



*Empowered lives.
Resilient nations.*

**Strategy on Civil Society and Civic Engagement
1 October 2012**

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Introduction

Purpose

The purpose of this strategy is to provide UNDP with a framework for both *empowering* and *engaging* with civil society. It seeks to focus on the need for reinvigorated efforts, as part of the agenda for organizational change, towards innovative relationships with the diversity of civil society actors.

Experiences, lessons and new development opportunities have shaped the 2012 strategy. The new strategy builds upon the [2009 UNDP Civil Society Strategy](#) (entitled *Voice and Accountability for Human Development: A UNDP Global Strategy to Strengthen Civil Society and Civic Engagement*), which remains even more relevant in today's development environment.¹ The moment is opportune for a thorough evaluation of progress to date and reflection on and reorganization of UNDP's corporate approach to its civil society partners. In the following sections the paper will present the core principles of the new UNDP civil society² strategy in the context of today's development environment and proposals to implement them, all based on the approach that civic engagement and inclusive development are intrinsic to the work of UNDP in all its priority areas.

Structure

The strategy is organized in four main sections: Section 1 focuses on the results from the 2009 global strategy, an overview of the external development environment, and a summary of UNDP experience with civil society. Section 2 presents new desired outcomes from an enhanced civil society strategy and Section 3 identifies action areas for immediate implementation. The annexes contain: examples of progress in UNDP-civil society engagement since 2009; and a list of indicative demands received from Country Offices relating to engagement with civil society.

¹ The [2009 UNDP civil society strategy](#), approved by the Operations Group in November 2009, was formulated by the Civil Society Division/ Bureau of External Relations and Advocacy (former Partnerships Bureau) after an inclusive process of UNDP-wide consultation. It was updated in June 2012 following UNDP-wide consultation and written inputs from the Bureau for Crisis Prevention and Recovery; the Bureau for Development Policy/ Democratic Governance Group, Capacity Development Group, HIV/AIDS Group, Gender Team; the Bureau of Management/ Procurement Support Office; Regional Bureaux for Africa, Arab States, Europe and the CIS, Latin America and the Caribbean; Bratislava and Cairo regional service centres, as well as Cyprus (via BRC) and Kuwait (via RBAS) Country Offices.

² The term 'civil society' is today understood to encompass a diverse range of non-governmental organizations and actors engaged in not-for-profit activities, i.e., policy advocacy groups, transnational coalitions, non-governmental organizations (NGOs), indigenous peoples' organizations, faith-based groups, women's groups, social movements, volunteer involving associations, professional and media associations, academia, trade unions, and communities (see [UNDP and Civil Society Organizations: A Policy of Engagement \(2001\)](#)). Indigenous peoples are a distinct constituency with its own needs and priorities that are not reflected in the work related to civil society.

Section 1: Background and rationale

Emerging trends in the development and political environments

Key emerging trends in the development environment and changing social and political contexts are calling for a greater emphasis on civic engagement and accountability. These include:

A. Development context

The need for democracy to deliver. There is growing pressure for democratic institutions to deliver the ‘goods’, in support of inclusive economic and social development as well as environmental sustainability. Citizen-led accountability mechanisms, when combined with government reforms, are a way to deepen governance and ensure that democratic gains are translated into developmental gains.

The need to show results. There is pressure to demonstrate effectiveness through concrete results. Increased accountability and feedback/monitoring mechanisms lead to better quality basic services and thus to development effectiveness. Such pressures are only bound to grow in a development environment challenged by the current global financial crisis.

The aid effectiveness agenda. The Paris Declaration and discussions at the Accra (2008) and Busan (2011) High-level *fora* on Aid Effectiveness have concluded that accelerating progress on aid effectiveness will require major reforms on three fronts: (1) strengthening of country ownership over development (2) building more effective and inclusive partnerships, and (3) delivering and accounting for development results. Development effectiveness also requires democratic ownership and meaningful and systematic participation by civil society, especially women’s organizations. Taken together, this will necessitate a broadening of country-level policy dialogue on development, civil society-led multi-stakeholder processes, enhanced civil society accountability for results and improved information on civil society activities. More accountability and transparency to the public for development results will need mutual assessments that draw on citizen scrutiny.

The rise of private aid flows in development. With ambitious global agendas matched by large resources, the private sector and foundations are transforming the development landscape. Foundation and external funding for innovative and large-scale non-government activities – directly to CSOs worldwide – is on the rise (see 2012 UNDP [Foundations](#) Engagement Strategy). “Creative capitalism”, a concept launched by Bill Gates at the recent World Economic Forum by which corporations include considerations of the public good as part of their business model, is gaining interest. So are social enterprises and social entrepreneurship (see 2012 UNDP [Private Sector](#) Engagement Strategy). If UNDP, with its global reach and convening capacity, is to remain a preferred multilateral partner in this dynamic and challenging environment, it must

adapt to the new thinking and forge the kind of creative alliances needed to fulfill its human development mission.

B. Social and political context

Civil society today. Recent years have seen the remarkable rise of civil society as a global phenomenon. The forces of globalization have propelled the growth of civil society and civic action and opened up a global public space for debate and actions. They have also contributed to creating global public opinion, which is shaping the socio-political agenda and generating a cosmopolitan set of norms and public demands that transcend national boundaries. As noted by the Cardoso panel, civil society is as much part of today's global governance as are governments; constructive engagement with CSOs is "a necessity for the United Nations, not an option."³ In the past twenty years, civil society actors have mounted high-profile campaigns for greater accountability on the part of those who govern.⁴ Today they are the driving force behind wide-ranging innovative multi-stakeholder consortiums for the public good.⁵

Civic-led democratic transitions and the need for a new social contract. Since 2009, the world has seen a series of global crises and the collapse of financial institutions and governments, which call for development solutions rooted in economic and political inclusion. Transitions in the Arab States and beyond are reminders both of the power of civic participation and the need for continued support to governments and societies to sustain democratic transition (*please see box below*).

The challenge of civil society development in the Arab region

The wave of spontaneous youth-led revolutions, revolts and civic protest movements that have spread across the Arab region, demanding transformative change, testify to a process of emergence and renewal of civil society after decades of control that have profoundly weakened or shaped manifestations of societal organization.

The success of the transition process from a system marked by the political economy of exclusion towards a developmental state is predicated on the capacity of civil society to organize itself in order to constitute a strong constituency for accountable governance, social justice and inclusive development. The spontaneous youth-led revolts and civic protest movements in the Arab region will not result in genuine

³ Report of the Panel of Eminent Persons on United Nations-Civil Society Relations: "[We the Peoples: Civil Society, the United Nations and Global Governance](#)", United Nations General Assembly, A/58/817, 2004, p.3.

⁴ Examples of civil society organizing are too many to enumerate. Among some high-visibility and high-impact campaigns of recent years are: Global Call to Action against Poverty, Gender Equality Architecture Reform Campaign, and the campaigns for the adoption of a Financial Transaction Tax and the establishment of the International Criminal Court. Other noteworthy global efforts include the International Campaign to Ban Landmines, the Treatment Action Campaign, Jubilee 2000, Fifty Years is Enough, Women's Eyes on the World Bank, and a range of initiatives aimed at corporate accountability and responsibility such as the Clean Clothes Campaign, Fair Labor Association, Business for Social Responsibility, Calvert Principles, and CorpWatch.

⁵ Examples include the Global Alliance for Vaccines and Immunisation (GAVI Alliance) and the Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria; the Community of Democracies platform that addresses the issue of legal space for civil society; the Global Philanthropy Leaders Initiative that addresses internal and external barriers to giving; and the Non-Communicable Diseases platform of private and public sector actors.

democratic mediums until emerging and still weakly structured civil society has become organized and strong enough to help shape new mechanisms of accountability and oversight.

A major dimension of the needed transformative change in the Arab region is the conversion of a “captured” civil society through selective repression, co-optation, clientelism and corruption to a free civil society based on horizontal self-organized groups and institutions, including legitimate representative trade unions and professional associations, and an accountable and independent NGO sector.

In this context, one of the main challenges facing UNDP Country Offices in the region lies in transforming what has largely been an instrumental approach towards civil society to achieve organizational and developmental objectives (such as democratization and poverty reduction) to one focused on supporting civil society development as an end in itself. Therefore, UNDP in its engagement with civil society should focus less on the participation of CSOs in the execution of its programmes and activities and more on the use of these programmes and activities as opportunities to solicit and facilitate civic engagement. Equally, it should develop and strengthen the capacities of new civil society organizations through their participation in these programmes as well as in development planning and policy processes at large.

In other words, the issue in the context of transition is less on how to programmatically partner with existing CSOs than on how to harness evolving civil society movements into constructive outlets for (public) goods that lead to representative developmental States. It is highly significant that new forms of civic engagement that have been recently witnessed in Arab countries have emerged outside of and often in rupture with traditional CSOs, including those that have partnered with UNDP. One strategic orientation, therefore, for UNDP, especially in the Arab States region, would be to support and strengthen emerging initiatives, groups and organizations of civil society (formal and informal associations and groups; professional associations, unions, etc.). This could be done by (i) strengthening their human and organizational capacity; (ii) building an inclusive organizational culture and practice for individuals to express collective interests of different constituencies (especially disadvantaged and vulnerable groups); and (iii) strengthening capacity to act effectively in promoting social accountability and inclusive development at local and national levels.

Another strategic orientation for UNDP would be to promote the **independence of CSOs vis-à-vis the state and political parties, their internal democratic governance and their accountability to the people they serve or represent** (their constituencies). Thus, it would be important for Country Offices to take into account not only general definitions of civil society but these principles and criteria when choosing initiatives and CSOs for partnership or support.

Concerns about the legitimacy and accountability of governments are on the rise worldwide, which have catalyzed a new “accountability agenda” involving actors both public and private and all others in between mobilizing on the issue of accountable governance, gender-responsive institutions and the need for a new compact between state and society. Emerging from it is a redrawing of the social contract. Where previous regimes and constitutional frameworks denied men and women basic rights and freedoms in return for “stability” and peace, today’s new nations and mobilized societies even in established democracies are demanding ever greater

accountability and legitimacy from those that govern them. Meaningful public participation in decision-making, implicit in which is strong civic capacities and a healthy associational life, is a cornerstone of social stability and peace.

The shrinking of civic space. Civic space calls for pragmatic, country and region-specific approaches. In some countries, there is a strong enabling environment for civil society, with the scope for civic movements to both protest and to sit at the table with governments to dialogue and contribute to policy outcomes. Yet, as a recent study by CIVICUS shows, the past few years have seen a shrinking civil society space in a number of countries. Laws and bills to regulate civil society have continued to proliferate around the world, affecting the ability of civil society to express, associate, assemble and access resources.⁶ In some countries and regions, including in the Arab States, relations between governments and civil society are characterized by suspicion.

Protecting security and national interests are a prerogative of governments everywhere; however, this becomes a matter of contestation when these prerogatives are perceived to infringe on human development. The balancing of responsibilities of the state and the rights of its people requires continuous negotiation and debate. This needs long-term engagement and dialogue on the part of UNDP and other multilateral institutions to protect and support civil society and civic space, which is intrinsic to our democratic governance mandate. Building partnership with CSOs who can contribute to social change and to the empowerment of disadvantaged populations is key to this effort. This is no easy task, given that UNDP Country Offices must retain the approval of the governments of the countries they work in, and that the UN should not be seen as violating the sovereignty or compromising the national security of Member States. For a beleaguered civic movement, UNDP, as a result of these constraints, is seen to be less than a revolutionary force in a time of revolution.

The growth of extractive industries. The growth of the extractive industries sector in natural resource exploitation in developing countries poses great risks and opportunities. On the one hand, it brings the potential of large funds for rights-based development. On the other, poor and vulnerable communities, in particular indigenous peoples, are greatly affected by private corporations that have received concessions to carry out extractive operations on indigenous lands, often to the detriment of the environment and traditional systems and way of life. It is critical for UNDP, as the lead UN development agency, to ensure that its programmes and policies respect and implement all provisions of the UN Declaration on the Rights of Indigenous Peoples (see 2012 UNDP Private Sector Engagement Strategy). For these and other reasons, the role of civil society in the context of extractive industries is crucial, in areas such as accountability and transparency in natural resource revenues, sustainable stewardship of natural resources to ensure environmental, ecological and gender justice. Civil society organizations and

⁶ CIVICUS: [Civil Society, the Clampdown is Real – Global Trends \(2009-2010\)](#).

affected communities need to be strengthened to help them to negotiate with powerful actors as equal partners, develop options for dialogue and resolve potential conflict by peaceful means.

Opportunities and challenges of a growing youth population. About half the population in the developing world is under 25 years of age, bringing both opportunities and challenges.⁷ Globally, one in five people are between the ages 15 and 24 and 1.5 billion people are expected to be in this age bracket by 2035.⁸ While the youth labour force worldwide is growing, unemployment and inactivity are also on the rise, with important political, social and economic implications for society. The young unemployed make up nearly half (40 per cent) of the world's total unemployed.⁹ There is a need to reflect on the new, less formal organizational forms through which young people choose to engage and participate in the political, economic, social and civic spheres in their societies. In the democratic transition in the Arab States and beyond, young people have harnessed social media and new information and communication technologies to bring about unprecedented change. This calls for increased support for the meaningful participation of youth in democratic governance.¹⁰ From protest mobilization, and campaigns to monitor corruption and service delivery, to human and financial resources for community development work, young people are actively using ICT for civic engagement. UNDP could help to bring such informal initiatives to state actors and other formal stakeholders. UNDP could also actively advocate for the mainstreaming of the concerns of young people in civil society strengthening, in line with the [Secretary-General's five-year action agenda](#) (January 2012) to deepen the engagement of the UN system with youth.

UNDP recognizes that youth unemployment is a growing challenge affecting most parts of the world and advocates for a coherent and strategic approach to youth employment. This approach draws on experiences in crisis and post-crisis settings, where governments are supported to adapt the three-track approach of the 2009 [UN Post-Conflict Policy for Employment Creation, Income Generation and Reintegration](#) to youth employment. This includes promoting a youth discourse that places emphasis on the link between democratic governance, livelihoods and economic growth, rule of law, gender equality and linkages with the private sector. It is also imperative that youth employment-creation initiatives integrate conflict-sensitive development/peace-building and disaster/climate risk-sensitive development aspects.

Investing in gender equality and women's empowerment and participation. Gender equality and women's empowerment are not only human rights, they are also imperative for achieving inclusive, equitable and sustainable development. Women's exclusion in most global, regional,

⁷ UN Habitat: [Young People, Participation and Sustainable Development in an Urbanizing World](#). Abebe, T. and Kjørholt, A., 2011.

⁸ World Bank: [World Development Report 2007: Development and the Next Generation](#), 2007.

⁹ International Labour Organization: [Tackling youth employment challenges: An overview of possible actions and policy considerations – An Introductory Guide for Employers' Organizations](#), 2011.

¹⁰ UNDP/ Democratic Governance Group: [Responding to Trends in Democratic Governance: Towards a New Strategic Vision for DGG](#), 2011.

national and even household decision-making remains a norm rather than exception. However, in many countries, women's groups and movements play a crucial role in challenging power structures and exposing inequalities and gender injustices at international, national and community levels. They also represent, support and defend vulnerable groups of women, "keeping gender equality and women's rights issues on policymakers' agendas, fighting for women's rights at a legislative level, and holding governments and other stakeholders to account over their implementation of gender-related commitments."¹¹ Greater strategic engagement with and support to women's networks and institutions is essential to a UNDP civil society strategic mission. In particular, UNDP must facilitate women's organizations' access to policy-making at national and international levels through its global policy services, national programmes and projects.

The MDG countdown and the post-2015 agenda. The coming years are vital and give unique opportunities to engage with civil society on key development issues, including the post-2015 agenda and that of aid effectiveness. While the international development community is working on achieving the MDGs, discussions have started about possible goals and targets that could provide a framework for development policy after 2015. The post-2015 development framework will be most effective if it results from inclusive and open multi-stakeholder participation. It is critically important that the vision for the world we want to live in be informed by the perspectives of people, especially those living in poverty.¹²

UNDP's experience with civil society

A. Achievements

Since 2009, when the last corporate strategy was issued, UNDP has made progress in several areas and can build upon these gains. Following are some highlights of noteworthy actions:

- A number of Country Offices have supported participatory civil society-led assessments to understand the status, capacity and impact of civil society.¹³ There is increasing demand from Country Offices for such assessment and understanding of the evolving nature of civil society, especially in the Arab States region.
- UNDP is a member of the Community of Democracies Civil Society Working Group to support an enabling environment, and [good practice and guidance](#) (2009) on this issue have been issued.

¹¹ UK Gender and Development Network Research Project: [Women's Rights and Gender Equality, the New Aid Environment and Civil Society Organisations](#), 2008.

¹² Annual Report of the UN Secretary-General: [Accelerating Progress towards the Millennium Development Goals: Options for Sustained and Inclusive Growth and Issues for Advancing the UN Development Agenda Beyond 2015](#), June 2011.

¹³ For example, 25 Country Offices have invested more than \$2 million in the [CIVICUS Civil Society Index](#) over the last five years.

- Prescriptive content relating to engaging CSOs has been updated in the [Programme and Operations Policy and Procedure \(POPP\)](#), and there has been progress in improving fast-track procedures and grants for its implementation.
- UNDP has greatly increased its engagement with civil society at regional, national and local levels in disaster risk reduction, peace-building and crisis recovery. UNDP is currently drafting a new policy to simplify the way it engages with CSOs in crisis settings. The objective is to formulate policies that adapt better to CSO specificities and constraints and to encourage true partnerships with CSOs, more as equal partners undertaking substantive activities under a Responsible Party agreement, and less as mere ‘contractors’.
- The Bratislava Regional Centre has developed a regional civil society strategy, guided by the corporate framework.
- UNDP has implemented Leadership Development Programmes for networks and associations of women living with HIV/ AIDS in 52 countries. The programmes generated success in making the voices of women and girls heard in national policy contexts and increased partnerships between HIV/ AIDS-positive women’s organizations and key national stakeholders.
- The United Nations Indigenous Peoples Partnership was launched as a multi-donor facility to empower indigenous peoples and their participation in development and decision-making.
- UNDP serves as Technical Secretariat of the United Nations Partnership to Promote the Rights of Persons with Disabilities, a multi-agency effort that brings together the UN system, Member States, organizations of persons with disabilities, and service and advocacy-oriented CSOs.
- [Platform HD2010 \(now renamed Platform HD\)](#) was launched in 2009 as a flagship initiative funded by the MDG Achievement Fund as a platform at multiple levels to convene a range of actors for human development and an inclusive multilateralism. The project has spawned follow-up initiatives and invigorated approaches to UN-civil society relations in the areas of civic engagement, democratic space and democratic governance.
- UNDP is organizing multidisciplinary *fora* that bring together development practitioners, academics, foundations, donor institutions, private sector and civil society representatives and UNDP staff to engage in policy dialogue and collaborative initiatives on issues of governance and participation. Such initiatives – e.g., [Oslo Governance Forum](#) (Oslo, October 2011), [Global Commission on HIV/ AIDS and the Law](#) (2010 and 2011) and the [Africa Civil Society and Governance Assessments Forum](#) (Dakar, November 2011) – generated intense internal and external interest, and suggest a continued role for UNDP in Africa and globally.

For additional recent examples of UNDP-civil society strategic engagement, see Annex 1.

B. Lessons learned

There are lessons to be learned from these experiences on how UNDP can do better to fully realize the potential of engagement with civil society:

Moving beyond civil society as mere project implementers. CSOs are critical partners for programme implementation and service delivery. Utilizing NGOs/CSOs as implementing partners is a natural entry for development programming and can have a positive impact on CSO capacities. However, this approach has taken precedence over strategic alliances and issue-based partnership with broader civil society to co-convene initiatives, amplify voice, obtain early warning, undertake joint research, tap expertise and advance civic-driven change. It has also led to competition over funding with the larger CSOs. More attention must be paid to linking service delivery with policy impact and expanding civic engagement in the policy arena. UNDP, in its engagement with civil society, should focus less on the participation of CSOs in the execution of programmes and activities and more on the utilization of these programmes and activities as opportunities to solicit and facilitate civic engagement.

UNDP must therefore view CSOs not solely as implementing partners, but important development actors who play a variety of roles. UNDP must ensure appropriate programming arrangements and support mechanisms are put in place to produce desired development results. This means programming instruments must be used flexibly to accommodate the various roles they may play, depending on the situation of that country/locale.

- CSOs can be engaged as a development partner at all levels of a UNDP programme as a strategic partner for human development; as an implementing partner, as a responsible party (as a recipient of grant(s) or as a contractor/ vendor); or as a contributor of funds to a project;
- UNDP can help develop capacity for CSOs through UNDP projects or through a learning by doing process, i.e. involving CSOs in implementing various UNDP project activities;
- If a CSO has wide networks and knowledge at grassroots level, its involvement in UNDP projects can help improve quality of UNDP programme results in terms of local initiatives and support to sub-national target beneficiaries since UNDP assistance typically focuses on national issues and government institutions;
- CSOs might be seen as an extended arm of UNDP to address development issues in crisis setting and to reach target beneficiaries at the grassroots.

Capacity development of civil society organizations. This is a broad concept, and UNDP must clarify its objective so as to develop practical and useful approaches, methodologies and tools. It is also essential that UNDP review its own capacity, vis-à-vis that of other actors such as foundations and INGOs, to develop CSO capacities, to identify its added value and comparative advantage.

Capacity development for CSOs can be seen as: a) capacities related to creating and sustaining an enabling environment for civil society to thrive and interact with the state, and b) capacities related to providing services to its constituency and delivering on its mandate. The strong relationships of trust UNDP has with governments (at national, subnational or local levels) places it in a good position to focus on the former. For example, UNDP is working to design and bring together platforms for state-citizen interface, such as community dialogue platforms, young leaders' platforms etc., civil society and multi-stakeholder dialogue forums, and strengthening specific skill sets such as negotiations.

Whatever the role of the CSO is within UNDP programming, and whatever the UNDP-CSO relationship, it is critical that all efforts ultimately lead to nationally-owned and sustainable development results – improvement in the lives of communities and people. The empowerment of civil society through governance programmes, and the community based sustainable development projects under the GEF Small Grants Programmes are prime examples.

Civic engagement as intrinsic to human development. Work with civil society should not be considered as a separate domain as it is the tendency today, but rather as part of an overall approach to bring state and society together, which is intrinsic to human development. One should avoid separating the efforts to support civil society partners and state institutions and rather invest in simultaneously improving interactions between the two constituents.

Need for increased investment in staff capacities across central and regional bureaux to engage and maximize the relationship with a continually evolving and dynamic civil society constituency at global and national levels. In particular, there is a lack of dedicated staff and advisory capacities in headquarters and regional centres.

Better reporting on the engagement with CSOs, along with more systematic documentation of practice and measuring of results related to UNDP-civil society engagement. Most UNDP corporate outcomes speak of national or subnational institutions (not necessarily governmental) having their capacities increased.¹⁴ A significant number of country outcomes aim to develop capacities of communities, CSOs, think-tanks, small and medium enterprises and other non-governmental partners. A number of Result-Oriented Annual Reports (ROAR) make reference to civil society engagement, particularly in the areas of gender equality (including gender-based violence), HIV/ AIDS (networks of people living with HIV/ AIDS and women's organizations) poverty reduction/employment (focusing on women, youth groups, persons with disabilities, internally displaced persons and/or returnees), human rights, disaster reduction, justice systems and anti-corruption. The corporate MDG-related outcome explicitly citing civil society¹⁵ has

¹⁴ Even though there is no separate indicator for CSO engagement in the ROAR, it is possible to 'extract' UNDP contributions to CSO development.

¹⁵ The outcome states: "Civil society, including CSOs and voluntary associations, and the private sector, contribute to the MDGs in support of national planning strategies and policies."

expenditures of \$74.1 million globally, with 22 Country Offices having country outcomes connected to it. Despite the volume of such data, it is worth noting that overall UNDP tends to highlight *what* it has done/supported and does not sufficiently report on *how* it engages with different actors, including CSOs. While the current ROAR platform offers a good starting point for capturing our work with CSOs, it does not allow or require Country Offices to elaborate on explain the nature of the engagement and the results of that engagement. These can be addressed by modifying the reporting template.

Why UNDP and civil society must work together?

A vibrant civil society can be instrumental to the expansion of human development. Civil society can affect norms that hamper human development through advocacy and social service provision, determining and contributing to the needed societal change. Civil society is also fundamental in provoking policy change. Social action favouring human development (e.g., policies to extend education, progressive taxation, minimum wages, etc.) is often spurred by civic groups spearheading change. These organizations are especially crucial for poorer people, as demonstrated by sex workers in Calcutta, women in a squatter community in Cape Town, and scavengers, who improved their conditions and self-respect getting together and getting organized.

This being said, it is important to locate civil society in a political economy framework. Civil society is not homogenous, but an array of multiple competing and often conflicting interests. UNDP should work with civil society organizations which explicitly and intrinsically recognize and practice commitment to internationally recognized human rights principles. The engagement with civil society actors and organizations should be based on their independence (from domestic and foreign governments), accountability to their constituents and their effectiveness as agents of positive social change, from the perspective of poor and other disadvantaged groups.

There are at least three compelling reasons for UNDP to strengthen its partnerships with civil society and scale up its activities to promote civic engagement:

- 1) Tapping the networks and expertise of civil society for creative partnership will improve the achievement of development results, especially at a time of global economic crisis and cutbacks in ODA;
- 2) Becoming an outward-looking organization that is better equipped to engage with a plurality of constituencies, including a range of civil society actors, is essential for UNDP relevance in a dynamic multilateral arena;
- 3) Maximizing UNDP strengths of global country presence, trust and convening capacity, and leading new thinking on human development and civic engagement, is key in a development environment influenced by philanthropy and private aid flows.

For civil society actors, UNDP offers a number of comparative advantages:

- Relationship of trust with governments, civil society, donors and other development actors;
- Experience in participatory and multi-stakeholder processes for national and local ownership;
- Experience in promoting democratic governance and supporting state institutions to become responsive and accountable;
- Ability to serve as a learning platform and provider of technical support;
- Growing portfolio in private sector development, which can be built on to foster community and civic dimensions in public-private partnerships;
- Presence in 166 countries and several regional centres that can facilitate:
 - ❖ South-South cooperation among civil society and governments;
 - ❖ North-South partnerships and south-south exchanges to bring southern voices to bear on global issues;
- Convening capacity to support innovative partnerships with influential organizations to:
 - ❖ Scale up activities and impact at the country level;
 - ❖ Improve knowledge resources and training modules for use by development partners and extend advocacy impact into the policy-making arena;
 - ❖ Facilitate cooperation rather than competition among civil society and other actors.

Section 2: A revitalized UNDP corporate strategy for civil society and civic engagement

A UNDP strategy to engage with civil society recognizes the evolving nature and growing influence of civil society while maximizing the potential of civic engagement for development. The strategy envisions reinvigorated efforts by UNDP to empower and engage with civil society to achieve both ‘downstream’ local development results and ‘upstream’ policy impact. Underlying the strategy is the understanding that civic engagement is intrinsic to the work of UNDP in all its core areas.

A new vision

The **overall goals** of UNDP’s work with civil society proposed in this strategy are to:

- Increase “upstream” focus on engaging civil society in policy and advocacy processes;
- Strengthen partnerships with civil society organizations and networks to channel civil society expertise and experience for development impact;
- Forge stronger partnerships with key global and regional civil society actors, think tanks and coalitions for multiplier effect in amplifying voice and advocacy;
- Increase efforts to strengthen civil society and civic engagement for Strategic Plan outcomes;
- Foster participatory processes for equity, inclusion, responsive and accountable governance and achievement of the MDGs;
- Scale up community capacities and leadership for local development.¹⁶

¹⁶ As stated in the [2009 UNDP Civil Society Strategy](#).

As such, the corporate UNDP civil society strategy proposes three priority development focus areas:

- **Investment in civil society and civic engagement**
 - ❖ Facilitate an enabling environment for civil society;
 - ❖ Support and partner with civil society for policy impact; and
 - ❖ Revitalize UN(DP) capacity and environment to engage with a fuller range of civil society actors that could contribute to a positive social change and foster civic engagement. These relate to capacity of and environment for civil society and include regulatory frameworks, NGO national platforms, civic participation in democratic transition, and a range of capacity initiatives to promote the MDGs and other internationally agreed goals.

- **Facilitation of citizen action for democratic governance and development**
 - ❖ Support democratic governance through collective civic action for accountability, drawing on the expertise and experience of others in this arena to facilitate more productive state-society and mutually respectful interactions in national processes; and
 - ❖ Scale up community actions for local development and upstream impact.

- **Strengthening of civic engagement for multilateralism and human development.** In response to global governance crises that affect development, this initiative seeks to:
 - ❖ Strengthen UNDP-civil society partnerships for human development, harnessing civil society goodwill and trust in the United Nations as the heart of the multilateral system;
 - ❖ Promote UNDP/UN-civil society dialogue mechanisms at national, regional and global levels to promote inclusive participation in development processes; and
 - ❖ Facilitate multi-stakeholder platforms and networks to address global development priorities.¹⁷

Development results of stepped up engagement with civil society

The added value of this revitalized and reciprocal UNDP-civil society relationship for development results can be summarized as follows:

- Enabling environment for civil society and civic engagement strengthened,
- State-society interactions improved through:
 - ❖ Increased civic engagement in programme development;
 - ❖ Increased civil society contributions to policy development and thinking, and

¹⁷ In 2009, UNDP, with civil society and other development partners, launched “[Platform HD2010](#)” as a forum to develop a vision for the next decade that engages civil society for an outward looking multilateralism reinforcing civic engagement and human development. The initiative will close later this year, however the goals underpinning this initiative will be carried forward in future policy and programming.

- ❖ Promoted access to women’s organizations to policy-making arena at the national and international level through its global policy services, national programmes and projects.
- Civil society networks strengthened through support to national platforms, regional networks and south-south cooperation;
- Networking and partnership facilitated between civil society networks in north and south;
- Bolstered policy research/advocacy/analysis/monitoring capacity in civil society;
- Civil society inputs reflected in policy processes and outcomes;
- Civil society expertise and knowledge availed of by the UN, governments, and other partners;
- Vibrant new UNDP-civil society partnerships forged for human development;
- UNDP’s analytical capacity enhanced by scanning and reflecting civil society perspectives in the multilateral environment;
- Improved understanding in UN(DP) of the role of civic engagement in development and how to better engage with civil society; and
- UNDP knowledge-base on civil society enhanced through support to independent assessments externally and strengthened reporting and documentation of practice internally.

Section 3: Strategy implementation: UNDP’s change requirements to meet the civil society strategy challenge

As demonstrated in the findings of a global inventory on country-level engagement with civil society carried out in 2008¹⁸, institutional changes will be needed for UNDP to reach these goals and fully realize the potential of engagement with civil society. Regional and Country Offices will be the frontlines in implementing the civil society strategy. They need to be proactive in strengthening their engagement with national and regional civil society networks, linking their work with the global strategy. In particular, UNDP will need to:

- a. Improve institutional coordination and policy coherence to better support Country Offices; and
- b. Strengthen internal knowledge and capacities to maximize engagement and outcomes with civil society. This is particularly critical in transition countries where Country Offices need to base their engagement on a good understanding of the processes and dynamics of rapid transformation of civil society and its forms of organizations (formal and informal), which is the case of most of the Arab countries at present.

¹⁸ See [UNDP Global Inventory on Country-level Engagement with civil society](#), 2008.

Areas of action

UNDP will thus need to strengthen the following areas:

A. Global engagement through integrated multi-actor *fora* and partnerships

Institute new and innovative *fora* which actively include civil society. UNDP must maximize its convening powers and relationship of trust with governments to broker and sustain dialogue and relationships among various stakeholder constituencies, i.e., diverse civil society, volunteer-involving organizations, the private sector, foundations, parliamentarians, local authorities and government. As the global development system begins to design the aid and development landscape for the post-2015 period, with civil society actors in the global arena actively influencing the development agenda, it will be crucial for UNDP to build and maintain an *integrated* approach to these relationships by:

- a) Gathering socio-economic and political information from all relevant actors, including diverse civil society organizations, to produce the sort of analysis which will allow UNDP to systematically map development trends, inform its policy and revise its priorities;
- b) Building credibility and trust with its multiple partners, fostering a perception of UNDP as a responsive and accessible development organization that can rapidly respond to partners' emerging priorities in mutually beneficial ways; and
- c) Building support for UNDP vision/agenda for sustainable human development by identifying and mobilizing like-minded actors.

B. Scaled up external representation and outreach

- Visible participation in and contribution to multi-stakeholder consortiums on key policy and development issues (e.g., Post-Busan Interim Group (PBIG), Community of Democracies, Global Philanthropy Leadership Initiative, WIDE network, Open Government Partnership);
- Regular and senior-level UNDP participation in key civil society gatherings (e.g., World Social Forum, CIVICUS World Assembly, AWID International Forum, Social Watch Assembly, United Nations Permanent Forum on Indigenous Issues, regional and national *fora*);
- Representation at inter-agency meetings (e.g., annual meeting of Civil Society Focal Points of International Organizations) and other issue-based groupings for coordinated civil society strategies for shared development outcomes;

Outreach and representation at external meetings of key importance to global civil society (World Economic Forum, civil society *fora* associated with G-20, ASEAN, African Union (AU), Southern African Development Community (SADC), Organisation of Islamic Cooperation (OIC), EU, Commonwealth, League of Arab States).

The strategy emphasizes the need for UNDP to develop **synergistic partnerships** with civil society organizations with specific expertise including women's rights networks, faith-based groups and grass-roots organizations.

In particular, UNDP will deepen its engagement with civil society for advocacy and dialogue by, for example:

- a. Building stronger partnerships with key global and regional civil society actors, think tanks and coalitions for multiplier effect in amplifying voice and advocacy;
- b. Revitalizing the terms of engagement with the Civil Society Advisory Committee to ensure a more strategic relationship geared towards effective advocacy and policy impact. The composition should be reviewed to include all relevant groups, in particular youth organizations. The Advisory Committee should also be engaged in processes such as preparing and disseminating the global, regional and national Human Development Reports;
- c. Developing stronger interaction with UNDG and UN Country Teams for wider use of multi-stakeholder advisory *fora* to institute a culture of inclusive dialogue and exchange with national civil society actors, going beyond 'usual suspects';
- d. Re-visiting the "Basic Principles for CCA/ UNDAF Theme Groups" template to make participation by civil society organizations an explicit requirement;
- e. Organizing multi-stakeholder roundtable activities and/or consultations at headquarters/ regional/ national levels involving Member States, private sector, civil society, foundations and other actors on development priorities of mutual interest (e.g., linked to the General Assembly, ECOSOC, UNDP Executive Board sessions, UNDAF, and other issue-based meetings).

C. Policy development and policy coherence across bureaux¹⁹

- Ensure policy coherence by implementing the corporate civil society strategy through thematic and regional programme frameworks (e.g., global programmes, regional cooperation frameworks);
- Engage more closely with UNDP-administered programmes with a strong focus on civic engagement such as the UNV;
- Maintain, update and promote the 2001 UNDP policies of engagement with civil society and with indigenous peoples;
- Refine existing indicators and/or establish new ones relating to civic engagement in the Results-Oriented Annual Reports (ROAR) as a first step towards instituting a "Civic Engagement marker", similar to the Gender Equality marker, to monitor civic engagement in policies and programmes;
- Put in place measures by which to track UNDP funding for civil society and civic engagement;

¹⁹ See Annex 2 for an indicative list of demands relating to civil society received in recent years from COs in all regions.

- Improve knowledge management:
 - ❖ Develop toolkits, guidance and good practice documentation;
 - ❖ Facilitate south-south peer-to-peer civil society exchange in policy and programme development through appropriate capacities inducted to UNDP vetted rosters;
 - ❖ Develop civil society consultant rosters, by function or thematic areas of expertise;
 - ❖ Put in place a mechanism for ensuring feedback from CSOs themselves on their perception of the progress in UNDP’s civil society engagement through this strategy
- Burden sharing mechanism: Given the goal of enhancing UNDP’s capacity to respond to development issues world-wide through enhanced engagement with civil society, responsibility for providing the resources to achieve this will need to be shared amongst the actors, who participate in both the implementation and the benefits. Therefore, a further measure in burden-sharing needs to be established to increase efforts to fundraise jointly with civil society partners to obtain the resources needed for implementation of initiatives.

D. Programme support

Strengthen the capacities of civil society organizations to participate in policymaking and programme development, and likewise strengthen internal capacities and UNDP programming policies and procedures to:

At headquarters and regional levels

- Provide support to Country Offices in programming modalities related to CSOs (e.g., CSO as an implementing partner or responsible party such as a contractor or micro-grant recipient);
- Develop and update prescriptive content relating to civil society in the [POPP](#);
- Streamline and update internal mechanisms such as the partnerships database and guidance on partnership procedures;²⁰
- Improve internal collaboration and coordination and bridging ‘silo’ approaches;
- Provide staff, including in Country Offices (RC/RR offices and Country Teams) with training, tools and resources to strengthen partnership skills and understanding of the value added of bringing voluntary civic engagement into development programming;
- Facilitate civil society participation in regional/global dialogues and national policy processes (e.g., MDGs, national development strategies, UPR, Rio+20, post-Busan agenda, post-2015 agenda, World Conference on Indigenous Issues 2014). Special attention should be paid to systematically engage women’s movements and volunteer groups in policy debates, and
- Strengthen pooled resources – i.e., finance the existing UN Civil Society Trust Fund through proactive UNDP leadership and outreach.²¹

²⁰ This includes addressing the ability of NGOs to absorb risks, which they are often unable to do given their financial non-liquidity, affiliation with certain causes not necessarily aligned with UNDP, etc. Failing this, NGOs will continue to be treated as private companies in procurement. Equally, it is important to establish safeguards to prevent NGOs from using a partnership with UNDP as grounds for future procurement opportunities.

²¹ The fund was established as an administrative entity in the MDTF office in 2010, in follow-up to recommendations by the Cardoso panel on UN-civil society relations to strengthen coordinated UN-wide support to civil society at the country level

At country level

- Strengthen CSO capacity and role to promote a national transparency and accountability agenda (and where applicable through the Open Government Partnership), emphasizing accountability systems for women's rights and gender equality considering all forms of discrimination experienced by women based on sexism, racism, xenophobia and others;
- Strengthen the participation of CSOs in energy and environment planning;
- Strengthen the capacity of CSOs to engage in the UPR and other UN processes;
- Support the role of civil society and volunteer involving organizations in the peace-making, peace-building and conflict-prevention agendas of the UN and the national authorities;
- Promote consultative multi-stakeholder bodies for policy dialogue with UNDP/UNCT, involving national volunteer schemes, national women's machineries and governmental gender departments/ units;
- Promote UNDP-government-civil society dialogues in the context of national development strategies, including advocating and operating for improved legal and regulatory framework for civil society expression and action at country level;
- Draw on innovative practices and tools in a range of areas developed by civil society, youth and women's organizations, policy advocacy groups, volunteer involving organizations, indigenous peoples' organizations and disabled people's organizations²²;
- Develop country-specific strategies/capacity development plans to strengthen CSOs; and
- Develop the capacity of civil society organizations and networks of people living with HIV/ AIDS to plan, implement and effectively respond to HIV/AIDS.

Particular attention is required for excluded people such as indigenous peoples, minorities, youth, migrants, people living with disabilities, internally displaced people, poor and disenfranchised women, afro-descendants, and people living with HIV/ AIDS.

E. Summary of actions in the short and medium term

The following actions will be elaborated in UNDP's civil society and civic engagement action plan:

- Conduct a comprehensive external evaluation of UNDP engagement with civil society. This will help in arriving at a baseline and determining additional actions and focus areas;
- Maximize operating modalities offered in the [POPP](#);
- Strengthen reporting indicators in the ROAR;
- Strengthen advisory capacities at headquarter and regional levels to support Country Offices;
- Strengthen communication of the results of UNDP engagement with civil society;

(signatories include UNDP, UNEP and UNESCO). The initiative merits re-examination in today's context, given the existence of a number of dormant trust funds, and the fact that several donors already provide direct bilateral support to CSOs, as well as through the World Bank and the UN Democracy Fund.

²² These include people's and gender budget advocacy, statistical literacy, poverty, environmental and social impact assessments, localizing MDGs and monitoring their implementation, equitable trade policies, climate change adaptation, food security, and gender-responsive disaster recovery and peace-building.

- Participate visibly in multi-stakeholder consortiums on development challenges;
- Institute a practice of regular senior-level UNDP participation in and contribution to key civil society events;
- Encourage active participation of regional consultative bodies and national advisory *fora* to UN Country Teams, including youth representation;
- Explore in the context of national development strategies all opportunities to promote UN-government-civil society dialogues, including advocating and operating for improved legal and regulatory framework for civil society expression and action at country level;
- Use opinion surveys to inform UNDP strategies and programmes at country level.

F. Risks of inaction

Continuing with a ‘minimum scenario’ approach towards civil society, primarily centered on NGOs in contractual and donor-client relationships for programme delivery, holds a number of risks for UNDP:

- Such a reactive stance will restrict both UNDP knowledge about a dynamic sector and its ability to engage with diverse civil society actors. Civil society actors at national and global levels have evolved in capacity and influence to an extent that strategically and creatively partnering with them can help to amplify voice and maximize UNDP interventions, crucially with respect to neglected and disadvantaged populations.
- A failure to tap the potential and expertise in civil society for creative partnership and scaling up in and across regions will affect the achievement of development results, especially at a time of global economic crisis and cutbacks in traditional development assistance, when accelerated and multi-pronged efforts are needed to advance the MDGs, strengthen south-south cooperation, address climate change and ensure aid and development effectiveness.
- The complex and dynamic development environment of today is characterized by new donor and aid arrangements, unconventional partnerships and pressures for accountable and participatory governance to fight persistent inequality and poverty. Failure to become a more outward-looking organization that is better equipped to engage with a plurality of constituencies, including a range of civil society actors with distinct strengths, could erode the role and relevance of UNDP in a constantly evolving multilateral arena.
- The rise of new forms of philanthropy, with ambitious global agendas matched by large resources, is increasingly attractive to governments and civil society actors. As a comparatively low-budget player, UNDP risks being marginalized by big ICSOs and non-multilateral channels as new alliances are forged in a dynamic development environment. Given its global country presence, trust and convening capacity with diverse stakeholders, UNDP must adapt to and as well as lead new thinking on human development and civic engagement if it is to remain a preferred multilateral partner.

- Continued fragmentation of approach, coupled with a lack of advisory services dedicated to this area, will affect the organization's capacity to respond effectively to the growing demands it is beginning to face on the ground, as well as its capacity to deliver effectively on development outcomes.

Annexes

Annex 1: Examples of progress in UNDP-civil society collaboration since 2009

1. Investing in civil society and civic engagement

- Programme implementation and service delivery: COs continue to channel significant amount of money through CSOs for programme implementation in all sectors (more than \$100 million in 2008).
- Many COs are making considerable efforts to create space for civil society engagement at the sub-national and national level in improving service delivery and in strengthening transparency and accountability. There are several experiences from Latin America, Asia, East Africa, and there is an increase in demand for civil society support from West and Central Africa. Experiences range from establishing a grant facility for civil society in [Kenya](#) to developing national surveys and databases to capture user perspectives on service delivery and performance of public administration in [Viet Nam](#).
- In 2011, the HIV/ AIDS Group helped to develop [UNAIDS guidance](#) for partnerships with civil society, including people living with HIV/ AIDS and key populations. It provides guidance on UNAIDS, its Cosponsors and Secretariat (working at national, regional and global levels) which can strengthen and operationalize meaningful and respectful partnership with civil society.

2. Promoting and scaling up citizen action for democratic governance and human development

- In Africa, CSOs have been involved in promoting civic/voter education and in constitution-making, access to justice and human rights. UNDP facilitated Universal Periodic Review (UPR) consultations between the Government and CSOs in Zimbabwe in 2011, and convened two regional UPR consultations in Dakar and Johannesburg involving senior government officials, CSOs, and national human rights institutions. UNDP also supported civil society participation in the African Peer Review Mechanism process.
- Regional initiatives relating to youth empowerment and participation include: the “Regional Programme on Youth Employment and Social Cohesion” (RBA), “Multi-Country Programme for Youth Employment” (RBAS), partnership with the Asian Barometer Survey on the opinions of youth in assessing democratic governance (RBAP), “Regional Programme on Fostering Youth Participation and Empowerment in Latin America and the Caribbean” (RBLAC), enhancing the participation and leadership potential of youth in political institutions in the Arab region (BDP and BCPR), and youth employment and entrepreneurship initiatives in crisis/post-crisis country settings (BCPR). Country-level initiatives on youth development and volunteering programmes or thematic development

interventions relate to poverty reduction, crisis prevention, governance, environment, HIV/AIDS, and gender equality.

- In Bangladesh, over 60,000 national volunteers affiliated with national NGOs such as the Bangladesh Scouts have been trained, thus building the country's human capital in disaster management and underlining the importance of volunteerism as a means to build and sustain national capacity. UNDP has undertaken a range of volunteering initiatives with local communities to promote knowledge exchange among them and thus increase the ownership and cost-effectiveness of local development solutions. These case studies are captured in the 2011 UNDP publication, [*Supporting Transformational Change*](#).

3. Strengthening civic engagement for multilateralism and human development

- UNDP increasingly supports civic participation in national and international policy processes through dialogue and advocacy and expanding the space for government-civil society interactions (e.g., PRS/ MDG processes, Rio+20, aid and development effectiveness, climate change, the post-2015 agenda, UN-REDD, GEF/ SGP).
- Following an external assessment in 2008, the UNDP Civil Society Advisory Committee was revitalized with revised terms of engagement and new members. Other UN agencies, such as UNFPA and UN Women, have adapted the UNDP experience to set up similar *fora*.
- Guidance is being developed to strengthen and spread the practice of multi-stakeholder national committees and policy dialogue *fora* to United Nations Country Teams.
- In 2011, UNDP with its partner organizations in the Global Gender and Climate Change Alliance led successful efforts to ensure that women's voices are brought into global climate change policy.

Annex 2: Indicative list of Country Office demands in civic engagement²³

1. Strategic Plan Focus Areas

<i>Demand measured based on following levels:</i>						
		☐	▣	■		
		<i>Low Demand</i>	<i>Medium Demand</i>	<i>High Demand</i>		
Strategic Plan Focus Areas	Country Office Demands	Regional Dispersion				
		Africa	Arab States	Asia-Pacific	ECIS	LAC
Democratic Governance	Capacity development of civil society to participate in democratic processes					
	Supporting NGO platforms					
	Support for developing regulatory frameworks					
	Support in undertaking civil society assessments					
	Civil society participation in regional level decision-making by governments					
	Capacity development and mapping of indigenous peoples					
	Support a rights based awareness strategy and evidence based dialogue relating to the recognition of indigenous peoples as a peoples					
	Multi-stakeholder dialogues in extractive industries with indigenous peoples and governments with a focus on free, prior and informed consent and UN declaration on rights of indigenous peoples					
	Support and facilitate dialogue between indigenous peoples and governments for the implementations of provisions in the UNDRIP and ILO 169					
	Support meaningful participation of indigenous peoples in key development processes (World Conference, Post-2015 agenda)					
	Citizen engagement in corporate social responsibility					
	Strengthening media					
	Strengthening political parties					
	Strengthening civil society activities in local governance					

²³ Initially based on information received from Bratislava, Johannesburg, Colombo, Cairo and Bangkok regional service centres, Democratic Governance Group, HIV/AIDS Group, Environment and Energy Group, Gender Team, BCPR, and the Civil Society Division. Updated information received (June 2012) from RBA, RBAS, RBLAC, RBEC, Bratislava and Cairo regional service centres, HIV/AIDS Group, Gender Team and Democratic Governance Group.

<i>Demand measured based on following levels:</i>						
<input type="checkbox"/> <i>Low Demand</i> <input type="checkbox"/> <i>Medium Demand</i> <input type="checkbox"/> <i>High Demand</i>						
Strategic Plan Focus Areas	Country Office Demands	Regional Dispersion				
		Africa	Arab States	Asia-Pacific	ECIS	LAC
Poverty Reduction & MDGs	Civic participation in development planning					
	Support in implementing regional programmes					
	Economic and statistical literacy training					
	Poverty and social impact assessments					
	PRS-MDG processes					
	MDG campaigns					
	Participation of CSOs/CBOs in PRS programmes					
	Civil society participation in MDG monitoring and reporting					
	Improving service delivery and social assistance					
	Support for capacity development indigenous peoples					
Crisis Prevention & Recovery	Integration and empowerment of IDPs					
	Design of bi-communal development programmes					
	Civic engagement in peace-building and reconciliation					
	Developing CBO capacity in post-crisis					
Environment & Energy	Strengthen capacities of CSOs in environmental and energy planning					
	Share positive experiences and good practices at the community level					
	Strengthen government-civil society partnerships					
	Strengthen CSO capacity to increase visibility of women's knowledge of natural resource management within national environmental policies and strategies					

<i>Demand measured based on following levels:</i>						
		□	■	■		
		<i>Low Demand</i>	<i>Medium Demand</i>	<i>High Demand</i>		
Strategic Plan Focus Areas	Country Office Demands	Regional Dispersion				
		Africa	Arab States	Asia-Pacific	ECIS	LAC
HIV/ AIDS	Strengthening capacity of CSOs, people living with HIV/ AIDS, women's groups and key populations ²⁴ to participate in the design, implementation and evaluation of HIV/ AIDS responses					
	Strengthening leadership and organizational capacity of groups and networks of people living with HIV/ AIDS, women living with HIV/ AIDS and key populations					
	Facilitating partnerships between civil society and governments to improve participation and service delivery					
	Building the managerial and technical capacity of CSOs to develop and implement programmes funded by the Global Fund to Fight HIV/ AIDS, Tuberculosis and Malaria.					
	Promoting rights of women and men living with and affected by HIV/ AIDS, and addressing HIV/ AIDS-related stigma and discrimination					

²⁴ The term 'key populations' refers to those most likely to be exposed to HIV or to transmit it. In most settings, key populations include men who have sex with men, transgender persons, people who inject drugs, and sex workers and their clients.

2. Strategic Plan Cross-Cutting Areas

Demand measured based on following levels:						
		□	■	■		
		<i>Low Demand</i>	<i>Medium Demand</i>	<i>High Demand</i>		
Strategic Plan Cross-Cutting Areas	Country Office Demands	Regional Dispersion				
		Africa	Arab States	Asia-Pacific	ECIS	LAC
Capacity Development	In issue areas					
	MDG monitoring					
	Human rights training					
	Mitigating crisis, conflict, and disasters					
	Social entrepreneurship and social and solidarity economy					
	For organizational development					
	CSO capacity assessment & capacity development					
	Advocacy and networking					
Resource mobilization to increase financial viability of NGOs						
Gender Equality & Women's Empowerment	Enhance support to CSOs to promote gender equality and women's empowerment					
	Ensure CSO engagement in the design of national policies budgets to address the needs of poor women and men, boys and girls equitably					
	Enhance participation of women's organizations in collection, analysis, and dissemination of sex disaggregated and gender relevant data					
	Enhance participation of women's groups to implement programmes that support women's equality					
Indigenous Peoples	Establish more consultative bodies that engage with UN Country Teams					
	Involve indigenous peoples in multi-stakeholder National Steering Committees; ways to access funding					
Strategic Plan Cross-Cutting Areas	Support to RCOs	Regional Dispersion				
		Africa	Arab States	Asia-Pacific	ECIS	LAC
	UNDP/UNCT civil society strategies					
	Civil Society Advisory Committees to UNCT					
	Use of Civil Society Index (with CIVICUS)					