

**2015 Final Evaluation Survey: Review, Analysis and Recommendations**

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**Background**

As part of our final evaluation Beyond 2015 conducted a **‘Stocktaking Questionnaire’** with its participating organisations. Click on the links to view the questionnaire ([English](http://www.beyond2015.org/sites/default/files/B2015%20final%20evaluation%20survey_ENGLISH.pdf), [French](http://www.beyond2015.org/sites/default/files/B2015%20final%20evaluation%20survey_FRENCH.pdf), [Spanish](http://www.beyond2015.org/sites/default/files/B2015%20final%20evaluation%20survey_SPANISH.pdf))

The full evaluation aims to draw lessons from the successes and shortcomings of the campaign and recommend how future civil society campaigns can effectively influence global decision-making processes, and how global civil society collaboration can most effectively impact on the implementation, monitoring and accountability of the post-2015 agenda.

The evaluation will explore: 1) How the campaign contributed, or did not contribute, to the emergence of a global, overarching, cross-thematic framework to follow the Millennium Development Goals. 2) To what extent Beyond 2015 was able to ensure that the process was participatory, inclusive and responsive to voices of those directly affected by poverty and injustice, and how this contributed to or detracted from achieving #1.

This questionnaire, which is one part of the full evaluation, was shared with the whole campaign between 4 September and 18 October. It was an opportunity for members to share experiences and reflections on working as part of a global campaign. The results of this questionnaire will be an input to the report of the independent M&E specialist.

The specific objectives of this questionnaire were as follows:

* To provide an opportunity for the whole campaign to reflect on the successes and shortcomings of the Beyond 2015 campaign
* To provide recommendations for future campaigns which civil society chooses to create

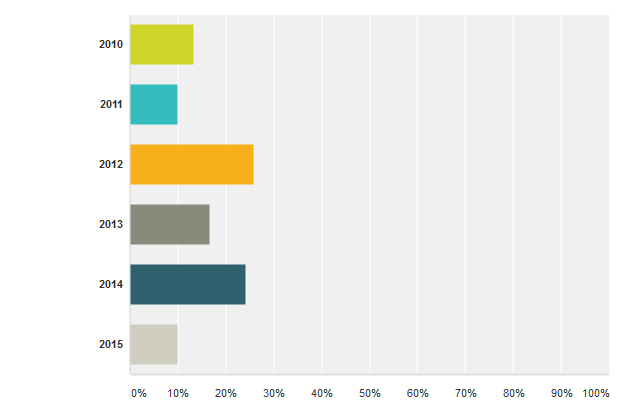
The questionnaire was drafted by the Secretariat (with support from designated members of the Executive Committee, CAFOD and Interaction) and translated into French and Spanish. The Co-Chairs wrote a cover letter for the questionnaire, highlighting the importance of the process and asking colleagues to input within a two-week period. The International Coordinator and International Officer of Beyond 2015 undertook the analysis of the results.

**Review and Analysis of the results**

Below follows a summary of the key points expressed in the survey, and a brief analysis for consideration by the evaluator.

Survey responses:

Almost 150 organisations responded to the questionnaire, which makes up roughly 10% of the campaign. Significantly more responses were received in English compared to French and Spanish, in line with the linguistic representation of the Campaign (80% of respondents completed the English survey). Responses were received from older and newer members of the Campaign, as shown by the table below for the 120 English respondents:



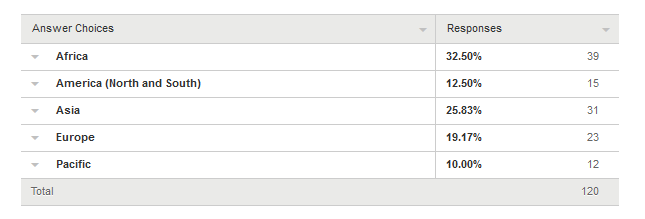
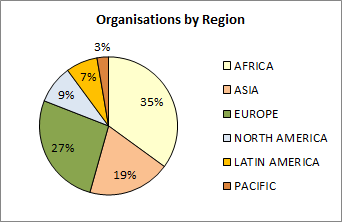
*Year in which respondents’ organisations joined Beyond 2015. Table of results for English responses.*

Respondents came from a wide range of positions (programme officers, organisation founders, coordinators, project managers) in their organisations, with a high percentage of executive positions (almost 50%).

Regional breakdown of respondents:

The regional breakdown of the English respondents, when read in conjunction with that of the region of the French respondents (largely Francophone Africa) and Spanish respondents (fully from Latin America), to a large extent matches the regional breakdown of the whole campaign, which is highlighted below in a comparative graph.

The major discrepancies we see are that fewer European organisations than expected completed the survey, and more organisations from the Pacific than expected responded.



*1. Breakdown of questionnaire responses by region*

2. Breakdown of organisations in Beyond 2015

**Survey findings: participation in Beyond 2015 (Q8-17)**

**Q8. How members participated**

Respondents highlighted how they had engaged in the campaign over the years - selecting from a number of options (they could tick all that applied). The results show that meetings and national structures enabled strong participation from campaign members across all working languages, and that while global webinars were organised and opportunities given to represent the Campaign, these entry points were especially seized by English-speaking individuals. Similarly, English-speaking respondents engaged much more in thematic working groups than French and Spanish speaking individuals (57% of the English survey respondents indicated they engaged in working groups and task forces, compared to 21% for French speakers, and 10% for Spanish speakers). Interestingly, more members were able to participate by representing the Campaign than by participating in a regional hub (40% compared to 34% for English respondents, 36% compared to 14% for French respondents, and 30% compared to 20% for French respondents), which means that ownership of the campaign was very widespread with many members representing the collective on different occasions (this was a major focus of the Campaign, notably bringing colleagues from the global South as official campaign representatives to the intergovernmental negotiations over the years), and that our regional hubs may not have led to as much participation as we might have hoped.

Other colleagues who responded didn’t participate actively in any of the structures, and simply benefited from the information shared by the campaign via the website and the email list.

**Q9 - 10. National and regional hubs**

Of those who participated in national and regional hubs, a majority participated at the ‘general’ level rather than via Steering Committees. This is logical as by nature Steering Committees are only made up of a small number of organisations. That said, it is encouraging that the questionnaire was answered by a wider group than those leading the Campaign at the various levels.

**Q11. Working Groups and Task Forces**

Colleagues were asked to clarify which Working Groups / Task Forces they participated in. The most ‘popular’ structures for English respondents were the Accountability Task Force, FfD Task Force and the Civil Society Position Working Group. For French respondents participation was greater in the Vision Purpose Values Criteria Working Group (50% of respondents participated in this structure) and indicators strands, whereas for Spanish respondents the Civil Society Participation Group was most popular. That said, internal records of participation in structures were kept and would provide a more reliable guide than this dataset. Also, these responses may indicate a lack of familiarity with the groups and may also be slightly skewed by the fact that many of the structures no longer exist (we set up Task Forces for a set time, to deliver on a certain objective, and then we shut them down). We encouraged members of all of the current structures to respond to the questionnaire, and thus it is possible that these numbers are thus artificially high. The Secretariat’s analysis (to be verified by checking internal figures) is that the VPVC process enabled a much higher level of participation than recorded here - and the Values Task Forces were actually part of this VPVC process.

**Q14: Participation and Representation**

Respondents were also asked to specify at which level they participated in Beyond 2015 meetings (national, regional or global level). National-level meetings were most common, especially among Spanish-speaking colleagues, with 83% participating in national-level meetings, compared to 67% and 60% respectively for French-speaking and English-speaking respondents. Almost 60% of English respondents had participated in meetings at the global level. Spanish respondents also engaged much more in regional-level meetings than French and English-speaking respondents (67% compared to 22% and 36% respectively). This perhaps reflects the relative degree of clarity about the influence of the national and global level discussions, as opposed to the regional level. At the global level, however, it is not surprising to note reverse findings given the use of English as the working language: 58% of English respondents participated in global meetings, compared to 22% and 33% for French and Spanish respondents, respectively.

We see a similar pattern when it comes to representation. Of those respondents who represented the campaign in different fora, 69%, 89% and 100% of English, French and Spanish respondents respectively did so at the national level, compared to 37%, 0% and 17% at the regional level. English respondents also engaged much more significantly at the global level (49% compared to 11% for French respondents and 0% for Spanish respondents). This indicates that the campaign was less able to integrate non English speakers at the global level - this is primarily because the main language of the whole intergovernmental process, starting back in 2012, was English, and breaking through this language barrier presented a large number of challenges in many senses.

**Q15. Enjoyment of the campaign**

Participants were also asked to rate how they enjoyed participating in Beyond 2015, on a scale of 1-10 (10 being the best experience, 1 being the worst). The average response was 7.52 for English respondents, 7.00 for Spanish responses and 6.36 for French responses. This seems to indicate quite a high level of satisfaction with participation. Less that 10% of English and Spanish respondents, and less than 8% of French respondents rated their enjoyment 4 or below.

English comments highlighted the impressive weight of collective civil society united under Beyond 2015, the freedom to develop key messages and advocacy plans at different levels (specifically at the European level), and focused on the fact that the campaign was extremely collaborative. However, less positive experiences included perceived isolation from the rest of the campaign, lack of ability to learn from others within the campaign, lack of ability to feed into decisions, the challenge to stay fully engaged over the course of the campaign, time differences making it impossible to engage, the lack of ‘induction’ or on-boarding for new members. One co-facilitator of a Task Force highlighted that her Co-Chair was simply unable to provide the time needed to facilitate the group, so all of the work fell on her - more support from the secretariat would have been appreciated. A colleague in Bangladesh highlighted that they did not receive communication from the national or regional hub yet to attend any meetings or campaign - this should lead us to question the administrative procedures within the campaign, and whether national lead agencies and regional coordinators consistently added new members to their mailing lists.

Colleagues from the Pacific highlighted that the campaign brought out alignment issues such as poverty, equity and climate change inter-linkages to national development priorities and has helped them to conduct advocacy issues in a more systematic and constructive way. It also brought them more credibility in dealing with policy matters and their relationship with daily livelihood needs of the people.

Francophone respondents highlighted the positive impact of the campaign on civil society participation in national consultations and on women’s participation and empowerment, while also highlighting the language barrier linked to the fact that English was the working language and that translations needed time, hence delaying opportunities for colleagues to input the documents.

The language barrier was also highlighted by Spanish respondents, as were several other notable challenges: handling large volumes of information from the Campaign; managing the complexity of the discussion and pace of the post-2015 process; translating discussions into simple and communicable formats to build CSO capacity, especially at the grassroots level; the impact of the local context (e.g. elections, government changes, social conflict) and national priorities on members’ ability to influence government positions; and the high level of engagement asked for by the campaign, making it hard for some members who were also engaging in other global campaigns.

**Q16. Benefit to organisations**

Respondents were asked how they most benefited from the campaign. An increased understanding of the post-2015 process came out on top in all three surveys, with 74%, 83% and 50% of English, French and Spanish respondents respectively rating this outcome as highly beneficial. Interestingly, English and French respondents rated political intelligence gained from the campaign as highly beneficial (68% and 58% respectively) along with the opening of spaces for increased participation in and access to official conversations at national, regional or global level (67% and 62% respectively), while Spanish respondents did not share the same opinion (only 10% of respondents considered these two outcomes to have been highly beneficial). Spanish respondents saw less benefits of the campaign overall, and this should be looked into further by the evaluator in her interviews with colleagues from the region. That said, UNITAS (lead agency in Bolivia) made a very interesting comment, stating that participating in the campaign led the organisation to design/improve/implement participatory research, training and advocacy methodologies and content to build the capacity of poorer sectors of society so that they could have their voices heard in the global negotiations.

**Selection of comments**

* Working through Beyond 2015 opened up other opportunities, eg sitting on Ff3 Informal Hearings, meeting others global leaders
* Helped gain access and input into official outcome documents at the drafting phase
* Facilitated greater collaboration between us as the national coordination body for NGOs in the country with the Solomon Islands Government.
* Our main objective was to build a partnership that allowed for our issues to be clearly seen as a mainstream development objective - which was very much achieved
* In some spaces Beyond 2015 dominated opportunities to engage civil servants to the detriment of other organisations.
* The public image of our Organisation received a serious boost both locally, nationally, and internationally.
* It helped to be part of something bigger, and was always handy to have a B2015 position to present to governments and indicate we were the national hub; but don't know that it enhanced our influence over the government...I think that came from our status as a national platform for development organizations, the concrete work that B2015 resources enabled us to do at the national level, and our relationship with officials

**Q17. Meaningful engagement?**

Respondents were asked to assess the extent to which their involvement in Beyond 2015 helped them meaningfully engage in the post-2015 process at the national, regional and global levels. Once again Spanish respondents were much more critical, with their highest rating of 5.5/10 for engagement in national-level processes scoring below the lowest ratings of both English and French respondents (6.08/10 and 6.09/10 respectively).

English respondents most meaningfully engaged in the global process (average rating of 7.05/10) while French respondents highlighted the national level as the level at which they engaged most meaningfully in the post-2015 discussions (average rating of 7.17/10).

For a campaign focusing on ensuring meaningful participation, the results of this question should lead us to question whether more could have been done to ensure this participation at the different levels, especially for members based in Latin America. We recommend that the evaluator explores this issue further in her interviews, and that any future campaign looks more seriously at the issue of meaningful participation, as opposed to tokenistic, shallow or extractive participation.

This low rating of Spanish respondents at the global level (4.9) could be explained by the language issue; however the low score given to engagement at the regional level (4.7/10) calls for further analysis and reflection of post-2015 discussions in Latin America, opportunities provided by regional bodies for civil society to participate and how civil society organised itself in the region. The Secretariat recommends that the evaluator explores this issue in depth with Latin American colleagues.

**Beyond 2015’s tactics (Q18-22)**

**Q18. The success of our tactics**

English, French and Spanish respondents all considered that providing regular advocacy messages and letters for the whole campaign, and defining a collective vision, purpose, values and criteria for the post-2015 agenda, were the two most successful tactics. This indicates that establishing a common understanding of the post-2015 framework and providing colleagues with clear, concrete demands, to adapt and use at their level were central to the success of the campaign.

Interestingly, respondents did not see that supporting Southern colleagues to participate in key meetings at the UN (Open Working Group, IGNs, Summits) was a very successful tactic. Only 45%, 53% and 11% of English, French and Spanish respondents respectively rated this as highly successful, with 15% of French respondents rating this tactic as unsuccessful. These results contradict one of the key aims of Beyond 2015 but could be explained in part by the English language barrier once more, seeing that a good mastery of English was required to participate in these UN events. However, these findings are reinforced by comments elsewhere in the questionnaire (and informal feedback) that it is very important to ensure that Southern colleagues are fully able to represent their constituency at international negotiations within the UN. This perhaps represents a wider issue within civil society – there is a recognised need to bring a wider variety of individuals and organisations into the international negotiation processes, but there is also a need to work with these organisations and individuals to ensure that they are fully able to take advantage of these opportunities, and perhaps Beyond 2015 did not pay enough attention to this capacity building side of the equation.

Moreover, relatively low levels of respondents felt that supporting national and regional hubs to focus on sustained advocacy were highly successful tactics (respectively 42% and 41% for English respondents, 57% and 46% for French respondents, and 33% and 22% for Spanish respondents). A full 10% of English respondents felt that supporting national hubs was not a successful tactic. These were all key strategies of the campaign, and findings throughout the questionnaire have reinforced the importance of the national level. The Secretariat would suggest that without such national and regional structures in place, the regular advocacy messages and analysis simply wouldn't have reached the government sources in time, and our advocacy reach would have been much shorter. That said, it should lead us to question whether the national and regional level hubs worked as well as we had hoped, and if not, why not.

Finally, 15% and 22% of French and Spanish respondents respectively felt that our events in New York were unsuccessful tactics. These findings require further analysis, but could be linked once more to the English language barrier, and perhaps a lack of awareness of the events, which were seen as highly successful tactics by the Executive Committee and Secretariat.

**Q19. What could have been done better / differently in order to achieve our objectives and better influence the post-2015 agenda and process?**

Responses were very varied! Interestingly, both French and Spanish respondents considered that national hubs should have been more involved in the campaign’s strategy development and decision-making processes, by working more closely with the New York advocacy team and the other structures. Quicker translation of working documents and not relying solely on English as a working language were also suggested. English respondents shared many other thoughts, such as increasing funding (including to provide institutional support to grassroot organisations) and allowing lead agencies to use more funds for human resources, creating regional hubs at an earlier stage, sharing **less** technical updates and tweets during the course of the negotiations, making better use of the media (we never had a clear media or communications strategy, nor did we have a member of staff solely dedicated to communications, this was one part of the International Officer’s portfolio), using more innovative forms of communication (songs, theatre etc) and organising more face-to-face meetings, increasing advocacy support for partners who were less experienced in engaging at the UN, and engaging more with UN missions to bridge the New York-capital disconnect (African colleagues noted that mission staff often overruled the statements that were made by the capital!). One interesting comment from Latin America indicated that regional advocacy activities were simply not identified, and regional discussions and deliberations on key topics simply did not take place - this respondent clearly would have liked substantial deliberation at the regional level in order to inform the global position.

**Beyond 2015’s key successes and shortcomings (Q20-22)**

Respondents in all three languages highlighted the campaign’s values of **participation and inclusion** as a key success, enabling poor, marginalised and youth groups to share their perspectives within the campaign and during the post-2015 deliberations, and **ensuring that inequality, gender and human rights dimensions were taken into account during the formulation of the 2030 Agenda.** French and English respondents also highlighted the **strong and clear messages that were shared all over the word** as well as the **influence we had over the negotiation process and the final agenda**. Spanish respondents insisted on the campaign’s **positive social impact**, stating that we spurred social dialogue and political interest in development issues and greatly helped socialise the post-2015 process.

The campaign’s biggest shortcomings were identified as the **lack of funding for various levels of the campaign**, the **limited capacity at the national level** (affected by the first perceived shortcoming), and **weak coordination between the national, regional and global levels**. Responses focused on the weaknesses of processes to establish and sustain hubs, the lack of action at the national level or even the lack of presence of a national hub, and the failure to achieve better coherence between the Financing for Development and post-2015 tracks.

Many other issues were mentioned (North South divide, weak media and communications strategy, linguistic challenges linked to the use of English as the only working language), but none to nearly the same level as these three.

**Q22: What could Beyond 2015 have done better / differently, and how?**

English responses built on the perceived weaknesses and challenges already identified:

* More resources should have been available at various levels, and it should have been made available earlier, to enable different levels to undertake activities in enough time to influence their governments.
* Invest more in building the capacity of Southern representatives to meaningfully engage in the intergovernmental negotiations
* Have more of a focus on the national level, put them more at the heart of the campaign
* Focus more on the media, and have a long term media / communications plan
* Celebrate victories along the way better and better highlighted work that campaign members were doing to make the world better
* Consult more on exit strategy and not repeated some of the 2012 mistakes in the legacy discussions
* Manage information flows better

French responses highlighted the need to improve translations (and speed them up), provide more concise and less frequent emails (however, other responses focused on the need for more information!) and to have more face-to-face meetings.

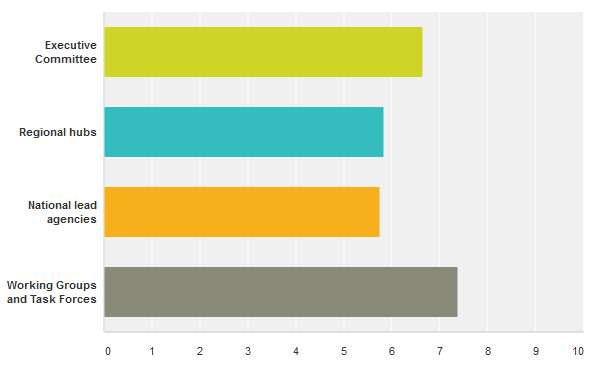
Spanish responses focused on the fact that the campaign could have achieved better coherence between the SDGs and the FfD track through a more effective working group. They also highlighted the possibility of better communication, of stronger media work at the national level and of stronger coordination between national lead agencies and the advocacy work in NY. They would have liked stronger regional advocacy in Latin America, towards Mercosur and UNASUR.

**Beyond 2015’s management and leadership (Q23-26)**

English and French respondents felt that the Working Groups and Task Forces were the most visible structures of the campaign. This may be because the more permanent campaign structures were less communicative with the whole campaign, or it may be that members chose to engage more with the working groups and task forces as they saw this as a way to directly influence the advocacy positions of the campaign. On the other hand Spanish respondents felt that the Executive Committee was more visible. That said, over 10% of people responded in each survey by saying ‘I don’t know’ about the Executive Committee, regional hubs and national lead agencies. This could reflect the fact that we only had around 40 lead agencies (in priority countries) out of over 140 countries - de facto many members of the campaign did not have a lead agency they could relate to. This finding could also be linked to observations about insufficient coordination between the national and regional levels.

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# **Q24. How effective do you think the Beyond 2015 structures were?**



3 Perceived effectiveness of Beyond 2015 structures

We see the same trend here from the English responses - members felt that the working groups and task forces were the most effective of our structures. Worryingly, around 25% of respondents said that they did not know how effective regional hubs and national lead agencies had been - indicating a low level of awareness of the role of these structures. Regional hubs and lead agencies were thus not seen as highly effective, being rated at 5.8.

French respondents viewed the Executive Committee as the most effective structure (though still rating relatively low, just over 6/10). The fact that the effectiveness of national lead agencies received an average rating of 5.85/10 is worrying given that 46% of respondents represent lead agencies and therefore are very well placed to provide this information. We recommend that the evaluator looks into this question further with a representative of a French speaking lead agency, or at least from a French speaking country.

Spanish respondents felt the structures were more successful than either English or French, considering the working groups to have been most effective (8.9), ahead of the Executive Committee (8), followed by the regional platforms (7.9) and finally the national lead agencies (7.4). This is interesting, given that Spanish speakers indicated they struggled to participate in working groups because of the language barrier.

**Q25. Was the capacity at the International Secretariat and regional coordinators sufficient to meet the needs of the campaign?**

There was no breakdown between the International Secretariat and the Regional Coordinators here, so further precision cannot be gained, not least between the different regions. Just under half of respondents thought the Secretariat and Regional Coordinators had sufficient capacity (46%). 38% thought capacity was partially sufficient, and 11% felt the capacity was insufficient. 43% and 36% of French respondents respectively feel the Secretariat and Regional Coordinators had partially sufficient and entirely sufficient capacity. 57% of Spanish respondents feel the Secretariat and Regional Coordinators had sufficient capacity. It is not clear whether respondents interpreted capacity as an issue of time (i.e were there enough people with enough time to meet the needs of the campaign) or ability (i.e were the secretariat and regional coordinators sufficiently skilled to meet the needs).

**Q26. Internal Communication and Collaboration across regions**

English respondents seem quite satisfied with the internal communications of the campaign (website, emails, webinars), rating an average of 7.56. Collaboration and cross-fertilization across regions scored less highly, with 6.14, suggesting that there was room for improvement in the way that learnings and experiences was shared between regions. French respondents gave internal communication an average rating of 6.77/10, compared to 5.71/10 for collaboration and cross-fertilization across regions. Despite webinars and the website being mainly accessible in English, respondents gave internal communication an average rating of 8.4/10, compared to 5/10 for collaboration and cross-fertilization across regions.

This leads to a clear recommendation - future global campaigns need to improve collaboration and cross-fertilization across regions.

**Q27. We asked members to rate how strongly they agreed with four statements, all related to our objectives. (1 - strongly disagree, 10 - strongly agree)**

* Beyond 2015 has been very successful in achieving its overall objectives: **Eng 8.54, Fr 7.5, Sp 9**
* Beyond 2015 greatly contributed to the emergence of a global, overarching, cross-thematic framework for development after 2015. **Eng 8.76, Fr 7.64, Sp 9.17**
* Beyond 2015 fully ensured that the process of developing this framework was participatory, inclusive and responsive to voices of those directly affected by poverty and injustice. **Eng 8.09, Fr 7.71, Sp 9.33**
* High levels of civil society participation in the post-2015 process led to a high quality post-2015 agenda being agreed. **Eng 8.61, Fr 8, Sp 9**

These responses suggest that, as a whole, members feel that the campaign was very successful in achieving its objectives, and that they feel that the levels of participation was instrumental in the agreement of a high quality agenda being agreed. Latin American colleagues clearly feel that the campaign has been very successful in meeting objectives. Some comments questioned the supposition that the agenda itself is high quality!

Selection of comments

* The campaign was part of a much broader civil society engagement with the post-2015 process but it benefited from its early identification of the need to start the discussion on what should come after the MDGs. This helped generate a groundswell of interest that opened up the UN process and prevented it from becoming discussions behind closed doors.
* I think Beyond 2015 had a huge influence, and the final agenda is much stronger as a result of its involvement and mobilization.
* I don't think Beyond 2015 could have done much more to make this more inclusive, and UN structures bent to accommodate this; but B2015 also needs to think about how we make longer term changes to the UN in terms of broader CSO accessibility.
* Beyond 2015 campaign in India has played a crucial role in localizing SDGs and it created massive awareness among media on SDGs.

**Recommendations for future campaigns and civil society coalitions (Q28-33)**

**Q28. We asked members to rate how strongly they agreed with three draft objectives of a future civil society campaign (1 - strongly disagree, 10 - strongly agree)**

1. Ensure full and successful implementation, follow-up and monitoring of the post-2015 agenda and the Sustainable Development Goals at all levels (global, regional, national and local). **Eng 9.71 Fr 9.25 83% of Spanish respondents totally agree with this objective**

2. Ensure and support real citizen and civil society participation in the implementation, follow-up and monitoring of the post-2015 agenda. **Eng 9.74 Fr 9.5 67% of Spanish respondents totally agree with this objective**

3. Build a global movement with inclusive and participatory processes and with a balanced leadership from the Global South and North, representing all regions. **Eng 9.40, Fr 9.5 67% of Spanish respondents totally agree with this objective**

These ratings indicate that the discussions are moving in the right direction, and that such a campaign would be able to mobilise a large constituency, if managed in the right way.

# **Q29. What structures of Beyond 2015 would you like to see continued / incorporated into a future campaign?**

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Respondents are very clear here. They would like to see the national hubs of Beyond 2015 incorporated into a future campaign - 80% of English, 75% of French and all Spanish respondents feel this way. 70% of English, 75% of French and all Spanish respondents feel that the regional hubs should be incorporated. Less see a role for the UN Working Group (58% Eng, 58% French and 50% Spanish). Almost 60% of English and French respondents see a continued role for the Exec Com, and 67% of Spanish respondents.

67% of French and 83% of Spanish respondents would like to see the Indicators Task Force continuing and made more inclusive. Spanish respondents also called for regional advocacy teams and a virtual general assembly.

Some respondents also highlighted the need for sub national level hubs and thematic groups for a future campaign, as crucial methods of monitoring Agenda 2030.

**Q30. How could such structures be improved in a potential future campaign?**

Recommendations included:

* North-south balance from the start, ensuring broader Southern participation in decision making structures.
* Build real national hubs/ linking with grassroots organizations
* A more democratic exec committee which leads but democratically and with more explanation and communication around decisions taken
* Make them more participatory and inclusive and accountable to members.
* Enhance links between national and regional levels
* Provide more funding
* Don’t have a heavy global structure - focus more energy and resources on the national level, as the next phase will be all about implementation
* French respondents called for improving national and regional coordination mechanisms, but gave no concrete suggestions of how to do so.
* Latin American colleagues called for strengthened dialogue and coordination within regions to share experiences, messages, positions in order to build positions starting from the local, national and regional levels, rather than from the global level. This is a recommendation to be heard by lead agencies and regional hubs of any future campaign. They also suggested that Regional Coordinators should be permanent members of the International Secretariat. Finally, the suggest that regional advocacy groups engaging in regional structures like ECLAC would be useful. Committees to monitor regional implementation would also be useful.

**Q31. How can the principle of shared South / North leadership, and South / North partnership be retained in a potential future campaign?**

73% of English respondents (83% in French and Spanish) felt it was very important to prioritise **“Targeted funding to support Southern engagement at the national level”,** Funding, in general, was highlighted as very important overall, in all languages - flexible funding for Southern leadership, funding to participate at the regional and global level as well. Other more structural questions seem to be of less important to members - having the secretariat hosted in the global south, having a southern fiscal agent (only 10% of French respondents considered this important!) or having quotas to ensure southern participation (though 67% of Spanish respondents considered this a high priority), were all considered less important than the issue of funding.

It will be important for organisations planning any future campaigns to understand this. The temptation is to think that issues like having a Southern fiscal agent and having a secretariat physically based in the south are crucial - however, the evidence of this questionnaire suggests otherwise.

**Q32.How would your organisation like to be involved in a potential future campaign?**

This was a free form answer, ensuring maximum flexibility for respondents. Key suggestions include:

* Either being the national lead or engaged in the national hub (this was clearly the main demand from respondents - dozens of organisations from all over the world le responded with the desire to engage at this level)
* Monitoring and indicators
* Participatory monitoring
* Monitoring with human rights lens
* Environment and climate change policy input
* Coordination Committee
* Bring campaign to the grassroots
* Media
* Youth engagement
* Policy formulation, result oriented participation and accountability for expected project outputs
* Through participating in national and regional hubs; supporting our partners to engage at the national level; supporting a partner to participate in leadership and governance at global levels
* Leadership
* Being engaged in the regional hub

French respondents felt especially strongly about securing leadership roles and benefiting from information/knowledge sharing in a future campaign to relay information at the national level. Participation in planning processes was also mentioned, as was acting as national focal points and coordinating the implementation of activities at the national level.

# **Q33. What should a future campaign definitely not do?**

This was a free form answer, ensuring maximum flexibility for respondents. Key suggestions include:

* Be non-transparent in decision making processes
* Blur the lines between real citizen engagement and CSOs advocacy and policy work
* Focus on the international at the expense of the local and national
* Dictate how regional hubs must work or what national level civil society wants from their government
* Be shy in challenging the system
* Get caught up in the inevitable civil society politics / turf war.
* Getting caught up with process, logos, etc without having a clear purpose and vision first.
* Duplicate, overlap or compete unnecessarily with other alliances or campaigns
* Neglect the need for funds to finance the campaign, and for these to arrive in timely fashion
* Assume everyone understands the fundamentals
* Have power concentrated within one organisation: the secretariat, fiscal agent, and political leadership should be separated to balance power.
* Impose from the global level onto national level campaigns and organisations
* Fail to be open, inclusive and responsive to the needs of different structures.
* Be over dominated by men
* Be more bureaucratic than governments
* Create / perpetuate silos
* Be dominated by INGOs
* Have a secretariat which is influenced by the organisation which hosts it
* Neglect the issue of time zones and translations
* Wait for governments to act - instead a new campaign should anticipate political action
* Rely on a small committee to define priorities
* Latin American colleagues suggested that a future campaign should not have overly centralised decision making processes