



2021:15

Sida Decentralised Evaluation

FCG Sweden

Evaluation of the Strategy for support via Swedish civil society organisations 2016–2022

Final Report

Evaluation of the Strategy for support via Swedish civil society organisations 2016–2022

**Final Report
February 2021**

**Jonas Lövkrona
Åsa Königson
Anna Schnell
Annefried Mueller**

Authors: Jonas Lövkrona, Åsa Königson, Anna Schnell,
Annefried Mueller (research assistant)

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2021:15

Commissioned by Sida

Copyright: Sida and the authors

Date of final report: 2021-02-24

Published by Nordic Morning 2021

Art. no. Sida62378en

urn:nbn:se:sida-62378en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of contents

Table of contents	1
Abbreviations and Acronyms	3
Preface	4
Executive Summary	5
1 Introduction	9
1.1 Background and purpose	9
1.2 Evaluation objective and scope	9
1.3 Structure of the report	10
2 Evaluation object	11
3 Methodology	14
3.1 Overall approach	14
3.2 Methods and tools for data collection	15
3.3 Ethics and participation	15
3.4 Limitations and challenges	15
4 Findings	18
4.1 Diversified funding	18
4.2 Pluralism	20
4.3 SDGs	23
4.4 Geographic distribution	25
4.5 Coordination with other strategies	26
4.6 Aid and development effectiveness	27
4.7 Innovation	29
4.8 Integration of the perspectives	31
4.9 Reporting in CSO database and IATI	34
4.10 CSO accountability and transparency, representativeness, legitimacy and internal democracy	35
4.11 Capacity development	36
4.12 Civic space	38
4.13 Long-term change for civil society and people who live in poverty	40

4.14 Swedish CSOs global advocacy work	42
5 Overall conclusions.....	44
6 Recommendations to Sida.....	46
6.1 Short-term recommendations	46
6.2 Medium-term recommendations	46
6.3 Long-term recommendations.....	47
Annex 1 – Terms of Reference.....	48
Annex 2 – Evaluation matrix	55
Annex 3 – Data collection tools	57
Annex 4 – Documentation.....	58
Annex 5 – List of interviewees.....	61
Annex 6 – Complete default survey reports	62

Abbreviations and Acronyms

ASO	Affiliated Swedish Organisation
CIVSAM	Sida's Civil Society Unit
CRD	Civil Rights Defenders
CSO	Civil Society Organisation
DAC	Development Assistance Committee
FWO	Framework Organisation
GAP	Global Advocacy Projects
GRI	Global Rights Index
HRBA	Human Rights-Based Approach
HUM	Unit for Humanitarian Assistance
IAP	International Agreement Partner
IATI	International Aid Transparency Initiative
IM	Individuell Människohjäl
ISK	Intern Styrning och Kontroll
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex (persons)
M&E	Monitoring & Evaluation
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
OPC	Olof Palme International Center
PME	Project Monitoring and Evaluation
PO	Partner Organisation
RFSU	Swedish Association for Sexual Education
RBM	Results-Based Management
SCI	Save the Children International
SDG	Sustainable Development Goal
SEK	Swedish kronor
SMC	Swedish Mission Council
SPO	Strategic Partner Organisation
SRHR	Sexual and Reproductive Health and Rights
SSNC	Swedish Society for Nature Conservation
ToR	Terms of Reference
WHO	World Health Organisation
WWF	World Wide Fund for Nature

Preface

The evaluation was contracted by Sida's Civil Society Unit (CIVSAM) through the Sida Framework Agreement for Evaluation Services, and conducted by FCG Sweden.

The evaluation team consisted of Jonas Lövkrona (Team Leader), Åsa Königson and Anna Schnell. The Preliminary Draft Report was quality assured by Francesca Jessup, whose work was independent of the evaluation team. Annefried Muller was involved as research assistant for the surveys conducted and provided project management support.

Executive Summary

The *Strategy for Support via Swedish Civil Society Organisations 2016-2022* (the CSO strategy) seeks to “support the development towards a vibrant and pluralistic civil society in developing countries, that operates from a rights perspective in order to improve living conditions for people living in poverty, in all of its dimensions, to increase respect for human rights and to promote global sustainable development”. In 2020, close to SEK 2 billion was allocated to the strategy. These funds are mainly channelled through Sida’s 15 Strategic Partner Organisations (SPOs) and Associated Swedish Organisations (ASOs). A smaller share goes to International CSOs (ICSOs), in this report referred to as International Agreements Partners (IAPs).

As defined in the ToR, the objective of the evaluation was to assess the implementation of the CSO strategy using the existing M&E framework. In line with the M&E framework, the evaluation centred on 14 issues, and related indicators. Data was collected through several on-line surveys, a desk review, interviews, specific information requests, and a workshop with CIVSAM. The main limitations and challenges of the evaluation were linked to the inherent weaknesses of the M&E framework, which are discussed throughout the report, and the compressed time schedule.

Below follows a presentation of the overall conclusions of the evaluation.

While **pluralism** is key to the success of the strategy, the SPOs portfolio is relatively homogenous. It is dominated by very experienced and increasingly well-resourced organisations with a strong focus on the area of democracy, human rights and gender equality. Few changes have been made in the composition of the portfolio. ASOs is a much larger group and generally comes across as more diverse, especially with regard to the age and specialisation of organisations but also thematic focus. Changes in pluralism at the PO level are more difficult to ascertain due to data limitations.

All the 17 **SDGs** of the 2030 Agenda are identified as relevant to their organisation by one or more of the SPOs, ASOs and IAPs in the portfolio. However, the SDGs considered as the five most relevant varies significantly across organisations. SDG 5 (Gender equality) remains highly relevant to all organisations. In the SPO portfolio, SDG 5 is only rivalled by SDG 1 (No poverty). In general, the priority given to this SDG has increased significantly over the strategy period.

In line with the CSO strategy, both Sida and SPOs have encouraged actors funded through the strategy to **diversify their income sources**. The data shows that SPOs have become less dependent on Sida funding through the CSO appropriation. It also indicates that efforts by the SPOs to help POs fundraise and harmonise donor support has had an impact, but that the ASOs, on the other hand, have increased their dependence on Sida funding.

CIVSAM has taken several initiatives to promote **aid and development effectiveness** during the strategy period, and, presumably as a result, an increasing share of SPOs perceive that Sida's rules and regulations facilitate aid effectiveness. Still, the data suggest that more could be done. A case in point is the difficulties experienced by SPOs in transitioning to core support. There also appears to be a mismatch between the needs of the SPOs (financial risk-sharing) and Sida's effort to provide support, capacity building and other initiatives to increase **innovation**.

CIVSAM has also supported SPOs and IAPs in promoting the **integration of the perspectives**. SPOs have particularly appreciated the support to the integration of the environment and climate perspective. With regard to the other perspectives, Sida's support is less appreciated among SPOs today than at the start of the strategy period. This is possibly because the organisations already have developed, what they consider, sufficient capacity to integrate these perspectives. It would arguably be more meaningful if the indicators focus on the actual extent of integration rather than the satisfaction with Sida's support.

The M&E framework is using, rather simplistically, the share of membership-based organisations as a measure of **CSO accountability and transparency, representativeness, legitimacy and internal democracy**. The evaluation shows that the group of SPOs and ASOs is dominated by such organisations, which was also the case in 2017. The share of POs that are membership-based is more uncertain since this data is not regularly collected by the SPOs and ASOs. SPOs' own systems and tools for capacity assessment of POs tend to capture a much broader range of issues, and there are several examples of efforts made to improve these tools during the strategy period.

A key objective of the CSO strategy is to contribute to increase **civic space**, i.e. a more enabling environment for CSOs in developing countries. All IAPs and an increasing share of SPOs are generally satisfied with the guidance and support they have received from CIVSAM in this respect. Both SPOs and IAPs consider Sida/CIVSAM to be an unpretentious, flexible and engaged partner, willing to find alternative ways of supporting POs in threatening and repressive environments. Since shrinking space have become a global trend, there is scope for more support, guidance on innovative financing.

Several issues do not have specific indicators in the M&E framework. This includes the issues of **capacity development, long-term change for civil society and people who live in poverty**, and **Swedish CSOs global advocacy work**. In these cases, the M&E framework instead requires CIVSAM to collect result examples. While the evaluation has identified a range of such examples, it is clear that some SPOs and IAPs to a greater extent than others have been able to capture and report on higher-level outcomes, and provide a clear link between these outcomes and their support. This is another area that calls for a closer link between the contents of results reports and the M&E framework.

Overall, the evaluation points to several weakness in the existing **M&E framework** for the CSO strategy. Apart from the lack of indicators for some of the issues, the quality of existing indicators varies. Some indicators do not sufficiently

cover the scope of an issue. There are also shortcomings in the design and choice of data collection tools.

These conclusions lead on to the following **recommendations**:

1. CIVSAM should review the M&E framework for the CSO strategy in order to remove or revise indicators that are not fully relevant or provide new information, identify and eliminate overlaps between indicators and data collection tools, and avoid excessive data gathering the next time the surveys and other data collection instruments are used. The lessons learnt from the current M&E framework should feed into Sida's input to the new strategy. In this context, careful consideration should be given to what data collection tools should be used for capturing quantitative and qualitative dimensions, respectively.
2. CIVSAM should review and revise the Sida guidelines for application and reporting from SPOs to put further emphasis on the need to plan for, contribute to, and report on higher-level results (at the intermediate and ultimate outcome level), and try to provide a clearer link between such results and the activities of specific POs. In this context, CIVSAM may consider adding additional issues, including results examples, to be included in Annex 4 of the SPO annual reports. Further RBM training may also be warranted for some organisations.
3. CIVSAM should use pluralism as an explicit criterion when evaluating and selecting additional organisations to complement the SPO and IAP portfolios. Increased diversity should be ensured with regard to the type of organisations. In this regard, younger, relatively smaller and issued-based organisations may be considered. The rights perspective in the portfolio could be strengthened if more organisations targeting particularly vulnerable groups are included. In addition, CIVSAM should find better ways of capturing pluralism among POs.
4. CIVSAM should initiate a dialogue with the SPOs on how to reduce the dependence of ASOs on Sida funding. SPOs could be encouraged to include ASOs, not only POs, in the capacity building support provided for the development of fundraising strategies and the harmonization of donor support. This could include exploring opportunities for mobilising contributions from members and individual donors, corporate sponsorships, digital channels of fundraising, the development of social enterprise, etc.
5. CIVSAM should create sufficient conditions for SPOs to provide core support to POs. This should include further aligning Sida rules and regulations with the flexible nature of the core support modality and with a view to ensure risk-sharing. CIVSAM should also consider intensifying its dialogue on aid and development effectiveness with other donors, including to encourage them to move from project to core support.
6. CIVSAM should, together with the SPOs, clarify the obstacles to financial risk sharing that might hold back innovation. Clear rules and requirements for such risk-sharing should be established based on consultations with relevant Sida departments and units. In this context, CIVSAM should, in discussion

with the SPOs and IAPs, seek to identify if and how Sida's funds to a greater extent can be channelled to projects implemented by informal actors.

7. CIVSAM should, in cooperation with SPOs, conduct portfolio analyses or in other ways assess the actual integration of the perspectives, and, in that connection, encourage SPOs to share their views and suggestions on existing CIVSAM support in this area.
8. CIVSAM should ensure that the next evaluation of the CSO strategy is carefully planned and that sufficient time is allocated for ensuring joint reflection, discussion and learning as part of the evaluation process. Apart from CIVSAM, this process should involve SPOs, IAPs, selected ASOs, and other relevant stakeholders, including other Sida department and units. Any data requests to partners should be communicated well in advance.
9. CIVSAM should enhance its support and guidance on civic space. Specific initiatives should be identified in consultation with SPOs and IAPs. As part of this effort, Sida may decide to:
 - Establish specific funding windows (or challenge funds) for grants to innovative projects focusing on increasing civic space;
 - Earmark funds for CSO networking/coalition-building in repressive contexts;
 - Strengthen the dialogue on civic space with embassies and in multilateral fora;
 - Encourage IAPs that work on civic space to collaborate more between themselves, and/or;
 - Consider how to support informal organisations and networks that are operating in regions/countries where civic space is shrinking (either directly or through SPOs).

1 Introduction

1.1 BACKGROUND AND PURPOSE

A large part of Sweden's development assistance is implemented through civil society organisations (CSOs). The *Strategy for Support via Swedish Civil Society Organisations 2016-2022* (the CSO strategy) governs the appropriation item "Support via Swedish civil society organisations", to which SEK 1.9 billion was allocated in 2020. Some 95 percent of these funds are channelled through Sida's Strategic Partner Organisations (SPOs), previously called framework organisations (FWOs)¹. The remaining share goes to international CSOs, referred to as International Agreements Partners (IAPs) in this report.

The overall purpose of the CSO strategy is "to support the development towards a vibrant and pluralistic civil society in developing countries, that operates from a rights perspective in order to improve living conditions for people living in poverty, in all of its dimensions, to increase respect for human rights and to promote global sustainable development".²

As stated in the CSO strategy, evaluation is to be seen as an integral part of continual follow-up and is to be conducted when necessary. The main purpose of this evaluation is to provide an evidence base for Sida's in-depth strategy report to be submitted to the Swedish Ministry for Foreign Affairs (MFA) in March 2021. As underlined in the Terms of Reference (ToR), included as Annex A, the focus of the in-depth strategy report is on results achieved through the SPOs.

The primary intended users of the evaluation are staff of Sida's CIVSAM unit and other units involved with the preparation of the in-depth strategy report. Secondary intended users are the MFA, SPOs, as well as stakeholders in the broader development community.

1.2 EVALUATION OBJECTIVE AND SCOPE

The objective of the evaluation was to assess the implementation of the CSO strategy using the indicators and questions defined in the strategy's M&E framework.³

The evaluation covers the implementation of the CSO strategy since it was adopted in 2016. A comparison is made against the baseline study conducted in 2017. A large share of the indicator data collected through this evaluation is from 2019.⁴

¹ When the CSO strategy was adopted Sida had 17 FWOs, 15 of which have later qualified as SPOs.

² MFA (2016): *Strategy for support via Swedish civil society organisations for the period 2016-2022*.

³ *Monitoring and Evaluation Framework for the CSO Strategy 2016-2022*.

⁴ The evaluation was initiated in November 2020 at which time data from 2020 was not available.

1.3 STRUCTURE OF THE REPORT

Following the executive summary and this introduction (chapter 1), the report introduces the evaluation object (chapter 2) and evaluation methodology (chapter 3). Chapter 4 forms the main part of the report. This chapter presents the findings of the evaluation for each issue, and the conclusions drawn by the evaluation team. The report ends with an overall conclusion (chapter 5) and recommendations to Sida (chapter 6). The ToR, evaluation matrix, data collection tools, documents consulted, people interviewed, and the survey reports are presented in the annexes.

2 Evaluation object

The CSO strategy sets out two main results areas:

1. Strengthened capacity within civil society in developing countries to contribute to poverty reduction in developing countries, and;
2. Promoting an enabling environment for civil society organisations in developing countries.

The second results area is new for the current strategy period⁵ and was added in light of the shrinking space for civil society, as manifested in restrictive legislation, threats and pressure on CSOs, which have impacted on CSO operations in many countries.

Under each of the two main results areas of the current CSO strategy, a number of impact statements are defined. These are presented in Table 1.

Table 1 Main results areas and impact statements of the CSO strategy

Main results areas	Related impact statements
1. Strengthened capacity within civil society in developing countries to contribute to poverty reduction in developing countries	<ul style="list-style-type: none"> • Increased impact of the rights perspective in the work of civil society organisations and strengthened ability of civil society to represent – and act in close collaboration with – people living in poverty • Greater awareness, engagement and capacity among people living in poverty, enabling them to work for democracy and to organise in order to assert their human rights • Increased diversity within civil society in developing countries that represents and/or acts for the benefit of people living in poverty • Greater understanding and engagement in civil society in developing countries for global development and sustainability, and strengthened advocacy for these matters vis-à-vis decision-makers

⁵ The CSO strategy for 2010-2014 had one overall goal: "a vibrant and pluralistic civil society in developing countries that contributes effectively, using a rights-based approach, to reducing poverty in all its dimensions". In addition, the following two sub-goals were defined: "Enhanced capacity of civil society actors in developing countries to apply a rights-based approach in their roles as collective voices and organisers of services", and; "Enhanced democratisation and increased respect for the human rights of poor and discriminated people".

<p>2. Promoting an enabling environment for civil society organisations in developing countries</p>	<ul style="list-style-type: none"> • Increased opportunities for civil society to promote an enabling environment for civil society in developing countries • Established and/or strengthened dialogue mechanisms and meeting places in developing countries for collaboration within civil society and between civil society and other development actors • Improved aid- and development effectiveness in civil society support
---	--

The funds made available through the CSO appropriation are mainly channelled to and through the 15 SPOs and six IAPs. Sida's most recent annual strategy report (April 2019)⁶ shows that, in 2018, the top-five receivers of funds from the CSO appropriation were ForumCiv, Save the Children Sweden, Swedish Mission Council (SMC), We Effect, and Diakonia. ForumCiv and SMC have a special assignment to subgrant funds to other Swedish organisations, referred to as Affiliated Swedish Organisations (ASOs). In terms of the geographical distribution of funds, the strategy report shows that 32 percent of the CSO appropriation was used for activities in Africa. Global initiatives accounted for 28 percent, Asia for 16 percent, Latin America and Caribbean for 13 percent, Middle East and North Africa for 7 percent, and Europe, including Western Balkan, for 4 percent.

The M&E framework for the CSO strategy was developed by an external consultant in 2017. It centres on the following 13 issues, deemed to be of key importance for measuring the success of the strategy:

1. Diversified funding
2. Pluralism
3. SDGs
4. Geographic distribution
5. Coordination with other strategies, including link between development and humanitarian assistance
6. Aid and development effectiveness
7. Innovation
8. Integration of the Perspectives
9. Reporting in CSO database and IATI
10. CSO accountability and transparency, representativeness, legitimacy and internal democracy
11. Capacity development
12. Civic space
13. Long-term changes for civil society and people who live in poverty

⁶ *Strategirapport för Strategin för stöd genom svenska organisationer i det civila samhället 2016-2022.*

For 10 of these 13 issues⁷ quantitative indicators have been defined. Data sources and data collection tools have been established for all 13 issues and include a set of on-line surveys (to SPOs, ASOs, and IAPs), files with additional questions to SPOs and Sida, SPO documentation, and the CSO database.⁸ As part of the assignment to develop the M&E framework, the consultant also conducted a baseline study on selected indicators.

It should be noted that the M&E framework also defines, for all issues, a set of analytical questions to be addressed on an annual basis (“Issues for annual analysis, reflection, illustrations and learning”). These questions, which were not covered by the baseline study, are to a varying extent addressed to CIVSAM, SPOs, ASOs and IAPs. The SPOs are requested (but not obliged) to specifically report on analytical questions related to two issues – aid and development effectiveness and civic space – in an annex to their annual reports to Sida. Analytical questions related to other issues have to some extent been followed up by Sida through bilateral discussions, spot checks and workshops with SPOs.

⁷ There are no indicators for issue 5 (coordination with other strategies), 11 (capacity development), or 13 (long-term change for civil society and people living in poverty).

⁸ See chapter 3 for more information.

3 Methodology

3.1 OVERALL APPROACH

The methodology for the evaluation was discussed during the inception phase and agreed upon through the approval of the evaluation team's Inception Report.⁹ Since the ToR establish that the evaluation should use the existing M&E framework for the CSO strategy as a basis for assessment, there was very limited scope for the evaluation team to suggest its own approach or data collection methods. Nevertheless, as further elaborated on below, two new data collection tools were introduced (interviews and a reflection workshop), and some (minor) changes made to the already existing ones.

In line with the ToR, the evaluation was utilisation-focused, implying that specific measures were taken to ensure participation and ownership of the results. Specifically, the evaluation team has had a regular dialogue with Sida's evaluation manager and other members of the evaluation steering group. Other CIVSAM staff were engaged in the process through a workshop, which created space for joint reflection, discussion and learning, focusing on selected CSO strategy issues. Opportunity for discussion was also provided through group interviews with the staff of some SPOs.

A gender-responsive approach was applied insofar as gender was addressed by the M&E framework and considered in the design of the existing data collection methods. The gender perspective is one of Sida's six perspectives that should permeate the entire development cooperation portfolio. "Integration of the perspectives" is one of the issues addressed by the M&E framework. Gender equality is also specifically covered by issue 3 – the SDGs.

The stakeholders of the CSO strategy and evaluation are largely pre-determined by the M&E framework and existing data collection tools. As noted above, interviews with SPOs were added as a data collection tool (no interviews were made during the baseline study). Given the limited time frame of the evaluation, it was necessary to select a sample of SPOs. This sample was determined based on information availability but the need for having a balanced representation of different types of organisations and organisations with different thematic and geographic focus was also considered.

⁹ FCG (2020): *Evaluation of the Strategy for support via Swedish civil society organisations, 2016-2022. Final Inception Report.*

3.2 METHODS AND TOOLS FOR DATA COLLECTION

As already noted, the methods and tools for data collection were largely pre-defined by the existing M&E framework for the CSO strategy but were complemented by SPO interviews and a workshop with CIVSAM staff. Specifically, the methods and tools for data collection included:

- On-line surveys, targeted to Swedish SPOs, ASOs and the IAPs,
- Written requests for data and information to SPOs and CIVSAM,
- Desk review of SPO and IAP documents,
- Interviews with selected SPOs, and
- Workshop with CIVSAM staff.

The Evaluation Matrix in Annex 2 provides an overview of the scope of the evaluation in terms of issues and related data collection tools and sources. Additional details are provided in Annex 3.

3.3 ETHICS AND PARTICIPATION

The evaluation was conducted in line with the OECD/DAC Guidelines on Quality Standards for Development Evaluation. Accordingly, the evaluation team adhered to the principles of impartiality, independence and credibility. In the presentation of the results of the surveys, interviews and other data collection methods no references have been given to individuals or organisations. Only the evaluation team has had access to the data, which has been stored in compliance with European data legislation.

As elaborated on above, the evaluation has had a utilisation focus and promoted participation of Sida in all steps of the process. Comments and suggestions on the preliminary draft report were handled in a systematic manner, including through the use of a comments' response matrix. The latter captures both general and specific comments, the evaluation team's response to these comments, and the changes, if any, made in the report.

3.4 LIMITATIONS AND CHALLENGES

The boundaries of the evaluation are defined in the ToR and further delineated in this report. The limitations of the methodology are identified and discussed in the baseline study. The baseline study notes that the goals and impact aspired to by the CSO strategy involves a complex, multi-dimensional, multi-stakeholder change process that cannot easily be captured in a user-friendly M&E framework. During the design of the M&E framework it was agreed to limit data collection to information that is already readily available at Sida and the CSO partners (SPOs and IAPs), and not to reach out to national partners. A decision was also taken to analyse the indicators at an aggregate level, rather than at the level of individual organisations. In general, these limitations mean that the qualitative dimensions of change are not always captured by the M&E framework.

The “issues for annual analysis, reflection, illustrations and learning” were added to the M&E framework with a view to explore some of these qualitative dimensions, but, as noted in chapter 2, these dimensions were not covered by the baseline study and have only partially been addressed in reports and the dialogue between Sida and the organisations. This evaluation has tried to make up for this shortcoming by adding data collection methods and tools (i.e. interviews and workshop) that specifically focus on selected qualitative dimensions, and added other qualitative dimensions to the written questions to Sida (Tool E).

With regard to the data presented in this report, and the comparisons made with the baseline study, the following issues should also be highlighted:

- The respondents of the baseline study in 2017 are partly different from the respondents of this evaluation. The portfolio of SPOs¹⁰ has been reduced from 17 to 15 organisations, and the IAP portfolio increased from five to six organisations. There have also been changes in the ASO portfolio. The ASO survey (Tool B) was completed by 72 organisations in 2017 and in 2020 by 65 organisations.
- While all of the current 15 SPOs and six IAPs received and completed the on-line surveys, not all organisations responded to all questions. This was also the case in the baseline study. In some cases, there is a significant difference between in the response rate (of individual questions) in 2017 and 2020.
- The comment made by the organisations in the comment boxes of the on-line survey reveal that some questions have been particularly difficult to answer. According to the comments, this is mainly because the data for answering these particular questions is not readily available with the organisations. Some of the answers may therefore only be estimates.
- The request for data on POs (Tool E) posed a particular challenge since for some SPOs it required collecting data from a large number of POs in a very short time frame. While some SPOs managed to do this, others only provided partial data.
- In line with the M&E framework, the desk review focused on collecting results examples and information on selected qualitative dimensions. However, for various reasons, the availability of data varies across organisations (agreement periods and reporting formats vary, Sida does not require annual results reports, organisations do not report on aggregate indicators, etc.).
- Since interviews were only made with a selection of SPOs and IAPs, the information collected and presented from interviews may not be representative for the whole portfolio of SPOs and IAPs.
- Detailed data sets from 2017 were not made available to the evaluation team. Access to such data could have allowed the evaluation team to make better

¹⁰ In 2017 referred to as Framework Organisations – FWOs.

comparisons as data for those FWOs that are no longer part of the portfolio could have been eliminated.

The time made available for this evaluation was too short. The compressed time schedule posed a significant challenge, both to the evaluation team and the involved organisations. The SPOs were allowed only 10 days to respond to the survey and submit substantial amounts of information on their POs and ASOs. Several of the SPOs were not able to, in the short time period, and without sufficient notice, to collect and submit the data requested. As the data set is significantly smaller than that received in 2017, comparison between the data sets on certain issues has not been possible.

The compressed time schedule forced the evaluation team to take short cuts. For instance, since time was not enough to interview all SPOs and IAPs, a purposive sample was selected. Similarly, there was no time to interview CIVSAM staff. The consequences of these limitations were to some extent mitigated through the desk review and surveys (both of which cover all SPOs and IAPs). In addition, the workshop with CIVSAM staff covered some of the issues that under normal circumstances would have been addressed through interviews.

4 Findings

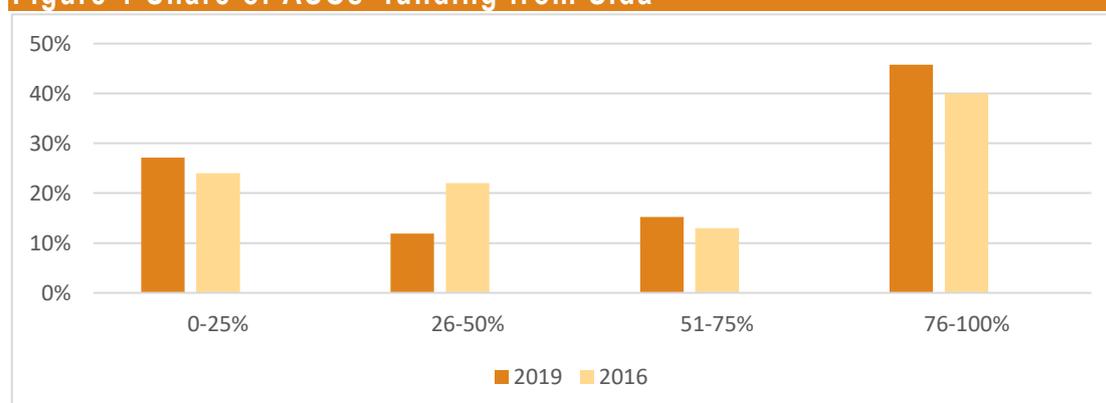
4.1 DIVERSIFIED FUNDING

The CSO strategy states that Sida should encourage actors funded through the strategy to diversify their income, i.e. to increase the number of different financiers and amounts. To help with this, Sida has, during the period, funded the share that SPOs must provide when receiving support from the European Commission. The issue of diversified funding is followed up through six different indicators designed to measure changes in the diversification of funding of SPOs, ASOs, IAPs, and POs. The indicators address the reliance on Sida funding in general, and the CSO appropriation in particular.

The data shows that the SPO portfolio has become less dependent on Sida's funding through the CSO appropriation. Of the 13 SPOs who responded to the related question, six received 50 percent or more of their funding from the CSO appropriation in 2019 (representing 46 percent of the respondents). In 2016, nine of 17 FWOs responding relied on the same funding to cover 50 percent or more of their total budget. Several SPOs receive direct support from Swedish embassies, which the SPOs consider as one way of diversifying funding.

The data indicates that the ASOs funded through SMC and ForumCiv have become more dependent on Sida funding. In 2019, 63 percent of the ASOs responding (56 respondents) relied to 50 percent or more on Sida funding, while in 2016, 53 percent of the respondents relied to 50 percent or more on Sida funding. The share of those relying on Sida for more than 76 percent of their funding, has, on the other hand gone down, from 46 percent in 2016 to 40 percent in 2019.

Figure 1 Share of ASOs' funding from Sida



Three of the six responding IAPs answered that they received 50 percent or more of their budget from Sida in 2019, which may indicate an increase compared to 2016

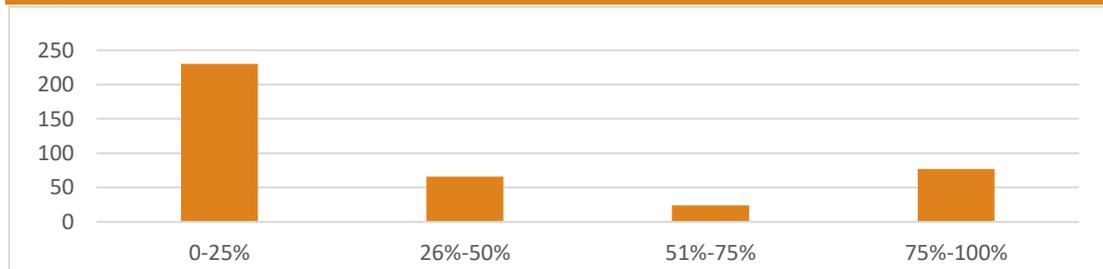
when two of the five responding IAPs received more than half of their budget from Sida.

Eight SPOs (62 percent of respondents) were successful in obtaining EU funding in 2019, and the total amount of funds raised was almost SEK 137 million.¹¹ Seven of 15 FWOs reported that they had been successful in obtaining EU funding in 2016. The total amount raised was SEK 162 million.

Given the limited time frame for submitting Tool D, only seven¹² SPOs were able to provide adequate data for analysing the level of PO dependence on the SPOs in 2019. Since corresponding baseline data was not made available to the evaluation team, no trends in dependency could be established.

Efforts to help POs to reduce dependence on SPOs have included switching to core support agreements with POs (see section 4.6), training in fundraising, and support in writing applications to seek EU funds.

Figure 2 Number of POs receiving part of their annual budget (2019) from SPOs



In interviews several SPO representatives emphasize their efforts and activities to help POs to fundraise locally and nationally, by providing fundraising training and networking opportunities and also supporting POs' own initiatives to raise funds locally. The data indicates that SPO efforts to help POs fundraise and harmonise donor support has had an impact, but that ASOs, on the other hand, have increased their dependence on Sida funding.

Conclusion

The data shows that the SPO portfolio has become less dependent on Sida's funding through the CSO appropriation, but that the IAPs remain highly dependent on Sida's funding. ASOs appear to have become more dependent on Sida funding over the strategy period. The limited data available shows that POs are funded to a limited extent by the SPOs, as 75 percent of the POs for which data is available, received less than 50 percent of their annual budget in 2019 from the SPOs.

¹¹ Uncomplete as one organisation reported a percentage instead.

¹² Sufficient data was provided by WWF, IM, ACT Church of Sweden, Diakonia, RFSU, SSNC and Afrikagrupperna.

4.2 PLURALISM

The CSO strategy states that participation of a variety and breadth of organisations – in terms of thematic skills, identity and directions – should be supported, in development countries as well as in Sweden. Both new and established CSOs will be considered. In the M&E framework of the CSO strategy, no less than 25 different indicators have been defined to measure pluralism. Most of these indicators measure pluralism among SPOs and ASO – only a few are related to pluralism among POs. The data collected for the PO indicators is not complete or fully reliable, and is therefore not referred to in this chapter.

In 2019, the annual income of SPOs ranged from SEK 1,3 billion (Save the Children Sweden) to SEK 55 million (Afrikagrupperna). Nine of 15 SPOs had an income of between SEK 100 million and SEK 300 million. Five SPOs had an income exceeding SEK 300 million. Afrikagrupperna is the only SPO with an income of less than SEK 100 million. In 2016, three FWOs had an income of less than SEK 100 million. This is a strong indicator that the SPOs have been able to increase their funding and, as shown in chapter 4.1, there is evidence to suggest that the SPOs have also been able to diversify their funding sources.

The share of faith-based and membership-based organisations in the SPO and ASO portfolio has not changed significantly during the strategy period. In 2020, 20 percent of the SPOs and 26 percent of the ASOs were faith-based. The share of membership-based organisations was 80 percent and 89 percent, respectively. In terms of the age of organisations, it is noted that nine of the 15 SPOs were established more than 50 years ago. Of the ASO responding to the survey, 25 percent are older than 50 years. This is again similar to the situation in 2016.

Figure 3 Primary target groups of SPOs

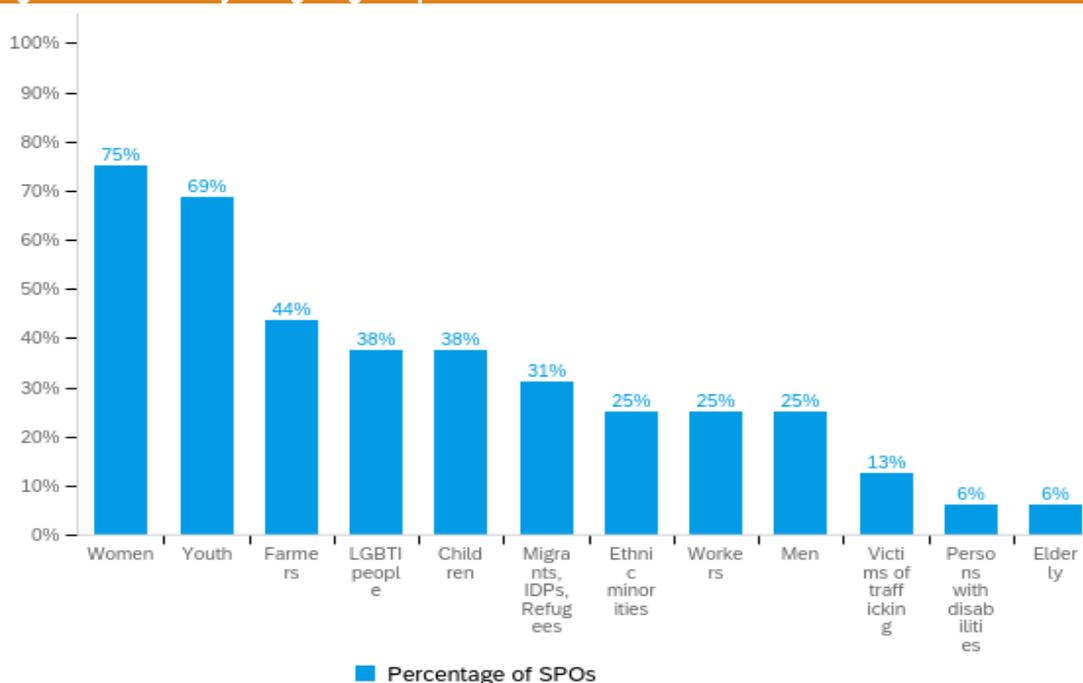
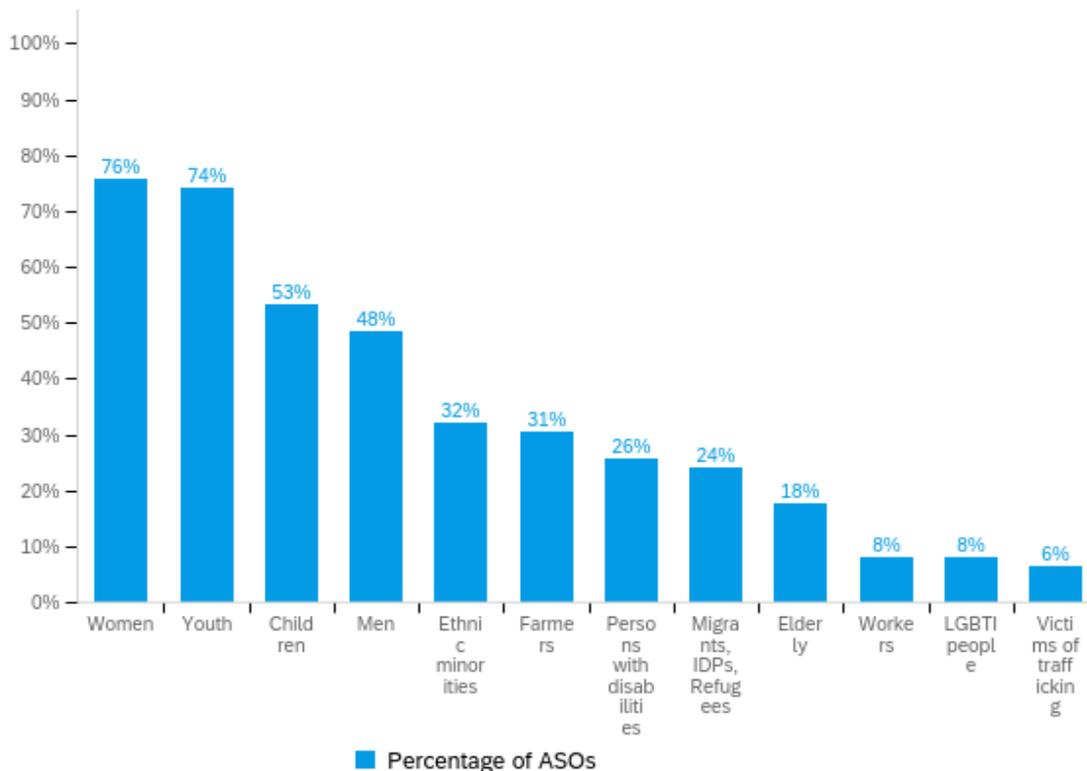


Figure 3 presents the primary target groups of SPOs. It shows that women and youth are the by far most common target groups. Other key target groups include farmers, LGBTI persons and children. Women and youth are also the most common target groups among the ASOs. The main difference between the SPOs and ASOs is that the ASOs appear to give higher priority to persons with disabilities and lower priority to LGBTI persons (Figure 4).

Figure 4 Primary target groups of ASOs



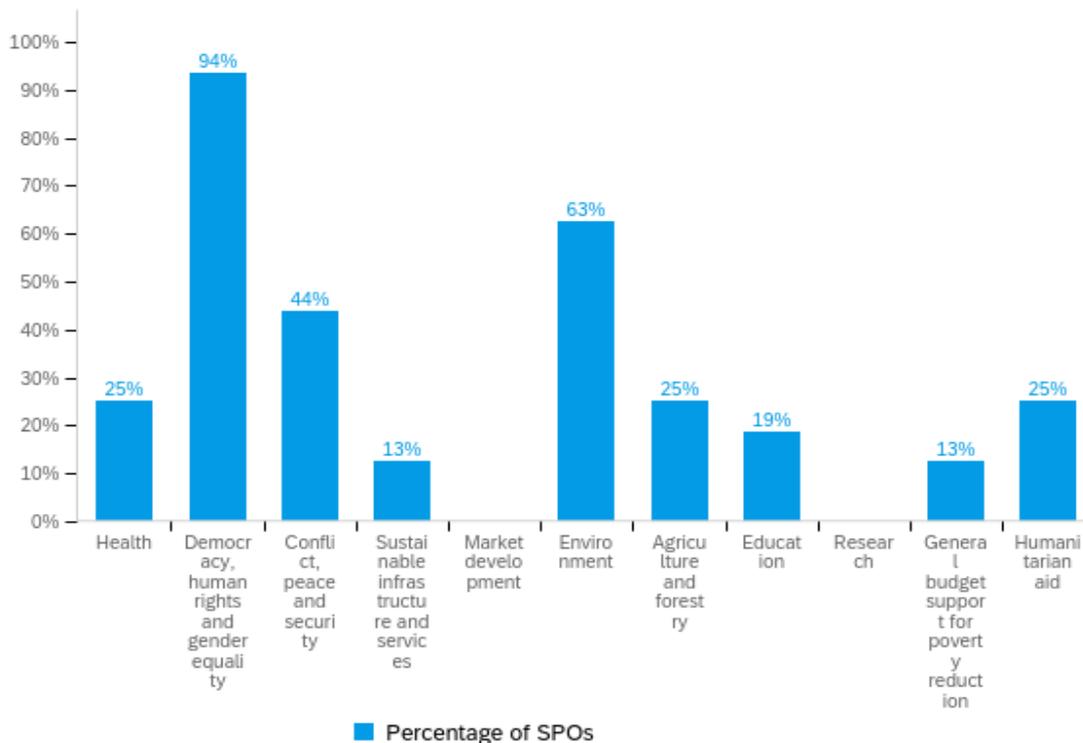
Women and youth were also the main target groups in 2016 among the-then 17 FWOs. The most notable change is the lower priority given to persons with disabilities and to ethnic minorities in 2019. There are no significant differences in the target groups of the ASOs in 2016 and 2019.

With regard to thematic areas, as reflected in Figure 5, SPOs give highest priority to democracy, human rights and gender equality. The second and third most prioritised areas are environment and conflict, peace and security, respectively. Considerably lower priority is given to education and health in 2020 than in 2017. This is the main difference between the SPOs and ASOs. While the ASOs also give highest priority to democracy, human rights and gender equality, social sectors are equally highly prioritised.

SPOs have worked to promote pluralism by ensuring inclusion and influence of marginalised groups. Plan Sverige and Save the Children Sweden address marginalisation of children through targeted and integrated measures. For Save the Children Sweden, “Leaving No One Behind” became an explicit priority during the strategy period. It involves conducting child rights situational analysis and training

country office staff to identify the most vulnerable children. Several SPOs appear to have stepped up efforts to promote gender equality and ensure outreach to vulnerable women. In the case of Kvinna till Kvinna, for instance, this is reflected in the further development of work with LGBTI groups and targeting of women refugees and migrants. Afrikagrupperna, SSNC, ACT Church of Sweden, and several other SPOs mobilised partners and their constituencies in the development of their organisational strategies.

Figure 5 Thematic priority areas of SPOs



While the extent of collaboration with informal actors is not reflected in the M&E indicators it was included as an additional issue in the surveys distributed to SPOs, ASOs and IAPs in 2020. The survey indicates that most SPOs are collaborating with informal actors only to a slight or moderate extent. The same is true for the ASOs and IAPs. As elaborated on in section 4.6 and section 4.7, an important reason for not collaborating more with informal actors is that donor requirements, including Sida's, are not conducive to such partnerships, according to the SPOs.

SPOs also seek to balance shorter term service provision and longer-term empowerment and advocacy work. In general, the type of activities supported is based on the context. For instance, when assessing ASO applications, ForumCiv seeks to determine whether plans for service provision is part of a strategic approach involving also advocacy and other support, in which case it might be justified. Other SPOs similarly apply a rights-based perspective to service provision, which may involve working both with rights holders and duty bearers. Judging by interviews, service provision seems to be more common in humanitarian contexts (e.g. in Somalia and the MENA region).

Sida has taken several steps to increase diversity in the CSO strategy portfolio during the strategy period. Following a portfolio analysis in 2018 a call for new CSO partners was issued, including with a view to increase the breadth of organisations. This process resulted in the recent selection of Civil Rights Defenders (CRD) as a new SPO. Sida has also reduced the level of own contribution from ten percent to five percent for the ASOs, which is expected to make it easier for smaller organisations to apply, and encouraged SPOs to work more with informal actors and networks (with mixed results, as indicated above). Moreover, Sida seeks to promote pluralism by promoting innovative methods, alternative ways of measuring results (through the Results Lab), and financial risk-sharing with SPOs. For 2021, there are plans to further increase the number of SPOs, which would provide another opportunity for changing the composition of the portfolio.

Conclusion

The group of SPOs is dominated by very experienced and increasingly well-resourced organisations with a strong focus on the area of democracy, human rights and gender equality. No changes in the composition of this group have been made apart from that the number of organisations has been reduced, and the recent addition of CRD. ASOs generally comes across as more diverse, especially with regard to the age and specialisation of organisations but also thematic focus. The lower priority given by SPOs to social sectors could possibly be due to that interventions in these sectors are considered to be increasingly rights-based, and therefore have been categorised as support to democracy, human rights and gender equality in the survey. In general, the thematic and target group focus of the portfolio is in line with the overall priorities of Swedish development cooperation. While both Sida and the SPOs have taken important steps to promote pluralism, more is needed (see chapter 6).

4.3 SDGS

The CSO strategy states that services of benefit to the community that are organised by CSOs within the framework of the strategy must be based on efforts to implement the 2030 Agenda. The M&E framework includes one indicator what SDGs the organisations consider most relevant for their work.

Figure 6 shows what SPOs, ASOs and IAPs consider being the five most relevant SDGs for their organisation.¹³ The SPOs and ASOs identified 15 of the 17 SDGs as relevant, and the IAPs eight. More than half of the 15 SPOs consider the following SDGs as particularly relevant for their organisations: No poverty (87%); Gender equality (87%); Reduced Inequalities (53%); Climate action (53%), and Peace, justice and strong institutions (60%).

More than 80 percent of the SPOs, ASOs and IAPs view SDG 5 (Gender equality) as being among the five most relevant SDGs for their organisation. In addition, more than 80 percent of the SPOs identify SDG 1 (No poverty) as the most relevant SDG,

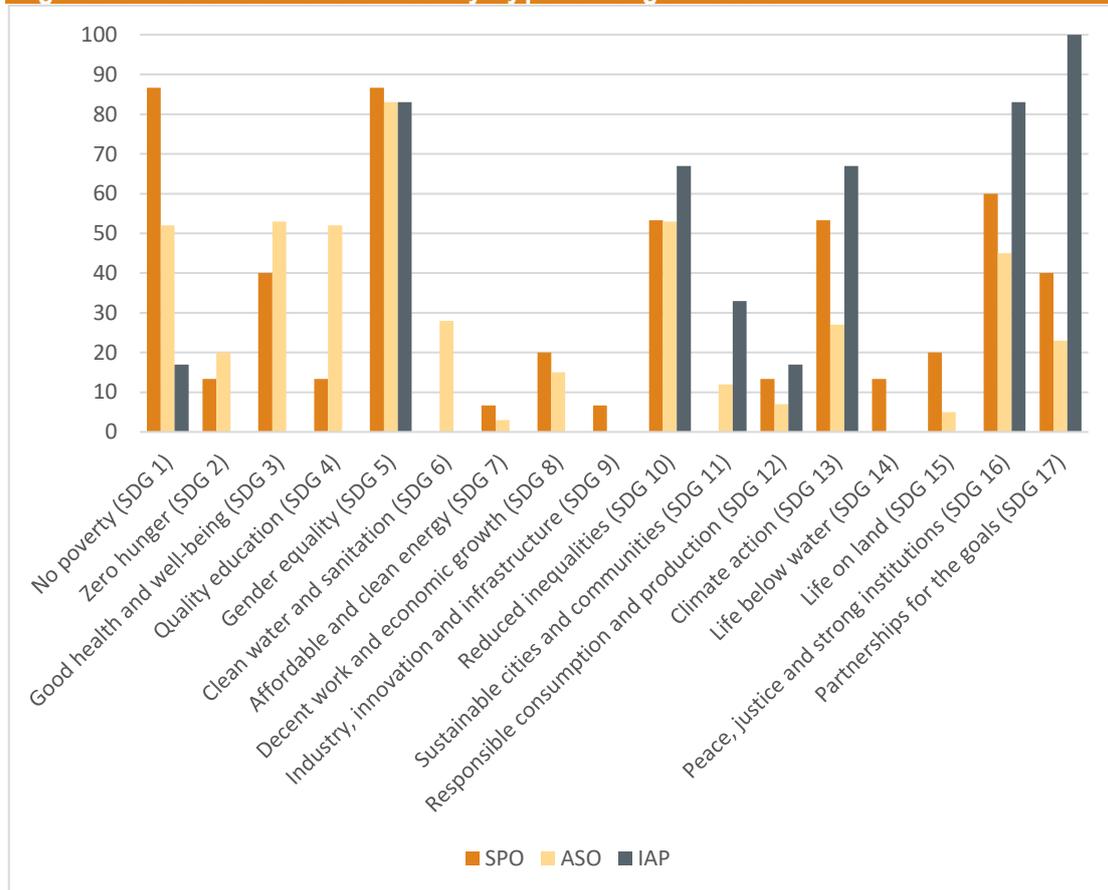
¹³ Three of the SPOs filled in more SDGs than the 5 requested and one organisation filled in less.

while more than 80 percent of IAPs identify SDG 16 (Peace, justice and strong institutions) and SDG 17 (Partnerships for the goals) as most relevant.

Compared to the responses to the baseline study in 2017, the greatest difference is that SPOs seem to consider SDG 1 (No poverty) and SDG 13 (Climate action) as more relevant today. Among the ASOs, SDG 16 (Peace, justice and strong institutions) is reported to be increasingly relevant and among the IAPs, SDG 10 (Reduced inequalities) and SDG 12 (Responsible consumption and production) are perceived to be more relevant than in 2017, according to the survey.¹⁴

The SDGs that are considered less relevant among the SPOs are SDG 10 and SDG 11 (Sustainable cities and communities). ASOs appear to view SDG 1, SDG 3 (Good health and well-being), SDG 9 (Industry, innovation and infrastructure), SDG 11, and SDG 14 (Life below water) as less relevant. SDG 1, SDG 2 (Zero hunger), SDG 4 (Quality education), SDG 11 have lost in relevance among the IAPs.

Figure 6 Most relevant SDGs by type of organisation



Conclusion

¹⁴ For some reason, SDG 17 was not covered by the baseline study.

While all the 17 SDGs are covered by the portfolio, the SDGs considered as the five most relevant to their work vary significantly across organisations. In both 2017 and 2020, SDG 7 (Affordable and clean energy) and SDG 9 (Industry, innovation and infrastructure) were considered less applicable than other SDGs. SDG 5 (Gender equality) remains highly relevant to all organisations. The rating given to SDG 5 is only exceeded by, or equal to, the priority given to SDG 1 (No poverty) by SPOs, and to SDG 16 (Peace, justice and strong institutions) and SDG 17 (Partnerships for the goals) by the IAPs. It is also noteworthy that the priority given to SDG 1 (No poverty) has increased significantly over the strategy period, judging by the surveys. The reasons for this cannot be derived from the data collected but could warrant some further analysis by Sida.

4.4 GEOGRAPHIC DISTRIBUTION

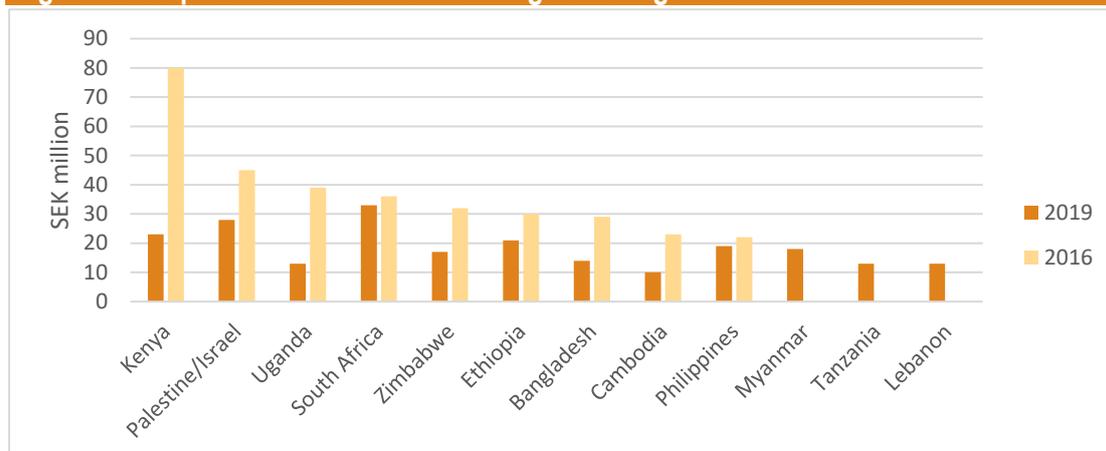
The CSO strategy does not restrict funding or the use of the funding to specific regions or countries but refers to developing countries and the OECD/DAC rules establishing what is classified as development assistance. The M&E framework includes an indicator on geographic distribution of funds, specifically relating to countries where POs have their headquarters.

Ten of the 15 SPOs have provided data on the geographic distribution of their POs as well as the budget allocated to POs in each country (by completing Tool D). However, several of the SPOs have provided incomplete data. The same was the case in the baseline study. For this evaluation, relevant data has been provided for 770 POs in different regions and countries. The 2017 baseline study draws on data from 1207 POs. The difference is substantial, and the data presented here is therefore not directly comparable to the data from 2016, nor is it likely to be representative.

The data presented indicates that SPO work more with POs in the MENA region, and that the Latin America region has increased in importance from a budget perspective. However, the data on geographic distribution of the CSO appropriation included in the most recent strategy report to MFA presents a slightly different picture.

Figure 7 shows the top ten countries/regions that received funding from SPOs in 2016 and 2019 (data collected from Tool D). The countries receiving the largest amount of SPO funds according to the limited data set available for 2019 are South Africa, Palestine/Israel, Kenya and Ethiopia. This is also what the data from CSO database, as presented in the most recent strategy report, shows. Although there may, again, be discrepancies as not all SPOs have provided data, it appears that these are the countries that still receive the largest amount of SPO funding.

Figure 7 Top 10 countries receiving funding in 2016 and 2019



4.5 COORDINATION WITH OTHER STRATEGIES

The CSO strategy states that coordination and collaboration should take place with activities financed by other strategies in order to achieve synergies, avoid overlaps and ensure that relevant and important activities in the area between two strategies do not end up without financing. It also says that this is particularly relevant in relation to humanitarian assistance. The M&E framework does not include any indicators for this issue but merely a few questions that CIVSAM is asked to reflect on annually. These questions were covered in the revised version of Tool E.

According to the information generated by Tool E, CIVSAM and HUM have regularly liaised to ensure that operations that fall between the two strategies are not left unfinanced. The coordination is reported to have been more frequent during the years 2017 and 2018, when a number of meetings with SPOs were organised to discuss options for ensuring an adequate response to the development-humanitarian nexus. Coordination efforts again intensified in 2020 due to the COVID-19 pandemic and the requests from CSOs to adapt and postpone activities.

The coordination with HUM is reported to have resulted in a joint guidance note on COVID-19 to the SPOs, suggesting ways to adapt activities funded by the CSO appropriation to emerging humanitarian needs, while still ensuring alignment with the CSO strategy. This is deemed to be a good example of an effort to strengthen the nexus between development and humanitarian assistance.

Coordination with other strategies have occurred routinely and when relevant, including as part of the appraisal of SPO applications. In addition, CIVSAM has received funds delegated from other strategies and, in turn, delegated funds to other Sida department and units.

Conclusion

The information provided by CIVSAM indicates that efforts have been made to promote coordination between development and humanitarian assistance, including by guiding SPOs on how activities funded under the CSO strategy could be adjusted to respond to humanitarian needs in the wake of COVID-19. Judging by Sida's response, coordination with other strategies is more ad-hoc in nature. It is noteworthy

that the questions defined in the M&E framework are only addressed to CIVSAM and not to the Sida units responsible for other strategies (including HUM), or the SPOs and ASO, which are in a better position to shed light on the outcome of any coordination.

4.6 AID AND DEVELOPMENT EFFECTIVENESS

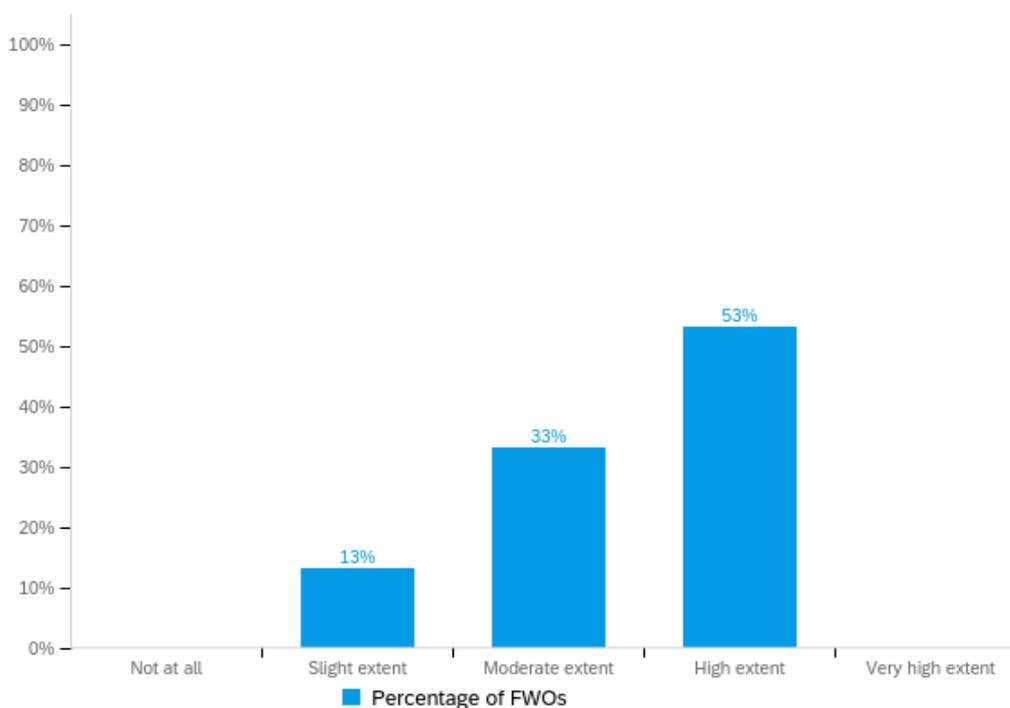
The CSO Strategy stipulates that aid and development effectiveness should permeate all activities within the strategy. The principles of aid effectiveness, including the Istanbul principles, are to be applied by all actors receiving and channelling Swedish development assistance, including Swedish CSOs. Sida will support Swedish CSOs' efforts to work in a harmonised manner with other actors, in order to coordinate demands on partner organisations from the donor community, e.g. with regard to planning, reporting, audits and country visits. The M&E framework of the CSO strategy includes five indicators, pertaining to the role of CIVSAM, SPOs and POs in this regard.

As shown in Figure 8, 53 percent of SPOs feel that CIVSAM's rules and regulations facilitate aid effectiveness to a high extent.¹⁵ Of the six IAPs, a total of 84 percent responded that the rules and regulations facilitated aid effectiveness to a high or very high extent. In 2017, a mere 25 percent of the FWOs responded that the rules and regulations facilitated aid effectiveness to a high extent.

Sida has made several efforts during the strategy period to increase aid and development effectiveness. In 2019, *Guiding Principles for Sida's Engagement with and Support to Civil Society* were adopted, aiming at assisting staff at Sida and Swedish missions abroad to engage with and support civil society in more aid and development effective ways. The Guiding Principles address topics such as overall design of civil society portfolios, selection of partners and funding modalities, methods to follow up support to CSOs and how to engage in donor-CSO dialogues. Sida is, in line with the Guiding Principles, transitioning from three-year to five-year agreements with several of the SPOs, and has relaxed reporting requirements. Relatedly, Sida has continued to promote the use of core support, including through the Guiding Principles, and has engaged SPOs in a continuous dialogue on this topic. The SPOs have also established a joint working group on core support, and developed their own document on how to apply Sida's Guiding Principles. Sida requests SPOs to account for their efforts to enhance aid and development effectiveness in a separate annex (annex 4) to their annual reports.

¹⁵ All 15 SPOs responded to this question.

Figure 8 Extent to which CIVSAM facilitate aid effectiveness, according to the SPOs



SPOs' own role in promoting aid and development effectiveness is captured in indicators relating to reporting requirements, coordination of annual meetings, and agreement duration. The survey and reports submitted (including Annex 4) indicate that SPOs have further relaxed their reporting requirements, although from a very low level. According to the survey, close to 70 percent of SPOs receive organisation-wide reports from one-tenth or less of their POs, and about 90 percent receive such reports from 30 percent or less of their POs. While an increasing share appears to coordinate annual meeting with POs with other donors, none of the SPOs coordinate more than 40 percent of the meetings. With regard to agreements, 80 percent of the SPOs have agreements with a duration of more than 12 months with 90 percent of their partners. This is slightly lower than in 2016. However, more than two-thirds of the SPOs have agreements with a duration of more than three years with 70 percent or more of their partners. Comments on the survey suggest that some responses are only estimates.

ForumCiv has recently (2020) published a separate study on effective partnerships, which is based on consultations with 11 SPOs. The study indicates that there is a high level of compliance among the SPOs with the underlying requirements for development effectiveness. As regards the methodological principles of development effectiveness, compliance is more diverse, according to the study. Several of the SPOs welcome extended contract periods (up to five years) and have therefore also been able to extend their contracts with POs. The SPO also appreciate Sida's push for using the core support modality for subgrants, which stands in stark contrast to many other donors. Despite this, only 7 percent of the contributions funded through the CSO strategy are delivered through this modality. In 2016, the same share was 4 percent.

Diakonia, ACT Church of Sweden, Kvinna to Kvinna and We Effect are examples of SPOs that increased the level of core support during the strategy period. The ForumCiv study finds that the major reason for the reluctance of SPOs to embrace core support is the perceived non-alignment between this modality and Sida's rules and requirements. Some SPOs indicate that they will roll out the core support modality during the next agreement period, while others highlight the need for more carefully assessing PO capacity before entering into a core support agreement.

Conclusion

Both Sida and SPOs have taken steps to increase aid and development effectiveness during the strategy period. Sida has provide methodological guidance, extended agreement periods to ensure better predictability, and relaxed reporting requirements. An increased share of SPOs perceive that Sida's rules and regulations facilitate aid effectiveness. Still, the data suggest that more could be done. While Sida has for several years encouraged SPOs to transition from project to core support to increase local partners' ownership, only a slight increase, from a very low level, in the use of this modality can be seen. The indicators suggest that SPOs continue to favour long-term agreements with their partners but that limited efforts have been made to ease reporting requirements and ensure a donor coordinated response to partners' needs.

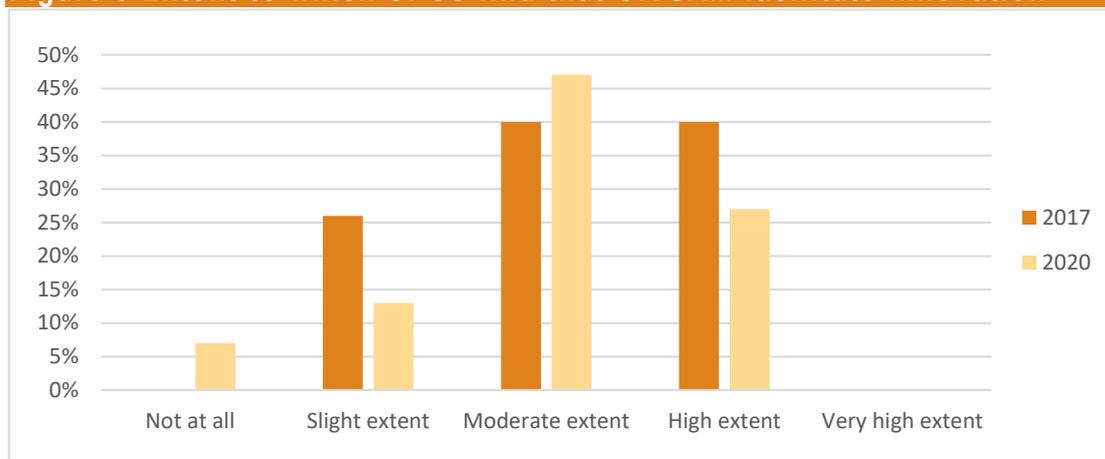
4.7 INNOVATION

The CSO strategy gives Sida the responsibility to manage the CSO support in such a way that it promotes civil society support that is flexible, *innovative* and effective in terms of aid and development.

The M&E framework includes two indicators on innovation: the extent to which CIVSAM rules, regulations and guidance facilitate innovation by SPOs and IAPs, and; the extent to which SPOs are able to provide funding for promising but high-risk initiatives. Corresponding questions were included in the on-line surveys of SPOs and IAPs, and additional information sought in interviews.

As indicated by Figure 9, a slightly lower share of SPOs (74 percent) find that CIVSAM facilitates innovation than in 2020 (80 percent). Also, seven percent of the SPO respondents find that CIVSAM does not facilitate innovation. This indicates that, overall, CIVSAM's rules, regulations and guidance are perceived to facilitate innovation to a slightly lesser extent in 2020 compared to 2017. A similar trend can be detected among IAPs.

Figure 9 Extent to which SPOs find that CIVSAM facilitate innovation



With regard to the second indicator, only 16 percent of the SPOs responding stated that they to a high extent have been able to fund promising but high-risk initiatives. In turn, 20 percent of the SPOs stated that they are *not at all* able to fund such initiatives. In 2017, none of the SPOs or IAPs stated the same.

Interviews with SPOs suggest that the CSO strategy's intention to share risks has not materialised and there is a need for Sida to clarify what is meant by risk-sharing. For the SPOs sharing the financial risk of an innovative and/or risky project is key as many do not have unrestricted funds. SPOs experience that Sida imposes financial and legal restrictions on their ability to fund informal actors and try out new high-risk, non-traditional projects. One example is the requirement that SPOs have to repay the full amount of the funds provided to a high-risk endeavour, such as support to informal groups, in the event of any mishap, corruption, or other irregularity. A majority of the SPOs interviewed underlined that, in practice, all financial risk remains with the SPOs. The audit requirement was also mentioned as a limiting factor which makes working with informal partners difficult. Sida has been working to assess how it can assume part of the financial risk (in consultations with Sida's legal and other departments) but has not yet solved this issue.

On the other hand, SPOs indicate that they appreciate Sida's support when it comes to supporting POs working in high-risk contexts (authoritarian regimes and other contexts where civic space is limited). Some of the SPOs have been able to allocate Sida's and their own funding, or unrestricted donor funds, to such projects. There are also examples of SPOs encouraging their POs to propose new projects, pursue pilots, establishing "innovation windows" to promote new ways of working, networking and methodological development. The COVID-19 pandemic has also forced Sida and the SPOs to become more flexible, allowing POs to redesign projects, do things differently (digitally), and re-allocate budgets.

During the strategy period, Sida/CIVSAM has furthermore promoted and facilitated innovation through the Results Lab and Sida's guarantee instrument. The Results Lab has supported SPOs' work with flexible and adaptive methods for results-based management, and has been highly appreciated by those SPOs that have used these methods. Improvements have been made in terms of how they organise their work and the manner in which results indicators are formulated and monitored.

Conclusion

There appears to be a mis-match between the needs of the SPOs (financial risk-sharing) and Sida's effort to provide support, capacity building and other initiatives to increase innovation. While Sida's efforts have been appreciated, the main obstacle of financial risk-sharing, as expressed by the SPOs remains to be solved. Without a clarification of what "risk-sharing" between Sida and the SPOs means, it is unlikely that any increase in innovative and high-risk projects will occur.

4.8 INTEGRATION OF THE PERSPECTIVES

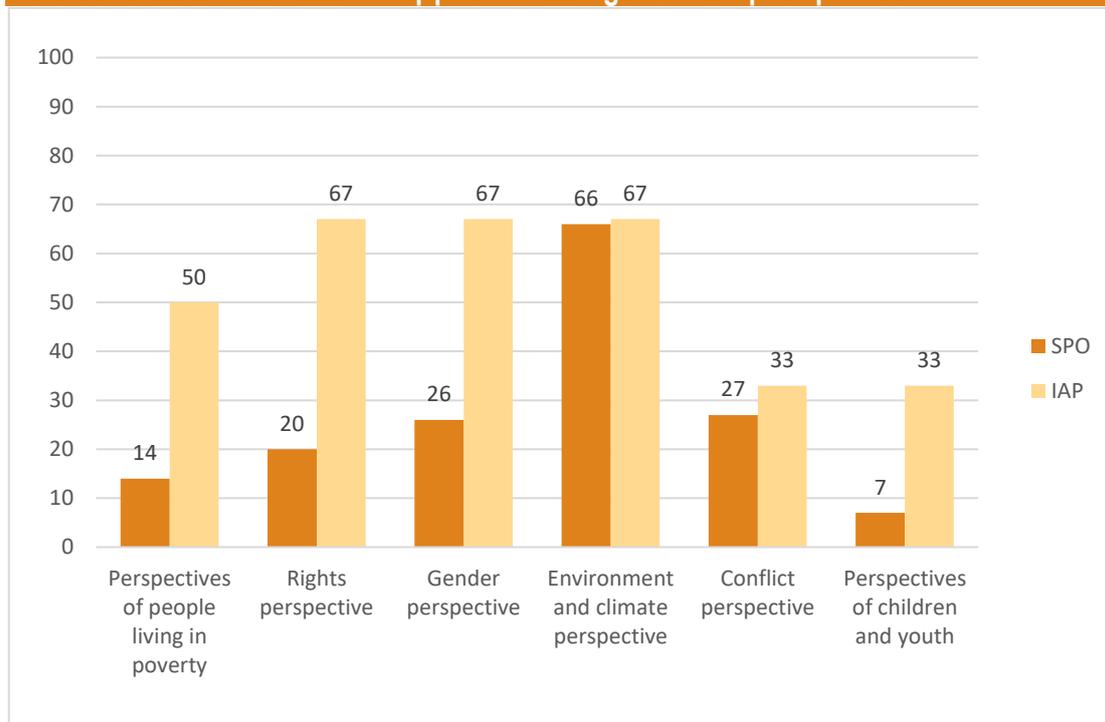
The M&E framework highlights that, according to the policy framework for Swedish development cooperation and humanitarian assistance, the perspectives of people living in poverty and the rights perspective, including the child rights perspective, should be a point of departure for Swedish development cooperation. The development cooperation should also be grounded in a conflict perspective, gender equality perspective and an environment and climate perspective.¹⁶

The M&E framework includes four indicators related to the integration of the perspectives. The evaluation covered the following two: 1) the percentage of SPOs and IAPs that are somewhat or very satisfied with the support and guidance provided by CIVSAM in integrating the six perspectives, and; 2) the percentage of SPOs and ASOs with a majority of women-led POs (woman as director or similar). The third and fourth indicators were omitted given the challenges encountered during the baseline study to collect the corresponding data.¹⁷ Figure 10 shows the survey results with regard to the first indicator.

¹⁶ Government Communication 2016/17:60

¹⁷ The two additional indicators are: Total volume of funding for initiatives targeting children, and; total volume of funding for initiatives targeting women. See baseline study for more details.

Figure 10 Percentage of SPOs and IAPs that are somewhat or very satisfied with CIVSAM's support to integrate the perspectives



As indicated by the figure, IAPs are more satisfied than SPOs with Sida's support. However, there is common, relatively high level of satisfaction among SPOs and IAPs with Sida's support to the integration of the environment and climate perspective. Two-thirds of SPOs and IAPs are somewhat or very satisfied with Sida's support in this regard. SPOs' rating of Sida's support to the integration of other perspectives is considerably lower. Lowest satisfaction levels are recorded for the support to the integration of the poverty perspective and the child rights perspective.

A comparison of these results with the results of the baseline study in 2017 indicates that both SPOs and IAPs have become increasingly satisfied with Sida's support to the integration of the environment and climate perspective (an increase in satisfaction level by 16 and 27 percentage points respectively). With regard to the gender perspective, the satisfaction levels have dropped among both SPOs and IAPs (with 21 and 27 percentage points respectively). It is also noteworthy that SPOs are considerably less satisfied with Sida's support to the integration of the conflict perspective, according to the two surveys in 2017 and 2020.

CIVSAM has regularly assessed to what extent the perspectives have been integrated into the SPO portfolio, including through evaluations and spot checks. CIVSAM also reports that several steps have been taken to strengthen the capacity of the SPOs and IAPs to integrate the gender perspective as well as the environment and climate perspective. At the same time, CIVSAM recognises that there is a continued need for support to gender mainstreaming, among both SPOs and POs. From the survey results above further efforts also appear to be needed to support SPOs in the integration of other perspectives, with the possible exception of the climate and environment perspective.

Several examples have been found of how SPOs and IAPs have integrated the perspectives during the strategy period:

- Plan International Sweden reports that a programme planning procedure for integrating the rights, poverty and gender perspectives (“How to decide together”) has been developed. The gender perspective is also part of Plan’s mission, global policy, and gender markers.¹⁸
- ForumCiv reports that it is implementing, in an integrated manner, the Right(s) Way Forward (RWF), a community-based method that seeks to empower communities to claim their rights.¹⁹ ForumCiv has recently issued a guidance document entitled “Our Development Perspectives”, covering gender equality, environment and climate change, conflict and Do-No-Harm.
- An evaluation of IBON International found that the Human Rights Based Approach (HRBA) is entrenched in the very principles of the organisation’s CSO Partnership for Development Effectiveness (CPDE) programmes, and is highly visible in communication materials and tools.²⁰
- Save the Children Sweden applies *Child Rights Programming*, which combines work on laws/policies, strengthening civil society, and empowering children, and reports an increase in capacity to integrate gender with the help of Thematic Advisors, and gender markers.²¹
- We Effect reports that the integration of the environment and climate perspective has been strengthened in its operations based on a Policy and Thematic Strategy adopted in 2018. An Advisor was also recruited to help implement the policy and operationalise the strategy.²²

The second indicator – the percentage of SPOs and ASOs with a majority of women-led POs – was covered by a question in the survey to the SPOs (Tool A). This question was answered by seven out of 15 SPOs and 56 of 65 ASOs. Of the SPOs that responded 31 percent have a majority of women-led POs. The corresponding figure for the ASOs was 36 percent. The comment boxes reveal that many SPOs do no track this indicator and did not have time to collect the information. Other comments indicated that the answers provided were only estimates. This makes the data unreliable. In 2017, 50 percent of the FWOs and 63 percent of the ASOs responded that more than half of their POs were women-led.

Conclusion

CIVSAM appears to have provided significant support to the SPOs and IAPs for the integration of the environment and climate perspective during the strategy period, and indicated by the fact that the organisations are much more satisfied with the support in 2020 than in 2017. In contrast, while Sida has made some efforts to strengthen the gender perspective in the SPO portfolio, these efforts seem to have

¹⁸ Plan International Sweden: *Framework Report 2015-2019*.

¹⁹ ForumCiv: *Annual Report 2019, ForumCiv’s Swedish Partnership Programme*.

²⁰ *Evaluation of IBON International and the CPDE Project, 2019*.

²¹ Rädna Barnen: *Progress report 2017-2019*.

²² Report Dialogue Questions 2019.

been insufficient since the organisations are considerably less satisfied with the support in 2020 than in 2017. One possible explanation is that organisations perceive that they already have adequate capacity in this area, and that the added-value of CIVSAM's support is therefore less. The same may be true for some of the other perspectives. The percentage of SPOs and ASOs with a majority of women-led POs is a relevant indicator but since the data is not regularly collected by a majority of the SPOs it becomes very difficult to measure. In view of the above, the indicators defined in the M&E framework for the integration of the perspectives should be reviewed. It would arguably be more meaningful if the indicators focus on the extent of integration rather than the satisfaction with Sida's support.

4.9 REPORTING IN CSO DATABASE AND IATI

The CSO strategy states that the organisations that receive support from the strategy must report their data to Sida's CSO database and, eventually, to the International Aid Transparency Initiative (IATI). The M&E framework includes two indicators in this regard, measuring the share of SPOs that have met the reporting requirements.

According to CIVSAM, all 15 Swedish SPOs reported preliminary annual data in 2019 (February, October and December 2019) and final data for the same year (in June 2020). The baseline from 2016 also shows 100 percent compliance with the reporting requirements. With regard to reporting to IATI, this data is not available at Sida. The same was the case in 2016.

Sida reports that, in general, the CSO database is user-friendly, and that few questions are received from SPOs regarding the platform. It is noted that while Sida tracks the number of visitors (or rather page views), no surveys are generated to capture users' views on the database.

According to Sida, more can be done to ensure adequate quality assurance of data entered in the database, and clarify, together with the SPOs, what data should be entered. Certain technical improvements are also warranted, e.g. to ensure that countries, regions and main sectors are updated on a yearly basis according to the OECD/DAC and Sida's accounting system. It is noted that, in 2018, a study of the CSO database was commissioned, recommending that Sida should phase out the database and instead further develop Sida's financial management system (PLANit) and openaid.se.

Conclusion

SPOs continue to report their annual data to the CSO database in a consistent and regular manner. While Sida perceives the database to be user-friendly, actual users are not consulted. This reduces the scope for continuous improvements. In contrast to the requirements of the M&E framework, Sida does not monitor SPOs' reporting to IATI, and the status of this reporting is therefore not known.

4.10 CSO ACCOUNTABILITY AND TRANSPARENCY, REPRESENTATIVENESS, LEGITIMACY AND INTERNAL DEMOCRACY

The CSO strategy states that the support should contribute to strengthened ability of civil society to represent people living in poverty. Support should only be given to organisations with democratic working methods and internal structures that reflect gender and social equality, including in management, ensuring that organisations work and act with legitimacy and representativeness.

The M&E framework includes one indicator each for SPOs, ASOs and POs, to measure the extent to which organisations are membership-based. The same indicators are used for measuring pluralism. As noted in chapter 4.2, a small change has occurred in the indicators relating to SPOs and ASOs since the baseline study. Currently, 80 percent of the SPOs and 89 percent of the ASOs are membership-based. In 2016, the shares were 88 percent and 79 percent respectively.

With regard to POs, the survey indicates that 59 percent of SPOs primarily work with membership-based organisations. Among the ASOs, the share is 63 percent. The figures in the baseline survey are significantly higher for both SPOs and ASOs. However, comments on the survey indicate that some responses are only estimates, and that the data therefore is unreliable. There are also comments questioning whether organisations have to be membership-based to be democratic. It is noted that, in high risk contexts, it is difficult to register as a membership-based organisation.

Most SPOs appear to have tools for partner assessment that capture aspects of accountability and transparency, representativeness, legitimacy and internal democracy, and there are several examples of efforts made to improve these tools during the strategy period. Priority is commonly given to assessing new potential POs as part of the project appraisal process, but many SPOs also have related tools for monitoring of existing partners. Two SPOs report that specific eligibility criteria establishing minimum standards for new POs have been developed. There are also examples of SPOs commissioning external systems-based audits of POs, which feed into the internal assessment process. A few SPOs appear to have a more reactive approach centring on the follow-up of PANT and ISK issues. As elaborated on in chapter 4.11, the tools help SPOs to identify capacity development needs among POs, and several SPOs provide training, mentoring and other support catering to these needs.

Reports and interviews indicate that ForumCiv, Afrikagrupperna, IM and Save the Children Sweden have made significant changes or revised their systems for assessing partners' PANT capacities during the strategy period. ForumCiv has developed an organisational assessment system that captures and analyses information about the capacity of POs, monitors their development and provides input regarding the type of support they might require from ForumCiv. Collecting information from various sources, the system is designed to provide an overview of PO capacities with regard to identity, governance and organisational structure, financial and administrative capacity, and strategic partnerships. Afrikagrupperna has developed a questionnaire for internal management and control to include open

questions capturing issues on governance in a better way. Afrikagrupperna has also introduced a routine for external assessments of new partnerships and adapted existing tools to the increasing priority given to partnering with new rights-oriented actors and looser networks. Complementing the partner assessment tool of Save the Children International (SCI), Save the Children Sweden has established its own system for organisational capacity strengthening, which serves to strengthen their POs in their own right. The system is based on a self-assessment conducted by the POs with support of the SCI country offices, which is translated into a capacity development plan. Save the Children Sweden would also support the implementation of the capacity development plan.

Sida reports that the issue of CSO accountability and transparency, representativeness, legitimacy and internal democracy is assessed as part of the appraisal of applications. In case the organisation does not have a whistle-blowing function, for instance, Sida would encourage and expect that the organisation develops such a mechanism. Whistle-blowing functions are also assessed as an integral part of the assessment of the organisation's ability to integrate a rights perspective in its work.

Conclusion

The group of SPOs and ASOs is dominated by membership-based organisations, which was also the case in 2016. The share of POs that are membership-based is more uncertain since this data is not regularly collected by the SPOs and ASOs. In general, measuring CSO accountability, transparency, representativeness, legitimacy and internal democracy by the number of membership-based organisations may not be sufficient or adequate. SPOs' own PO assessment and monitoring tools tend to capture a much broader range of issues, and there are several examples of efforts made to improve these tools during the strategy period. Still, the capacity and propensity to address issues relating to CSO accountability, transparency, legitimacy and internal democracy varies across SPOs. With the anticipated (albeit) gradual shift to core support, even more comprehensive and consistent tools could be developed, and further emphasis placed on organisational development support.

4.11 CAPACITY DEVELOPMENT

The CSO strategy states that a common problem in civil societies in developing countries is that groups and organisations with the potential to contribute to democratic development and respect for and promotion of human rights have weak thematic, organisational and financial capacity and therefore do not gain traction. Activities within the strategy should therefore help strengthen organisations internally within this area and thus contribute to improving their ability to influence decision-makers, provide service delivery to communities, etc.

This issue was not included in the baseline survey and there are no related indicators in the M&E framework. The M&E framework merely includes some questions for annual analysis and reflection. These questions gather information on SPOs' reporting on capacity development and the existence of clear objectives and systems for monitoring of partners' capacity development.

The following examples were identified by the evaluation team:

- Save the Children Sweden reports that a strategic and deliberate investment to enhance the structures around organisational capacity development has been made during the strategy period. According to Save the Children's progress report, over 40 percent of its CSO partners have conducted organisational capacity self-assessments and implemented their own organisational development plans. POs have reported capacity increase in management, HR, networking, communication, and culture and inclusion.²³
- Plan International Sweden reports that a number of regional and country projects focusing on civil society strengthening have been piloted and, since 2018, scaled up. In the East Africa Region, a project focusing on the area of CSO effectiveness has been implemented in consortium with four regional CSOs. In Latin America, a youth initiative programme has been implemented in six countries and with seven youth-led organisations. In West Africa, the focus has been on ensuring systematic learning between CSO partners at community, national and sub-regional level.²⁴
- Diakonia reports that 19 of 23 countries have indicators for partners' thematic and methodological capacity anchored in the particular needs of the regions and countries. In Asia, methodological support to programme development and implementation has been provided, including for developing baselines, theories of changes, and strategic plans from a HRBA and RBM perspective. In Latin America, capacity development has been provided for strengthening thematic and technical skills, including for political and contextual analysis. The four African countries focused on networking and collaboration for effective collective action.²⁵
- IM reports that partners have been strengthened in both thematic and technical areas as well as financial management, anti-corruption and mainstreaming issues. In addition, organisational assessments have been done and organisational development plans elaborated. A new framework for organisational capacity development of partners was developed and launched in 2018.²⁶
- Afrikagrupperna reports that core support is provided to several partner organisations that work on knowledge creation and best practice sharing, and there are several examples of how these organisations impart knowledge to other partners through research and training. Afrikagrupperna has a convening and facilitating role, including by organising partner exchanges, thematic meetings, and networking platforms.²⁷

²³ Save the Children Sweden: *Progress report 2017-2019*.

²⁴ Plan International Sweden: *Framework report 2015-2019*.

²⁵ CIVSAM *Midterm Review 2016-2018*.

²⁶ *Updated narrative report to Sida 2015-2018*.

²⁷ Afrikagrupperna: *2017-2019 Report*.

- We Effect has provided capacity development support to the 15 core partners organisations in the Livelihoods and Equality Advancement Programme (LEAP) in Eastern Africa. According to We Effect, the programme has contributed to strengthening of partners' institutional capacity and their rights-based practices and capacity to address and claim rights, hold duty-bearers accountable and building capacity of local communities/rights-holders.²⁸
- ForumCiv reports that it has developed a five-step Learning Management Cycle (LMC) for the design, implementation, monitoring and evaluation of internal and external capacity development. In 2019, ForumCiv did a mapping of the capacity development needs of its ASOs, offered pilot capacity development support, relaunched its online capacity development platform, and strengthened cooperation with Sida Partnership Forum.²⁹

Although not always clearly reflected in the reports, interviews indicate that most SPOs have some type of system for capacity development of their partners. Some develop their own systems to assess new and existing partners, while others use established tools (ISK-reviews, Ability Model, Mango Health Check, Octagon etc.). The assessment of partners is used to both screen new partners but also to understand capacity development needs and develop capacity development plans.

Conclusion

Available reports provide a number of examples of how SPO works with capacity development of partners. A majority of these examples indicate that a strategic and systematic approach is taken to capacity development, in several cases with the help of organisational assessment and capacity development plans. The capacity development extends across a range of subject areas, including PME and RBM, various thematic issues, advocacy, HRBA, and financial and HR management. However, in several cases, capacity development support is not explicitly reported on. Further details on the outcome of capacity development would also be warranted.

4.12 CIVIC SPACE

A primary objective of the CSO strategy is to contribute to a more enabling environment for civil society organisations in developing countries. The M&E framework includes indicators on how satisfied the respondents (SPOs and IAPs) are with Sida/CIVSAM's guidance and support in promoting an enabling environment for civil society. As noted above, the SPOs have also been requested to report on specific activities to promote civic space, as part of annex 4 of their annual reports. The topic was also discussed at the CIVSAM workshop and in interviews with SPOs and IAPs.

The survey shows that of the 14 SPOs that responded 71 percent are moderately or very satisfied with the support they have received from Sida/CIVSAM to promote an

²⁸ We Effect: *Programme update 2019*.

²⁹ *Annual Report 2019. ForumCiv's Swedish Partnership Programme*.

enabling environment. This represents an increase by 7 percent from 2017, when 64 percent responded that they were moderately or very satisfied with the support. The SPOs perceive that they had a good dialogue with Sida during the strategy period around the issue and shared experiences.

Interviews and Annex 4 of the annual reports indicate that many of the SPOs have borne witness to a shrinking civic space. This trend is also elaborated on in the recent UN SDG Report 2020³⁰, which pays particular attention to increased persecution of journalists, trade unionists and defenders of human, environmental and women's and minority rights. The occurrences that have restricted civic space mentioned by a majority of the SPOs in Annex 4 are:

- Administrative rules and regulations that have hindered CSOs from campaigning, protesting, and inviting foreign experts. In some countries registration requirements have changed or become so arduous that formal registration is impossible for CSOs;
- Laws discriminating against children, women and LGBTI persons;
- Defamation and/or media used to discredit CSOs, and;
- Donors withdrawing from countries and national and local CSOs being underfunded.

There are few examples listed of increasing civic space. Two prominent examples are Ethiopia and a more allowing LGBTI law being passed in Angola.

CIVSAM recognizes that this a new area of support that requires further dialogue and cooperation with SPOs and IAPs. While Swedish embassies provide an important avenue for dialogue with governments and other national actors, CIVSAM staff argue that Sida needs to define its own role in addressing shrinking space. The inclusion of IAPs and, recently, Civil Rights Defenders (CRD) as a new SPO, has been important but there is a need for CIVSAM to consider how it can more directly support SPOs to mitigate the impact of shrinking space.

Several of the SPOs interviewed commented that they appreciated Sida's flexibility and ability to discuss situations where POs or individual activists have been intimidated, the need for adjusting budgets and payment routines, as well as to find new solutions allowing POs to operate in increasingly threatening or repressive contexts. The bottom-up approach applied by the SPOs and IAPs whereby POs develop their own projects (and in some cases regional programmes) is also mentioned in interviews with SPOs as critical for promoting civic space and mobilising rights-holders.

One manner that repressive regimes are using to reduce the shrinking space is to restrict or hinder CSOs to register formally, which in turn, reduces funding opportunities especially from international donors. Established national CSOs become "irregular or informal CSOs" overnight and lose their funding. The ability to fund informal actors is therefore becoming more important but is also limited by

³⁰ United Nations: *The Sustainable Development Goals Report 2020*.

Sida's rules and regulations and tied to the issued of financial risk-sharing discussed in chapter 4.7.

There have been a number of initiatives carried out along the lines of “solidarity action” i.e. INGOs and/or Global Union Federations bringing cases of shrinking space to an international arena and supporting local POs' efforts. Some of the IAPs (e.g. CIVICUS and Task Team) are directly working to promote CSOs networking, experience sharing and joint advocacy at the international level, and provide evidence/research as a basis for such advocacy. Several SPOs (e.g. OPC and SSNC) also support networking efforts by POs to maximise their advocacy capacity and build a critical mass to ensure leverage in the dialogue with governments. In some cases, these networks have formally registered as coalitions (such as Earthlife and GroundWork in South Africa) to negotiate with state and private actors.

Conclusion

All IAPs and an increasing share of SPOs are generally satisfied with the support they have received from CIVSAM to promote an enabling environment for civil society. CIVSAM is appreciated for its openness, flexibility and role as dialogue partner in threatening and repressive PO environments. Since shrinking space has become a global trend, there is a continued and mounting need for Sida to support, guide and provide targeted financing in this area.

4.13 LONG-TERM CHANGE FOR CIVIL SOCIETY AND PEOPLE WHO LIVE IN POVERTY

The CSO strategy states that the purpose of activities within the framework of the strategy is to support the development towards a vibrant and pluralistic civil society in developing countries, that operates from a rights perspective in order to improve living conditions for people living in poverty, in all of its dimensions, to increase respect for human rights and to promote global sustainable development.

While the M&E framework does not include any indicators to measure long-term change for civil society and people who live in poverty, it suggests that CIVSAM should collect examples of outcomes presented in SPO annual reports. The examples of outcomes should be related to (a) fulfilment of human rights, (b) improved living standards for people living in poverty, and (c) national civil society organising to demand rights. The evaluation team has selected the following examples:

Examples of reported outcomes related to fulfilment of human rights

- PWWSO, a partner of Kvinna till Kvinna on the West Bank, offers legal support to women facing court cases related to marriage, divorce, child support or gender-based violence. PWWSO works to influence sharia law judges to respect women's rights and make inclusive judgements. In 2019, PWWSO filed 98 cases in sharia courts and had a success rate of 96 percent.³¹

³¹ Kvinna till Kvinna: *Annual Report 2019*

- In Bosnia-Herzegovina, OPC's trade union partner STBiH9 launched an extensive media and lobbying campaign that mobilised 34 000 online protesters and managed to close shopping centres in Sarajevo for Ramadan for the first time ever, granting employees leave.³²
- RFSU has contributed to successful policy changes on global, national or provincial levels in Latin America and the Caribbean, where its POs among other actors contributed to policy changes, expanding access to abortion for young persons in Argentina, and change in the Penal Code of Oaxaca in Mexico, decriminalizing abortion until 12 weeks of pregnancy.³³

Examples of reported outcomes related to improved living standards for people who live in poverty

- Partners of Diakonia in Mali have contributed to the creation of, so called, dialogue frameworks in the regions of Gao, Timbuktu, Mopti and Kidal, which draw on local traditional resolution mechanisms. These have successfully sought justice in a total of 10 cases of community level conflicts during the 2016-2018 period.³⁴
- In Tunisia, Union to Union's trade union partners in the health sector and the Trade Union Network on Mediterranean and sub-Saharan Migration carried out advocacy work that contributed to Tunisia and the WHO signing a cooperation agreement ensuring the right to health care for displaced persons and migrants.³⁵
- In 2019, We Effect contributed to strengthening 108 membership-based organisations in 23 provinces and 11 regions in the Philippines. As a result, 16,374 women have gained access to microfinance services, 7,949 women are engaged in economic activities, and about 17,880 men, women, and children gained access to adequate housing.³⁶

Examples of reported outcomes related to national civil society organising to demand rights

- In Tajikistan, SMC's partner Operation Mercy's work to strengthen the capacity of local organisations fighting for the rights of persons with disabilities has had many positive effects. This in turn has resulted in an increased number of partnerships between international actors and local stakeholders and that several of the rights-defending organisations being approved by the authorities.³⁷
- In South Africa, SSNC's partners Earthlife and GroundWork, in a coalition with others, have stopped coal mining in a protected area. Furthermore,

³² OPC: *CSO Narrative Final Report for 2016-2019*

³³ RFSU: *Annual Report 2019*.

³⁴ Diakonia: *Midterm Report 2016-2018*.

³⁵ Union to Union: *Verksamhetsberättelse 2019*.

³⁶ We Effect: *Programme update 2019*

³⁷ SMR: *SMR:s rapportering om biståndseffektivitet och krympande demokratiskt utrymme 2020*

Earthlife has halted the expansion of several coal-fired power plants and stopped the procurement of a major nuclear programme that was in violation of the country's constitution by going to court.³⁸

- Afrikagrupperna has supported five social movements focusing on organising mainly women around feminism, food sovereignty, health and recognition of care workers. As shown by a mid-term evaluation, the support has contributed to strengthening the capacities of the movements, helping them to become more effective, including by developing their leaderships skills, social media skills, and thematic knowledge.³⁹

Conclusion

The examples identified in the SPO reports portray a pluralistic civil society that operates from a rights perspective to improve living conditions for people living in poverty. Outcomes relate to the participation and empowerment of rights holders as well as changes in the accountability of duty bearers. In general, however, it has been difficult to find good examples of results at the outcome level where a clear link is established to the support of the SPOs and their POs. The focus of the reports tends to be on activities and outputs. It should also be noted that, in the absence of indicators, the distinction between the three areas of examples is not clear.

4.14 SWEDISH CSOS GLOBAL ADVOCACY WORK

The M&E framework for the CSO strategy includes 13 issues. However, Sida has requested the Team to include a 14th issue – Swedish CSOs global advocacy work – in the scope of the evaluation. It has been agreed that, as in the case of the other issues for which no indicators have been established, the evaluation should identify examples of Swedish CSOs global advocacy work in SPO reports. Such examples are provided below.

The Swedish Society for Nature Conservation (SSNC) reports that it has contributed to a number of activities that have strengthened the global environmental movement. During the strategy period, SSNC launched its Global Advocacy Projects (GAP), an initiative that seeks to change formal structures that obstruct an environmental sustainable and equitable global development. Examples of advocacy work conducted as part of GAP include the Green Action Week, which has contributed to mobilising actors that work to promote sustainability consumption cultures, and the cooperation with BIC Europe and the campaign Big Shift Global, which has influenced World Bank policies and practice with regard to the financing of energy-related projects. SSNC also reports some progress in relation to influencing global legislation on chemicals and EU's fishery guidelines.⁴⁰

³⁸ SSNC: *Globala Programmet 2017-2018 – Resultatrapportering*.

³⁹ Afrikagrupperna: *2017-2019 Report*.

⁴⁰ Naturskyddsföreningen: *Globala Programmet 2017-2018 – Resultatrapportering*.

Afrikagrupperna is part of the European campaign *Human rights, corporate rules* and has through that campaign collected signatures calling on Sweden and other Member States to support the Binding Treaty and withdraw from agreements that protect corporate investment interests at the expense of human rights and environment. Since products produced in Africa are also imported, retailed and consumed in Europe, Afrikagrupperna is doing advocacy in Sweden and the EU in solidarity with and support for the efforts being done by POs in the region.⁴¹

Union to Union has participated in global campaigns, including around the launch of the annual publication of the Global Rights Index (GRI). GRI measures how fundamental human rights at work are respected in 145 countries and is used by unions around the world to drive change. Union to Union, together with LO, TCO and Saco, and their local unions, received large media space in connection with the 2019 launch of the GRI.⁴²

Plan International Sweden reports that the African state Accountability Project (PASAP) enhanced the engagement of national and regional civil society coalitions from 16 African countries with the African Committee on the Rights and Welfare of the Child, the African Commission on Human and People's Rights and their respective monitoring mechanisms, thereby influencing their decisions and recommendations to respective State parties.⁴³

Conclusion

Available reports from SSNC, Afrikagrupperna, Union to Union and Plan International Sweden provide some examples of Swedish CSOs global advocacy work. In general, good examples of the outcome of such work is difficult to find in the SPO reports. In addition, in cases where global advocacy is described, the links to the work of SPOs are often not clearly explained.

⁴¹ Afrikagrupperna: *2017-2019 Report on Development Operations, Sida CIVSAM*.

⁴² Union to Union: *Tillsammans för demokrati och schysta arbetsvillkor, Verksamhetsberättelse 2019*.

⁴³ Plan International Sweden: *Framework report 2015-2019*.

5 Overall conclusions

Pluralism is key to the success of the CSO strategy. The CSO strategy states that participation of a variety and breadth of organisations – in terms of thematic skills, identity and directions – should be supported, in development countries as well as in Sweden. Both new and established CSOs will be considered. While some changes have occurred, the evaluation finds that the group of SPOs remains relatively homogenous. It is dominated by very experienced and increasingly well-resourced organisations with a strong focus on the area of democracy, human rights and gender equality. ASOs is a much larger group and generally comes across as more diverse, especially with regard to the age and specialisation of organisations but also thematic focus. Changes in pluralism at the PO level are more difficult to ascertain due to data limitations.

All the 17 **SDGs** of the 2030 Agenda are identified as relevant to their organisation by one or more of the SPOs, ASOs and IAPs in the portfolio. However, the SDGs considered as the five most relevant varies significantly across organisations. SDG 5 (Gender equality) remains highly relevant to all organisations. In the SPO portfolio, SDG 5 is only rivalled by SDG 1 (No poverty). In general, the priority given to this SDG has increased significantly over the strategy period.

In line with the CSO strategy, both Sida and SPOs have encouraged actors funded through the strategy to **diversify** their **income sources**. The indicators in the M&E framework address the reliance on Sida funding in general, and the CSO appropriation in particular. The data shows that SPOs have become less dependent on Sida funding through the CSO appropriation. It also indicates that efforts by the SPOs to help POs fundraise and harmonise donor support has had an impact, but that the ASOs, on the other hand, have increased their dependence on Sida funding.

Aid and development effectiveness should permeate all activities within the strategy. Sida has taken several initiatives in this regard during the strategy period, and, presumably as a result, an increasing share of SPOs perceive that Sida's rules and regulations facilitate aid effectiveness. Still, the data suggest that more could be done. A case in point is the difficulties experienced by SPOs in transitioning to core support. The use of this grant modality remains at a low level. There also appears to be a mismatch between the needs of the SPOs (financial risk-sharing) and Sida's effort to provide support, capacity building and other initiatives to increase **innovation**.

CIVSAM has supported SPOs and IAPs in promoting the **integration of the perspectives**. SPOs have particularly appreciated the support to the integration of the environment and climate perspective. With regard to the other perspectives, Sida's support is less appreciated among the SPOs than at the start of the strategy period. This is possibly because the organisations already have developed, what they consider, sufficient capacity to integrate these perspectives, and CIVSAM's support is

therefore less important. It would arguably be more meaningful if the indicators focus on the actual extent of integration rather than the satisfaction with Sida's support.

The M&E framework is using, rather simplistically, the share of membership-based organisations as a measure of **CSO accountability and transparency, representativeness, legitimacy and internal democracy**. The evaluation shows that the group of SPOs and ASOs is dominated by such organisations, which was also the case in 2017. The share of POs that are membership-based is more uncertain since this data is not regularly collected by the SPOs and ASOs. SPOs' systems and tools for capacity assessment of POs tend to capture a much broader range of issues, and there are several examples of efforts made to improve these systems and tools during the strategy period.

A key objective of the CSO strategy is to contribute to increase **civic space**, i.e. a more enabling environment for CSOs in developing countries. All IAPs and an increasing share of SPOs are generally satisfied with the guidance and support they have received from CIVSAM in this respect. Both SPOs and IAPs consider Sida/CIVSAM to be an unpretentious, flexible and engaged partner, willing to find alternative ways of supporting POs in threatening and repressive environments. Since shrinking space have become a global trend, there is scope for more support, guidance on innovative financing.

Several issues do not have specific indicators in the M&E framework. This includes the issues of **capacity development, long-term change for civil society and people who live in poverty**, and **Swedish CSOs global advocacy work**. In these cases, the M&E framework instead requires CIVSAM to collect result examples. While the evaluation has identified a range of such examples, it is clear that some SPOs and IAPs have to a greater extent than others been able to capture and report on higher-level outcomes, and provide a clear link between these outcomes and their support. This is another area that calls for a closer link between the contents of results reports and the M&E framework.

The evaluation points to several weakness in the existing **M&E framework** for the CSO strategy. Apart from the lack of indicators for some of the issues, the quality of existing indicators varies. Some indicators, such as the indicators for CSO accountability and transparency, representativeness, legitimacy and internal democracy mentioned above, do not sufficiently cover the scope of an issue. There are also shortcomings in the design and choice of data collection tools. As experienced by this evaluation, on-line surveys are generally not the best tool for collecting quantitative data, such as on funding, pluralism, SDGs, geographic distribution, etc. This is particularly true if the data is not readily available with the organisations. It simply requires too much time for the organisations and some of the data eventually provided may not be reliable.

6 Recommendations to Sida

6.1 SHORT-TERM RECOMMENDATIONS

1. CIVSAM should review the M&E framework for the CSO strategy in order to remove or revise indicators that are not fully relevant or provide new information, identify and eliminate overlaps between indicators and data collection tools, and avoid excessive data gathering the next time the surveys and other data collection instruments are used. The lessons learnt from the current M&E framework should feed into Sida's input to the new strategy. In this context, careful consideration should be given to what data collection tools should be used for capturing quantitative and qualitative dimensions, respectively.
2. CIVSAM should review and revise the Sida guidelines for application and reporting from SPOs to put further emphasis on the need to plan for, contribute to, and report on higher-level results (at the intermediate and ultimate outcome level), and try to provide a clearer link between such results and the activities of specific POs. In this context, CIVSAM may consider adding additional issues, including results examples, to be included in Annex 4 of the SPO annual reports. Further RBM training may also be warranted for some organisations.

6.2 MEDIUM-TERM RECOMMENDATIONS

3. CIVSAM should use pluralism as an explicit criterion when evaluating and selecting additional organisations to complement the SPO and IAP portfolios. Increased diversity should be ensured with regard to the type of organisations. In this regard, younger, relatively smaller and issued-based organisations may be considered. The rights perspective in the portfolio could be strengthened if more organisations targeting particularly vulnerable groups are included. In addition, CIVSAM should find better ways of capturing pluralism among POs.
4. CIVSAM should initiate a dialogue with the SPOs on how to reduce the dependence of ASOs on Sida funding. SPOs could be encouraged to include ASOs, not only POs, in the capacity building support provided for the development of fundraising strategies and the harmonization of donor support. This could include exploring opportunities for mobilising contributions from members and individual donors, corporate sponsorships, digital channels of fundraising, the development of social enterprise, etc.
5. CIVSAM should create sufficient conditions for SPOs to provide core support to POs. This should include further aligning Sida rules and regulations with the flexible nature of the core support modality and with a view to ensure risk-sharing. CIVSAM should also consider intensifying its dialogue on aid and

development effectiveness with other donors, including to encourage them to move from project to core support.

6. CIVSAM should, together with the SPOs, clarify the obstacles to financial risk sharing that might hold back innovation. Clear rules and requirements for such risk-sharing should be established based on consultations with relevant Sida departments and units. In this context, CIVSAM should, in discussion with the SPOs and IAPs, seek to identify if and how Sida's funds to a greater extent can be channelled to projects implemented by informal actors.
7. CIVSAM should, in cooperation with SPOs, conduct portfolio analyses or in other ways assess the actual integration of the perspectives, and, in that connection, encourage SPOs to share their views and suggestions on existing CIVSAM support in this area.
8. CIVSAM should ensure that the next evaluation of the CSO strategy is carefully planned and that sufficient time is allocated for ensuring joint reflection, discussion and learning as part of the evaluation process. Apart from CIVSAM, this process should involve SPOs, IAPs, selected ASOs, and other relevant stakeholders, including other Sida department and units. Any data requests to partners should be communicated well in advance.

6.3 LONG-TERM RECOMMENDATIONS

9. CIVSAM should enhance its support and guidance on civic space. Specific initiatives should be identified in consultation with SPOs and IAPs. As part of this effort, Sida may decide to:
 - Establish specific funding windows (or challenge funds) for grants to innovative projects focusing on increasing civic space;
 - Earmark funds for CSO networking/coalition-building in repressive contexts;
 - Strengthen the dialogue on civic space with embassies and in multilateral fora;
 - Encourage IAPs that work on civic space to collaborate more between themselves, and/or;
 - Consider how to support informal organisations and networks that are operating in regions/countries where civic space is shrinking (either directly or through SPOs).

Annex 1 – Terms of Reference

Terms of Reference for the Evaluation of the Strategy for support via Swedish civil society organisations 2016-2022 2020-10-09

1. General information

1.1 Introduction

The CSO-strategy

Civil society actors have a key role in reducing poverty and contributing to democratic development and increased respect for human rights, and thereby also contributing to the Sustainable Development Goals. They also have an important role in conflicts as agents for peace and reconciliation, as well as in humanitarian crises as providers of humanitarian relief efforts and development assistance. Therefore, a significant part of Sweden's development assistance is implemented in cooperation with civil society organisations (CSOs). Part of this assistance, 1.875 billion SEK in 2020, consists of the appropriation *Support via Swedish civil society organisations* (hereinafter the 'CSO-appropriation'). About 95 percent of these funds are channelled through 15 Swedish civil society organisations who have signed multi-annual agreements with Sida. The remaining share goes to selected international CSOs that focus on aid- and development effectiveness and an enabling environment for civil society. These cooperation partners, with funds from the CSO-appropriation, are called strategic partner organisations (SPO). For further information about Sida's cooperation with civil society and the SPO please refer to Sida's webpage.

In June 2016 the Swedish Government signed the new *Strategy for support via Swedish civil society organisations 2016-2022* (hereinafter the 'CSO-strategy' or 'strategy'), which replaces the previous strategy for the period 2010-2014 (extended until 2016). The strategy governs all activities under the CSO-appropriation and gives Sida directions for priorities in the management and monitoring of the strategy. The aim of the strategy is *to work for a vibrant and pluralistic civil society in development countries that, from a rights based perspective, works for improved living conditions for people living in poverty in all its dimensions, greater respect for human rights and for global sustainable development.*

The strategy is expected to contribute to achieving (i) strengthened capacity of civil society actors in developing countries, and (ii) a more enabling environment for civil society organisations in developing countries. The first area of support is very similar to the previous CSO-strategy, while the second area is new. Within the two areas of support there are in total seven results. The CSO-strategy is attached as an annex. The strategy gives some guidance in relation to monitoring and follow-up of

the implementation of the strategy, but mainly refers to the Swedish government's guidelines for strategies.

The CSO-appropriation is also governed by the government's instruction to Sida and the government's annual appropriation directions to Sida. In the 2015 update of the instruction, the government included e.g. the integration of a conflict perspective in the development cooperation as a mainstreaming area (in addition to the rightsbased perspective, poor peoples perspective on development, the environment and climate perspective and the gender perspective).⁴ Sida's unit for civil society (CIVSAM) manages the implementation of the CSO-strategy. The unit has 19 staff members and sits within the Department for Partnership and Innovation.

Sida submits strategy reports, one for each strategy, to Sweden's Ministry for Foreign Affairs on an annual basis. This report summarizes key results achieved during the year, taking the goals formulated in the strategy as a starting point. In order to follow results in a consistent way over time, CIVSAM commissioned a consultancy team to develop a Monitoring and Evaluation (M&E) framework as well as a baseline study in 2017 (see annex). That M&E framework formed the basis for the subsequent strategy reports produced by CIVSAM. The current assignment will use the M&E framework to evaluate the results of the CSO-strategy for the entire strategy period until today: 1 January 2016 – 15 March 2021 (five years and 2,5 months). Adjustments to the M&E framework may be needed to take into account changes in the context.

The M&E framework includes both an interpretation of the CSO-strategy's theory of change and identifies a set of issues to focus follow-up on, each with a number of indicators. The baseline is an evaluation of all of the issues formulated in the M&E framework. As part of this process, the evaluation team (ET) will be analysing documentation provided by Sida, such as annual reports from the SPO, communication between Sida and SPO and other supporting documentation conveying development results.

The ET is expected to work in close dialogue with CIVSAM throughout the process. The ET shall also involve and consult the SPO, both Swedish and international SPO.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is operations funded by the Swedish CSO-appropriation 2016-2021. For goals of the CSO-strategy, as well as strategy, see documents in annex.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose and intended use of the evaluation is to provide an evidence base for Sida's in-depth strategy report (SR) for the CSO-strategy to be submitted to the Swedish Ministry for Foreign Affairs (MFA) 15 March 2021. Much of the focus of the SR is results achieved through the SPO.

The primary intended users of the evaluation is Sida's CIVSAM unit, and other parts of Sida engaged in the SR. Secondary intended users are the MFA and SPO, as

well as interested parts of the broader development community who find the role of civil society relevant to their missions.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

2.2 Evaluation objective: Criteria and questions

The ET will use the evaluation questions identified in the M&E framework for the evaluation. If minor adjustments are needed and required, the ET may include this in the tender.

2.3 Evaluation approach and methods

As mentioned, method and questions to be used as a starting point are those formulated in the M&E framework. Given the situation with Covid-19, innovative and flexible adaptation of the M&E framework's approaches/methodologies and methods for remote data collection should be suggested if and when appropriate and the risk of doing harm managed.

Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

The evaluation will be mainly a desk-study, but with surveys and interviews to the extent possible. The tender will address this in order to be discussed in the start-up meeting with Sida.

2.4 Organisation of evaluation management

A steering group for the evaluation is made up of three Sida staff: one deputy head of unit and two programme manager specialists at CIVSAM, one of which will be the focal point for the ET. The steering group is a decision-making body. It will approve key deliverables of the assignment, as well as evaluate the tenders. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.5 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation⁴⁴. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation⁴⁵ and the OECD/DAC Better Criteria for Better Evaluation⁴⁶. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.6 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out from October 2020 to February 2021. The timing of any surveys and interviews need to be settled by the ET in dialogue with the main stakeholders during the inception phase.

The table below lists deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines (tentative)
1. Start-up meeting at Sida or virtual meeting	Evaluation team, Sida Steering group	October, 2020
2. Inception report	-	October, 2020
3. Inception meeting at Sida or virtual meeting	Evaluation team, Sida Steering group	October, 2020
4. Data collection, analysis, report writing and quality assurance	Evaluation team	October-December, 2020
5. Debriefing/validation workshop (meeting) and first draft evaluation report . At Sida or virtual meeting	Evaluation team, Sida Steering group plus additional relevant Sida staff	December, 2020
6. Final draft evaluation report	-	January 18, 2021
7. Final report .	-	February 8, 2021
8. Debriefing/validation workshop (meeting). At Sida or virtual meeting	Evaluation team, Sida Steering group plus additional relevant Sida staff	February, 2021

⁴⁴ OECD (2010) *DAC Quality Standards for Development Evaluation*.

⁴⁵ Sida (2014) *Glossary of Key Terms in Evaluation and Results Based Management*.

⁴⁶ OECD/DAC (2019) *Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use*.

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English or Swedish and cover evaluability issues, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. The inception report will be written in times new roman, 11 pt, and be no more than 10 pages, excluding annexes. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final evaluation report shall be written in English or Swedish, and be no more than 25 pages, excluding annexes and executive summary. The final report should have a clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 2 pages.

The reports shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

If the methods section is extensive, it could be placed in an annex to the report. Annexes shall include the Terms of Reference, the Inception Report, and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit. The inclusion of personal data in the report must always be based on a written consent.

The ET shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation⁴⁷.

2.7 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies:

- One of the team members must be appointed Team Leader (TL) with overall responsibility for the assignment. The TL will be responsible for the dialogue with Sida throughout the assignment. Sida foresees that the TL will perform the bulk of the work.
- Since part of the assignment requires reading and writing in Swedish at least one of the team members must have full proficiency in Swedish, at least level 2 according to Sida's Language Level Definition.
- The team leader must have:
 - at least 5 years experience in providing Results Based Management (RBM) advisory services
 - academic education, at least bachelor's degree
 - very good English skills (Level 2 according to Sida's language definitions)
- The other team members must have
 - at least 3 years experience in providing Results Based Management (RBM) advisory services
 - academic education, at least bachelor's degree
 - very good English skills (Level 2 according to Sida's language definitions)

The following competences will be criteria for the evaluation of each of the team members:

- Knowledge and experience in results based management and development of results frameworks within CSOs and the civil society sector (50%)
- knowledge and experience of the CSO-appropriation and the Swedish organisations with framework agreements with Sida. (25%)
- experience of similar assignments (25%)

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation

⁴⁷ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.8 Financial and human resources

Invoicing and payment shall be managed according to the following: the Consultant may invoice 100% after approval by Sida of the Final Report and when the assignment is completed.

The contact persons at Sida are Åsa Nilsson and Niklas Wu-Hansson, Civil Society Unit, Sida (asa.nilsson@sida.se, niklas-wu-hansson@sida.se). The contact persons should be consulted if any problems arise during the evaluation process.

The evaluator will be required to arrange the logistics including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

[Strategi](#) för stöd genom svenska organisationer i det civila samhället 2016-2022
Monitoring and evaluation framework for the strategy for support via Swedish civil society organisations for the period 2016-2022.

Monitoring and evaluation framework and baseline for the strategy for support via Swedish civil society organisations for the period 2016-2022

Strategirapport för Strategin för stöd genom svenska organisationer i det civila samhället 2016-2022. 15 mars 2020.

Instruktion för Styrelsen för internationellt utvecklingssamarbete

Other supporting documentation will be provided by Sida at the start-up of the evaluation.

Annex 2 – Evaluation matrix

Evaluation criteria/Strategy issue	Indicators/questions	Data collection tool	Data sources
Effectiveness			
1. Diversified funding	As in M&E framework	Tools A-E, SPO interviews	<ul style="list-style-type: none"> • Survey reports • Completed data collection files • Interview records
2. Pluralism		Tools A-D, desk review, SPO interviews, Sida workshop	<ul style="list-style-type: none"> • Survey reports • Completed data collection files • Completed desk review forms • Interview records • Workshop report
3. SDGs		Tools A-C	<ul style="list-style-type: none"> • Survey reports
4. Geographic distribution		Tool D, database review	<ul style="list-style-type: none"> • Completed data collection files • CSO database
5. Coordination with other strategies		Tool E	<ul style="list-style-type: none"> • Completed data collection file
6. Aid and development effectiveness		Tool A & C, desk review, database review, Sida workshop	<ul style="list-style-type: none"> • Survey reports • Completed desk review forms • CSO database • Workshop report
7. Innovation		Tool A, C & E, desk review, SPO interviews	<ul style="list-style-type: none"> • Survey reports • Completed data collection file • Completed desk review forms

			<ul style="list-style-type: none"> • Interview records
8. Integration of the Perspectives		Tools A-C & E, desk review, database review	<ul style="list-style-type: none"> • Survey reports • Completed data collection file • Completed desk review forms • CSO database
9. Reporting in CSO database and IATI		Tool E	<ul style="list-style-type: none"> • Completed data collection file
10. CSO accountability and transparency, representativeness, legitimacy and internal democracy		Tools A, B & E, desk review	<ul style="list-style-type: none"> • Survey reports • Completed data collection file • Completed desk review forms
11. Capacity development		Desk review	<ul style="list-style-type: none"> • Completed desk review forms
12. Civic space		Tools A & C, SPO interviews	<ul style="list-style-type: none"> • Survey reports • Interview records
13. Long-term changes for civil society and people who live in poverty		Desk review	<ul style="list-style-type: none"> • Completed desk review forms

Annex 3 – Data collection tools

Annex 3 can be obtained upon request.

Annex 4 – Documentation

Annexes to Terms of Reference

MONITORING FRAMEWORK AND BASELINE FOR THE STRATEGY FOR SUPPORT VIA SWEDISH CIVIL SOCIETY ORGANISATIONS FOR THE PERIOD 2016-2022	Baseline	Niras	2017
Instruktion för Styrelsen för internationellt utvecklingssamarbete (Sida)		Sida	2010/2015
M&E Framework	Baseline	Niras	2017
Strategirapport för Strategin för stöd genom svenska organisationer i det civila samhället 2016-2022		Sida	2017
Strategi civila samällen		UD	2016

International SPO reports

SPO	Report type	Year
CIVICUS	Annual report	2016-2017
	Results framework	2016-2017
	CIVICUS Performance Story	2020
CONCORD	Annual report	2019-2020
	Slutrapport	2015-2017
	Verksamhetsberättelse	2019
IBON	RAPPORTERING AV AVVIKELSER OCH LÄRANDE (bilaga)	2019
	Action completion report	2019
ICNL	Evaluation of IBON International and the CSO Partnership for Development Effectiveness (CPDE) Project (Niras)	2019
	Annual report	2017
ICSC	Annual report	2018
	Annual report	2019
	Reserapport Joacim Carlson	2017
	Highlight Report	2018-2019
	Highlight Report	2019-2020
	Final Narrative Report - Extension Phase	2018-2019
Task Team	Results framework	
	Completion report	2017-2018
	Progress report	2019-2020

Swedish SPO reports

SPO	Report type	Year
Act Svenska Kyrkan	Annual Status Report	2019
Afrikagrupperna	Strategy report (bilaga 4)	2019
	Results partner matrix	2017-2019
	Outcome objectives 2017-2019	
	Report on Development Operations	2017-2019
Diakonia	Annual Progress Report	2019
	Midterm Report	2016-2018
ForumCiv	Theory of Change	2020
	Annual follow-up (bilaga 4)	2019
	Annual report	2019
IM	Final report	2015-2017
	Results framework	2018
	Updated narrative report to Sida	2015-2018
Kvinna till kvinna	Annual report	2019
	Evaluation and Mid-term Reviews: Purpose and recommendations	
	Travel report Rwanda	2020
	Results report	2018
Naturskyddsföreningen	Results report	2017-2018
	Bilaga 1d (bilaga 4?)	
Olof Palme International Center	Narrative Final Report	2016-2019
	Result matrixes Annex 13	
	Bilaga 4 Annex 11	
	OPC programme in North Macedonia	2019
Plan Interational	Final report	2015-2019
	Annex 1: compilation of programme reporting summaries	
	Bilaga 4	2019
	Strengthening and supporting civil society in fragile, conflict affected and disaster-prone settings (Tana report)	2019
RFSU	Report on the second year of implementation	2019
	Report on Extension Year	2017

	Appendix C: Partner Objectives and Achievements	2017
	Bilaga 4	2017
Rädda Barnen	Progress report	2017-2019
	Progress report - annexes	2017-2019
Svenska missionsrådet	Resultat- och lärande rapport	2017-2019
	Bilaga 4	
	Resultatbilaga	
	Harvesting Outcomes on Societal Level: A Learning Review of results 2017-2019 from five organisations supported by SMC	2020
Union to Union	årliga lägesrapport till Sida CIVSAM	2019
We Effect	Programme Updates	2019?
	5 a. Aid and development effectiveness (bilaga 4?)	2019
	5.b Civic Space	2019
WWF	Final report	2014-2016
	Final report	2017
	RBM results matrix	2017
	Annual Progress Report	2019
PMU	Verksamhetsrapport	2015-2017
My Right	Final report	2015-2017
	Appendix 1 : Project list	
	Appendix 2: Goal matrix	2015-2017
	Final report Global Evaluation of MyRight's programme	2018

Annex 5 – List of interviewees

Organisation	Name	Title
ACT Church of Sweden	Karin Lawenius	Coordinator Institutional Funding
Afrikagrupperna	Jenny Nilsson Dean van Rooy	International Programme Manager Regional Coordinator Southern Africa
ForumCiv	Claudia Arenas Ingrid Sievert Uddén Stefan Nilsson	Head of Impact and Quality Assurance Deputy Secretary General Head of Swedish Partnerships Programme Unit
IBON International Foundation	Amy Padilla	Executive Director
ICSC	Wolfgang Jamman Kathrin Kirste	Executive Director Senior Manager Business Development
Kvinna till Kvinna	Alexandra Karlsdotter Stenström Petra Zäther Strader	Key Account Manager Chef för Metod och Utveckling
Naturskyddsföreningen	Sandra Lempert	TF avdelningschef global samordning
OPC	Micael Fagerberg	Head of International Department
Plan Sverige	Anna Samuelsson	Institutional Partnerships Manager
Rädda Barnen	Sofia Nordenmark	Tematisk rådgivare för civilsamhälle och partnerskap
Union 2 Union	Lana Willebrand	Verksamhetsutvecklare / Programhandläggare

Annex 6 – Complete default survey reports

Annex 6 can be obtained upon request.



Evaluation of the Strategy for support via Swedish civil society organisations 2016–2022

The *Strategy for Support via Swedish Civil Society Organisations 2016-2022* aims to foster a vibrant and pluralistic civil society in developing countries. The purpose and intended use of the evaluation is to provide an evidence base for Sida's in-depth report for the CSO-strategy to be submitted to the Swedish Ministry for Foreign Affairs. Evaluation questions derived from the M&E framework for the evaluation. The data shows that SPOs have become less dependent on Sida funding. It also indicates that ASOs have increased their dependence on Sida funding. The M&E framework requires CIVSAM to collect result examples. While the evaluation has identified a range of such examples, it is clear that some SPOs and IAPs to a greater extent than others have been able to capture and report on higher-level outcomes, and provide a clear link between these outcomes and their support. This calls for a closer link between the contents of results reports and the M&E framework.

CIVSAM should review the Sida guidelines for application and reporting from SPOs to emphasize contribution to higher-level results, and try to provide a clearer link between such results and the activities of specific POs.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 [0]8-698 50 00. Telefax: +46 [0]8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

