource centre. From the perspective of some of the members of this network, however, “the ideas shared in the network are great, but the network itself is not really taking off” (Interviewee). Lack of funds and resources can be attributed to such situation. Apart from this initiative, more bi-lateral forms of collaboration are observed in the region: Croatia and Montenegro, thanks to the partnership built through CSI, are doing some projects together.

4.4.3 Impact on the African Region

In Africa no regional activity is observed apart from some isolated actions made by DENIVA from Uganda:

“Provided that CSI has generated regional interest, as response to requests DENIVA has engaged in sharing experiences that informed Kenya and Tanzania in the development of self-regulation mechanisms. Documentation on restrictive laws within Kenya and Tanzania CS sector were shared. This was also echoed by the Agakhan Development Network, which revealed that QuAM is the leader on standards and values in the region, i.e. Kenya, Uganda and Tanzania. This was meant to build solidarity of CS in East African Community countries. DENIVA has tried to reach out to Rwanda and Burundi but has not been successful in getting CSOs to collaborate with” (Nabunnya, 2009:17).

However, apart from sharing information, no other initiatives were mentioned by interviewed stakeholders, in other parts of Africa.

4.4.4 Impact on Western Europe

In Western Europe, one initiative took place under the initiative of the NCO in Italy:

“A European project called “Monitoring and evaluating the state of the rights to European Active Citizenship” was launched in 2007 by the NCO Fondaca. The project involved countries that participated in CSI phase 2003 – 2006: Cyprus, Czech Republic, Greece, Germany, Italy, the Netherlands, Poland, Slovenia, Bulgaria, Romania, and Turkey. The general aim of the project was to provide public institutions, citizens’ organizations and their stakeholders with the opportunity to check and improve the implementation process of these rights, as constituent

⁸ ISTR is the International Society for Third Sector Research, an association promoting research and education in the fields of philanthropy, civil society and the nonprofit sector. CSI project participants have participated in several ISTR conferences to present results of the country reports.

part of the European integration and the strengthening of European citizenship” (Bacchiardi, 2009:13).

This European initiative is surely a good example of how CSI can spark cross-national initiatives for civil society enhancement and give the analytical framework to implement it. However the lack of publicity it enjoyed (nobody referred to it during the interview process nor it has ever been associated to the CSI) has probably undermined its impact (Bacchiardi, 2009:13).

4.4.5 Impact on Asia and the Middle – east regions

In other regions, no evidence of regional collaboration has been observed as result of CSI phase 2003-2006, mainly due to lack of funds, lack of a leading organization that would mobilize resources for fostering collaboration, and because there was not a concrete project identified that could be carried out as a region.

Conclusions on Regional Impact:

Even though CSI has had an impact on regional collaboration and communication in Latin America, it can be concluded that the project could have made a better effort in assuring that in other regions CSOs participating in the project, build stronger links to regional partners. CSI has the potential of supporting the consolidation of regional networks, by bringing together organizations sharing similar goals and research methods. However, this did not happen mainly because:

- There is a need for an organization that assumes the role of leadership, guides, facilitates and builds bridges between and among organizations. In Latin America this role was initially assumed by ICD in Uruguay.
- Strong communication mechanisms should be established and should have a follow-up mechanism. Knowledge sharing and exchange should be emphasised and the organizations should recognize the benefits of networking.
- A common regional vision materialised in a common project (besides CSI) can lead to the establishment of regional partnerships.
- Financial and human resources are needed for countries to engage in regional initiatives.

4.5 Impact on donor policies and programmes

CSI has had limited impact on donor policies and programmes, with the exception of two donor organizations. At the level of headquarters some of the interviewed donor representatives have highlighted the importance of supporting CSI as initiative, because “it provides with a hand-full of information that can be used in the countries”; however, they asserted that their own policies and strategies regarding CSOs has not been changed because of CSI. As one of the interviewees mentioned: “donor priorities are set at political levels, and CSI is still very much unknown to have such effect on politicians” (Interviewee).

In spite of this general perspective, some positive examples have been identified. The most important example of a donor that has used the CSI definition in their policy papers is SIDA. SIDA adopted the concept of CSI into its 2004 Strategy. Such strategy has been shared to all embassies of SIDA (Interviewee). In the Ukraine for example, SIDA played an important role as donor: “

The Swedish International Development Cooperation Agency, Ukraine (SIDA) noted the high utility of the CS state research conducted in Ukraine. Recently Swedish Development Cooperation Strategy for Ukraine 2009-2013 was approved, where “Democratic Governance and Human Rights” are among the top priorities. According to the Strategy, CSO are active players in achieving the Strategy goals. Presently SIDA, together with other international and donor organizations – i.e. the Embassy of the Kingdom of Netherlands, European Commission Delegation, UNITER project, among others is developing Guidelines for cooperation with CSO using some of the data obtained through the CSI country report” (Sorokovskyy, 2009:20).

Another important example is UNDP: “this organization is very committed to the project; currently, country offices are investing almost 2 million USD on the CSI” (Interviewee). This support is also linked to the fact that UNDP has established a partnership with CIVICUS in the framework of CSI. This partnership has allowed the implementation of CSI, as well as follow-up activities in different countries that are being supported financially by UNDP. For example, in Mozambique, UNDP using CSI results started a capacity building project at grass roots levels, in order to strengthen the technical capacities of CSOs. In Vietnam, UNDP together with SNV co-produced a paper “Filling the gap: the emerging civil society in Vietnam” with comments based on the findings of CSI. In Cyprus, “UNDP funded a community media centre, which is an NGO that has the purpose of increasing the profile of CSOs” (Interviewee). However, given that UNDP is a highly decentralised organization, it is not evident that its internal policies, as a whole, have been influenced by CSI. In some of the countries for example, in Argentina in spite of several requests, UNDP country offices have not been able to buy-in the project and to support CSI initiatives. Another example, in Mongolia, since officers at UNDP changed, their policies changed as well and they did not follow-up initial negotiations with the NCO to support CSI (Interviewee).

At country level, the impact assessment was able to identify some examples in which donors have supported initiatives of some of the countries thanks to the CSI results. Results show for example, one case in Turkey, where a local donor organization using CSI results has supported some initiatives of the NCO.

The case of Sabanci Foundation’s Social Development Grant Program (SDGP) is a perfect example of CSI impact on Turkish donors. The SDGP is an initiative that gives targeted grants to those CSOs who are addressing major social issues. Among the target population includes the youth, individuals with disabilities, and women. The person in charge of the program in Sabanci Foundation use to work at the NCO during the time of the CSI implementation. At the interview, the person mentioned that CSI has been instrumental in terms of getting information and ideas during project design. Although the individual was hesitant in directly linking the project to CSI, it can be noticed that the focus areas of the grant program are very similar to those mentioned in the Report. CSI ratings were low mainly due to lack of activity in these focus areas. So the Sabanci Foundation not only has been allocating money for key areas but funding in such way where it is trying to promote partnerships among CSOs (Zivali, 2010:11).

In Indonesia, the Australian Community Development and Civil Society Strengthening Scheme (ACCESS) funded a second phase of a civil society programme implemented by NCO YAPIKKA. Thanks to donor participation on CSI, the aim of the project was targeted at empowering local citizens to take matters relating to good governance into their own hands (Chaplin, 2009:11). In Ghana, the “European Commission worked on a report making reference of CSI results” (Interviewee). Similarly, in Burkina Faso “the European Union has included the CSI report on their website and has financed a big project for the strengthening of civil society somewhat inspired by CSI findings” (Interviewee). However, in spite of this support, there is no further evidence that the latter mentioned donor organizations changed their global strategies towards civil society thanks to the CSI project.

According to the majority of the interviewees “there is no evidence that CSI has had an influence on donor policies in their countries” (Interviewees). Such perception might come from the fact that in many countries where CSI was successfully implemented in the phase 2003-2006 are having difficulties in fundraising for the current phase. Yet, while donors seemed to be quite satisfied with the results of the first phase, many of them are not willing to support a second phase. Reasons expressed are: a new research project like CSI is not necessarily part of their priorities; the information gathered in the first phase was sufficient to understand civil society in the country; and / or their funding priorities changed in the country. Only in very few cases, donors decided to finance follow-up activities of NCOs; however, not because they changed their priorities, but because the initiatives coincided with to their objectives. The World Bank for example, asserts that “the support provided to CSI was timely since they were carrying out analytical work about civil society in Sierra Leone and Ghana (where CSI was financed), so CSI was in alignment to the work they were doing. Currently,

the analytical process is over, and now their concentration is on dialogue with the government, that is why they are not able to finance the project anymore” (Interviewee). Similarly, in Uganda,

The Agakhan Development Network revealed that: “QuAM happened to fall in one of our programme components. Even before the CSI study was undertaken, the Agakhan Development Network had prioritized the promotion of values and governance in the CS sector, not only in Uganda, but also in Kenya and Tanzania” (Nabunnya, 2009:17). That was one of the main reasons why they supported the initiative.

Conclusions on Donor Impact:

As a conclusion, it can be asserted that CSI has had limited impact on donor policies and programmes. The main reasons for such results are that donor priorities are not easily subject to changes based on the recommendations provided by one project. Policies and strategies of donor agencies, from headquarters to country levels, are influenced by diverse factors which range from international political agreements and donor country’s specific political priorities to local country’s internal socio-economic and political context. That can be observed by the fact that in some countries some agencies were able to support CSI initiatives, whereas in other countries the same organization was not able to do so.

Other observed reasons for this situation are that the general perception of the donor community towards CSI was that it is a research project only. The action component of CSI was not widely recognized and once the information was collected, there was no more interest in financing a second phase. Thus, only few donors were interested in financing follow-up activities. In those cases, activities had to fit the priorities established by the donor agencies.

4.6 Impact on the National Coordination Organization NCO and other project participants

The results of the Impact Assessment show that **CSI has had a significant impact on the NCOs involved, not only because it has contributed to the capacity building in research methodologies of the staff involved, but also because many have changed their programmatic priorities thanks to CSI.** Additionally, **their image and reputation among civil society organizations has been consolidated, if not strengthened.** Regarding other project participants, results show a rather diffuse picture. In few countries, we can see that the project has had an impact on few NAG members, mainly those, who are closely related to the NCO. However, **the project had very little impact on other CSOs that participated in the project.** The next paragraphs illustrate these results.

4.6.1 Impact on NCO research capacities, reputation and strategic priorities

CSI has led to the strengthening of the National Coordinating Organizations in three ways:

- 1) by strengthening the capacities of staff;
- 2) by changing programmatic priorities; and
- 3) by increasing its reputation.

Results of the internal survey launched by CIVICUS in 2009, reveal, for example that 34 out of 85 responses (40%) assert that CSI has led: to changes in organizational strategic priorities of NCOs, and to increased staff development and capacity – building. Similarly, the country interviews carried out in the framework of this Impact Assessment confirm those results: all NCO representatives interviewed agree that CSI has led to some changes in the NCO, either by increasing the research capacities of their staff, by reaffirming their reputation or by influencing the internal priorities of the organization. In Palestine and Togo, among other countries, for example, there is a sense that the research capacities of the team were strengthened by CSI (Interviewees). In several other countries, like Montenegro, “one of the strategic changes that took place thanks to CSI was that they decided not to have regional offices dispersed in the country but to communicate, agree and build partnerships with other

organizations that are working locally” (Interviewee). In Vietnam, “after the implementation of CSI the focus changed to support CSOs and their communities. Even the name of the NCO changed to ‘Centre for Community Support Development Studies’, before the NCO focused on education and social policy. Now they have better ideas of how to support CSOs also in the rural areas” (Interviewee). In Turkey,

“CSI has had tremendous impact on the NCO in many different levels. First, TUSEV is more recognizable today than it was prior to CSI. Second, it has broadened TUSEV’s programmatic strategies. It has introduced three new projects that can be directly linked to CSI. Member’s Profile and Social Investment initiatives are new areas for TUSEV and promoting accountability and transparency is a new phenomenon not only for the NCO but the sector as a whole. Third, CSI encouraged TUSEV to create a new position of Communication Coordinator who helps the organization form and keep open channels of communication with civil society stakeholders” (Zivali, 2010:12).

Furthermore, in Chile, Indonesia, Slovenia, among other countries, NCOs have become widely recognized by the sector and other stakeholders as serious research organizations having the lead on civil society issues (Interviewees). Additionally, the impact on the NCO has also been addressed throughout this report. In general, it has been observed that the NCOs benefited the most from the new knowledge created by CSI; NCOs were the ones that took lead of the different knowledge – based actions addressed in point 4.2 and led to important sector collaboration initiatives as addressed in point 4.3.

Reasons for such success are detailed below:

- Strong relations between CIVICUS and NCOs were built during the implementation of CSI. CIVICUS provided with the conceptual and methodological guidance that led NCOs to successful carry out the project.
- The methodological approach of CSI, as well as the scientific and conceptual basis that supports the research, have contributed to the high quality products delivered by the NCOs. All these aspects had a positive impact on the image of the NCO.
- The level of ownership that the NCOs have on the project and the information and knowledge generated by the research has contributed to the changes in the strategic priorities of many NCOs.

4.6.2 Impact on other project participants

With regard to other stakeholders, CSI has had less influence in the wider civil society sector, government, media and donor communities. The most important examples can be seen in the results of the six case studies carried out in the framework of this impact assessment. During the process of data collection that took place in all six countries, external stakeholders seemed to have limited knowledge and ownership of the CSI project. Such situation can be confirmed by the fact that some of the project participants contacted for interviews (NAG members, CSO representatives, among others) refused participating in interviews mentioning that they could not provide with sound information about CSI and others were unable to respond many of the questions addressed.

Some of the most important reasons for such results might be:

- Lack of a sustainable communication strategy that informs project participants about developments of the CSI project.
- A strong focus on the research component of the program. For many interviewed project participants, CSI is mainly a research tool and not a source of action. Further efforts need to be done, to highlight the action component of the program at different levels.
- A need for a plan of action post CSI that leads to concrete actions with specific follow-up steps.

Conclusions on Project Participant impact:

CSI has had a significant impact on the NCO, not only because it has contributed to the capacity building in research methodologies of the staff involved, but also because many have changed their programmatic priorities thanks to CSI. Additionally, their image and reputation among civil society organizations has been consolidated, if not strengthened. Regarding other project participants, results are not so optimistic. In most of the participant countries the project had very little impact on other stakeholders or CSOs that participated in the project.

4.7 Impact on CIVICUS

One of the most important impacts that CSI has had on CIVICUS was on its image and reputation. CIVICUS has received wide recognition thanks to the efforts done worldwide through CSI. From donor organizations, to local partners, CIVICUS is acknowledged as a serious and committed organization that seeks to strengthen civil society around the world. For example, donor organizations SIDA, CIDA, Irish Aid and NORAD had more confidence to fund again CIVICUS's CSI activities or other CIVICUS programs thanks to the results obtained in CSI phase 1 (Interviewee). Thanks to this recognition and trust, other programs within CIVICUS have also benefited with funds and resources. Also NCO representatives interviewed are satisfied with the partnership established with CIVICUS.

In terms of **CIVICUS programmatic priorities**, it has been observed, that **CSI phase 1 has had a stronger impact at the beginning, mainly when the reports and publications were launched.** Internal programs, such as Legitimacy, Transparency and Accountability and Participatory Governance were developed thanks to the results of CSI, for example. However, **after some years**, based on the interviews carried out with CIVICUS staff, **the impact on internal knowledge creation seems to be vanishing.** Most of the CIVICUS interviewed is rarely using CSI phase 1 results in their current activities and many staff agreed that "CIVICUS is not making use of the data as it should" (Interviewees). In terms of the action component of CSI, one observed weakness, is that **CIVICUS has not established a strategy for addressing NCOs emerging issues into a greater civil society agenda.** According to some interviewees, neither CIVICUS nor CSI were meant to fulfil that aim; however, a lack of a concrete action plan and strategy on this front has limited the potential impact of CSI globally. CSI is widely seen as a research tool, also within CIVICUS; thus, its action component has not had the impact expected globally. A stronger position from CIVICUS regarding how to respond to the recommendations provided by country reports could have enhanced further action at different levels from a global agenda to a local one.

Conclusions on CIVICUS impact:

CSI has had a strong impact on CIVICUS image and reputation worldwide, whereas its impact on CIVICUS's internal strategic directions and programmes has been more limited. The initial impact of the research results has led to some important programmatic changes within CIVICUS; however, currently little information is being drawn from CSI phase 1. Additionally, the action component of CSI has had limited impact on CIVICUS, mainly because a clear strategy of action was not defined.

4.8 Unexpected or negative impact

In the framework of this impact assessment, neither unexpected impact nor negative impact of CSI was detected.

5 Best practices and lessons learned

5.1 Analysis of the best practices and factors that enabled impact results

- The active role of leadership assumed by most of the National Coordinating Organizations was crucial for the consolidation and promotion of knowledge based actions and civil society sector collaboration. NCOs and in some cases their partners took a lead on the processes either inspired or informed by CSI findings and methods. Results show that in most of the countries where NCOs proved to be strong and committed to the CSI process and findings, important signs of impact are detected.
- The fact that the topic of Legitimacy, Transparency and Accountability has been not only acknowledged and recognized as important by the CSO community; but also by CIVICUS and has been funded by the donor community, has been an enabling factor that contributed to the global impact of CSI in knowledge-based actions. Considering that the external context was conducive and receptive of this topic by the existence of on-going initiatives that needed further support, CSI has provided with the necessary information to support ongoing initiatives.
- Additionally, the fact that CSOs were not only motivated by CSI but also they recognized the need for sector collaboration played an important role in the enhancing and strengthening of networks. CSOs came together because they understood the benefits of collaboration and because they felt the need for supporting each other. Additionally, a common goal was necessary to mobilize organizations to work together. Yet, collaboration is mainly done among similar CSOs, CSI with its participatory methodology was able to provide in many cases, space for building those bridges among organizations that shared similar goals.
- Strong relations between CIVICUS and NCOs were built during the implementation of CSI. CIVICUS provided with the conceptual and methodological guidance that led most NCOs to a successful implementation of the project. Additionally, the methodological, scientific and conceptual approach of CSI has contributed to the high quality of products delivered by the NCOs. All these aspects had a positive impact on the image of the NCOs. Finally, the level of ownership that NCOs have on the project and the information and knowledge generated by the research have contributed to the changes in the strategic priorities of many NCOs.

5.2 Analysis of the lessons learned and constraints to impact results

- A lack of a systematic and effective communication and diffusion strategy worldwide has become a limiting factor not only to the further spread of CSI findings outside of a group of interested organizations but also to foster a strong relationship between the civil society sector and other sectors. Additionally, this lack has hindered further contact to the different actors and participants of CSI after the project was over. Yet in all countries a national workshop took place; there is a diversity of ways in which NCOs made results public. Some of them, due to a lack of financial support could not even have a print-out of the report. A communication strategy should be included in the CSI toolkit that would guarantee a sustained transfer of the knowledge created by CSI. It is a pity to see that so much rich information is not being used because of limited diffusion mechanisms. Additionally, strong efforts should be made in publishing the country report in local language and in a non-scientific style. If the purpose of CSI is to strengthen CSOs actions, they need a document that is written in a non-scientific form.
- The study was a good research tool; however the action component of the programme has not been used to its full potential. Most NCOs had a hard time

implementing follow-up actions due to a lack of guidance and lack of a concrete action plan and strategy. A weakness in the design of CSI was the assumption that CSOs and related stakeholders at national levels would voluntarily carry out follow-up actions. This weakness can be reflected in the fact that in many countries the recommendations provided in the country reports are broad and fail to provide concrete paths for solutions. Additionally, a lack of strategy has had an effect on funds and financial support for the implementation of actions and on regional collaborative actions. Similarly, to the establishment of a communication plan, CSI toolkit should have a more concrete guide as to how to make use of report recommendations in order to enhance knowledge-based actions. Additionally, NCOs should present the recommendations in such a format that they can get the attention of the donor community, so that they have better opportunities for fund raising.

- The fragmented nature of the civil society sector in many countries (as identified in many CSI country reports) has provoked an ambivalent relation towards the government and other sectors. Yet, some sectors of civil society might have a better relation to the government, others do not. Even though, CSI has proved to strengthen coalitions and CSO networks, a common voice and action plan should be the focus of attention of such coalitions. Similarly, the weakness of the external environment clearly addressed in CSI reports could not have been changed with a single one-time project. The political, economic, social and historical factors affecting the relations between CSOs and their external environment are very influential factors that have also affected the level of impact not only of the wide-spreading of knowledge created by CSI and on the ownership levels of CSI by the wide CSO sector, but also on the relations between the civil society and other sectors. The process of strengthening civil society in such dynamic context will take time; thus, the role of CSI should not be seen by the different actors as a one-time activity, but rather as a continuous CSO support mechanism. Conclusions and recommendations

5.3 Main conclusions of the impact assessment

In general, it can be concluded that all the immediate objectives of CSI (previously mentioned on section 3, page 5 of this document) were reached during phase 2003-2006. Not only useful and relevant knowledge on the state of civil society was generated and shared in different countries, but also the capacities and commitment of some civil society stakeholders to strengthen civil society was encouraged. Additionally, the following expected outcomes were achieved: CSI was able to enhance the linkages and networks between civil society organizations; there is a greater understanding of civil society among stakeholders worldwide and the research capacities of NCOs were strengthened.

CSI has contributed to the creation of new knowledge regarding the state of civil society in the different countries where the program took place. In general, CSI became an important source of further research and new publications resulted from it. Furthermore, it contributed to the global and national debate of the meaning and definition of civil society. One aspect that might have favoured the impact of CSI on knowledge creation is the fact that the moment in which CSI phase 1 took place there was a generalised need for knowledge about civil society. Yet previous research on civil society has been done in some countries, no research initiative was as comprehensive and detailed as CSI. Additionally, there was a need for information that could help a comparative global analysis. However, it is important to highlight that the stakeholders that benefited most from the new knowledge created by CSI were mainly NCOs and in some isolated cases NAG members. A lack of a sustainable communication and diffusion strategy has been identified as one of the reasons why impact at a wider scale was not achieved.

Furthermore, CSI has played an important role in the strengthening of the legitimacy, accountability and transparency of CSOs. In different countries, diverse actions can be observed: from further research on the topic, to the establishment and application of codes of

conduct. Other actions, such as capacity building or advocacy initiatives, have had less impact, either because they were locally targeted or because they depend on structural changes and wide public support. However, like previously mentioned, most of the identified actions were undertaken by the NCOs and external stakeholders are neither aware of them nor have participated in them.

Another important impact of CSI was at the level of strengthening civil society sector coordination and networking. Most of these initiatives were undertaken by the NCO. At a lesser extent, CSI was able to influence the relations between CSOs and the government and the private sector. Collaboration between CSOs and these two sectors is influenced by the already mentioned external political, economic and historical factors. However, a potential for dialogue and cooperation between state and civil society at local levels of government has been observed. Considering that there is a global recent trend to decentralized governance, CSI can play a significant role in informing local governments and in building bridges and partnerships between CSOs and local authorities. With regards to collaboration efforts with the media; an initial observed impact has not been sustained. No signs of impact were detected in other sectors.

CSI has had limited impact on donor policies and programmes. The main reasons for such results are that donor priorities are not easily subject to changes based on results of one project alone. Additionally, many civil society organizations are still dependent on donor organizations. A consequence of this is that civil society organizations become program orientated and thus strategy is often dictated by what they believe can receive funding. Only some donors have been receptive of the CSI findings, whereas the majority interviewed used the study as a diagnosis exercise and in no way, it had an influence on their policies and strategies.

It can also be said that CSI has had a limited impact on regional collaboration and communication. The project had the potential of creating and strengthening regional networks; however that happened only in one region - Latin America. This result can be mainly attributed to the commitment of individual organizations rather than to a strategy set by CIVICUS. The project could have made a better effort in assuring that in other regions CSOs participating in the project build stronger links to regional partners. All these results reflect the need for a stronger action oriented strategy proposed by CIVICUS, which given the international recognition received thanks to the CSI project could have motivated further collaboration and cooperation among civil society organizations in all partner countries and regions.

In general, it can be finally concluded that CSI's ultimate aims of enhancing the strength and sustainability of civil society worldwide and the strengthening of civil society's contribution to positive social change were partially achieved, mainly because the main subject of impact proved to be the NCOs worldwide instead of the civil society sector as a whole. CSI has had a significant impact on the NCOs, not only because it has contributed to the capacity building in research methodologies of their involved staff involved, but also because many NCOs have changed their programmatic priorities thanks to CSI. Additionally, their image and reputation among civil society organizations has been consolidated, if not strengthened. Furthermore, NCOs are the main beneficiaries of the knowledge created and consolidated by CSI. That can be observed by the fact that mainly NCOs have become leaders of knowledge – based actions and sector cooperation initiatives. However, this impact cannot be observed within other participant CSOs or within the civil society sector as a whole. One of the reasons for such result is that the environment in which global civil society operates is diverse and dynamic and a single action-research project does not have the power to influence the complexity of this environment. As mentioned in the CIVICUS Global Survey of the State of Civil Society Volume 2, Comparative Perspectives: “in countries where there is a democratic and strong state, civil society is generally operating in an enabling legal context” (p. 269). Thus, considering the diversity of political systems that characterise different countries in the world, one can assert that the external environment in which civil society of the world operates is also diverse. Governance and democratization levels affect the strength of civil

society. In that sense, countries which have a more stable governance structure tend to be more supportive of civil society actions (volume 2, page. 242). The response to knowledge creation and sharing, to knowledge based-actions and cross-sector collaboration mainly from external stakeholders has also been affected by these dynamics. Additionally, the strength of civil society structure, its level of articulation and its values are varied among countries. Such factors tend to have an influence on the ways civil society in different countries has articulated itself and has responded to the challenges detected in the CSI report. In most cases, the weaknesses identified in the country reports become at the same time limiting factors for taking actions around the recommendations proposed in the report. Regrettably, CSI has not been able to strengthen the civil society sector as a whole, mainly because the ingrained weakness of civil society is also part of the equation.

5.4 Recommendations to the NCO and CSOs

Based on the results analysed in this impact assessment the following recommendations can be made to National Coordinating Organizations and to Civil Society Organizations:

- CSI has generated relevant information about the state of Civil Society in each participant country and globally. It is very important that this information is still used and shared with the wider public. In that sense, NCOs should present the recommendations in such a format that they can get the attention not only of the donor community, so that they have better opportunities for fundraising, but also of other strategic partners such as the government, other CSOs, the academia and the media. NCOs should also make sure those follow-up actions are inclusive and that CSOs gain ownership of the momentum generated by CSI. This will increase the level of engagement and participation of the wider civil society sector.
- It is also important for the NCO to keep channels of communication open with project participants and other stakeholders following the CSI implementation. It would have been quite beneficial to do follow-up meetings to assess where CSI stands and discuss possible actions or projects that would be feasible to implement in relation to CSI recommendations and findings. These actions can be linked to the establishment of an impact monitoring system at country levels. Only working together with project participants, NCO would be able to trace the impact of CSI on external stakeholders and wider CSOs.
- It is important that the NCO makes sure that the NAG includes representatives of all sectors related to civil society. The NAG has the potential of becoming future partners in the project, provided that they gain real ownership of CSI. In that sense, NAG formation should also be strategic: it should allow for building future partnerships with organizations and institutions that have an influence in the external context. Furthermore, involving government officials in the NAG is very important for sustaining the impact of the project. Additionally, it will be important to keep the NAG as informed as possible during and after CSI implementation. It is important to inspire and motivate them to participate in all project stages: from planning of the research to the implementation of knowledge based actions.
- NCOs have the potential and the information of becoming leaders in strengthening networks and CSO coalitions. A strong communication among coalition members is required. NCOs have the potential of facilitating the process of knowledge sharing and collaborative action between the existing and formed coalitions and networks. Such process can lead to a better use of CSO resources and for the strengthening of their actions.

5.5 Recommendations to CIVICUS CSI

- The CSI communication strategy should guarantee a sustained transfer of the knowledge and information generated by the project. In that sense, it should include

guidelines so that implementing countries are able to obtain the necessary financial means for this purpose. Additionally, strong efforts should be made in publishing the country report in local language and in a non-scientific style. It is clear that for comparative purposes, CIVICUS is interested in a comprehensive research product; however, it is important that CIVICUS also supports the publication of simple versions in local languages. Similarly, to the establishment of a communication plan, CSI should have a more concrete guide as to how to make use of report recommendations in order to enhance knowledge-based actions.

- CSI has the potential of building strong regional coalitions and the methodology proposed can become an enabling factor for cross-country cooperation. CIVICUS in Phase 2003 – 2006 has not taken advantage of the opportunity presented to make regional projects. It is recommended then, that the work with the regions does not end in the presentation of the toolkit and research results; but that further regional workshops are organized to build action plans to respond to the common regional challenges addressed in the country reports.
- The action component of CSI requires considerable enhancement. CIVICUS should make a strategic decision in terms of what to do with the recommendations presented by the country reports. The danger of not assuming this responsibility tends to hinder the impact of the action component of the programme. If CIVICUS regards CSI as a research tool only, then as observed, the major impact would stay at the level of research. However, if a strategy is established regarding the application of the action component of the project, better possibilities of impact on this front might be observed. In that sense, the action component should envision planning and implementation of activities, concerning further integration of the CSI process and findings into the work of governmental bodies, including special activities, such as lobbying and advocacy at national, regional and global levels. Additionally, at the level of CIVICUS better integration of its projects and programs should be aimed, by strengthening synergies between partners of different CIVICUS programmes at country levels.
- In order to be able to track changes of CSI from early stages, it will be important to include in the CSI toolkit, the development and implementation of a targeted impact monitoring system at country levels, which would serve as an instrument for tracing impact during the project's implementation. The impact areas could be defined based on the outcomes CSI is expecting to achieve; some examples could be: impact on knowledge creation and sharing, on knowledge-based actions, and on inter- and intra- sectoral collaboration at national and regional levels. For that matter impact indicators could be developed for each area, so that the NCO (i.e. NIT) can monitor these indicators while implementing CSI. Simple methods for data collection and analysis could be developed (such as questionnaires or targeted interviews) to be filled out by project participants at different stages of the process: immediately at the end of the different activities (i.e. stakeholder consultations, national workshop, etc) but also months after the activities have taken place. Important will be to pay attention to “changes” and “impact” detected thanks to the implementation of CSI from the perspective of project participants and questions should be targeted at analysing “what has changed thanks to CSI implementation”. For that matter, NCOs would have to keep close touch with participant stakeholders. At the end, a short report could be delivered by NCO. However, it will be important to consider that the system is simple and user friendly, so that it does not affect the project and it does not overload the NIT and the NCO with an unnecessary workload.

5.6 Recommendations to guarantee the sustainability of impact

In general, the most significant impact has been observed at the levels of knowledge creation, the strengthening of legitimacy, transparency and accountability of CSOs nationally and globally, the strengthening of sector collaboration and the strengthening of the capacities

and actions of the NCOs that participated in the CSI project. In terms of the sustainability of the impact in these areas, it can be concluded that all have the potential of becoming sustainable if the following suggested provisions are taken into consideration:

- As mentioned before, NCOs have the responsibility of widely using and actively disseminating the results of the country reports in different forms and formats. If the knowledge and information generated by CSI stays within the NCOs only, the impact would not sustain and the report will end up in the shelves of people with outdated information. It is important also, that the second phase reports (in the repeat countries, but also in the global publications) make reference of information generated during phase 1. One danger is that because the methods have changed, CSI phase 1 becomes irrelevant even as a baseline information source. The knowledge generated by phase 1 would only sustain if the information generated is still used, even if the information represents historical evidence.
- In terms of the LTA initiatives, it will be important to continue supporting efforts on this front. Yet many of the CSOs have adopted codes of conduct, the application of them might be at stake if no follow-up mechanisms are developed. CSOs need a tool for guaranteeing checks and balances and for making sure that the debate on the importance of LTA in CSOs continues. Worldwide CSI has contributed to this process, but the contribution should not stop there. There is still a lot to do in this area and NCOs and partners should continue taking the lead on this regard.
- Regarding the sustainability of the impact of CSI on the NCOs, it can be assured that the impact would be sustained in all those NCOs with whom CIVICUS is implementing CSI phase 2. Yet, in many countries the selected NCO has changed, it is encouraged that the current NCO works in close contact with the old NCO to assure that the impact is sustained at that level.

6 Annexes

6.1 ToRs for the Impact Assessment

CIVICUS: World Alliance for Citizen Participation is an international alliance dedicated to strengthening citizen action and civil society throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened. Established in 1993 and originally based in Washington, DC, CIVICUS is now based in Johannesburg, South Africa. For further information see www.civicus.org

Background

The Civil Society Index Programme (CSI) of CIVICUS is a participatory needs assessment and action planning tool for civil society around the world, with the ultimate aim of creating a knowledge base and momentum for civil society strengthening initiatives. The CSI is implemented at the country level by prominent CSOs, which take responsibility for co-ordinating input from a wide range of civil society and other perspectives. Using a structured methodology, based on a wealth of quantitative and qualitative information and using a consultative approach among stakeholders, civil society actors assess the state of civil society in their national context. Based on this assessment, partner CSOs are then able to develop policy-oriented analysis, recommendations and action plans in order to strengthen civil society and its role in development and good governance. Between 2003 and 2006 the CSI programme was successfully implemented in more than 50 countries around the world.

Purpose and Objectives of the Impact Assessment

The CSI is seeking to commission an Impact Assessment (IA) for the 2003-2006 phase of implementation. This assessment will focus on highlighting *all* changes as a result of the CSI intervention. It will help recognize and document evidence of successful actions, whether we originally intended them or not, as well as evidence of negative impacts and setbacks. In the context of the Impact, Planning and Learning Framework (IPLF) of CIVICUS, the data will be collected to check CSI progress against – and create a feedback loop for – the change pathways in order to help CIVICUS assess its progress and contribution to a sustainable change process. The IA will analyze the results of actions taken to strengthen civil society following CSI implementation and develop recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases.

The Impact Assessment has the following objectives:

- Identify changes as a result of the 2003-2006 phase of implementation
- Identify the factors that are impeding/enhancing impact.
- Analyze the results of actions taken to strengthen civil society following CSI implementation and develop a set of best practices and recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases
- Gain insights regarding best practices for continuous monitoring and evaluation of impact in future CSI phases
- Share findings with other CIVICUS departments, donors, and all other stakeholders to determine if it is necessary to re-evaluate programmatic and funding priorities towards civil society strengthening

Supervision and Reporting

The Assessors will report to Katsuji Imata, Deputy Secretary General – Programmes (DSG-P) and work closely with the CSI M&E team and the CSI Programme Officer in charge of M&E.

Tasks and Deliverables

The tasks will involve three stages. The first is developing a proposed plan for the Impact Assessment in an Inception Report. The second, following approval from the Deputy

Secretary General – Programmes is conducting the actual Impact Assessment and data collection according to agreed upon methodologies, budget and timeframe. The third stage is to develop a comprehensive Final Report presenting and analyzing the results of the Impact Assessment.

1) The Planning:

Deliverables: Familiarize with CIVICUS/CSI, literature review, attend briefing on the assignment. In consultation with the CSI Project Management Team and M&E team, produce an Inception Report that features:

- A methodology for gathering information and data on agreed indicators based on a review of CSI background documents and on the results of the recently conducted CSI internal assessment. Develop data collection instruments, sampling, field work, data entry/analysis/interpretation to base report, reporting.
- A work plan for the Impact Assessment
- Identification of stakeholders/countries to be involved/targeted for the Impact Assessment

2) The main IA questions and issues:

Once the Inception Report has been approved by the Deputy Secretary General – Programmes, the assessors will conduct the actual data collection for the Impact Assessment according to agreed upon methodology and timeframe. A mid-term progress report will be expected that offers a chance to redirect the work of the assessors in case there has been any ambiguity or misunderstanding of the content or emphasis of the ToR or any other information.

The main questions/issues guiding the Impact Assessment are:

- *Knowledge Creation and Sharing:* Which stakeholders have been most interested in learning about and have used the CSI findings?
- *Knowledge-based Actions:* Has there been an increase in knowledge-based actions by civil society stakeholders since the previous phase that can be attributed to CSI?
- *Sectoral Collaboration:* Has there been an increased collective voice of civil society in governance and development that can be attributed to CSI?
- *Regional Comparison:* What are the specific trends in impact in the different region where the CSI was implemented?
- *Type of countries:* What are the specific trends in impact in the different types of countries (e.g. developed countries, post-conflict countries, and restrictive environment etc) where the CSI was implemented?
- *CSI Impact on International donors' programmes and policies:* Have CSI findings changed international donors' programmatic and funding priorities?
- *CSI Impact on Programme Participants:* What have been the effects of CSI implementation on the implementing CSO partners and other participants since the last phase?
- *CSI Impact on CIVICUS:* To what extent CIVICUS take implementing CSO partners emerging issues forward into serving a greater CS agenda?

The main stakeholders who will inform the impact assessment are:

- CIVICUS CSI team
- CSI implementing partners
- Members of the National Advisory Groups involved in CSI implementation

- Other stakeholders involved in the project implementation at the national level (i.e. participants to the National Workshop or the Regional Stakeholders Consultations)
- Representatives of government, media, academia and private sector,
- International Steering Group of the CSI
- Main donors
- CIVICUS' Board Programme Committee
- Assessors of CSI's pilot phase, first phase and other experts

3) The Final IA report:

The Assessors will develop a final report on the basis of the IA findings and develop recommendations to improve the impact of the CSI programme. The report should be in English, and not to exceed 60 pages, excluding appendixes. It should include an executive summary and a comprehensive narrative of evidence, findings and recommendations. The appendix should provide an adequate level of documentation to sustain the findings and recommendations. The presentation of findings should be clearly sustained by the evidence found. Recommendations should be action oriented, and clearly addressing the corresponding audience.

The primary audience for this report includes CIVICUS, CIVICUS CSI institutional partners (e.g. the UNDP, Centre for Social Investment (CSI)-Heidelberg University, new and old implementing CSO partners, their project partners, donors at the country level, and the CIVICUS CSI donors. The findings shall provide guidelines for the future directions of the programme to CIVICUS CSI staff, CIVICUS management, and CIVICUS Board.

The drafting of the final report should be collaborative and participatory when applicable. A first draft of the final report will be submitted to CIVICUS and to partners and stakeholders that were involved in the process. Comments and recommendations will then be incorporated by the assessors in a second draft of the final report which will be shared with CIVICUS for finalization.

Methodology

The methodology will be proposed in the assessor's Proposal, and will be further developed by the assessor and presented in the Inception report. Triangulation is suggested with a combination of several research methodologies employing both quantitative and qualitative studies. The analysis should be based on a mix of field visits, desk studies of the programme documentation available at CIVICUS, Most Significant Change stories, case studies, and interviews with stakeholders. Such interviews may include telephone, email, video conference communications and personal interviews.

The assessor is expected to apply analytical tools which permit comparisons across the countries. Complementary quantitative methods should be used where feasible. The assessor may sub-contract certain tasks or topics, to be specified in the inception report.

Timeline and Budget

The three stages should be completed by the end of 2009. The overall budget for the Impact Assessment is USD 35,000.

Required Skills and Experience

The assessor(s) will need to have the following skills and experience:

- Knowledge of civil society, its structures, concepts and networks. The individual(s) will need to be respected by leaders in this field.
- Knowledge of non-governmental organizational management and change from a theoretical and practical perspective. The individual(s) will need to be able to understand and address CIVICUS' particular strengths and the challenges it faces, including its work at a global level.

- Knowledge of appropriate impact evaluation methodologies as they pertain to civil society organizations and networks.
- Knowledge of French and/or Spanish preferred.

How to Apply

Interested candidates are invited to contact Bilal Zeb, CSI Programme Officer at bilal.zeb@civicus.org to request additional documents on which to base their application. The complete candidacy should be submitted to the CSI Project Management Team at bilal.zeb@civicus.org and comprise the following documents:

- a letter of interest
- detailed resume with contact details of three referees
- technical proposal clearly giving the consultant's understanding of the assignment, and proposed IA plan and methodology a budget including the approximate number of days required fees and other relevant cost
- a detailed timeline
- the organization's annual report (if applicable).
- a sample of a previously conducted Impact Assessment

Submissions should reach CIVICUS by **Wednesday 19th August 2009**.

6.2 List of documents revised

Centro de Investigación y Promoción del Campesinado – CIPCA (2005): *Civil Society Index Report. Civil Society in Bolivia: From mobilization to impact*. CIPCA and Catholic Relief Services, Bolivia. La Paz.

CIVICUS Civil Society Index Team (2006), *International Civil Society Index Workshop Report; Glasgow, Scotland 19-21 June 2006*, published by CIVICUS, Glasgow.

CIVICUS (2009): Civil Society Index (CSI). *Impact Assessment Study Concept Note*

CIVICUS (2009): *Report of Internal Assessment*

CIVICUS (2009): *Impact tracker for phase 2003-2007*

CIVICUS (2003): CSI Toolkit

DENIVA (2006) *Civil Society in Uganda: At the crossroads? CIVICUS- Civil Society Index Project*, Uganda.

HEINRICH, Volkhart Finn (2008): *Global Survey of the State of Civil Society: Volume 1*.

HEINRICH, Volkhart Finn (2008): *Global Survey of the State of Civil Society: Volume 2*.

HEINRICH, Volkhart Finn (2008): *Assessing and Strengthening Civil Society Worldwide. A Project Description of the CIVICUS Civil Society Index: A Participatory Needs Assessment and Action-Planning Tool for Civil Society*. CIVICUS Civil Society Index Paper Series Vol. 2, Issue 1.

Kuts, Svitlana and Lyuba Palyvoda (2006): *Civil Society in Ukraine: Driving Engine or Spare Wheel for Change?* CIVICUS Civil Society Index Report for Ukraine, Kyiv.

Rustam Ibrahim (2006): *Indonesian Civil Society 2006: A Long Journey To A Civil Society*. CIVICUS Civil Society Index Report for the Republic of Indonesia, published by Yappika in collaboration with ACCESS and AusAid, Jakarta.

Bikmen, Filiz and Zeynep Meydanoglu (2006): *“Civil Society in turkey: an era of transition. CIVICUS Civil Society Index – Country report for Turkey”* Tusev, Turkey.

6.3 List of stakeholders interviewed face-to-face

Nr.	Name	Position
1	Katsuji Imata	CIVICUS Deputy Secretary General – Programmes
2	Sebastian Njagi Runguma	CIVICUS - Planning and Learning Manager
3	Federico Silva	CIVICUS CSI Senior Officer
4	Julia Sestier	CIVICUS CSI Programme Officer
5	Liz Robson	CIVICUS Resource Mobilization Manager
6	Bilal Aurang Zeb	CIVICUS CSI Programme Officer
7	Amy Barlett	CIVICUS CSI Programme Officer
8	Mandeep Tiwana	CIVICUS Civil Society Watch Officer
9	Netsanet Demissie Belay	CIVICUS Civil Society Watch Officer
10	Adam Nord	CIVICUS Civil Society Watch Officer
11	Anu Pekkonen	CIVICUS Participatory Governance Officer
12	Tracy Anderson	CIVICUS CSI Research Fellow

6.4 List of people who participated in telephone interviews

KEY STAKEHOLDERS

Nr.	Name	Organization	Country
13	Janine Schall-Emden	Former CIVICUS CSI staff	Italy
14	Finn Heinrich	Former CIVICUS CSI staff	Germany
15	Anabel Cruz	Chair of CIVICUS Board of Directors	Uruguay
16	Beniam Gebrezghi	UNDP – Partnerships Bureau – CSO Division	USA
17	Jan Petter Holtedahl	NORAD	Norway
18	Alan Fowler	CIVICUS Ex-head Board Programme Committee	South Africa
19	Kristina Mand	CIVICUS LTA Programme Officer	South Africa
20	Tomas Brundin	Swedish Foreign Ministry	Sweden
21	Jacob Mati	CIVICUS Civil Society Index Research Officer	South Africa
22	Jeff Thindwa	World Bank	USA
23	David Bonbright	Board Member CIVICUS	United Kindom
24	Tim Dottridge	IDRC	Canada
25	Carmen Malena	CIVICUS participatory Governance Officer	Canada

CSI COUNTRY REPRESENTATIVES

Nr.	Name	Organization	Country
26	Ruchir Shah	Scottish Council for Voluntary Organizations	Scotland
27	Ene Obi	Actionaid	Nigeria
28	Siaka Coulibaly	RESOCIDE	Burkina Faso
29	Analia Bettoni	ICD	Uruguay
30	Goran Djurovic	Center for Development of NGOs	Montenegro
31	Diana Andreeva Andreeva	Balkan Assist Association	Bulgaria
32	Evans Gyampoh	UNDP	Ghana
33	Tanya Lockwood	Fundacion Acceso	Costa Rica
34	Tomas Mario	UNDP	Mozambique
35	Dang Ngoc Dinh	CECODES	Vietnam
36	Marina Dimic Vugec	CERANEO	Croatia
37	Eileen Kuttab	Bisan Center for Research and Development	Palestine
38	Lorraine Marriott	NGO Support Center	Cyprus
39	Christus Zachariades	NGO Support Center	Cyprus
40	Zanaa Jurmed	Center for Citizen's Alliance	Mongolia
41	Seonmi Lee	The Third Sector Institute	South Korea
42	Senka Vrbica	Legal Informational Center for NGOs	Slovenia
43	Valnora Edwin	Campaign for Good Governance	Sierra Leone
44	Brian Collins	Wales Council for Voluntary Action	Wales
45	Ali Mohktar	Center for Development Services	Egypt
46	Anthony Wong	The Hong Kong council of Social Service	Hong Kong
47	Adolfo Castillo	Corporación Libertades Ciudadanas	Chile
48	Elida Cecconi	NCO-GADIS	Argentina
49	Amegee Lambert	Realite Gourvernance	Togo

6.5 List of people interviewed in the country case studies

BOLIVIA

Nr.	Name	Organization
1	Miriam Orellana	Ex - CRS Bolivia
2	Cecilia Salazar	Civil Society Expert
3	Alcira Córdova	Research Assistant
4	Oscar Bazoberry	Former director, CIPCA
5	Ivonne Farah	San Andres University
6	Fernando Mayorga	San Simon University
7	Juan Carlos Núñez	Fundacion Jubileo
8	Luis Tapia	San Andres University
9	Eduardo Subieta	Editor, El Diario Critico de Bolivia
10	Luis Rico	Artist
11	Julieta Ojeda	Mujeres Creando - feminist organization
12	Max Gastelú	Federation of Private Entrepreneurs of La Paz
13	René Crespo	Federation of Manufacturing Workers
14	Teresa Hosse	Andean Communication and Development Center
15	María Teresa Zegada	San Simon University
16	Oscar Olivera	Coordinator for the Defence of Water

INDONESIA

Nr.	Name	Organization
17	Fransisca Fitri	Yappika
18	Rustam Ibrahim	Economic and social research, education and advocacy board
19	Nana Mintarti	Dompot Duafa
20	Patra Zein	Indonesian legal aid foundation
21	Titik Hartini	Association for Community Empowerment
22	Lodi	Coalition for Education
23	Ruth Indah Rahayu	Cultural working network
24	Ajen	Yappika
25	Abdi Suryaningati	Yappika
26	Dina	IRE
27	Frans Toegiman	Yayasan Kesatuan Pelayanan Kerjasama (Satunama)
28	Greg Rooney	ACCESS Phase II

29	Juni Thamrin	Indonesian Popular Governance Institute
----	--------------	---

ITALY

Nr.	Name	Organization
30	Monica Ruffa	Fondaca
31	Pier Paolo Baretta	CISL unionist now MP
32	Costanza Fanelli	Manager Social Cooperatives Legacoop
33	Alterio Frigerio	Journalist
34	Renato Frisanco	Fondazione Italia per il Volontariato
35	Antonio Lombardi	UGF Banca
36	Antonio Longo	Movimento per la Difesa del Cittadino
37	Stefania Mancini	Agenzia per le Onlus
38	Giulio Marcon	Consorzio italiano di solidarietà
39	Marco Musella	Economic Policy Professor University of Naples
40	Maria Teresa Rosito	Anima
41	Teresa Petrangolini	Fondaca
42	Diego Galli	Radio Radicale
43	Giangi Milesi	CESVI
44	Maddalena Pelagalli	Pegasus
45	Marina Porro	UGL
46	Elena Tropeano	"Formez", HR department the Public Function Ministry.
47	Giovanni Moro	Fondaca

TURKEY

Nr.	Name	Organization
48	Zeynep Meydanoğlu	TUSEV
49	Başak Ersen	TUSEV
50	Filiz Bikmen	Sabancı Foundation
51	Z. Müge Dane	Former TUSEV staff, project team
52	Batuhan Aydagül	Education Reform Initiative, Sabancı University
53	Yılmaz Ersanoğlu	SETA Foundation
54	Özgür Ünlühıarcıklı	German Marshall Fund
55	Murat Aksoy	Human Rights Expert
56	Ihsan Karayazı	Public Sector, Taş Municipality
57	Prof. Dr. Ahmet İçduygu	Koç University

58	Laden Yurttagüler	Bilgi University
59	Şengül Akçar	Woman's Association--KEDV
60	Rana Birdencorbacioglu	STGM/Bahcesehir University
61	Nehir Günay	TEGV, Samsun Education Park
62	Nadire Mater	Media, IPS Communication Foundation

UGANDA

Nr.	Name	Organization
63	Bonnie Kiconco-Mutungu	QuAM Secretariat
64	Peter Sentongo	Formerly with Office of Prime Minister
65	Fredrick Mugenyi Sansa	Office of Prime Minister
66	Christine Nantongo	Environment Alert
67	Geoffrey Okello	Gulu District NGO Forum
68	Japhes Mukiibi Bimbwa	MS Uganda
69	Chris Businge	Kabarole Research Centre
70	Henry Muguzi	Formerly with Anti Corruption Coalition Uganda
71	Harriet Namisi	DENIVA
72	Fr. Sylvester Arinaitwe	UJCC
73	John De Connick	Cross Cultural Foundation
74	Charles Businge	Action Aid Uganda (formerly DFID)
75	Prof. Kwesiga	DENIVA
76	Grace Isharaza	Agakhan Development Network

UKRAINE

Nr.	Name	Organization
77	Svitlana Kuts	Center for Philanthropy
78	Irina Katkova	Turbota pro litnih (Age Concern) in Ukraine
79	Valerij Rubtsov	Institute of Local Democracy
80	Alla Kozhyna	CSI Project coordinator
81	Lev Abramov	NGO Institute of Socio-Cultural Management, Kirovograd
82	Olena Volochaj	NGO All-Ukrainian Independent Association of Judges
83	Sergiy Volochay	NGO "For Professional Assistance!", Kiev
84	Oleksiy Orlovsky	International Renaissance Foundation, Kiev
85	Lyuba Palyvoda	NGO Creative Center CCC
86	Volodymyr Panniotto	Kyiv International Institute for Sociology

87	Anna Zotsenko	Secretariat of Cabinet of Ministers of Ukraine
88	Sergiy Tkachenko	NGO Donetsk Regional Branch of Committee of Voters of Ukraine
89	Yakiv Rogalin	Charitable Foundation "Kindness", Donetsk
90	Olga Klimko	Media, Poltava
91	Natalia Dniprenko	Secretariat of Cabinet of Ministers of Ukraine, Department of PR& Support to CS Development
92	Olga Sandakova	SIDA, Ukraine

6.6 Schedule of telephone interviews carried out

Name	Date	Name	Date
OCTOBER			
Janine Schall-Emden	October 20, 2009	Finn Heinrich	October 20, 2009
Anabel Cruz	October 21, 2009	Beniam Gebrezghi	October 22, 2009
Jan Petter Holtedahl	October 23, 2009	Alan Fowler	October 23, 2009
Kristina Mand	October 26, 2009	Tomas Brundin	October 28, 2009
Jacob Mati	October 28, 2009		
NOVEMBER			
Jeff Thindwa	November 4, 2009	David Bonbright	November 9, 2009
Ruchir Shah	November 9, 2009	Ene Obi	November 10, 2009
Siaka Coulibaly	November 12, 2009	Analia Bettoni	November 12, 2009
Goran Djurovic	November 16, 2009	Diana Andreeva	November 16, 2009
Tanya Lockwood	November 16, 2009	Dang Ngoc Dinh	November 17, 2009
Marina Dimic Vugec	November 17, 2009	Eileen Kuttub	November 17, 2009
Lorraine Marriott	November 17, 2009	Christus Zachariades	November 17, 2009
Zanaa Jurmed	November 19, 2009	Seonmi Lee	November 20, 2009
Tim Dottridge	November 20, 2009	Senka Vrbica	November 20, 2009
Valnora Edwin	November 26, 2009	Brian Collins	November 30, 2009
DECEMBER			
Ali Mohktar	December 2, 2009	Tomas Mario	December 2, 2009
Anthony Wong	December 4, 2009	Amegee Lambert	December 10, 2009
Adolfo Castillo	December 11, 2009	Elida Cecconi	December 15, 2009
Evans Gyampoh	December 16, 2009	Carmen Malena	December 17, 2009

6.7 ToRs Local Consultants

Background information

CIVICUS – World Alliance for Citizen Participation is an international alliance established in 1993 dedicated to strengthening citizen action and civil society throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened.

The Civil Society Index Programme (CSI) of CIVICUS is a participatory needs assessment and action planning tool for civil society around the world, with the ultimate aim of creating a knowledge base and momentum for civil society strengthening initiatives. The CSI is implemented at the country level by prominent CSOs, which take responsibility for coordinating input from a wide range of civil society and other perspectives. Using a structured methodology, based on a wealth of quantitative and qualitative information and using a consultative approach among stakeholders, civil society actors assess the state of civil society in their national context. Based on this assessment, partner CSOs are then able to develop policy-oriented analysis, recommendations and action plans in order to strengthen civil society and its role in development and good governance. Between 2003 and 2006 the CSI programme was successfully implemented in more than 50 countries around the world.

The Impact Assessment (IA) for the 2003-2006 phase of implementation will focus on highlighting all changes as a result of the CSI intervention. It will help recognize and document evidence of successful actions, intended or not, as well as evidence of negative impacts and setbacks. The IA will analyze the results of actions taken to strengthen civil society following CSI implementation and develop recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases.

The Impact Assessment has the following objectives:

- Identify changes as a result of the 2003-2006 phase of implementation
- Identify the factors that are impeding/enhancing those changes
- Analyze the results of actions taken to strengthen civil society following CSI implementation and develop a set of best practices and recommendations for the most effective use of CSI findings in order to improve the action side of the CSI programme in future phases
- Gain insights regarding best practices for continuous monitoring and evaluation of impact in future CSI phases
- Share findings with other CIVICUS departments, donors, and all other stakeholders to determine if it is necessary to re-evaluate programmatic and funding priorities towards civil society strengthening

Objectives of the assignment

Skat Consulting from Switzerland has been commissioned by CIVICUS to carry out the impact assessment of the Civil Society Index Programme between October and December 2009. Among the many data collection tools to be used in the impact assessment, an in-depth analysis should be carried in six countries where CSI was implemented between 2003 and 2006. The selected countries are: Bolivia, Turkey, Uganda, Italy, Indonesia and Ukraine. For that purpose, Skat will contract in each country consultants who will have the responsibility of carrying out the impact assessment – case study.

Tasks and deliverables

The consultant will be responsible for doing the following tasks:

- Revision of documents regarding CSI implementation in the respective country
- Establish contact with the CSI National Coordinating Organization (NCO)
- Elaboration of a plan of action including:
 - o Preparation of a list of contacts of at least 20 stakeholders who participated in any of the CSI activities (implementation team, members of the NAG, stakeholder consultations, national workshop and media review) to be interviewed
 - o Establish contact with all listed stakeholders and organize an interview time schedule.
 - o Translation of questionnaires and interview guides provided by Skat
- Carry out individual interviews to the stakeholders listed and contacted
- Transcribe the interviews into English
- Analyze the findings of the interviews
- Participate in telephone conferences with Skat for feedback on methods, results and findings
- Carry out a final focus group with at least 5 interviewees to present and validate findings
- Prepare a case study report of at least 15 pages in English

In some countries, it will be expected that the consultant will travel to one or two other cities for conducting interviews

Qualifications of the consultants

The consultants should have:

- A university degree in social sciences or political sciences
- Experience with qualitative research methods
- Knowledge of issues related to civil society in the country
- Ability to communicate and to carry out interviews to different sectors of society
- Good analytical skills
- Excellent written skills in English

Timeline

The work will be carried out in November 2009. The final report should be sent to Skat by Monday 30 of November.

6.8 Data collection and analysis instruments

6.8.1 Questionnaire for NCO and NAG

Country:

Organization:

Name of person interviewed:

Position:

Date: Place:

Questions	Notes:
Knowledge Creation and Sharing	
1. How have the CSI findings been shared and disseminated?	
2. Is there more scholarship on civil society that can be attributed to the CSI in your country?	
3. Which stakeholders (government, media, academia, civil society, private sector, etc.) have been most interested in learning about the CSI findings in your country?	
4. How have members of academia and other epistemic communities used the CSI findings in your country?	
Knowledge-based Actions	
5. What are the concrete follow-up actions in the country in addition to those already discovered by CSI and who has led these actions?	
6. Which outcomes have been sustained, which have lost momentum, and why?	
7. How successful has civil society in your country been in addressing the recommendations described in the country reports 2-3 years after the implementation?	
8. Were there any other forms of actions that developed from the CSI?	
9. What were the relevant external and internal factors that influenced the results or sustainability of the actions taken?	
Sectoral Collaboration	
10. Has there been an increased collective voice of civil society in governance and development that can be attributed to CSI?	
11. Has there been an increased openness to civil society by external stakeholders that can be attributed to CSI? Has the sector become more visible, or more respected?	
12. How successful have the NCOs been in working with other stakeholders (internal and external to civil society) in the project follow-up activities?	
Regional Comparison	
13. What are the specific trends in impact in your region that come from the CSI?	
CSI Impact on International donors' programmes and policies	
14. Have CSI findings changed international donors' programmatic and funding priorities in your country?	
15. How have donors used CSI findings in your country?	
CSI Impact on Project Participants	
17. Has implementing the CSI led to any changes in NCOs' programmatic priorities?	
18. Has implementing the CSI inspired internal changes in the NCOs (greater transparency, greater accountability, greater inclusiveness, etc.)?	
19. What have been the effects of CSI implementation on the NCOs' and other participants since the last phase?	
20. Did CIVICUS processes encourage local ownership of results and outcomes of the project and how did this happen?	

6.8.2 Method: Most Significant Change Story of NCOs

Question: Thinking about the last 2 years, ¿what was for you the most significant change thanks to the implementation of the CSI in your country?

Instructions:

- Please tell ONLY ONE story of the change that you think is the most significant one
- Think about one moment in which you/your organization have experienced a SIGNIFICANT change thanks to the implementation of CSI
- Please describe the context (place and time) of the event that produced a change.
- Write the story as clear as possible using first person.
- Use examples and illustrations to tell what happened
- Think of your audience, what do you want to tell, what do you want the audience to know? ¿Qué quieres que la audiencia sepa, sienta y haga gracias a tu historia?
- Finish the story with a personal reflection. What did you learn from this change, what is the main message?

Questionnaire:

MOST SIGNIFICANT CHANGE STORY

TITLE OF THE STORY: NAME:	
When did the change happen? Date (month, year) when the story takes place.	
Where did the change happen? Place where the event/action occurred.	
People involved: Make a list of the people who participated/witnessed the change in the action and describe their roles and functions around such action.	
Description of the problem that has been solved or situation that has changed thanks to the action.	
ACTION/SITUATION: Describe the sequence of actions/events before, during and after the most significant change took place. Specify clearly how and why did the change occur and what were the results of such change.	
Conclude the story with the lessons learned.	

6.8.3 Questionnaire for CIVICUS

Name of person interviewed:

Position: Programme

Date:

Place:

Questions	Notes:
Project long lasting changes	
1. Has there been change or not? If so, for whom and what is the scale and nature of this change?	
2. How significant is the change?	
3. What made the change to happen or what key processes led to that change?	
Knowledge Creation and Sharing	
4. How have the CSI findings been shared and disseminated?	
5. Is there more scholarship on civil society that can be attributed to the CSI?	
6. Which stakeholders (government, media, academia, civil society, private sector, etc.) have been most interested in learning about the CSI findings?	
7. How have members of academia and other epistemic communities used the CSI findings?	
Knowledge-based Actions	
8. What are the concrete follow-up actions in all countries in addition to those already discovered by CSI and who has led these actions?	
9. Which outcomes have been sustained, which have lost momentum, and why?	
10. How successful has civil society in these countries been in addressing the recommendations described in the country reports 2-3 years after the implementation?	
11. Were there any other forms of actions that developed from the	
12. What were the relevant external and internal factors that influenced the results or sustainability of the actions taken?	
Sectoral Collaboration	
13. Has there been an increased collective voice of civil society in governance and development that can be attributed to CSI?	
14. Has there been an increased openness to civil society by external stakeholders that can be attributed to CSI? Has the sector become more visible, or more respected?	
15. How successful have the NCOs been in working with other stakeholders (internal and external to civil society) in the project follow-up activities?	
Regional Comparison	
16. What are the specific trends in impact in the different region where the CSI was implemented?	
17. Is the CSI having similar or different types of impact in different regions?	
18. Is the CSI having more impact in certain regions than others?	
19. Are there common factors that have impeded or enhanced impact in a given region?	
Type of countries	
20. What are the specific trends in impact in the different types of countries (e.g developed countries, post-conflict countries, and restrictive environment etc) where the CSI was implemented?	
21. Are there common factors that have impeded or enhanced impact in a given type of country?	

CSI Impact on International donors' programmes and policies	
22. Have CSI findings changed international donors' programmatic and funding priorities?	
23. How have international donors used CSI findings?	
CSI Impact on Project Participants	
24. Has implementing the CSI led to any changes in NCOs' programmatic priorities?	
25. Has implementing the CSI inspired internal changes in the NCOs (greater transparency, greater accountability, greater inclusiveness, etc.)?	
26. What have been the effects of CSI implementation on the NCOs' and other participants since the last phase?	
27. Did CIVICUS processes encourage local ownership of results and outcomes of the project and how did this happen?	
CSI Impact on CIVICUS:	
28. What have been the effects of CSI implementation on CIVICUS' image and programming for civil society strengthening since the last phase?	
29. How are NCOs' concerns and recommendations incorporated into CIVICUS' strategic directions and programming?	
30. To what extent CIVICUS take NCOs' emerging issues forward into serving a greater CS agenda?	
31. Has CSI team awareness of CSOs' issues and concerns increased? How has this increased awareness influenced project management and administration of individual projects?	

6.8.4 Analysis Matrix

Country:

Consultant's name:

Focus areas	Analysis
<p>Project long lasting changes</p> <ul style="list-style-type: none"> • Has there been change or not? If so, for whom and what is the scale and nature of this change? • How significant is the change? • Was the change intended or not, good or bad? • What made the change to happen and what key processes led to that change? • How sustainable is this change? 	
<p>Knowledge Creation and Sharing</p> <ul style="list-style-type: none"> • How have the CSI findings been shared and disseminated? • Is there more scholarship on civil society that can be attributed to the CSI? • Which stakeholders (government, media, academia, civil society, private sector, etc.) have been most interested in learning about the CSI findings? • How have members of academia and other epistemic communities used the CSI findings? 	
<p>Knowledge-based Actions</p> <ul style="list-style-type: none"> • What are the concrete follow-up actions in this country in addition to those already discovered by CSI and who has led these actions? • Which outcomes have been sustained, which have lost momentum, and why? • How successful has civil society in this country been in addressing the recommendations described in the country reports 2-3 years after the implementation? • Are there any trends regarding which recommendations were followed up on versus which were not? • Were there any other forms of actions that developed from the research (other than Action Plans)? If yes, what were they and what was their impact? • What were the relevant external and internal factors that influenced the results or sustainability of the actions taken? 	
<p>Sectoral Collaboration</p>	

<ul style="list-style-type: none"> • Has there been an increased collective voice of civil society in governance and development that can be attributed to CSI? 	
<ul style="list-style-type: none"> • Has there been an increased openness to civil society by external stakeholders that can be attributed to CSI? Has the sector become more visible, or more respected? 	
<ul style="list-style-type: none"> • How successful have the NCOs been in working with other stakeholders (internal and external to civil society) in the project follow-up activities? 	
<p>CSI Impact on International donors' programmes and policies</p> <ul style="list-style-type: none"> • Have CSI findings changed donors' programmatic and funding priorities in this country? • How have donors used CSI findings in this country? 	
<p>CSI Impact on Project Participants</p> <ul style="list-style-type: none"> • Has implementing the CSI led to any changes in NCOs' programmatic priorities? • Has implementing the CSI inspired internal changes in the NCOs (greater transparency, greater accountability, greater inclusiveness, etc.)? • What have been the effects of CSI implementation on the NCOs' and other participants since the last phase? • Did CIVICUS processes encourage local ownership of results and outcomes of the project and how did this happen? 	
<p>CSI Impact on CIVICUS</p> <ul style="list-style-type: none"> • What have been the effects of CSI implementation on CIVICUS' image and programming for civil society strengthening since the last phase? • How are NCOs' concerns and recommendations incorporated into CIVICUS' strategic directions and programming? • To what extent CIVICUS take NCOs' emerging issues forward into serving a greater CS agenda? • Has CSI team awareness of CSOs' issues and concerns increased? How has this increased awareness influenced project management and administration of individual projects? 	