

# RAPPORT

Fra CISUs deltagelse i  
International Civil Society Week  
Beograd, Serbien  
8-11 april 2019



INTERNATIONAL  
**CIVIL SOCIETY**  
WEEK 2019

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POWER OF TOGETHERNESS



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## Introduktion

CISU har i mange år haft et frugtbart samarbejde med CIVICUS. Dette samarbejde har udmøntet sig i mange besøg af CIVICUS til CISU i Danmark, senest i forbindelse med arrangementer for vores medlemmer i 2018, Endvidere har over mange år dels foretaget besøg til CIVICUS i Sydafrika, dels deltaget i International Civil Society Weeks, som arrangeres hver 18 måned af CIVICUS forskellige steder i verden.

CISU er i en hastigt ændrende kontekst som del af sin strategi 2018-21 i færd med at afsøge og forholde sig til internationale civilsamfundstendenser og er endvidere p.t. i færd med at videreudvikle sin tilgang til samarbejder med internationale og regionale netværk. Desuden har CISU tematisk arbejdet med lokal resourcemobilisering og som del af dette indledt kontakter til Kenya Community Development Foundation (KCDF) og West African Civil Society Institute (WACSI) dækkende Vestafrika.

I lyset af ovenstående besluttede CISU at deltage i ICSW 2019 i Beograd med det dobbelte formål:

- At få ny information om civilsamfundstendenser og at udvikle netværkskontakter
- At gennemføre en workshop som del af ICSW om Local Ressource Mobilization sammen med vore partnere WACSI fra og KCDF

Da CISU både var deltager samt organisator af en workshop, deltog vi med følgende personer:

- Fra sekretariatet: Jeef Bech, Souad Bourrid og Anders Reimers Larsen
- Fra Bestyrelsen: Helle Vallø og Katrine Skamris
- 2 rep. fra CISUs partnere: KCDF og WACSI

Rapporten indeholder først nogle overordnet refleksioner og derefter er afsnittene bygget op omkring ICSW's daglige program af fælles sessioner og workshops, som CISU repræsentanter deltog i, med fokus på at beskrive de tematiske hovedtendenser relevante for CISU og vores medlemmer. CISU, WACSI og KCDFs workshop om Local Ressource Mobilization fremgår under d. 11. april.

Vi håber dette vil inspirere læsere af denne rapport.

God læsning!

## Overordnede ICSW-refleksjoner

ICSW har karakter af at være en festival for civilsamfundet med i år over 1.000 deltagere og har derfor en kakofoni af forskellige indslag og workshop, som tager en mangfoldighed af temaer og tendenser op. Samtidig betyder den geografiske placering meget, idet der i år var mange deltagere fra Balkan og derfor meget fokus på tendenser omkring repressive stater og mediekontrol.

Overordnet var ICSW kendetegnet ved en række tematiske tendenser af interesse for CISU:

### Space/råderum:

- Der er en klar og tydelig tendens til, at både det internationale og i særlig grad de nationale civilsamfunds råderum bliver indskrænket – og at det fortsat går den forkerte vej, således at kun 4% af verdens befolkning i flg. CIVICUS Monitor i dag lever i åbne samfund. Nøgletemaer vedr. space omhandler politiske, juridiske, økonomiske og mediemæssige begrænsninger i civilsamfundets råderum, som leder til, at frihedsrettigheder trædes under fode. En del organisationer fra Syd gav udtryk for, at de endvidere oplever begrænsninger i space som civilsamfundets adgang til funding, foruden civilsamfundets adgang til målgrupper og til at arbejde med at forbedre deres rettigheder.
- Dette udfordrer endvidere civilorganisationers (CSO) resiliens og deres mulighed for at arbejde med deres målgrupper – hvilket var et tydeligt tema under ICSW.
- Samtidig sætter begrænsninger i råderum CSO'er under pres og et tredje tema var således, hvordan CSO'er kan arbejder med deres accountability ifht. målgrupper mht. at sikre deres legitimitet og ifht. autoriteter for at kunne fastholde deres råderum.
- Det er vigtigt at disse tre temaer sammenholdes – nemlig hvordan civilsamfundet i tider med øget pres kan sikre deres resiliens ved fx at udvikle deres accountability.
  - Space er af CISU valgt som særligt tema for 2019. CSO accountability er også af relevans ifht. fx nyt CISU-temapapir om rettighedsbaseret civilsamfundsarbejde. Resiliens skal omfortolkes til at passe ind i CISUs tilgang til organisatorisk udvikling af CSO'er.
  - CISU bør endvidere overveje, hvorledes CISUs modaliteter i første instans er tilgængelige for civic space-arbejde, og i anden instans at være fleksible i hht. ændringer i konteksten.
  - Der er blandt danske CSO'er en dialog om at få UM midler til oprettelsen af en pulje/fond/modalitet med særlig henblik på at støtte menneskerettighedsforkæmpere i fare og CISU skal søge øget involvering i denne dialog.

### Digitalisering

- Den digitale udvikling giver både en række muligheder, men i særlig grad også en række udfordringer. I henhold til den frie presse og civilsamfundets råderum, er der en stigende tendens til at ramme disse aktører med hacking, overvågning og misinformation via både angreb og manipulering af sociale medier.
  - Denne diskussion kan CISU løfte ind i de danske organisationer, for derigennem at klargøre både sig selv og sine partnere omkring, hvad der er på spil, og hvilke udfordringer man bør tænke over nu.

### Global dannelse

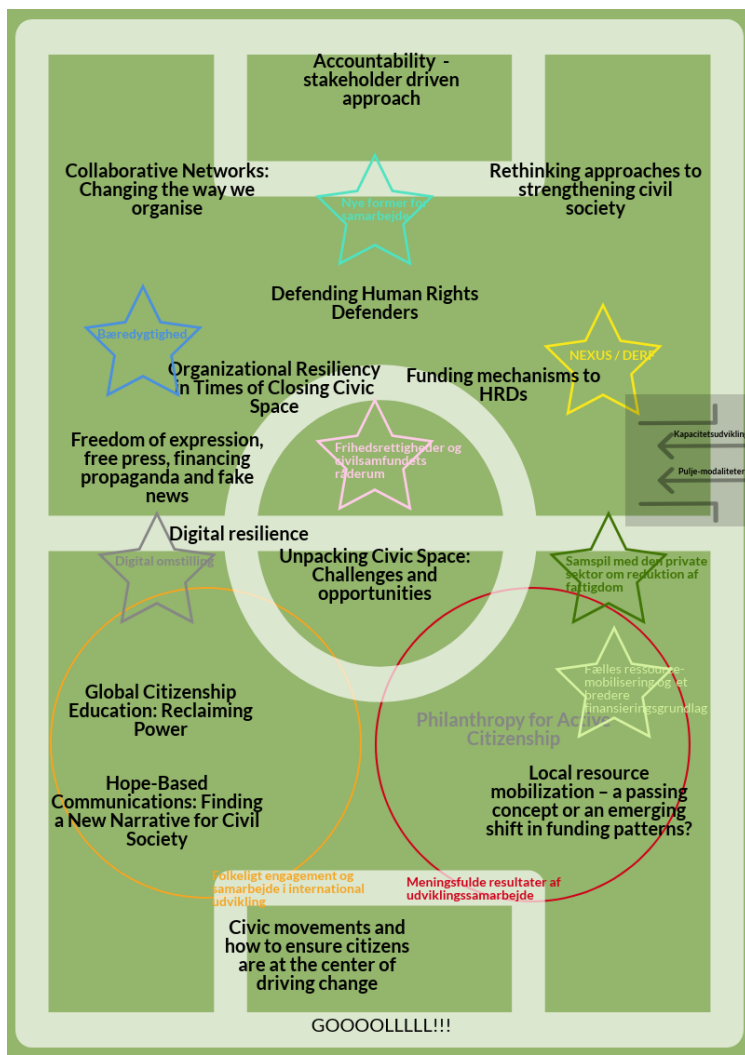
- Et tredje vigtigt tema på ICSW var dannelse/global education af verdensborgere og mobilisering af aktivister.

- Et relateret tema omhandlede forbindelsen mellem CSO'er og sociale bevægelser, som fx eksemplificeret gennem arbejde med at mobilisere større befolkningsgrupper til rettighedskampe.
  - CISU arbejder i forbindelse med FVR projektet med kommunikation og global dannelse omkring Verdensmålene og har endvidere samarbejde mellem CSO'er og andre aktører som fx sociale bevægelser som et af de årligt fastlagt temaer i 2019.

## Netværksdannelse

Og ellers, så er ICSW særligt afgørende ved, at man kan netværke med mange forskellige aktører som fx civilsamfundsorganisationer i Syd og donorer i Nord. Der blev således under ICSW afholdt særligt møde med Lysa John, der er den nye Secretary General for CIVICUS mhb. på at organisere et møde mellem CIVICUS, CISU og Danidas øverste ledelse samt skabt gode relationer til f.x. AGNA, INTRAC og Globalt Network for Disaster Reduction (GNDR).

I de følgende afsnit vil der være en mere detaljeret gennemgang af tematiske workshops, hvor konkrete hovedaspekter af relevans for CISU er trukket frem. Se endvidere nedenstående billede, hvor tematikker fra ICSW er sammenholdt med CISU aktuelle temaer.



8 april

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### Civic Space Summit

Formålet med dette Summit før den officielle start på Civil Society Week er at prøve at få samlet civilsamfundet, så vi fælles kan kommunikere til FN. Missionen er at få problemet med at det civile råderum i disse dage bliver indskrænkende eller helt lukket frem på dagsordenen til FNs generalforsamling og High Level Political Forum i september.

Ledere og medlemmer af verdens civilsamfundsnetværk, platforme og internationale organisationer var tilstedeværende og underskrev en deklARATION og et "call to action" og prøvede at finde en plan for, hvorledes det indskrænkende civile råderum kunne komme øverst på dagsordenen når verden mødes til september.

Forperson Katrine Skamris` refleksioner: CISU er med på listen af organisationer der har underskrevet "Call to action". Jeg er meget i tvivl om hvor stor indflydelse det vil få men det var bestemt relevant at vi som dansk civilsamfundsplatform var repræsenteret. Tiden må vise hvorledes der bliver handlet videre på initiativet.

9 april 2019

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### Morning Plenary – Civic Space theme

Navn på arrangør: CIVICUS

Focus on how the broader CS context is changing and what is required for sustainable collaboration.

Hovedpunkter interessante for CISU:

- Experiences represented in panel mainly drawn from Balkan countries, but can indeed be globalized to a certain extent
  - Many and harsh incidences of state capture of media, smear campaigning etc. of critical voices.
  - Stats on World Press Freedom Index tell a gruesome story, and for Visegrad countries this had led to the free press moving under the wings of the NGOs who still enjoy a bit more leeway.
- Identify who the change makers are in government and advocate for the needed change from them
  - In particular, this includes investigative journalists and their networks to point out corruption, etc.
- What is often not so visible but who actually work to decrease civic space, are the hidden power holders who often wield their power under the radar. These can be: corporates, extractives sector (minerals, land, etc.), non-tax payers, churches.
- We need to remember to keep using a human being language rather than LFA/outcome/Output – in particular in relation to our efforts to mobilize the masses
  - How can shrinking space be included in the language to donor proposals?
- Network and alliances should be national, regional and global, and more so: how can we support establishing bridges between classic NGOs and social movement – changing the language to beyond project language.
- Build capacity of the CSO`s so they can be more resilient

## Civil Society, Peacebuilding & Inclusion

Navn på arrangør: Peace Direct

Moderatorer:

Peace Direct

Inclusive Peace & Transition Initiative ([inclusivepeace.org](http://inclusivepeace.org)), = think tank that provides evidence-based advice on peace and transition processes to governments, conflict parties, civil society groups, international organizations, and mediation teams. Organisationen har en interessant website med eksempler på involvering i konflikter forskellige steder i verden

### Hovedpunkter interessante for CISU:

De to moderatorer producerede 4 nedenstående statements, der efterfølgende blev diskuteret i grupper:

1. Civil society faces its own internal challenges to inclusion. The peacebuilding community needs to address elitism, internal power dynamics and competition to walk the talk on inclusive peace.
2. International actors often lack capacity to support diverse, locally-driven, conducive spaces for peace
3. The diversity and breadth of civil society is both a challenge and an opportunity for inclusive peace.
4. To articulate a concrete and shared agenda for peace, we need to go back to basics and be clear on what we mean by concepts such as 'inclusion', 'peacebuilding', and even 'civil society'

Der blev (naturligvis) udtrykt enighed i alle punkter. Punkt 3 affødte flest kommentarer.

Generelt til alle 4 punkter: Diskussionen mandede ud i, at det såkaldte peacebuilding community

- skal i stand til at håndtere konflikter konstruktivt, dvs. arbejde mod en langsigtet fred, der anerkender parternes behov, også selv om de ikke kan imødekommes (=transformation af konflikten)
- får hjælp til /kan iværksætte effektiv mediation mellem parterne
- får inviteret **alle** relevante parter med ind tidligt i processen

ad 3): den opportunity der tales om er åbenbar: mulighed for at få alle parter med ved forhandlingsbordet, samt udvidede muligheder for at nærme sig problempunkterne ad lidt utraditionelle veje. Den udfordring, der nævnes, er egentlig kraftigere manifesteret i det første statement; gruppemedtagerne, der kom fra 22 forskellige lande gav udtryk for stigende problemer i deres lande med høje mure mellem befolkningsgrupperne og barrierer sat op over for inklusionstanker.

## Transforming CSO Accountability - a stakeholder-driven approach for increased trust and impact

Navn på arrangør: Accountable Now

Global Standard for CSO accountability (se #Dynamic Accountability)

Hovedpunkter interessante for CISU:

- Dynamisk accountability skal baseres på at information gives på en måde, så de som skal holde os accountable faktisk kan gøre det – og at vi opbygger deres evne til at gøre dette samt tilpasser vores information på måder, der reflekterer kontekstuelle behov. Dette behøver organisatorisk ændringer på organisatorisk og kulturelt niveau både internt og eksternt.
- Der er udviklet international model for accountability, der præsenteret på ICSW FIJI 2017 kan inspirere CISU i arbejdet med accountability. Denne model indeholder 3 clusters vedr. mål, strategi og organisatoriske forhold i alt bestående af 12 commitments. Metoden skulle kunne give styrket tillid og impact mellem dig som CSO og dine stakeholders.



- Det er ved accountability vigtigt at skelne mellem feedback der bruges til planlægning og læring og klager. Sidstnævnte er baseret på at rettigheder er blevet violated af nogle i en magtposition til at gøre dette – og det er vigtigt at det ikke er de samme der behandler klager. Dette skal CISU huske i sin adfærdskodeks.
- Refleksiv læring er vigtig del af accountability. Dette kan ikke gøres isoleret gennem få nedslagspunkter, men skal gøres baseret på action learning. Dvs at refleksioner foretages løbende ud fra praksis – og refleksiv læring derfor bør ske kontinuerligt – dvs ikke blot af M&E folk men som del af ansattes daglige arbejde. Dvs fra projekt til processer!



## Global Citizenship Education: Recalibrating Civic Action for Systemic Change

What is the essence of global citizenship education?

Navn på arrangør: Bridge47

Bridge 47 mobilizes global civil society to contribute to global justice and eradication of poverty through global citizenship education

Hovedpunkter interessante for CISU:

- Civic education is a value-based informal education focusing on global issues and reflection-action processes.
- The idea is that people from different countries, cultures, religions etc. are connected through education as a means to transform themselves into becoming engaged citizens addressing global challenges.
- The session introduces approaches and methodologies for self-reflection, creative thinking and experience sharing.

## Unpacking Civic Space

Navn på arrangør: Article19.org and ICNL (sponsored by the Swedish Government)

Hovedpunkter interessante for CISU:

- Session focused on identifying the power and responsible actors for the shrinking space (in particular in Turkey and Balkan).
- Propaganda and fake news are fabricated by someone and someone pays for that.
  - In the Balkans, journalists from Macedonia (who were also involved in releasing the Panama Papers), identified that Hungary President Victor Orban is one of the main financiers of the propaganda being released in Eastern and across Europe.
- There is a need, and only some little experience in actually entering into a dialogue with google, facebook and other media outlets who facilitate the propaganda spread.
  - A question was posed to ask, what difference will it make to connect the dots between the money and the propaganda (if people will still elect the perpetrators?)
  - One response was the initiation of citizen-funded journalism that would build more on trust – reaching out to the citizens to pay directly for “the truth” and seek to avoid being shut down by governments.
- There is high need for digital resilience from many actors – both to safeguard communication, and to avoid state monitoring on social media which takes place all over the world.
  - Tools to help, are: Signal, Telegram, and there is also the development of an app, that can hide the existence of apps like Signal on your phone. So in the case of arrest, the app masking will hide certain apps as their presence would otherwise be enough to cause suspicion from authorities.
  - How can the digital tools become to the advantage of civil society?

## Peer Networking: Change champions: re-thinking approaches to strengthening civil society

Navn på arrangør: Intrac

### Hovedpunkter interessante for CISU:

- Megatrends: Politisk polarisering, space reduceres af politiske, kommercielle og militæriske kræfter, klimaændringer, demografiske ændringer og uddybende fattigdom, digitalisering, ændringer i udviklingsamarbejde med flere penge direkte til syd fx Grand Bargain (25 % funds direkte til syd i 2020), øget konkurrence og samarbejde. Opsummerende: Alle ting ændrer sig undtagen vores modeller og tilgange! Alle ønsker forandring – men få ønsker at forandre sig!
- ICSW i FIJI 2017 konklusioner: Fremme netværk, syd CSO'er som mellemed, øget fokus på ledelse, stærkere alliancer og høj kvalitet for lokal kapacitet. Nu ønsker INTRAC at undersøge mulighed for at lave et netværk af interesserede. CISU har tilmeldt sig mailingliste om dette for at få info om yderligere udvikling. Men konklusionen var at et nyt netværk ikke var nødvendigt.
- Efterfølgende diskussion var meget ufokuseret og INTRAC synes mest interesseret i at levere deres ydelser

### Wrap-up points

- Unfold the definition of local resources – are we sure that we have the full understanding of what that include and how it can be engaged.
- Always remember why we are doing the work. The focus should be on the people in need and the principle of leaving no one behind should always rule.

## HRDs in Hostile Environments: The importance of Respecting Fundamental Rights & Forming Alliances

Navn på arrangør: Civil Rights Defenders

Civil Rights Defenders partner with and support human rights defenders who work in some of the world's most repressive regions on four continents. The organization has Head Office in Stockholm and branch offices in Belgrade, Bogota, Prishtina, Sarajevo, and Tirana. Through advocacy, litigation, and public campaigns, they advance people's rights globally. They also act as Sweden's watchdog civil rights group. Their work is financed by governmental organisations, the Swedish Postcode Lottery, foundations, and through corporate partnerships, as well as contributions from the public. Civil Rights Defenders is a registered Swedish nonprofit that is religiously and politically unaffiliated.

### Hovedpunkter interessante for CISU:

- Denne sessions 3 keynote speakers, en journalist fra Kazakhstan, en advokat fra Tyrkiet, og en Human Rights Activist fra Thailand understregede alle den store stigning i harassment mod Civil Rights Defenders på det seneste, også i tilfælde hvor udgangssituationen ikke engang var god, samt den generelle indskrænkning af space i civilsamfundet.
- Case study præsentationer fra mange lande viste, at det der i særlig grad er brug for er god gammeldags 'civilliance', altså den almindelige borgers vilje til at påtale, og hvis nødvendigt sætte sig op mod uretfærdigheder i hverdagen. Selv fra Italien kom historier om det nære

omkringliggende samfunds pres for at den enkelte indordner sig på trods af åbenlyse uretfærdigheder, og hvordan dette gennem de sidste årtier havde ført til øget passivitet

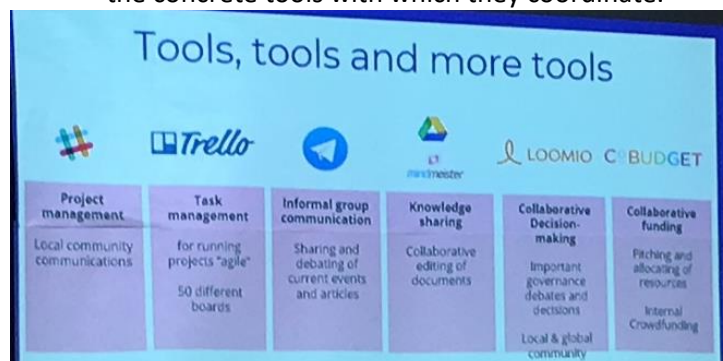
- Der blev kaldt på større international vilje til at støtte op omkring de enkeltpersoner eller mindre grupperinger, der tør sætte sig op mod en overmagt; støtten skal have form af både international overvågning og kommentering, incl valgobservationer spredt godt ud. OSCE's Human Dimension aktiviteter blev ikke nævnt i denne forbindelse. *Der bør checkes mere op på dette.*
- Watchdog-aktiviteter i alle europæiske, traditionelle first-world lande bør ikke nedprioriteres. Der skal også kigges på egen navle.
- Human Right Defenders må stille sig selv til rådighed som eksperter og konsulenter for internationale journalister.

## Collaborative Networks: Changing the way we organise

Navn på arrangør: Ouishare, Innovation for Change

Hovedpunkter interessante for CISU:

- Organisations operate in a context described as "VUCA": volatile, uncertain, complex and ambiguous. **The future of organisations is changing and civil society must also innovate and change.**
- Should be understood in a paradigm shift from industrial paradigm (production/conveyer belt thinking) to a connected paradigm.
  - Process is a barrier to learning. Now we don't look at processes. We look at how we learn. How can civil society leverage on this paradigm shift?:
- New operating system?
  - Enabling you to work eco-systemic in complex and dynamic environments.
  - We need to find new ways to work together, so we can open up and invite new people to join.
  - We need to find the right balance between autonomy and alignment.
    - <http://innovationforchange.org/> is a network where work is done – autonomously, but in alignment with each other. We can learn from their way they are organized, make decisions, collaborate on projects, as well as the concrete tools with which they coordinate.



- Consent is not the same as consensus. Consensus is getting everyone to agree. Consent is not all agreeing – objections are actually enriching the final decisions.

10 april 2019

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## Morning Plenary

Navn på arrangør: CIVICUS

Focus on the most effective ways to connect and scale collective action

### Hovedpunkter interessante for CISU:

- Data can be used to make a political change if it is used properly. It can be an eye opener as it can show something that you always assumed was differently
- Connectivity is different from empowerment – as connectivity is also poison because today's technological connectivity is monitored and controlled – vi er nødt til at være meget bevidste i vores valg af digitale platforme. Vi er nødt til at kræve digitale space tilbage og udvide det.
- Vigtigt at have blik for digitaliseringens transformative evne ved at kombinere info og handling. – fx omkring SDG dagsordenen – ved at kombinere M&E data omkring SDGs 169 delmål med folks engagement omkring dem. Vi skal sikre at information reflekterer rigtige folks rigtige situation – og CS kan gøre dette. It should be noted that we have less than 80 % of the data needed to actually make any conclusions.
- Comment according to shrinking space: The control of the internet as based on algorithms. The algorithms do not represent the broad civil society. Some offenders will therefore not be found as it is not seen as an offence by the designers.
- Comment from the panel, Marco 16 years and from Brazil: Important that art (in all ways) are supported as the young can use it to express themselves. Furthermore art can also be used as a bridge – this was demonstrated as he stood up and made the Fortnite dance. Unge har brug for at kende deres rettigheder og kultur og gennem kultur kan de få mulighed for at udtrykke sig.
- Special rapporteur for HR defenders: Politiske aktivister bliver set men de ser ikke dem selv som HR defenders – selvom det er det de er pr. definition i FN
- Resilience er nøglebegreb også ift. digitalisering. Kommunikationsfora som lister/bevillinger etc. vedr. vores arbejde med kontakter til udsatte/fattige grupper kan blive overtaget af populistiske som i Brasilien.

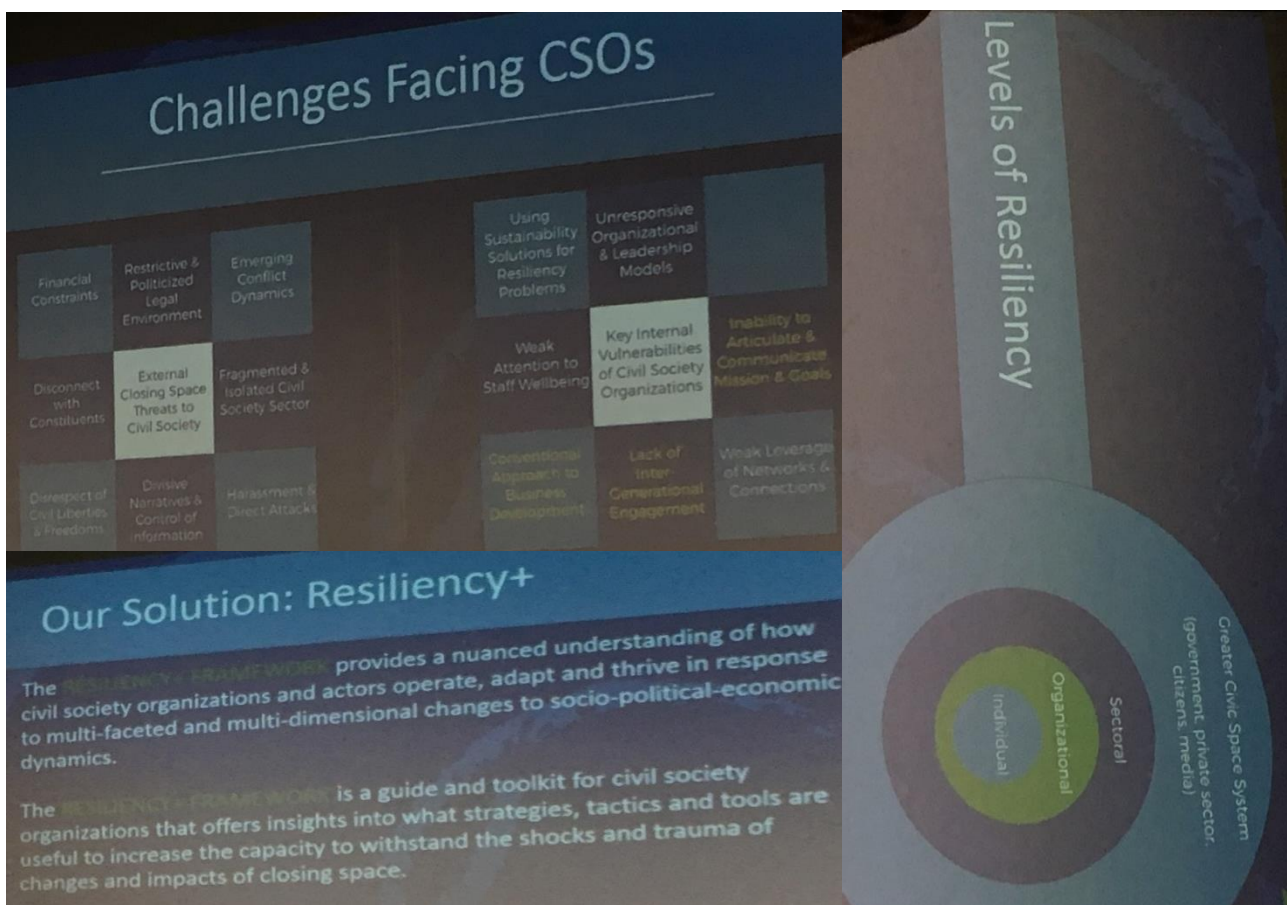
## Organisational Resiliency in Times of Closing Civic Spaces

Partners Global (US) and CIVICUS

### Hovedpunkter interessante for CISU:

- Partners Global har en tilgang og metode kaldet Resiliency+ Proces baseret på tre trin
  - 1) Resilient Organisation in Closing Civic Space assessment, hvor man vurderer organisationens evne til at arbejde i closing spaces,
  - 2) Udvikling af Resiliency+ Road Map og
  - 3) Learn and Adapt to learn new routes along the way baseret på pit stop tankegang
- Vi er udfordret af at vores grundtankegang ofte er, at den situation vi ønsker at forbedre såvel som konteksten er stabile og vi baserer vores arbejde på dette pre-shot af situationen og undervurderer at både situation og kontekst løbende udvikler sig. Der for vigtigt at udvikle evne til at forstå eksterne faktorer/closing spaces og samtidig ud fra en forståelse af vore organisationer som sårbare/vulnerable og at udvikle deres resiliens. "Volatility is the norm!"

- Minder om en antropologisk pointe om socialnavigation, som beskriver at får at kunne begå sig, skal man lære at navigere i et terræn, der bevæger sig.
- Hvis dette er korrekt, er CISU givetvis udfordret på:
  - "Weak leverage of networks and connections"
  - "Conventional approach to business development"
- Nye tendenser er multi-polare verdensorden med nye magtdynamikker, stadig mere fjendtlige kontekster udfordrer vore organisationer og de måder at arbejde på. Vi skal huske, der er forskel på bæredygtighed (som målt på længere sigt) og resiliens som et redskab for at nå derhen (ved gennem adaptation og agility at understøtte robusthed nu). Endvidere skal vi være meget opmærksomme på at understøtte personale til at kunne være og arbejde i en agil organisation som ændrer sig i lyset af shrinking space.
- Resiliensniveauer: Individ, Organisation, Sector og CS råderum – vigtigt at forstå og understøtte links mellem disse 4 niveauer.
- Scenarieudvikling kunne være en metode CISU kunne overveje at bruge til at udvikle forståelse af emergerende tendenser i konteksten og hos os. CISU kunne evt. anvende kursusmaterialer om dette til udvikling OD forløb, der også tager højde for realiteterne omkring shrinking civic space.
  - (Og hvad så når space åbner sig igen?)
- Oplægget var dog desværre lidt en tour de force i conceptualisation of the world based on the understanding of the host organization.



## Hope-Based Communications: Finding a New Narrative for Civil Society

Navn på arrangør: VUKA! Coalition for Civic Action

Hovedpunkter interessante for CISU:

VUKA!: Just four percent of people live in countries where space for civic activism - or civic space - is truly open

“While civil society organizations and movements have effectively documented the global crackdown on civic freedoms, there is a pressing need to increase solidarity across diverse civil society sectors and harmonise strategies to reclaim civic space.” (VUKA!). Dette mål skal ifølge VUKA nås ved at ændre kommunikationsstrategien og –paradigmet til ‘hope-based communication’, dvs ud med alle grupvækkende historier, bl.a. når man fundraiser, og ind med kampagner, der støtter visioner for et bedre liv og indgyder håb om at der er en reel mulighed for at realisere visionerne.

‘Entitlement’ er det nye sort - skab bevidsthed om hvilke rettigheder man har og nødvendigheden af at gå efter dem

- “Good messaging is not about saying what is popular – it is making popular what has to be said”
- “Make people think that this is really worth it; say how things should be!”
- Advarsel fra keynote: Head of Brand & Deputy Comms Director @Amnesty. Tweeting about #humanrights with hope):  
“Careful with the framing of an international message”, stor sandsynlighed for at den vil blive opfattet forskelligt i forskellige lande.
- Start vision & values discussions – hellere en gang for meget end en gang for lidt.

## Philanthropy for active citizenship

Navn på arrangør: SIGN (South-East European Indigenous Grantmakers Network)

Hovedpunkter interessante for CISU:

- Data from the last 4 years domestic collections in the Balkans was presented. The conclusion was that it is possible to make domestic fundraising. No one thought it could be possible but it has increased quite significantly every year so the hypothesis must be rejected.
- Local fundraising give ownership but it is important to remember the following, all contributions are great (none are too small), be precise on amount (need to be very clear on how much is needed), be very direct in communication, resources are more than money
- Point about that all HR activities and CS strengthening are very hard topics to fundraise for. It is more the old style development work with delivering of basic social services.

## Resilient Roots: How to make your organization more accountable (and resilient)

Navn på arrangør: CIVICUS, Accountable Now and Keystones

Hovedpunkter interessante for CISU:

- Resilient Roots er et 2 års projekt finansieret af Ford Foundation og koordineret af ovennævnte organisationer og fokuserer på forskning, læring og advocacy i 15 lande vedr. accountability.
- De har worksheet som kan bruges til intern accountability vurdering som kan findes på [https://docs.google.com/spreadsheets/d/1UBzSelYs\\_GYolQx6FMFHPbUw1Sp50i5Y-](https://docs.google.com/spreadsheets/d/1UBzSelYs_GYolQx6FMFHPbUw1Sp50i5Y-)



[8xCwY0P000/edit#gid=321171965](https://www.facebook.com/8xCwY0P000/edit#gid=321171965). Dette bygge på tre faser: analyse af situationen, udvikling af resiliensplan og implementering kombineret med læring baseret på at skulle lave pit stops og revurdere situation

Pilotfase omhandlede i samarbejde med CIVICUS 15 lande som og indeholder en række interessante aspekter om at kombinere accountability og resiliens. Specielt var oplæg fra Zimbabwe Poverty Reduction Forum Trust omkring accountability og resiliens koblinger i fb med policy work og monitorering af SDG'er interessant. Dog er det uklart om pilotfase vil fortsætte, men værd ved lejlighed at kontakte den zimbabwianske organisation i fb med space situation.

## 11 april 2019

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### Plenary discussion 11 april 2019

Navn på arrangør: CIVICUS

Focus on what we can learn from current civic movements and how we can ensure citizens are at the center of driving change.

#### Hovedpunkter interessante for CISU:

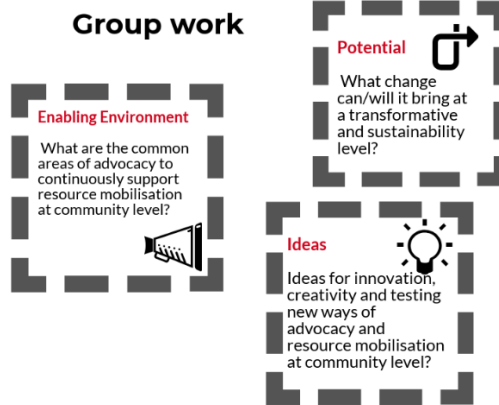
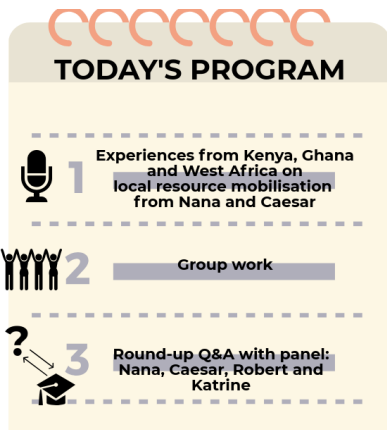
- The new board of CIVICUS was presented and a farewell was made for the chairperson Anna-Belle that was stepping down after 9 years in the board and her previous (lifetime) occupation with CIVICUS.
- Plenary discussion on **mobilisation tools**
  - Notes on strategy and tactics:
    - Connect where the elites and the masses intersect
    - Build on hope (when gov't build on fear)
      - Build courage, which builds on narrative and storytelling
    - Ensure your communication package
      - Know the audience, the intent of your message
      - Motivate on what we want tomorrow to be like, not that if we go out today, we will most likely get beat by the police.
    - Work with humour (authoritarians never do that)
    - We need good media – fake news vs. credibility
    - Passion is what leads people
    - Resources – also paying their due salary

### Local Resource Mobilization: a passing concept or an emerging shift in funding patterns?

Navn på arrangør: CISU, WACSI, KCDF

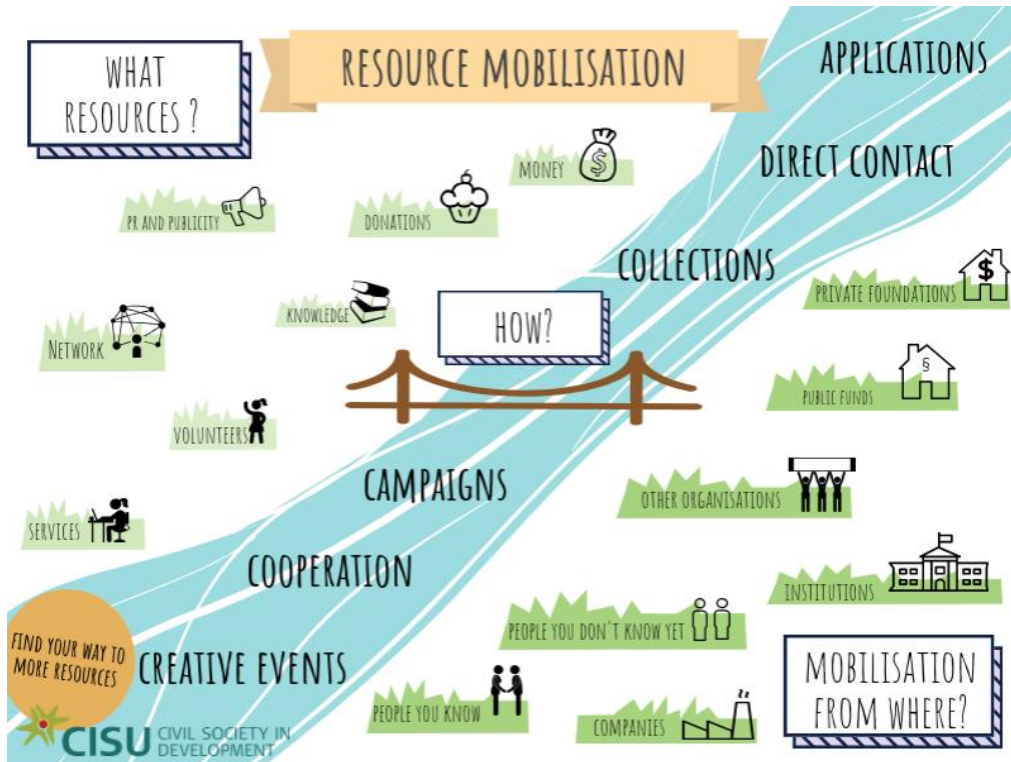
#### Flow of workshop

The [workshop](#) was developed by WACSI, CISU and KCDF in collaboration.



During group work, the participants were split into the three groups, first asked to come up with comments/observations, etc. in silence adding their inputs on below poster adjacent to a relevant actor/concept.

This was followed by a discussion in the groups leading towards forming 1-2 questions to the panel.





Hovedpunkter interessante for CISU:

Plenary resulted in discussions around:

#### **Question 1 on ENABLING ENVIRONMENT**

- Linkage between local resource mobilization, taxation and philanthropy, where there certainly are tax regimes that favour the channeling of funds towards social justice, but in many countries, this is not yet the case, why examples of meeting eg. the corporates to channel their surplus towards social justice issues is relevant. One key issue is to steer away from allowing corporates to define the challenges in society that is in need of funding (cf. CSR).
- There is little knowledge on how civil society can work with the tax system, and this includes also taxing the High Net Worth Individuals and how to steer the unequal accumulation of funds on few hands towards the social services and poverty reduction.
- Linking local resources to taxation is also about working in solidarity with issues of tax avoidance and illicit financial flows, and ensure that this is not done in different silos.
- The issue of structuring the tax regime to allow for individual giving (tax exemptions) was also discussed.
- Northern experience – being a member of an umbrella organization (such as CISU) is an opportunity for a member organization to demand from CISU to understand the rules and regulations that exists and assist the member organization to design their fundraising strategies accordingly.

#### **Question 2 on POTENTIALS: Where is the paradigm shift needed? Within government, civil society, or where? At the local level?**

- Development aid as it operates currently will end, and civil society needs to move out of their comfort zone in receiving funds from usual donors.
- Civil society should be ahead in this discussion – where do we get the resources, and what relationship does that constitute. When money comes from the community, it develops a stronger relationship.
- For every service delivery issue, there is a policy issue. Building up the competency of communities to realize this, gives us opportunities. We always need to come up with ideas that address the policy issue!

#### **Question 3 on IDEAS: What are the strategies to meet community members and ask them to commit resources?**

- There is not one size fits all model, and there is a natural development of ideas and strategies that should develop as experience grows.
- Investing in institutional development (organizational development) and build capacity of local organizations is key to focus on to achieve the above.
- Building trust – build trust and relationships with the communities where we work. And accountability and transparency in terms of putting the citizens money to use.
- Find a common language to speak on. Not meeting communities with how they are part of SDG X,Y,Z.

- Everybody in this world have an interest – people give to the church – they see a benefit in giving to them.
- Experience: Developing a strategy that was based on core competencies – and find the advantage points through this. Experience to realize that organization was a network organization, which made them realize that they could develop a trust-based relationship based on this value – legitimacy to ask the network to support – a stronger method than attempting to approach private corporates.
- Know your strength and develop your approach on this.
- [Change the Game website](#) can be a source of info and good examples of how it can work in different settings.

#### **SUM-UP**

- We have to invest in it, we all have a role to play, both as donor, local NGO. The future is changing, and we all need to take part in the transformation that puts emphasis on the legitimacy and accountability towards the local communities.

[The plenary discussion as a sound recording can be found here](#) (only available for CISU internal).

## Annex: Terms of Reference

**ToR for visit to  
CIVICUS ICSW, Belgrade  
8-11 April 2019**

**Katrine Skamris, Helle Vallø,**

**Souad Bourrid, Anders Reimers, Jeef Bech**

**and for CIVICUS ICSW attendance and discussions in Denmark and presentation at CISU AGM  
for**

**X fra WACSI og X fra KCDF**

### **1. Background**

Rationale and justification for the visit are:

- to attend the CIVICUS ICSW
- to conduct workshop on Local Resource Mobilisation at the ICSW
- to get information from WACSI and KCDF representatives and for them to share relevant information

### **2. Objective**

The objectives for this visit are:

- to acquire new information on emerging CS trends and develop network relations
- to conduct a workshop on Local Resource Mobilisation together with WACSI and KCDF
- to develop network relations especially with other actors involved in resource mobilisation
- To explore status of AGNA and develop network relations to other umbrella organisations
  
- and for WACSI and KCDF representatives to participate in discussions in DK and make presentation at CISU AGM

### **3. Outputs**

The visit will lead to the following outputs:

- Brief notes on the outcomes of the conference of the above meetings - highlighting recommended future actions to be taken by CISU.
- Materials and summary from workshop on Local Resource Mobilisation
- and for WACSI and KCDF representatives: outline on future cooperation with CISU and presentation at CISU AGM

### **4. Travel schedule**

CISU representatives:

- 7 and 8 April from Kastrup/Billund to Belgrade
- 11 April Return from Belgrade to Kastrup/Billund

WACSI and KCDF representatives:

- 4 April from Accra/Nairobi to DK for discussions and presentation on 6 April at CISU AGM
- 7 from Kastrup to Belgrade
- 12 April Return from Belgrade to Accra/Nairobi

#### **5. Dissemination**

Recommendations to CISU for internal use presented at thematic meeting, CISU newsletter and possibly at board meeting.