



# POLICY FOR DANISH SUPPORT TO CIVIL SOCIETY

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# FOREWORD

As a development partner, Denmark wishes to promote solidarity between people. Solidarity creates trust and hope for a better future. The work that civil society actors do all over the world is an important expression of solidarity.

Because civil society often represents the voice of rights-holders, support to civil society is at the heart of the human rights-based approach to development cooperation. Civil society often plays a pivotal role in fighting for the basic human rights of poor and excluded groups, and in building the capacity of these groups to advocate for their rights. Participation, inclusion and an enabling environment for civil society action are key elements in the struggle for respect for human rights and poverty eradication.

Danish support to civil society has been guided by the Strategy for Danish Support to Civil Society from 2008. The Strategy was recently evaluated and while the evaluation did not recommend substantial changes in the Danish support to civil society, it did point to some issues which must be further developed, if Denmark is to maintain, and make use of, the high level of credibility Denmark has achieved as a strong development partner for civil society.

The evaluation gave three main recommendations: 1) Replace the Civil Society Strategy with a Civil Society Policy that supports Denmark's development cooperation strategy, *The Right to a Better Life*; 2) Support Danish civil society organisations to develop innovative, effective partnerships with Southern civil society organisations that reflect the changing dynamics of civil society in developing countries; and 3) Maintain a mix of funding windows to respond to the diversity of civil society in developing countries.

This Policy introduces a number of new features in our approach to supporting civil society.

The Policy offers direction on support to civil society across all cooperation modalities with civil society, not only the support provided through Danish civil society organisations but all Danida support whether at country level, through thematic programmes or through regional and multilateral organisations. The Policy will inform policy dialogue at all levels.

Denmark remains committed to supporting an independent, diverse civil society through a wide range of cooperation modalities. This includes support to traditional civil society associations as well as new emerging civil society actors. Danish support to civil society will be adapted to the reality on the ground and will include support to innovative modalities.

Denmark will continue to develop strategic partnerships with Danish civil society actors who will be expected to innovate and demonstrate their added value to civil society in the global South in delivering development outcomes. Equal partnerships are a prerequisite for this.

Capacity development, advocacy and networking remain the 'pathways to change' through which Denmark will support civil society.

Mogens Jensen  
Minister for Trade and Development Cooperation

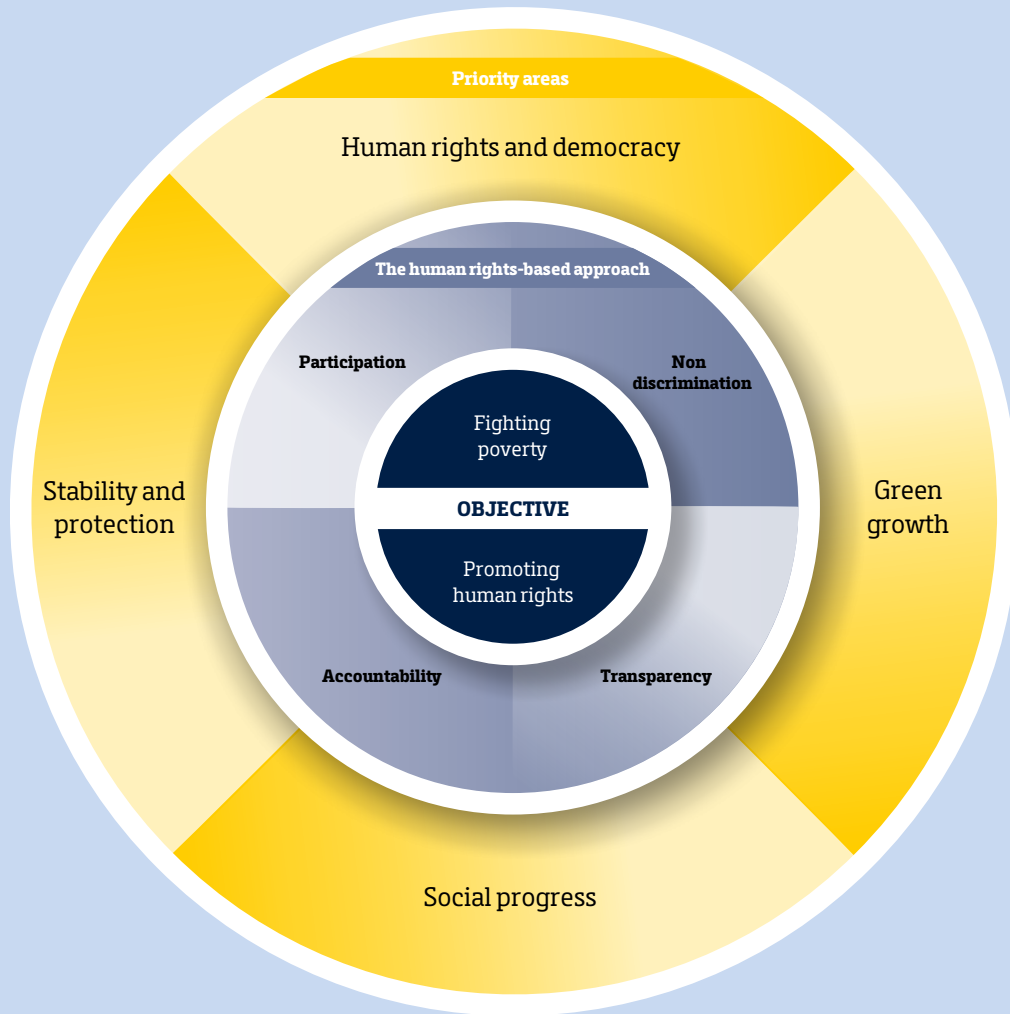
# 1

## INTRODUCTION

Denmark will fight poverty with human rights and economic growth. This is the overall message of the Strategy for Denmark's Development Cooperation, *The Right to a Better Life*. The Strategy places a strong emphasis on continuing Denmark's active partnership with civil society. It underlines that Denmark will work for and support a vibrant, diverse civil society in the global South through partnerships with civil society organisations, and international and local organisations and movements.

Civil society contributes significantly to sustaining public support for and engagement within development cooperation, both in Denmark and in the global South. Denmark requires transparency, participation, cooperation and results from its civil society partners. Denmark will strengthen partnerships with civil society organisations to help make them more strategic and effective in order to promote civil societies that are legitimate, diversified and human rights-based. *The Right to a Better Life* emphasises that Denmark will continue to support small and medium-sized civil society organisations. This will be done increasingly through direct support to civil society organisations in the global South.

**THE RIGHT TO A BETTER LIFE'S PRIORITY AREAS:**



*The Right to a Better Life* introduces a human rights-based approach to Danish development cooperation. This means that United Nations human rights conventions, standards, norms and instruments will serve as a compass to guide Denmark's political dialogue, development interventions and partnerships, including those with civil society. The human rights-based approach is based on four main principles which will inform all Danish development

cooperation engagement: participation; accountability; non-discrimination; and transparency.

These four principles are fundamental standards and values in the international human rights framework, and are also highlighted in the Danish International Development Cooperation Act (2012) which states that the objective of Denmark's development cooperation is to

combat poverty and promote human rights, democracy, sustainable development, peace and stability in conformity with the United Nations Charter, the Universal Declaration of Human Rights and the United Nations' nine core human rights conventions.

As illustrated above, *The Right to a Better Life* focuses Denmark's development cooperation on poverty reduction on four

strategic priority areas: Human rights and democracy; green growth; social progress; and stability and protection.

This Policy outlines how Denmark will support civil society actors as part of its implementation of the International Development Cooperation Act and *The Right to a Better Life*.

Important changes in societies have been brought about through civil society action. Participation, inclusion and an enabling environment are key elements in the

struggle for changes in society, respect for human rights and poverty eradication.

### HOW IS CIVIL SOCIETY DEFINED?

This Policy defines civil society as the arena between the state, the market and the family/household in which people can debate and take individual and collective action to promote change or issues of shared interest. This includes civil society in all its forms – civil society organisations (CSOs), community based organisations, community groups, trade unions, business

associations, cooperatives, faith-based organisations, informal groups (without boards and formal constitutions), social movements, including online activists, academia, think tanks, international non-governmental organisations (INGOs) and media. Civil society is fluid and dynamic; people come together physically and virtually to promote change on a wide range of issues and people move from one issue or topic to another and then back again.

### SCOPE OF THE POLICY

This Policy provides direction for all Danida support to civil society. This includes all support modalities i.e. country programmes; regional support programmes i.e. the Danish-Arab Partnership Programme and the Neighbourhood Programme; support through multilateral and regional organisations; joint civil society funding mechanisms; different thematic programmes; as well as support through Danish civil society actors, INGOs and think tanks.

The Policy also provides direction on how to promote enhanced, invited spaces and an enabling environment for civil society to operate in through, for example, policy dialogue with partners, i.e. governments, multilateral organisations (e.g. UN, the World Bank), regional organisations (e.g. EU), fund managers, private sector and others.



Zimbabwe – education

# 2

## OBJECTIVE AND TARGET GROUPS OF DANISH CIVIL SOCIETY SUPPORT

### OBJECTIVE

The objective of Denmark's support to civil society is to:

Ensure that civil society in the global South has the space and capacity to gain influence to combat poverty and inequality, promote human rights as well as sustainable development in an accountable, inclusive and transparent manner, in particular in favour of poor and excluded groups

Denmark has a long history and tradition of promoting and defending the space for civil society to engage in local, national and international debates, and for civil society representatives to be included in decision-making processes. Denmark will maintain this role and build on lessons learned from many years of experience in this field.

The strength of the Danish approach to supporting civil society focuses on partnership, capacity development, advocacy and networking. The present Policy will continue to place the primary focus on these areas of support as experience shows this approach can enable change that benefits poor, marginalised and excluded groups.

**'Global South'** refers to all countries where Danish development cooperation is implemented either directly through Danish missions or through partners, including in the Middle East and Eastern Europe

Danish support to civil society will aim to:

- Contribute to the development of a strong, independent, vocal and diverse civil society as a prerequisite to long-term poverty reduction; respect and protection of human rights; and the promotion of equality, democracy and sustainable development.
- Promote a vibrant, inclusive and open debate in which civil society takes active part as interlocutors in their own right and on behalf of the rights-holders whom they represent.
- Promote the rights to association and assembly, enabling environment as well as create more invited space for civil society's participation in national legislation processes, cooperation and decision-making processes; national and local policy making; social dialogue and dialogue on the distribution of resources.
- Promote a representative, accountable, and locally based civil society working according to the principles of participation, accountability, non-discrimination and transparency with regard to its target groups/beneficiaries.

In order to reach the goals mentioned above, Denmark will support:

- **Capacity development** of civil society actors in the global South to promote their agendas for change.

- **Advocacy** work of civil society actors in the global South at local, national, regional and international level.
- **Networks** through capacity development of civil society actors in the global South to establish, develop and participate in networks at local, national, regional and international level to promote their agendas for change.
- Mutually contributing and benefitting **partnerships** between civil society actors.
- **South-South initiatives** to promote capacity development, advocacy and networking.
- Civil society **engagement with duty bearers**, including the efforts of civil society to enhance the responsiveness of duty bearers, the private sector and institutions of democratic control to the rights of the poor and excluded.

Limited strategic service delivery, capacity development and advocacy combined may reinforce each other, but stand-alone service delivery should not be considered outside a humanitarian context.





Zimbabwe – women’s workshop on rights

## TARGET GROUPS

The main target groups of Danish support to civil society are civil society actors in the global South, in particular poor, marginalised and excluded groups i.e. rights holders who are constrained in claiming their rights and in fully influencing their own lives. By placing an emphasis on marginalised and excluded groups, Denmark wishes to reach out to people who suffer discrimination on the basis of e.g. gender, age, disability, ethnicity, sexual orientation and religion such as women and girls, indigenous peoples, migrants, and people with disabilities, among others. Some target groups, especially women and youth, may play significant roles as drivers of change in a society.

Duty-bearers are also a target group. Denmark will promote the space for civil society actors to claim their human rights in its policy dialogue with duty-bearers.

This dialogue will address how rights-holders and civil society actors can be included in decision-making processes. The role of civil society as representatives of excluded groups is important in creating interfaces between rights-holders and duty-bearers to help secure increased respect for human rights and hold duty-bearers accountable.

## PRINCIPLES OF ENGAGEMENT

All Danish support to civil society must:

- Be based on a political-economy analysis of the local context, including drivers of inequality; drivers of change, power relations, gender and legitimacy aspects.
- Be based on dialogue with civil society actors and communities, to respond to identified needs and focus on achieving results.

- Be flexible and responsive to risks in order to promote innovation and new partnerships, including with the private sector.
- Be based on the “do-no-harm”-principle.
- Be provided through a mix of cooperation modalities in response to the diversity of civil society, local context and identified needs e.g. long-term support for advocacy and targeted support to promote policy change outcomes.
- Reduce as much as possible the transaction costs for civil society associated with donor funding and reporting e.g. through harmonised or joint support and by providing more strategic and programmatic funding.

In fragile situations, the context analyses will include localised fragility assessments and conflict analysis. Danish support to civil society in such situations will involve and be accountable to the local population as much as possible through a clear communication strategy that describes the values and principles for engagement and ensures that both beneficiaries and other actors are as well-informed as possible. The classic distinctions between the roles and responsibilities of state, civil society and private sector, or between duty-bearer and rights-holder, may not be straight forward in fragile contexts and, therefore, require more detailed analysis.

# 3

## CURRENT GLOBAL CHALLENGES AND OPPORTUNITIES

This chapter will outline some of the main global trends vis-à-vis international development policy and the changing conditions for civil society.

## SOCIAL MOVEMENTS AND SOCIAL MEDIA

New media, including social media, and social movements are increasingly playing the role of CSOs in representing communities, especially in middle-income countries. Populations currently under the age of 30 will be the dominant force in many developing countries in the coming years. INGOs and local civil society actors do not always have a lot of ‘street credit’ in certain environments. New and social media present an opportunity for civil society actors to engage with younger ‘wired’ generations wanting to make their imprint on the society in which they live. The increased use of Information and Communication Technologies (ICT) offers an opportunity for moving towards more equality between generations as the older generation needs the knowledge and advice of the younger generation in order to be able to navigate in ICT systems. ICT also allows for greater transparency in terms of improving access to public information. A more informed population offers an improved platform for holding government accountable. The growing urbanisation of poverty in the global South makes it increasingly relevant to cooperate with urban civil society actors representing poor and excluded groups, and to explore opportunities to create alliances between middle-class youth and the rising demands of the poor and excluded for democratic and social change.

More informal and transitory forms of organisation and expression challenge not only Governments, but also development partners and traditional forms of collaboration with civil society actors. INGOs and local civil society actors need to learn, listen and participate in such social networks acknowledging that they are not always the first movers in new social manifestations where new social media and ICT play a prominent role. An important role for INGOs can be to facilitate the sharing of experience among new social movements and between them and other actors without hijacking the agenda.

## SPACE OF CIVIL SOCIETY ACTORS

Securing space for civil society is often the first challenge for developing civil society. It is important to distinguish between *invited space* and *claimed space*. Denmark and other development partners can support the creation of *invited space* for dialogue between civil society and local and national authorities. In such *invited spaces*, it is possible for civil society to raise sensitive issues in specific areas, such as thematic area policies and budget tracking. In *claimed spaces*, local stakeholders in alliance with media may seek to force an issue to be debated in public to assert the claims of rights-holders.

Political and legal conditions for civil society to flourish are deteriorating in some countries although civil society activism continues to grow. In some cases,

legal frameworks formally provide space for civil society while de facto the space to claim the rights of excluded groups is limited by social and economic conditions and political constraints. Space may be genuinely shrinking or it may be that civil society is challenging governments more than before and has, therefore, tested the boundaries for civil society engagement to the limit. Country-specific analysis is needed to determine where space for civil society is shrinking, stagnant or growing and what form Danish support can and should take.

## ECONOMIC GROWTH, INEQUALITY AND DEVELOPMENT FINANCING

The number of very poor countries is decreasing, but inequality is increasing, especially in urban areas and in middle-income countries. Danish development cooperation continues to focus on poverty reduction in poorer countries. Some civil society support will be channelled to civil society actors in middle-income countries, but only through programmes targeting specific geographical priority areas e.g. the Neighbourhood Programme and the Danish-Arab Partnership Programme, or specific thematic areas such as indigenous peoples<sup>1</sup>.

Economic growth in developing countries and emerging economies has been the main driving force of poverty reduction in the past decade – not official development assistance (ODA). The relative importance

1 Country income limits are updated annually

of ODA vis-à-vis other forms of finance has declined particularly in middle-income countries while lower-income countries still remain more dependent on aid. Traditional ODA is increasingly complemented by 'non-traditional assistance' such as South-South cooperation, climate finance, remittances, philanthropy and global funds. Sources, types and conditions of funding for civil society in the future may be quite different from today. For example, the proportion of ODA to civil society in the global South channelled through CSOs in DAC countries has declined significantly since 2009.

## ENGAGING THE PRIVATE SECTOR

The trends described above call for new collaborative partnerships among governments, businesses, social partners and civil society in which ODA can catalyse new solutions and the scaling up of funds. The private sector will play an increasing role not only as a driver of economic growth in the global South but also in the promotion of inclusive green growth contributing to environmentally, socially and economically sustainable development in both the North and the global South.

Civil society has an important role to play in pushing forward an inclusive green growth agenda as an opportunity and not a constraint in the global South. Civil society can promote dialogue between

social partners, develop new markets and business models in collaboration with businesses, and devise solutions capable of creating jobs, fostering growth and reducing poverty in the global South. In addition, civil society can play an important role in promoting Corporate Social Responsibility (CSR).

CSR is the responsibility of companies for their impact on society. To fully meet this responsibility, companies should have in place a process to integrate social, environmental, ethical, human rights, including worker's rights, and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders. They should aim at 1) maximising the creation of shared value for their owners/shareholders and for their other stakeholders and society at large and, 2) identifying, preventing and mitigating their possible adverse impacts.

Civil society can play a significant role as watchdog by holding companies accountable for taking appropriate steps to identify, prevent and mitigate adverse impacts of business activities on human rights, labour rights, non-discrimination including gender equality, environment and anti-corruption<sup>2</sup>. Civil society can also contribute to raising awareness with regard to the duty of companies to respect human rights, and the duty of states to protect against human rights abuse and to ensure access to effective remedy as stated in the UN Guiding Principles

on Business and Human Rights. Moreover, civil society can take part in raising consumer and public awareness of CSR.

One example where governments, businesses and civil society, and particularly trade unions, work together to combine economic growth that generates opportunities for investment and entrepreneurship with creation of decent jobs and sustainable livelihoods, is the International Labour Organization's Decent Work Agenda<sup>3</sup>. This initiative focuses on job creation, rights at work, social protection and social dialogue between social partners, with gender equality as a crosscutting objective.

## SHIFTING BALANCES OF POWER

Changes in global economic and political power, combined with patterns of development financing, will change the power relationships between Northern and Southern development partners. South/South relationships will become increasingly significant. Governments in the global South will have more choice and different sources of funding for development. This helps strengthen the negotiating power of governments and may make it more difficult for traditional development partners to influence policy. There has been a huge growth in civil society actors in the global South in recent years (approx. 3.3 million NGOs in India; 440.000 in China)<sup>4</sup>. This should encourage

2 For example in accordance with ILO conventions, the UN Global Compact, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Corporations

3 The International Labour Organization (ILO), <http://www.ilo.org/global/topics/decent-work/lang-en/index.htm>

4 The Future Role of Civil Society, World Economic Forum 2013 [http://www3.weforum.org/docs/WEF\\_FutureRoleCivilSociety\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_FutureRoleCivilSociety_Report_2013.pdf)

civil society actors in the North to play stronger roles as facilitators, networkers, conveners and innovators in addition to more traditional roles as advocates and service providers.

## FRAGILE SITUATIONS

Basic human rights are particularly under pressure in fragile situations where the state is either unwilling or unable to protect and provide basic services to its citizens. Consequently, fragile situations call for particular attention to the basic rights of the individual human being.

The state in fragile situations is often characterised by:

- *Lack of legitimacy*, such as lack of democracy, absence of civil and political rights, dominant role of the military, suppression of opposition, control of media, exclusion of significant groups from power etc.
- *Shortcomings in provision of basic services* characterised by partial or complete inability to ensure access to basic services to all citizens.
- *Lack of authority*, characterised by insufficient authority to uphold territorial control and protect its citizens from violence of various kinds, including organised crime and political violence.

Conflicts are more frequently handled violently and, in some situations, fuelled by uncontrolled spread of small arms. Fragile situations are thus characterised by multiple stakeholders with competing claims to national or local governance presenting particular challenges in regard to their relationship with civil society. The emergence of trust in and reliance on traditional governance structures such as clan, tribe, religion, or “newer” non-state structures such as political, criminal or ideological movements are common characteristics in such circumstances. In many cases fragility and political tensions are exacerbated by climate and environmental factors such as drought, floods and extreme weather, leading to food insecurity and increased tensions over natural resources.

## EMPHASIS ON RESULTS

Demonstrating the results of support to civil society is important to the people CSOs represent, to domestic constituencies and to development partners. Danida will strengthen its emphasis on the documentation of the effects of the mutual partnership and support provided to Northern and Southern CSOs. This is both an opportunity and a challenge. The benefits of the partnership between a Danish and a Southern CSO in terms of capacity strengthening and increased access to international fora can be more difficult to measure and

document than, for example, the delivery of services.

## NATIONAL AND INTERNATIONAL LEVEL DEBATE AND POLICY CHANGES

Denmark will promote the engagement of civil society actors from the global South in, and influence on, international processes. Many Danish CSOs are part of international networks, and can facilitate linkages between local and national levels; input into international level fora; and feed back to national and local level partners. With many strong and vibrant networks and coalitions among civil society actors, the world is much better equipped to link rhetoric and reality in international agreements, such as conventions and declarations. Civil society has been able to use its knowledge base to influence international agendas such as the United Nations Framework Convention on Climate Change, the Rio+20 Conference on Sustainable Development and its follow-up processes including the work in the UN Open Working Group on Sustainable Development Goals, the UN Commission on the Status of Women, and the Commission on Population and Development. Civil society has also been a driver behind important updates of existing frameworks such as the Convention on Biological Diversity. Nonetheless, Danida will require more robust documentation on the effectiveness of increased cooperation among civil society networks.

# 4

## CIVIL SOCIETY AND DEVELOPMENT

### THE ROLE OF CIVIL SOCIETY ACTORS IMPLEMENTING THE HUMAN RIGHTS-BASED APPROACH

The *Right to a Better Life* emphasises a human rights-based approach (HRBA) to Danish development cooperation. States from all over the world have ratified human rights conventions and, as a result, assume obligations and duties under international law to respect, protect and fulfil human rights. Support to civil society is at the heart of HRBA. The point of departure is the vision of responsible and responsive governments in charge of development efforts and active, engaged citizens with the ability and space to assert their rights. HRBA aims to address the underlying structures and power relations that cause poverty, discrimination and exclusion. Partnership is central to HRBA. Development cooperation should aim at enabling rights-holders to claim their human rights and duty-bearers to develop their capacity to fulfil their obligations.

The **HRBA principles**<sup>5</sup> of participation, accountability, non-discrimination and transparency (PANT) are at the core of Denmark's work with civil society partners. The principle of **participation** translates into promoting systems and procedures that allow for a strong and independent civil society to ensure that citizens are able to access information and influence government decisions affecting them. This is equally important when ensuring that duty-bearers are held to **account**. Rights-holders, including excluded groups who may rely on civil society organisations as intermediaries, need access to information about opportunities to obtain their rights. These rights include the protection of the rights of girls and women, certificates of land ownership, business registration, information and access to services they are entitled to etc. Combating **discrimination** requires a strong and independent civil society with the ability to fight for and give voice to citizens, especially the most excluded population groups. Civil society can play a significant role representing and empowering the most discriminated groups. The promotion of **transparency** is ensured through support to more open practices by all stakeholders and support to channels of communication. If civil society actors are to be key partners

in ensuring the implementation of HRBA principles, they must implement these principles in their own operations.

The Universal Periodic Review (UPR) is a process which involves a review of the human rights records of all UN member states. The UPR takes place under the auspices of the Human Rights Council, and provides an opportunity for each state to declare what actions they have taken to improve the human rights situations and to fulfil their obligations as duty bearers. Civil society plays an important role in the process submitting alternative information and reporting.

## THEORY OF CHANGE

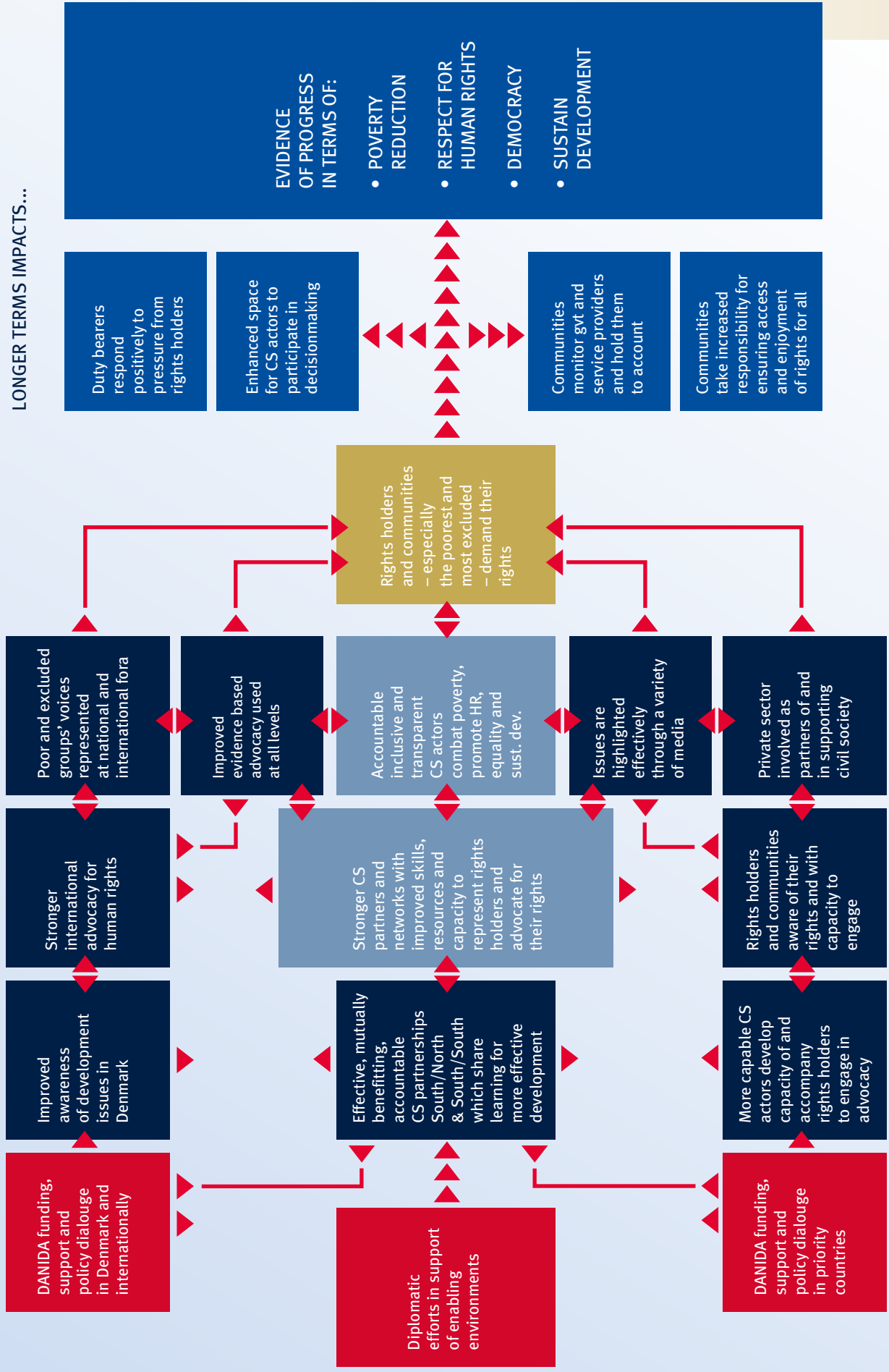
A Theory of Change (ToC) is what it says on the tin: a theory or system of ideas to explain how change is perceived to happen, and how we – through our organisation or programme – intend to work to influence these changes. A ToC will always depend on the specific context and should involve a thorough context and stakeholder analysis. Each initiative, therefore, will need its own ToC based on an analysis of stakeholders influencing or hindering change which will shift from one situation or country to another.

Nevertheless, the ToC below aims to illustrate in part how Denmark perceives civil society's contribution to broader societal change. There are also other ways in which civil society may contribute to change. A basic assumption is that when strengthening civil society actors representing rights-holders, and enhancing the space in which they can participate, rights-holders and communities are able to claim their rights provided they work in a society with a reasonably responsive government. In fragile contexts and in other situations where responsive governments are absent, other assumptions need to be considered and the ToC will have to be adapted to the specific context.

The central change Denmark wishes to promote through its support to civil society is that civil society has the space and capacity to combat poverty and inequality, promote human rights as well as sustainable development, in an accountable, inclusive and transparent manner in favour of poor and excluded groups.

5 The most general reference point for a HRBA is the UN Common Understanding on "The Human Rights Based Approach to Development Cooperation" from 2003. Denmark's approach is informed by the UN Common Understanding but also takes into account lessons learned by multi- and bilateral agencies. The four principles are derived from international core human rights treaties. Others use a broader set of criteria and include for example "empowerment" as a principle, which in the Danish approach is more regarded as an outcome and not a principle.

# THEORY OF CHANGE FOR THE CIVIL SOCIETY POLICY





# 5

## MAIN ELEMENTS OF DANISH SUPPORT TO CIVIL SOCIETY ACTORS

The building blocks of Danish support to civil society actors are partnerships, capacity development and advocacy. Capacity development, advocacy and strategic service delivery is often referred to as the “Change Triangle”. Support to limited strategic service delivery may be needed in order to make advocacy and capacity development efforts effective by demonstrating new, innovative and cost effective methods. Stand-alone service delivery should not be considered outside a humanitarian context.

The challenges and opportunities are different in fragile contexts and more stable situations. A special section in this chapter, therefore, is dedicated to describing how Denmark will work with civil society in fragile contexts.

# PARTNERSHIPS

## DENMARK WILL:

- Form strategic partnerships with civil society actors and focus on the delivery of results and on encouraging innovation in partnerships.
- Continue to support partnerships between Danish CSOs and CSOs in the global South emphasising the gradual transfer of responsibility to partners in the global South and implementation of HRBA in the partnership.
- Support efforts to promote the financial sustainability of CSOs in the global South.
- Support South-South CSO co-operation.
- Promote innovative models of partnerships and the inclusion of social movements, private sector, youth organisations, and traditional authorities as partners.
- Continue its strong political and advocacy partnerships with civil society in Denmark, in the global South and internationally.



Mozambique – local fishermen in a meeting

Meaningful partnerships between civil society actors in Denmark and in the global South, including countries neighbouring Europe, remain an important priority for Danish development cooperation and for Danish civil society organisations.

Partnerships must be **mutually committing**. Openness, trust, mutual respect and learning lie at the core of effective partnerships in support of development goals, recognising the different and complementary roles of all actors. Partnerships involve commitments on both sides with regard to what they bring to the partnership; these commitments should be monitored and discussed. The mutual learning benefits and complementary strengths of the partnership, should be documented. Mutual partnerships imply that both Danish partners and their global South partners are equally informed about the funding of activities, and the decisions behind this. Both partners should aim for full transparency in the use of resources. Most importantly, all partners should document their accountability towards beneficiaries.

The HRBA entails that partnerships are forged with a variety of actors involved in promoting human rights and fighting poverty. In a rapidly changing world and shifting power balances, partnerships need to be **innovative** and **flexible**, for example, in order to support social movements responding to ad hoc political

agendas or manifestations of injustice. It remains a challenge how to do this in practise as such organisations by their nature are loosely organised, without formal procedures and accounts. Both Danida and the Danish CSOs need to approach this with flexibility aiming to find practical solutions in specific contexts. Partnerships with traditional authorities – where these are trusted by, and accountable to their communities – can be an effective way to reach the most excluded, marginalised and poor people. Civil society actors should prioritise partnerships with organisations formed by poor and excluded groups themselves, with organisations representing them or wherever there is the potential to work for the benefit of the poorest and most excluded groups including with national and local authorities as well as with private sector. Also civil society actors representing urban poor and youth will be included as partners. Empowerment of local communities, whether urban or rural, is essential.

Readiness to change is key in order to respond to new challenges and to adapt to local circumstances. Danish partners worldwide will increasingly relate to new types of civil society actors, who may represent opportunities for a new, more democratic and open society. Such incipient ‘drivers for change’ will need support and accompaniment to grow and evolve to respond effectively to local and national challenges.

OECD based and international civil society organisations will continue to have a role to play, collaborating and networking with civil society in the global South and globally.

In choosing partners, efforts must be made to:

- Promote diverse and broad participation, including partnerships with excluded groups.
- Conduct a political economy analysis to identify drivers of change and assess capacity constraints.
- Cooperate with informal movements with the determination, ability and popular legitimacy to influence decision-making processes, as well as with formal organisations/movements representing marginalised groups.

Partnerships can be constructed in many ways, but the following preconditions must be met:

- The partners in the global South – and not the Danish partners – must assume primary responsibility for management and implementation of interventions and activities.
- Danish and international organisations must provide partners in the global South with opportunities to participate in international networks.



Khmers receiving teaching in growing rice and in prevention of diseases

- Keep an open mind to combine partnerships with local civil society, the private sector and local authorities.
- Efforts must be made to ensure that partners receiving Danish support secure their financing from several different sources so that the financial sustainability is not solely dependent on Danish contributions.

The Danish CSOs must contribute to strengthening their partners’:

- capacity to represent poor and excluded groups,
- knowledge about human rights and HRBA,

- professional and administrative knowledge,
- popular contacts, membership and information activities.

Civil society is changing worldwide and a wide variety of civic actors are working to promote human rights and combat poverty. These range from well-established, capable institutions to nascent initiatives in the early stages of organisational development. Danish support will reach out across a continuum of civil actors, from the newly organised to the well-established, offering both short and long term cooperation. The diversity of Danish partners will contribute to greater diversity in the global South.

Denmark will work through non-financial support, e.g. diplomatic initiatives, to improve an enabling environment for civil society actors, and against regulatory frameworks permitting governments to inhibit debate. It will also support civil society actors at various levels in joint advocacy activities in common priority areas, participation in official delegations, and inclusion in policy processes. This will help strengthen the capacity and legitimacy of civil society partners.

# CAPACITY DEVELOPMENT

## DENMARK WILL:

- Support organisational and capacity development and encourage civil society actors to apply the five principles for addressing capacity development in Danish development cooperation described below.
- Support civil society to access advisory support and guidance on systematic capacity development approaches.
- Encourage Danish CSOs to engage actively in capacity development related to HRBA.
- Promote capacity development processes that include building legitimacy, constituency and internal democracy and accountability in organisations and movements.
- Support more systematic monitoring and reporting of capacity development processes and outcomes.

OECD defines **capacity** as “the ability of people, organisations and society as a whole to manage their affairs successfully”. Capacity includes a wide range of factors from skills to systems, processes, ability to relate to others, leadership, values, formal and informal norms, loyalties, ambitions and power. Capacity is the ‘ability to’ and ‘power to’ do something and to be something/someone.



Egypt - project for children with disabilities

Capacity development is an integral part of mutual partnerships. It can help deliver results, for example in terms of strengthening organisational performance, contributing to evidence based advocacy and change; and enabling civil society actors to participate in networks and coalitions. Denmark will focus on monitoring and reporting more systematically on the results and outcomes of these processes.

Civil society actors engage in capacity development when they support and accompany relevant institutional, social or political changes. *Accompaniment* is the process where one civil society actor follows and guides the other through important change processes providing professional and strategic input. It is fundamental that these change processes are owned and led by those whose capacity is developing; outsiders can

teach, coach and shape incentives for learning – that is all. Change processes are rarely linear; they take longer time than expected. To be successful, they require strategic thinking, planning and management. This involves the scoping and sequencing of change, as well as the power and technical resources behind the change, and the strength of the resistance it may meet.

#### FIVE PRINCIPLES FOR ADDRESSING CAPACITY DEVELOPMENT (CD)



## CAPACITY DEVELOPMENT AND CAPACITY BUILDING

### Capacity Development

Capacity development is a process of capacity change, rather than a deliberate act to strengthen skills, introduce new systems, contract new people.

Capacity development can be catalysed through diverse means – exposure to new contexts, engagement in new types of work, a change in funding etc.

Capacity development should be seen as a mutual process e.g. Northern civil society actors should define and document the benefit they get from working closely with partners in the global South.

### Capacity Building

Capacity building is a ‘catalyst’, being the purposeful, conscious effort to bring about capacity development.

Capacity building refers to technical assistance (TA) inputs in the form of training and sharing of technical tools. It is a structured process that is framed around the answer to the question ‘capacity for what?’

Capacity building has a clear purpose and set of specific objectives.

## CAPACITY DEVELOPMENT AND CAPACITY BUILDING

Both capacity development and capacity building can operate at different levels – individual (competencies); organisational; sub-sector (networks, platforms, coalitions etc.); and sector-wide (civil society sector as a whole). Learning is a key element in capacity development, and integrates *thinking* and *doing*. Denmark will support capacity development where capacity building can be one element supplemented with other elements such as accompaniment.

The emphasis is on getting processes and results right. This implies reporting results in the “missing middle” between what civil society actors do, and the long-term outcomes and impact that are the focus of organisational plans. This would report on how capacity development initiatives have resulted in improved capacity and performance.

When preparing capacity development initiatives, civil society actors should ensure that there is:

- A shared perception of change readiness among the civil society partners.
- Agreement with partners about the strategic scope of capacity development ambitions and processes over the next period of support.
- Details of how capacity development and capacity development support issues will be addressed in the general planning process.

# ADVOCACY

## DENMARK WILL:

- Support advocacy efforts that are informed by evidence and based on knowledge of the processes and decision-makers that need to be influenced, often in relation to invited space opportunities.
- Support advocacy and lobbying in relation to claimed space mainly through capacity development on campaigning which is planned and implemented in a coordinated manner, and which has a clear target of addressing injustice and promoting human rights, as well as aiming to create changes in policies, practice, laws and systems based on HRBA principles.
- Be willing to take risks and not demand a certain outcome of advocacy efforts.

**Advocacy** is defined as a process by an individual or group, which aims to influence public policy and resource allocation decisions within political, economic, and social systems and institutions. Evidence based advocacy has strong potentials.



Guatemala – demonstration, maya population



Mutual partnerships between civil society actors in the North and the global South increasingly focus on advocacy and lobbying. Advocacy should involve the relevant civil society actors and empower them. It is crucial that advocacy is a democratic effort based on the concerns of and inputs from those affected by the issues advocated on.

Lobbying is a form of advocacy targeted at persons who can act as drivers of change, for example a direct approach to legislators on an issue. Lobbying efforts can be key to promoting the desired changes in law making processes and in relation to the formulation of international treaties. Advocacy can be directed at all relevant decision-makers, including non-formal authorities such as traditional authorities.

Advocacy and lobbying can also be targeted towards the private sector, for example, extractive industries. Advocacy in this context is different from CSR activities, which are often a result of an invitation from the private sector to assist in improving and implementing CSR policies. Advocacy may also include raising awareness e.g. against stigmatisation of certain groups.

Advocacy efforts should be monitored for quality, accountability, results and learning, and should be useful for guiding efforts of capacity development. Monitoring advocacy is often based on self-assessment and monitoring processes, rather than focusing exclusively on the end results.



Honduras – poster on social justice

Lobbying and advocacy partnerships can be directed towards international processes, negotiations, development of strategic frameworks, resolutions, for example, pressure on member states from civil society. Advocacy work requires careful social and political analysis as it often entails taking explicit sides in a conflict or competition for resources.

# FRAGILE CONTEXTS

## DENMARK WILL:

- Engage with partners with documented skills and experience of work in fragile situations and who operate on the basis of a solid and careful situational analysis, including political and political-economy aspects identifying drivers of change; gender, power and legitimacy aspects; localized fragility assessments; conflict analysis and systematic risk assessments.
- Encourage partners to pay particular attention to opportunities for building/ rebuilding community level structures and establishing a culture of participation, accountability, non-discrimination and transparency.
- Support interventions aimed at strengthening the voice of poor, vulnerable and excluded groups, including that of girls and women, in local and national policy and planning processes.



Nepal – internal refugees caused by flooding

In fragile situations, critical societal functions are often handled or mishandled by a complex set of actors, including private and civil society entities with differing goals and levels of legitimacy. Frequently, this results in an uneven quality of social services as well as exclusion of parts of the population from even very basic services as education, water and primary health care; either due to ethnicity, faith etc. or due to scarce resources. Across all poor and marginalised groups, children are the most vulnerable and need special attention. Civil society is often weak, fragmented and less well defined in fragile environments. Often it includes traditional structures, including small community based organisations, religious groups, clan structures etc. as well as more “modern” civil society actors.

In times of conflict or major disasters, the international actors play a crucial role in providing immediate life-saving assistance as well as basic services, which are not provided by the state. Thus UN organisations, INGOs, national CSOs, religious organisations among others will take on the role as “proxy duty bearers”. They will often continue to play this role for years before national government institutions are able to fully take over their responsibility as duty-bearers<sup>6</sup>.

## SERVICE DELIVERY

Fragility and conflict usually leads to extreme poverty and more or less chronic humanitarian needs with a negative impact on individual opportunities as well as development potential. The delivery of humanitarian assistance has an impact on longer term development, and every opportunity should be used to support the transition from emergency to recovery and development. In this case, civil society actors should focus on building local capacity and avoid development of permanent dependency on external assistance for service provision. Thus dialogue with government authorities on their responsibility to ensure or facilitate access to basic services is an important element of longer term state building.

In fragile contexts, service delivery, such as health care or water, may be an important tool in not only addressing immediate needs but also in creating important *invited space* to begin working with much more sensitive issues – such as protection of vulnerable groups and advocacy for human rights.

## BUILDING CAPACITY AT COMMUNITY LEVEL

In fragile environments with weak state structures, the immediate needs of people are typically catered for at the community level. Building on these capacities is a critical entry point not only for improved service delivery and communal safety, but also for building resilience, creating livelihoods, income generating activities and hopefully also longer term stability. Doing this can also be a way to establish and strengthen local CBOs and to infuse a culture of cooperation and more democratic and peaceful ways of solving conflicts. Through such approaches, communities can achieve a stronger voice vis-à-vis higher level structures; either as watchdog over poor governance and/or as a demander of better governance.

## SUPPORTING LOCAL CIVIL SOCIETY

When planning interventions and designing mechanisms for “accountability for affected populations”, the civil society actors should always look for opportunities for supporting or establishing local civil society structures. Basic principles and mechanisms for participation, non-discrimination, inclusion and transparency should be introduced. This may help in building a more resilient and peaceful society.

6 Please refer to Danida’s “Strategy for Danish Humanitarian Action 2010-2015” for more detail on humanitarian interventions in general.

Kenya – distribution of food



## PROMOTING INCLUSIVE DIALOGUE

In some fragile states, state building processes serve as a framework for national policy dialogue, but the process may fail to be fully inclusive. Civil society also has a role as mobilising the voices of the poor and marginalised and facilitating their input into wider policy processes. Securing an inclusive dialogue is a critical role for civil society and crucial for more sustainable and lasting policy solutions.

## CONTRIBUTING TO STATE BUILDING

Civil society actors may complement more regular state-to-state support or UN driven institutional support by engaging in institutional strengthening of strategic government institutions, such as health; education; agriculture; social ministries and even, when opportunities are right, with more core state institutions such as the justice sector, for example, the police. A particular relevant area, apart from technical capacity, is to develop skills and approaches for government institutions to engage with civil society in participatory and inclusive planning processes. Such engagements should however only be undertaken in full respect of the humanitarian principles.

# 6

## COOPERATION MODALITIES

### DENMARK WILL:

- Actively encourage priority country governments and other relevant parties to provide the space for civil society to play its role in all sectors and at all levels.
- Engage civil society in the planning, monitoring and evaluation of the Danish Country Programmes.
- Use the engagement with civil society at country level to better inform policy dialogue.
- Promote tripartite dialogue between the social partners of employers' organisations, trade unions and government in order to protect workers' rights and settle disputes at work.
- Support Danish CSOs to develop the capacity of their civil society partners and add value to their programmes.
- Work to promote funding opportunities of international civil society actors and coordinate with other donors on this issue.
- Apply innovative measures to strengthen the collaboration between Danish CSOs and companies under Danida Business Partnerships.

Denmark will use a broad range of cooperation modalities to support civil society actors at country, regional and international levels. This chapter describes the possible types of partnerships which aim at supporting local civil society at country level, and through the Danish-Arab Partnership Programme and the Neighbourhood Programme, as well as the support at the international level, through multilateral organisations, EU, INGOs and think tanks.

## SUPPORT FOR CIVIL SOCIETY IN DANISH COUNTRY PROGRAMMES

Denmark prepares country programmes for its engagement with all priority countries on the basis of country policy papers. A country programme consists of maximum three thematic programmes in support of the strategic objectives of the country policy paper, and where relevant, general budget support. Each thematic programme consists of a cluster of development engagements, each of which has one partner, including where relevant, a civil society partner or a fund that supports CSOs. An analysis of the impact of a thematic programme on civil society should be included.

During the preparation of the country policy paper, the role, strengths and capacity of civil society must be analysed, including the capacities of rights-holders to claim their rights. Drivers of change as well as obstacles for civil society engagement – the space or lack of space

in which the civil society can operate – must be identified. Key alliance partners in the implementation of the HRBA, including civil society actors, must be identified and defined. When making these assessments, missions will make use of relevant available analyses and will collaborate with other development partners. For example, Danish missions will engage as much as possible in the preparation and continued monitoring of the EU Roadmaps for engagement with CSOs.

### Joint Civil Society Funding Mechanisms

Denmark will continue to engage in joint civil society funding mechanisms at country level when relevant. When channelling funds through these funding mechanisms, Denmark will prioritise that the following elements are observed:

- The purpose and operation of the funding mechanism should be aligned with the Danish Strategy for Development Cooperation, the Civil Society Policy and the human rights-based approach.
- The design of the joint funding mechanism should be based on sufficient consultation with civil society and a dynamic analysis of the national context.
- The joint funding mechanism must comprise capacity development support in addition to funding.
- Civil society should be sufficiently represented in governance structures,

and governance and management roles should be clearly defined.

- The management agency should have the leadership, skilled staff and delegated decision-making authority to respond flexibly and effectively to civil society needs.
- The governance, staffing and culture of the joint funding mechanism must enable it to innovate across the range of its functions – including new forms of capacity development support; identification and support of emerging drivers of change in civil society; support to cross-sectorial partnerships, and; involving new funding partners in joint civil society support mechanisms.
- Systematic monitoring of risks should be ensured and the fund should have sufficient administrative and financial management capacity.

## SUPPORT THROUGH THE DANISH-ARAB PARTNERSHIP PROGRAMME AND THE DANISH NEIGHBOURHOOD PROGRAMME

In parallel with the support to priority countries with country programmes, Denmark also channels support to civil society organisations in specific geographic regions including middle-income countries, e.g. the Middle East and the Eastern European region. With this support, Denmark seeks to contribute to reform processes, including political,



Nepal – local women's group

democratic and economic developments that are on-going in the specific regions, and to promote the respect and protection of human rights.

Support to civil society actors in regional programmes constitutes a cornerstone of the programmes which also include partnerships between Danish and local civil society actors. The support promotes dialogue, networking, exchange of information, joint activities and facilitates the establishment of organisations or structures with a regional outreach. Key objectives of regional engagement are to promote democratic societies and human rights, and to seek to strengthen an independent, quality media.

## SUPPORT THROUGH DANISH CIVIL SOCIETY ACTORS

The aim of Denmark's support to Danish civil society organisations is to support the development of capacity of their civil society partners in the global South. The aim is to enable these partners to promote and safeguard the interests of their constituencies and to engage in advocacy work for poor and excluded groups. This requires a partnership that stretches beyond a specific project. Danish organisations must, among other things, support the development of core competencies in their partner organisations in the global South and not restrict themselves to channelling funding.

Danish civil society organisations play an important role in Danish development cooperation. They demonstrate solidarity between groups of people in Denmark and in the global South by injecting a people-to-people dimension. This creates greater understanding and support in Denmark and inclusion of poor and excluded groups in the global South in the global dialogue on development. The large number of Danish voluntary organisations that participate in development cooperation is in itself valuable, because it promotes learning and exchange of ideas and concerns and develops shared priorities.

It is important that the individual organisation itself identifies its role in public-private partnerships, in line with its own mandate. It is equally important that the cooperation between Danish organisations and their partners adapts to global changes in civil society and new communications technologies.

**Strategic partnership agreements** with Danish organisations financed under the Appropriation Act budget lines for both civil society and humanitarian support are based on their own visions and goals and lead to long-term and strategic programmes in collaboration with their partners in the global South. The multi-year funding perspective creates stable conditions for the efficient operation and capacity development of the Danish organisations as well as their partners. Similarly, a strategic partnership agreement provides flexibility to adapt the activities to lessons learned and changing

circumstances. The principal idea is that the strategic partner organisations themselves identify, plan, launch, implement, monitor and evaluate their own humanitarian and/or development cooperation activities. Activities within the partnership agreements are concentrated around the organisations' own core competencies within the broad scope of the Civil Society Policy and the Humanitarian Strategy.

When an organization is undergoing a capacity assessment with a view to entering a strategic partnership agreement for support to civil society development, the following areas are investigated:

- a. Administrative, financial and technical capacity
- b. Experience with development and humanitarian cooperation
- c. Compliance with Danish development cooperation strategies and policies
- d. Context analysis of partner countries
- e. Own-financing and popular support base
- f. For humanitarian organisations: Certification (ECHO, HAP, or equivalent)

Partners with a strategic partnership agreement for support to civil society development will undergo reviews within a four-year period. Every fourth year, the

Burkina Faso – students working with metal at the technical college



performance of these organisations will be assessed based on their reporting. The assessment is scored and entered into a Resource Allocation Model (RAM) which determines the organisation's share of the total funding allocated to strategic partnership agreements. The RAM deliberately provides incentives for appropriate management of risks rather than avoidance of risks.

As local civil society actors develop capacity not only in administrative, financial and technical areas, but also in organisational and advocacy areas, there is an increased need to look more closely at how Danish CSOs add value to their mutual partnerships and the activities of their partners. Danish CSOs are increasingly becoming members of international confederations. This accentuates the need to demonstrate their added value in relation to their strategic influence and contribution to confederation-run country-level programmes, taking the concept of mutual contributions of other international and local partners into account. Monitoring and reporting should include not only the results of work with partner organisations. It should also include information on how the partnership has developed new, flexible ways of working with partner CSOs and other new emerging civic actors, and how Danish CSOs assist the global South exercise influence on agendas and priorities of international alliances and policy discussions.

Within the Appropriation Act budget for civil society collaboration, other modalities to support Danish CSOs, which do not have a strategic partnership agreement, are the delegated pool funds and networks.

**Delegated pool funds** are allocated to selected umbrella organisations for the purpose of increasing capacity among Danish CSOs to enhance interest in and knowledge of development issues, and to engage in development cooperation activities with their partners in the global South. This modality also provides the opportunity of funding for renovation and shipment of used and donated equipment collected in Denmark.

Through these types of support, Denmark seeks to contribute to development results and promote a wide, diverse range of civil society support and links between Denmark and countries in the global South creating solidarity between Danish and Southern civil society actors, as well as awareness of and support to development issues among the Danish public.

Funds for professional civil society **networks** aim to support capacity development and strengthening cooperation between the Danish organisations. Danish support to networks also aims to facilitate the engagement of Danish CSOs with partners in the global South to increase their impact. The effectiveness of such networking needs to be clearly documented. Furthermore, the cooperation

seeks to strengthen the links of Danish networks to Danish politicians and governmental bodies as well as the media.

## INTERNATIONAL LEVEL SUPPORT TO CIVIL SOCIETY ACTORS

### **Multilateral and Regional Organisations**

Civil society organisations play an important role in the work of the multilateral organisations, such as the UN, World Bank, and regional organisations, such as the EU, as direct target groups; as stakeholders in coordination and advocacy; and as implementing partners.

It is expected that the objectives of the Civil Society Policy is respected when Denmark supports the interaction between the multilateral or regional organisations and civil society, in keeping with the mandate, role, and implementing modalities of the respective multilateral organisations. When the projects and programmes of the multilateral and regional organisations affect civil society, the outputs and results should not have a negative impact of the overall objectives of the Civil Society Policy. Adequate safeguards and do-no-harm principles need to be in place to ensure this. Furthermore, civil society should be involved by the multilateral and regional organisations in the development and design of their implementing strategies, whenever this is relevant. When feasible, civil society organisations are to be engaged in multilateral-led planning and coordination fora.



Finally, the principles of the Civil Society Policy should be respected when multi-lateral and regional organisations form implementing partnerships with civil society organisations.

After the adoption of the Lisbon Treaty (2009), the EU is increasingly playing a key role in the political dialogue with partner countries. Denmark will push for the EU to systematically include civil society in development cooperation and to ensure that the EU is a firm supporter of civil society in situations where their political space is under pressure. Denmark will support that the local Roadmaps for the EU's cooperation with civil society in third countries are designed through an open and inclusive process engaging local civil society.

#### **International Civil Society Organisations**

Denmark cooperates with a number of international CSOs and networks that, often combined with local member associations, provide a specific expertise and knowledge in partner countries. The international CSOs undertake an important role in collecting international experience and in-depth knowledge about the multilateral systems and feeding this back to local CSOs. They interact easily with multilateral organisations and often provide important information to and exert pressure on the national delegations during negotiations and assemblies.

Cutbacks on minor development grants have affected support for international CSOs. They are finding it increasingly difficult to find funding as many development partners have sought to limit the administrative cost of development cooperation by cutting back on the number of small grants. The decrease in their funding has not happened because of the quality and impact of their work but because of the accumulated action of donors. Danida will conduct a study to better understand the problem.

#### **COLLABORATION BETWEEN CIVIL SOCIETY AND THE PRIVATE SECTOR**

Civil society actors are increasingly engaging with the private sector as partners with the mutual aim of contributing to more sustainable and responsible business models. In the Danida Business Partnerships – an instrument which facilitates and provides economic support to the development of commercial partnerships between Danish companies and partners from the global South with the aim of creating jobs, strengthening competitiveness and promoting CSR – civil society actors are invited to take part as associated partners, contributing with their knowledge, experience and expertise. Denmark continues to search for innovative measures to unlock the potential and strengthen the collaboration between Danish CSOs and companies under Danida Business Partnerships.

Denmark is highly committed to ensure that growth goes hand in hand with responsible business conduct<sup>7</sup>. Denmark has been a strong supporter of the UN Global Compact for years, has provided financial support to the work of the UN Guiding Principles on Business and Human Rights, and now supports the UN Working Group in promoting the implementation of the principles in practice in corporation with states, businesses and civil society. Denmark also grants support to a number of civil society initiatives focusing on promoting companies' CSR and Fair Trade.

Promotion, respect and protection of human rights at work are of particular importance. Work is a source of personal dignity, family stability and peace in the community; productive employment and decent work are key elements to reducing poverty and achieving equitable, inclusive, and sustainable development<sup>8</sup>. Denmark wishes to support initiatives which promote social dialogue involving independent workers' and employers' organisations. This is central to ensure workers' rights as well as settling disputes at work and building cohesive societies.

7 As stated in the National Action Plan for CSR: Responsible Growth 2012-2015

8 The International Labour Organization (ILO), <http://www.ilo.org/global/topics/decent-work/lang--en/index.htm>



## POPULAR SUPPORT BASE AND INFORMATION ACTIVITIES

### DENMARK WILL:

- Support development communication activities in Denmark through Danish civil society actors in order to promote engagement and understanding of global and development perspectives in the Danish population.
- Invite civil society actors to collaborate on public information campaigns to increase awareness on poor people's economic, cultural, social and political rights as well as knowledge of global development issues.

It is vital for civil society actors to have a support base, whether in Denmark or in the global South. Denmark supports the notion that a strong, vibrant, representative and accountable civil society is a prerequisite for a sustainable and democratic development. CSOs need to be closely linked to and involve the communities they serve, understand their issues, and demonstrate full transparency and accountability. This will ensure long term appreciation of the role of civil society and the issues they advocate for.

### POPULAR SUPPORT BASE IN THE GLOBAL SOUTH

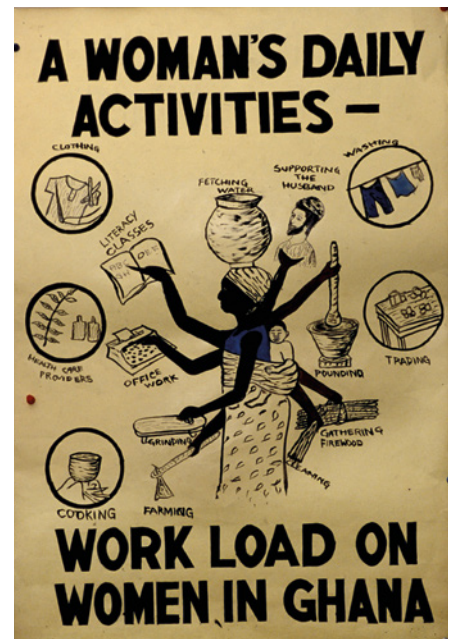
Denmark supports the strengthening of a representative civil society in the global South and its broader credibility and legitimacy. Denmark places its focus on civil society's role in relation to organising, mobilising and engaging general participation in the development process, e.g. through partnerships between Danish civil society actors and civil society actors in the global South. Representative and legitimate organisations in the global South are about more than a large membership and good accounts. Many civil society organisations gain respect and acknowledgement through their ability to reach out and engage poor and excluded groups. In some contexts, there is a need for greater contact between national civil society actors, often capital-based, and community based organisations in rural areas and informal settlements.

### POPULAR SUPPORT BASE IN DENMARK

Danish organisations also need to make a concerted effort to maintain and enhance their popular support in Denmark. It is important to maintain a broad approach to this work in the coming years. Diversity in Danish civil society is a vital quality and, therefore, individual organisations will remain free to choose different parameters in this work. Some have clear advantages of a large membership base, others in conducting nationwide fundraising campaigns, while others can mobilise extensive volunteer support. Concrete goals have been formulated especially for Danish organisations with strategic partnership agreements with regard to increasing membership and their own fundraising. Danida will conduct a study aiming at sharing best practices of Danish organisations in this area and looking into how to improve measurement of the efforts.

### DEVELOPMENT EDUCATION AND AWARENESS RAISING ACTIVITIES IN DENMARK

Danish civil society organisations have extensive networks and contacts in the societies and communities in which they operate. They are therefore well positioned to reach a broad target group with information about their activities and broader global issues, including possibilities for engagement of the individual Danes.



Ghana – poster on women's conditions

New opportunities for cooperation will be examined in the years ahead, partly in relation to Danish public diplomacy initiatives and in connection with international events, such as UN summits. Such efforts may involve civil society organisations in the global South and in Denmark. They can also be based on partnership agreements between Northern and Southern CSOs to jointly launch information initiatives.

The quality of the information activities will be assessed regularly with a view to developing new methods, incorporating new and social media, and to improving the targeting of communication towards specific, prioritised groups in the Danish public entailing communication of complex issues and possibilities for engagement. There are possibilities in this area to further collaborate with public and private sector media actors and private sector enterprises.

# 8

## MONITORING AND REPORTING

### DENMARK WILL:

- Use existing Danida tools and procedures for reporting on progress on the implementation of the Civil Society Policy.
- Prioritise the gradual and systematic introduction of local level monitoring and empowerment processes reflecting the active participation of excluded and poor groups based on disaggregated data.
- Promote the use of indicators which measure the capacity of civil society actors to undertake high quality advocacy processes and implement the HRBA principles.
- Emphasise new and innovative ways of measuring impact of policy work.
- Require documentation of innovative, equal and mutually beneficial partnerships.
- Review cooperation modalities regularly in order to continue supporting an independent, diverse civil society in response to the changing face of civil society in the global South.

## MONITORING

The **Civil Society Policy** covers the period from 2014 to 2020. An evaluation will be planned for 2020. It is anticipated that some real time evaluation initiatives will be conducted in relation to the implementation of the Policy as a follow-up to the recommendations of the evaluation of the previous Civil Society Strategy.

Mandatory mid-term reviews of the **country programmes**, led by the Technical Advisory Services of the MFA, include a review of the political, social, economic, and human rights developments relevant for the implementation of country programmes. These will include national developments in relation to poverty reduction, human rights, gender equality, climate change, environment, green growth, and the role of civil society. It will also include a review of major changes in the political-economy analysis of drivers of change at country level as well as an assessment of the application of a HRBA in thematic programmes. Mid-term reviews will include an assessment of how Denmark has influenced the creation of space for the voice and activities of an independent civil society, and how Denmark has influenced the capacity of the civil society to play a role in the development processes of the countries in question.

**EU Roadmaps for Engagement with CSOs** will be developed by the EU delegations and Member States. These Roadmaps will be based on a sound understanding of the

role of CSOs in the wider socio-economic context in which they operate. Danish Missions will actively engage as much as possible in the preparation and continued monitoring of the EU Roadmaps for engagement with CSOs. The analysis from the Roadmaps will also inform Danish bilateral CSO interventions.

**The Universal Periodic Review (UPR)** reports and recommendations will inform Danish engagement with civil society and indicators of the development of the space in which civil society operates will be monitored.

**Cooperation between Danish CSOs and their partners** is based on mutuality and

equality. Danish CSOs who are strategic partners of Danida will be expected to provide evidence of their results and added value to their partners in the global South in their reporting. This will be verified through regular Danida reviews of their performance and partnerships in relation to achieving the goals of the Civil Society Policy. Special attention will be paid to how Danish CSOs have carried out their mandate as watchdogs and advocates for their respective constituencies, and how they have applied HRBA in the implementation of programmes.

On-going dialogue and related review mechanisms with **multilateral and regional organisations** will pay attention



Uganda – the Office of the Election Commission



Bolivia – issuing of identity cards

to how civil society has been integrated into the policies and implementation strategies of these organisations. Special focus should be on documentation of how **INGOs** have carried out their mandate as watchdogs and advocates for their respective constituencies, and how they have applied HRBA in the implementation of programmes.

## CIVIL SOCIETY MONITORING

Civil Society reporting will continue to be based on the systematic monitoring of results (outputs and outcome) and, if possible, on impact. Monitoring systems should increasingly be adjusted to include the four Danish principles of the human rights-based approach (PANT) as process

indicators; and to document results related to meeting the capacity needs of rights holders and duty bearers. It is expected that civil society actors will eventually track the achievement of human rights standards through tangible results since it is anticipated that there will be a progressive realisation of human rights outcomes. The results frameworks of CSOs should include disaggregated data to monitor and report on improvements for poor and excluded groups.

Denmark and Danish civil society actors will develop the capacity to monitor their progress with respect to the four HRBA principles while seeking to respect the monitoring systems and indicators of partners. The choice of indicators should be mutually agreed and relevant to the

specific context, but must also be compatible with the results-based management system agreed with Danida. Few and informative indicators tell much more than complex systems. Civil society actors should increasingly conduct locally based, participatory monitoring approaches. These will provide better information than control measures and, if applied consistently, can contribute to empowerment of rights-holders.

Local level indicators should be combined with indicators showing progress in human rights-based policy work, and in CSOs' capacity to engage in advocacy processes. Attribution of results in advocacy remains a challenge, not least with joint work through coalitions. Civil society actors should acknowledge and credit the work of others in their reports, and consciously reflect on their own direct or indirect contribution to the changes achieved.

POLICY FOR DANISH SUPPORT TO CIVIL SOCIETY

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