



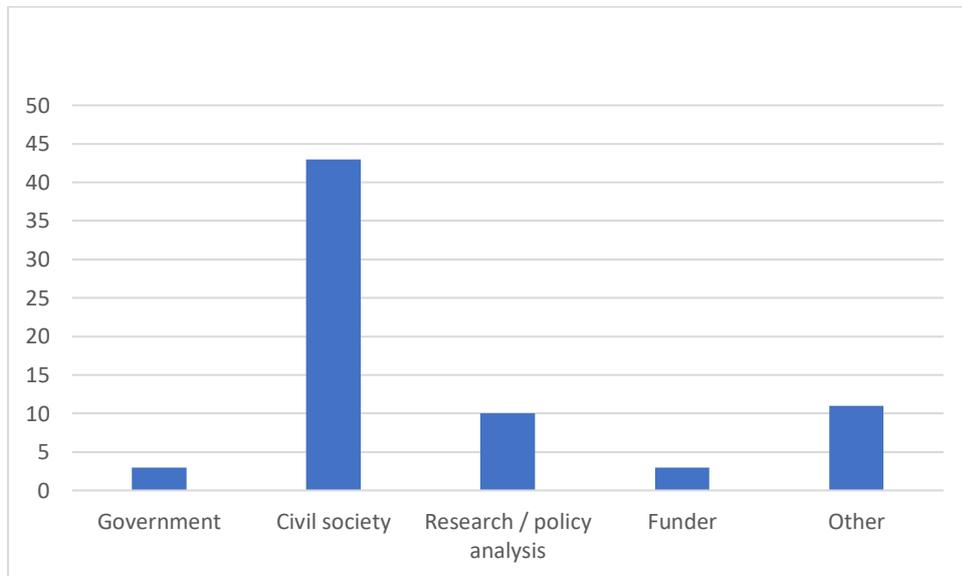
Brainstorming survey on citizen-centred accountability – full results

This document contains all responses from Integrity Action’s brainstorming survey conducted in Oct-Nov 2020. There were 70 responses in total. Some responses have been edited, or translated, in order to maintain anonymity and/or ensure they are easy to understand.

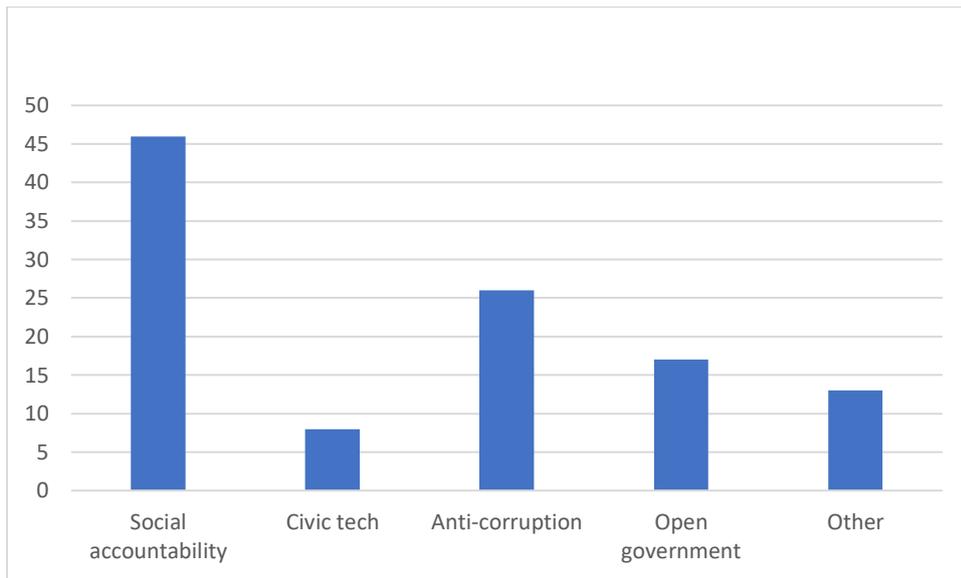
Responses under each brainstorming question have been ordered alphabetically. Responses to the brainstorming questions that were simply “yes” or “no” have not been included, since this survey was focussing on gathering and sharing ideas.

For more information, please contact info@integrityaction.org with “Sustainability survey” in the subject line. Thank you!

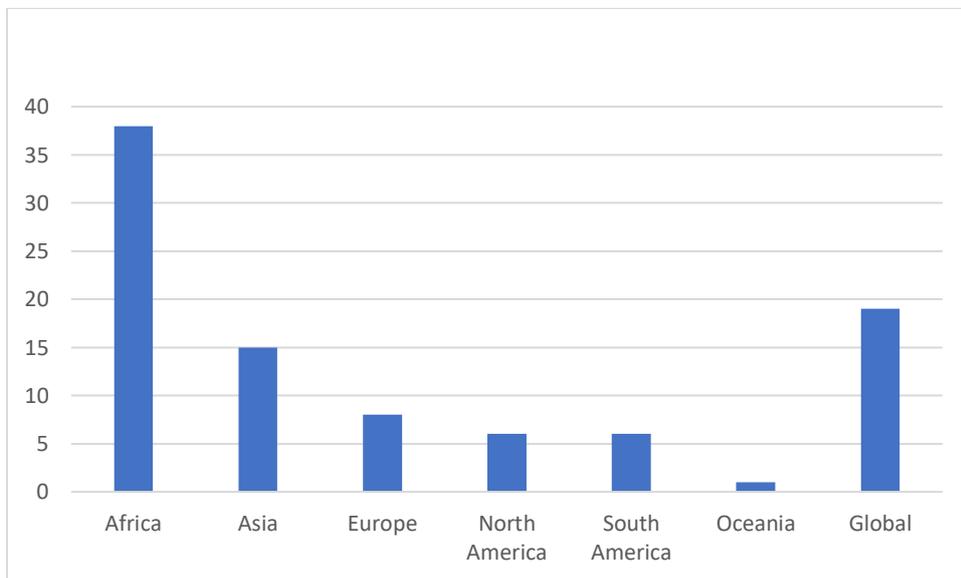
Which sector do you currently work in? (select one)



Which of these fields do you work in? (select one or more)

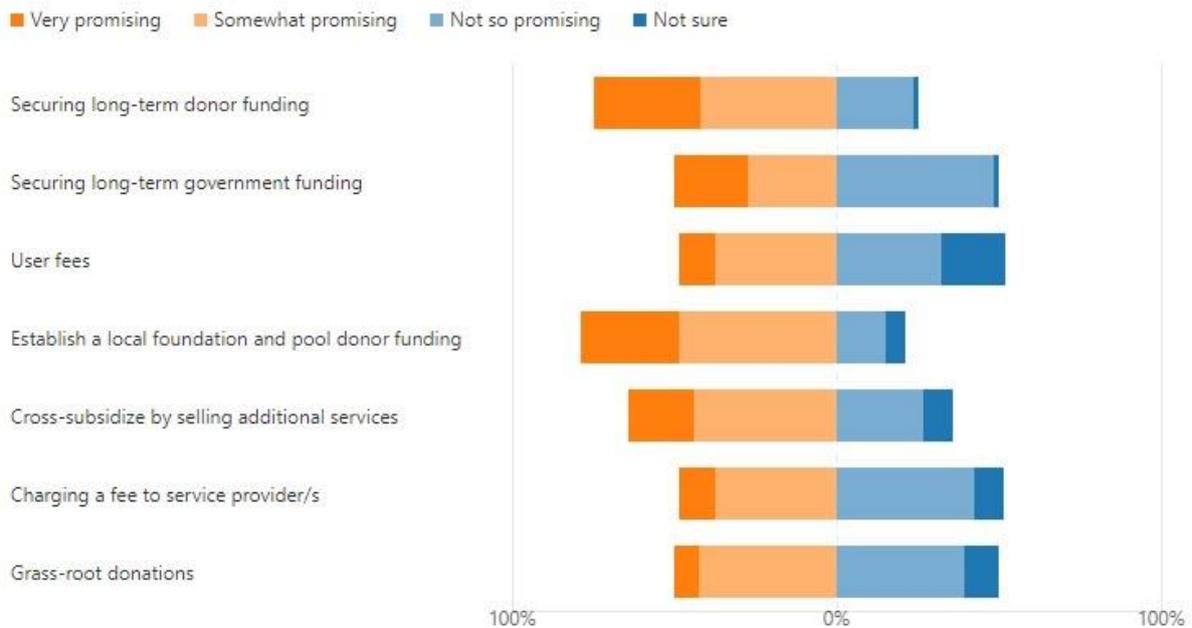


What is the geographic focus of your work? (select one or more)



In your view, how promising are the following long-term funding models for sustaining citizen-centred accountability mechanisms?

	Very promising	Somewhat promising	Not so promising	Not sure	Very promising + Somewhat promising
Securing long-term donor funding	33%	42%	24%	1%	75%
Securing long-term government funding	23%	27%	48%	2%	50%
User fees	11%	38%	31%	20%	49%
Establish a local foundation and pool donor funding	30%	48%	15%	6%	79%
Cross-subsidize by selling additional services	21%	44%	25%	10%	65%
Charging a fee to service provider/s	11%	38%	43%	8%	49%
Grass-root donations	8%	42%	39%	11%	50%



If you have any comments on specific types of initiatives / services / contexts that lend themselves to specific funding models, please add them here.

- > "Free" funding models are available in universities, although I wonder how these subjects are taught. Part of the problem is that financial reports are very poorly written and there is no willingness to make them more palpable to affected citizens. That is part of ongoing work in Guinea - turning 300 pages and 10MB into figures that communicate to local communities.
- > Accountability mechanisms could offer consultancy services and use fees they earn to fund activities. Members that have capacity/skills for different assignments could volunteer their services in order to raise funds for the mechanisms.
- > Organised, democratic civil society and strong leadership can help support a process of joint planning at the local level which prioritises accountability and reporting. In the short-term funding comes from donors and in the longer-term, from government budgets
- > Consultancy services is a veritable tool to sustaining citizen-centred accountability
- > Creating and innovation to help in fighting poverty through effective initiatives
- > Educating, Empowering and providing seed money to citizens to developing groups to work on citizen report card may be a sustainable model for citizen centered accountability
- > Funding issues must be discussed at the community level so they can identify where they leverage their demands, and esp target govt departments. this will also include identify who from amongst them would donate.
- > Funding needs to be long-term. It could be overseen by the supreme audit authority, to incorporate into more 'mainstream' audit work
- > I find this question very broad and each output will offer different values to different stakeholders so its about finding the right model for what is being delivered. Sorry
- > "I noticed that most of your funding models seem to suggest project, sector-level or country-level financing. Consider if there are any regional or international bodies that could play a role both in setting standards and financing citizen oversight.

Also, does the World Bank have any experience or examples of financing/sustaining citizen oversight mechanisms as part of loan packages?

Perhaps implied in the government-financed option, but what about taxation? Local taxes or bonds?

Is there a way to connect financing for oversight for certain services to international treaties or commitments (SDGs, etc)?

- > I rated long-term government funding as not very promising because I think it depends on the contexts. In contexts with governments with robust, long-standing norms around accountability, think that long-term government funding could actually be promising. But in places where accountability mechanisms are nascent or governments act in authoritarian ways I think that there is a lot of risk in having governments fund and 'control' accountability mechanisms.

> I think there is promise with government-supported CCA when officials have a formal seat at the table for monitoring and accountability efforts, but this is not the right choice for all situations. With the pandemic, I think grassroots funding is harder to come by. Sector specific CCA may be the best bet for funding because many sector driven donors have more funds but this does restrict the interests of communities to drive the CCA agenda. One option worth exploring is reserving a percentage of funds saved by identifying corruption to support CCA activities, however this needs more investigation in terms of what it incentivizes and potential perverse incentives

> It would be good to study other commercial models eg open corporate's selling of access to private firms. It's wholly feasible that donors, research firms and others should have to pay for community feedback information - it's cheaper than them sending their own teams.

> "Local fundraising where you seek support in cash/kind to support the social audits.

Institutionalization of audit processes-this way it is sustainable and does not require external funding because the governments will be implementing the social audits."

> Local philanthropy is a model worth exploring as it puts communities at the centre of any social accountability interventions in terms of not just benefitting from such interventions but also helping to fund them, which builds sustainability.

> Locally owned and managed funding solutions may facilitate greater 'true' sustainability and ownership without reliance on external sources

> Mechanisms for social accountability need to be integral to local government systems: Citizens' Charter, public fora, participatory planning. Consider the systemic approaches of Indonesia, Kenya, the Kerala state of India.

> My concern is that both government and foundation funding tend to push anti-corruption/integrity/accountability efforts into the existing standard set of familiar tactics, which have not had a great deal of success. Familiar approaches get perpetuated precisely because they *are* familiar, and because they don't seriously threaten the funders' own vested interests. I don't mean that to sound cynical, but it is a pattern I've observed over the years...

> one-time actions are more prone to individual giving, while institutional mechanisms at present can only realistically expect external (Western, that is) governmental and external private foundation sponsorship. a greater question, imho, is whether citizens were, in fact, active users or simply expect others' to engage in social accountability. where there is will, there will always be ways to overcome the material needs, but what sustains the will and consequent action?

> Pool funding from strategic companies and specific levy on certain commodities could generate huge resource for CSOs work

> Providing additional services based on demand

> Securing long-term government funding is the less effective because it will not be independent.

> Social accountability needs high commitment to do as intended, for doing so, there has to be a more strategical and friendly tools which will be implemented at grass root levels.

> That's a big question! CSO initiatives still very much reliant on external resources in most sub-saharan Africa which is perhaps creates path dependency and threatens legitimacy. Citizen complaint mechanisms funded by gov, when and where they work....we need to explore this more deeply.

> The "accountability culture" of a context matters - in areas where this is nascent, I would guess long-term donor funding could have a great impact. In places where this element of the social contract is developed, then shifting towards more grassroots sources of funding could prove to be more sustainable financially and deepen this culture.

> "The newly adopted market driven approach which some CSOs are following is a good example, as they are able to establish their own social enterprises by which they are able to generate revenues to use in their operations and activities.

There are several models like, consultancies services, women economic empowerment projects, microfinancing...etc. "

> "The practice has shown that long-term programmatic funding cycle (donor-funding) is a resultant and convincing way to ensure sustained support to build technical and institutional capacity to engage with governments over the long term on citizen-centred accountability mechanisms. Of course, government funding can also serve as a mean for sustainability, but it will bring another big problem in parallel, i.e., here we can loose our independence and impartiality.

But it doesn't mean that here we must so easily retreat from "government's aid": the government can take specific commitments in institutional and legislative level to facilitate social accountability on a sustainable way.

The engagement of local authorities is another "must" in this matter. LSGB's engagement for the co-creation of the 4th OGP Action Plan helped to take the OGP actions to subnational level, where both local self-government and regional governments were left out of the mainstream OGP processes in the past. The commitments were designed by national bodies, leaving the regional representatives uninformed of the philosophy and principles of OGP and making them mere implementers of top-down commitments. The project design assumed an active outreach towards the regions and considerably increased awareness on OGP initiative both among local government, stakeholders and citizens.

> There is a chance to build a hybrid solution that provides services of the public for "free" and also develop a model for corporate clients.

> We are exploring this at the moment in Malawi. Early on with this process, but looking at what incentives would encourage donors to adopt a pooled fund. The ISAF programme in Cambodia is also an example of this. Led via a WB trust fund.

> "we prefer the implementation of activities in partnership with donors and bringing together the different experiences.

Also, it is supposed that the NGOs should have income generating projects, but in Palestine since there is economic crisis, we need more years to be able to establish such projects. Further, it is important to listen to the marginalized sectors in the society, to check whether there are gaps and to look into their needs and change these to proposals. This is the secret of success of the PCPD."

> We're looking at social impact bond type models- to see if the costs saved could be offset through up-front funding to social accountability initiatives. That could be an option.

> "Youth Led Community Score Cards

Digitized Community Score Card Application developed by CARE Malawi in collaboration with Kwantu

Citizen policing as the case of Malawi in the pre-election period"

Do you see any other innovative funding models on the horizon? Please add your own examples and ideas and briefly explain why and in which contexts these models are interesting.

> "A cut on the community/ village Savings and Loan groups. A proportion of the savings can be used for other initiatives that would enhance accountability.

Revolving fund that generates interest. This would start with donors providing the start up capital. part of the interest generated would be used to fund various initiatives that promote citizen centered accountability."

> Analyze accountability ecosystems to help citizens, civil society partners and governments better understand how to make positive change happen in politically complex environments.

> As a model for citizen-centred accountability initiative, I think OGP Action Plan commitments can be a suitable solution here. As a matter of fact, often we, as NGOs, implement programs and initiatives in short or sometimes even long term period, but the operation of the "started walks" doesn't stay sustainable after the termination of the project. But, as long as we do not have formal mechanisms outside the scope of the program, hence we are facing the challenge to keep sustainable our started model for citizen-centred accountability initiatives. E.g. ADC has a successful experience with Integrity Action in strengthening government and civil society cooperation in open government partnership to improve public services, which could have served as a great funding model for citizen-centred accountability initiatives if it was taken as a commitment for the OGP Action Plan. Making the program a commitment will institutionalize successful mechanisms in other areas. E.g. in case of the project done with IA, the commitment would offer a solution in implementing a formal mechanism through which citizens and civil society could provide feedback on public infrastructure projects and establish appropriate communication channels and platforms for dialogue between citizens, service providers and relevant government authorities for improving outcomes. Engaging citizens in the monitoring process will supplement existing monitoring and oversight mechanisms by incorporating feedback from local communities on the progress of projects. The commitment can be implemented by piloting such an approach for school reconstruction and rehabilitation projects and documenting the learning for institutionalizing such mechanisms in other areas.

> CBOs and CSOs initiated local fund raising mechanism. In a USAID funded Participatory Responsive Governance Project, Counterpart was able to setup Citizens Monitoring committee Called in French Comité de Veille Citoyenne. this local CSO contribute to fund raising initiative to support community health and education service improvement by providing in-kind contribution to build and renew or extend school or health center, to providing financial support by asking community members to contribute, by paying membership fees, and by

organizing cultural events in collaboration with local famous artist and singer. Counterpart is successfully supporting such initiatives in 38 municipalities in Niger.

- > Citizen led initiatives that focus on integrating citizens day to day activities and systems. for instance citizens engaging the available systems without foregoing their day to day activities.
- > Community-level grassroots civil society - particularly women's and youth groups - can develop local grassroots funding - gaining capacity development and fundraising to their own diaspora per support organizations like Global Giving.
- > COVID 19 PANDEMIC has bring a Negative impact on the lives of millions of youths which they are disturbed and become mentally stress in lives. So i am innovating to see how i can RESPONSE to Million Youths Mentally Stress in the country.
- > In cases where organised civil society takes the lead in development processes and elected authorities commit to sharing their plans with civil society
- > Financial reports need to be very engaging. It is not always about funding. The information, more often than not, is out there (i.e. EITI), but in my experience many CSOs simply don't know or have not properly engaged. Even those CSOs on (some) multistakeholder group don't read the reports.
- > "For me this is linked to questions of scale, interoperability and the mix of tools / methodologies needed. In my experience there is no one 'right' approach that will respond to all accountability needs. For local health services one thing works, for tracking public expenditure on infrastructure projects another works best.

We need to identify the right mix of tools and ensure that all people / organisations using these tools generate data that is interoperable - both across organisation and - where there is overlap - across tool.

That leads us to sufficient scale to see accountability data playing a key role in the national response. From here we are better placed to explore which funding model is best placed to support this mix of tools. My sense is that a pooled donor fund, with strong ownership by government is the ideal mix. This has the potential to transition further to government funded over time. However, questions around if the process could become co-opted are critical."

- > Foundations/philanthropy organisations. These are more focussed on hard evidence and leveraging technology which is the future
- > Franchising (could be structured around projects or process)? Impact investing (could be structured around either sustainable outcomes or sustainable impact in your model)? National service programs (instead of paid monitors)?
- > Funding from cooperates and other non-traditional funders
- > Generally what I answered in the previous section - probably the most promising is domestic resource mobilization and sector-specific funding but both of these have their challenges.
- > "<https://www.civicus.org/index.php/media-resources/news/4468-rebuilding-for-good>
<https://www.civicus.org/index.php/media-resources/news/blog/4472-3-funding-concerns-for-civil-society-during-this-pandemic>

> <https://www.facebook.com/antac.ua/photos/3314722058626561> Crowdfunding for Facebook Ads to inform more people about the corruption of particular politicians.

<https://ti-ukraine-shop.prom.ua/> Merch shops, but they are not very profitable. "

> "I work for an international transparency initiative, promoting good resource management. We rely mostly on donor funds, but we are trying to innovate our strategies by, for example:

- charging a membership fee

- diversifying our areas of action. I consider this can bring new funding partners.

- Making a business case (e.g. enhancing reputation, complying with global standards, complying with market requirements) for stakeholders to join."

> Ideally developing countries who support or loan out to governments in Africa should have built in a citizen centred accountability to protect the integrity of the resources. Governments in Africa are all too happy to pay part of the resources to some unknown person who secured the funding Citizen's Groups must find a way to engage government to support social accountability as a mechanism for ensuring that public resources deliver the benefit they were meant for.

> "Impact Investment, circular economies, cryptocurrency.

While all of those example should be generated from the local communities and to build their business models based on available resources within the communities in order to ensure their social value added to the communities and beneficiaries for ownership and sustainability "

> In Ghana, big and large Companies like the Telecoms instead of paying their social and corporate obligation tax into pull, they rather prefer to use it on specific project and report to gov't in most cases underestimated. Getting them to pay into a single pool could raise huge funds for CSOs for effective community service

> Nothing revolutionary, but there is definitely potential for a fully commercial or hybrid arrangement.

> offering market research alongside citizen accountability

> One of these models is getting fees for subscription from the targeted groups. We do some training to other NGOs in order to get funds to the organization. We have a hall and we rent it occasionally.

> Patreon-like systems. Likely only possible for limited number of national initiatives.

> Philanthropy. This is fast becoming an avenue for resourcing interventions albeit in the humanitarian sector. In Africa for instance individuals coordinated themselves to mobilize resources to combat COVID 19. Considering this, philanthropy could be a potential avenue of financing citizen centered accountability projects in the longterm

> "Public participation processes to include opportunities for citizens to audit.

The other option is to sensitive communities in the relevance of such..that way they will find ways of funding the processes "

> Refer to above response. This is a sustainable source of funding as

- > Results based financing (similar to my previous answer).
 - > "Shift the power local philanthropy approaches and thinking advertising funded if through social media impact investment if it is high cost"
 - > "some valuable synthesis from the global experience: <https://engage.org.ua/eng/a-synthesis-study-of-financial-support-mechanisms-effectiveness-for-advocacy-focused-csos/>
- a proposed model, based on the challenge fund model: Advocacy CSO Sustainability Strategy Road Map: Next Steps in Fostering Greater Financial Sustainability in Ukraine
- > subscription models, diaspora funding models
 - > This is somewhat related to the option in Question 5 around selling related services, but I think that in many ways accountability mechanisms demand proximity to citizens, and that proximity leads to insight about what citizens want. I think that the related service that might make sense to 'sell' is essentially insights about wants, needs, desires, etc. Obviously, that's a tricky model to employ with integrity and safely. But I think it could be promising in places and sectors where major donors, governments and companies see the need for coordination. In those places, I think there would be a premium on a central mechanism for listening to what citizens want (in a way, what they want the institutions to serve them to be accountable to) in a way that the insights are then shared across different actors.
 - > unrestricted/core multi-year funding that supports civil society and movements, rather than projects, and funding that supports communities and movements to lead change that they determine, rather than funder/INGO pre-determined impact
 - > We're working towards a global financing and tech/legal support facility for social accountability monitoring and advocacy on water. Co-financed from multiple sources.
 - > When community own their problem/s and prioritize them, and know which govt dept is there to support them, and also which Non-government organizations are there to support them, they could then take collective action

Any other thoughts you would like to offer on the issue of funding models for citizen-centred accountability initiatives?

- > Because social accountability efforts by definition aim to help the have-nots, or the have-littles, and must at some point begin to put pressure on the affluent and well-connected, the problem is structural and intractable, as I see it. Maybe there are ways for citizens to provide what would amount to support-in-kind, via their participation and effort? I also think it is important to build upon existing social networks, even if/when they don't have any sort of political or governance agenda at all, because they can help build socially legitimate leadership, mutual trust, and a sense of efficacy. Their self-interested efforts even on quite different issues can, over time, create important resources for social accountability efforts --
- > "Bilateral donors should invest more in citizen accountability as a way of enhancing accountability of their funding especially where their monitoring mechanism may be centrally located.

A basket funding to enhance citizen centered accountability as a way of maximizing their investment and public resources"

- > Convincing more philanthropies to shift from service delivery (expensive!) to highly-leveraged social accountability. See https://ssir.org/articles/entry/philanthropy_for_the_womens_movement_not_just_empowerment
- > COVID-19 will greatly affect this conversation. Funding shortfalls and the pressing need to respond to concurrent crises will eclipse social accountability efforts, even though these are critical to meet service delivery ends. Ensuring funding models are responsive to this tension is critical to continue building on the positive momentum in the next few years.
- > Discuss this with urban rural communities and not only talk with NGOs working for urban rural communities
- > Every local government be made to create pool to attract payment by both companies and small percentage of individuals taxes to a local pool for CSOs work
- > For every public investment there should be a corresponding commitment to citizens accountability. This is how any well meaning government can protect public funds
- > Funding is one aspect. Their willingness to engage is crucial. In that sense, mentoring of these groups is a possible avenue. Not just a one-week "training", but real mentoring over months digitally.
- > Funding to Promoting rule of law and bureaucratic fairness can enhance the accountability which is crucial steps that governments can take to raise trust. To boost transparency and accountability, checks and balances are needed. So, empowering citizens to participate in public processes by monitoring delivery of services, in preparing budget, choosing the development project in their area might be a sustainable way to enhance citizen centered accountability.
- > i believe, the key questions to gauge were citizen awareness of the problems, willingness to associate/engage, willingness to engage through one or another initiative/institutional mechanism, actual engagement through direct participation. the funding query should be focused on what sustains citizens' democratic participation?
- > I don't work in civic tech much but I do wonder about monetizing tech-based monitoring through ads. As with other examples, this probably has some downsides and problematic incentives but perhaps worth exploring more
- > i suppose that before any funding takes place there should be consideration of the community specificity in terms of what should be done and how it should be implemented.
- > I think it would be useful to reflect on all of the different streams that fall under accountability initiatives and how these relate to funding and sustainability. For example is the funding required to deliver tech-based accountability? Is it required to support those undertaking monitoring? Breaking the avenues down in this way may allow for greater innovation

- > I think transparency into funding projects that are coming in supporting organizations should be effective and efficiency and when it comes into transparency monitoring and effective audit. This will help to track effective funding and budget spending and expenditures data and information spread sheets that coming from organizations project.
 - > I think voluntary participation and empowerment of citizens should be encouraged because funding is always not sustainable in the medium to long term
 - > In Palestine, it is important to have some funds from the Palestinian government, as a right for the NGOs. This will do suitability. Also, it is important to do collaboration with the private sector and get some funds from them.
 - > it needs to drive easy access (therefore reduced barriers to access, including fees) balanced with local ownership.
 - > It seems to me that raising public awareness about the issue and collecting funds through what we call face to face in important spots like supermarkets and public squares would make a difference in the long run
 - > Just I better recommend for strengthening the government system technically, so that they can do it accordingly.
 - > Just that such interventions need actors to explore the diverse possibilities existing for supporting them.
 - > Rights based approach to programming and citizen led initiatives need to be integrated in such a way that the initiatives are sustainable
 - > "The framework is helpful -- might you find ways to apply, validate and further test it in future phases of this research?"
- How can practitioners and policymakers think about/discern when it makes the most sense to pursue/prioritize project, process, outcome or impact sustainability (appreciating that these may not be mutually exclusive, and can be mutually reinforcing)? Some case studies of each would be a valuable contribution."
- > The government should be at the centre of citizen-centred accountability initiatives for sustainability
 - > There should be a clear knowhow models and guidelines to be made available while ensuring that the socio-economic-political context analysis is key to develop the model in order to sure the best fit and not best practice
 - > There is a need for donors to see the intersectionality of citizen-centered accountability initiatives, instead of segmented into focus areas (e.g. health) or population (e.g. youth, women). Also, to be realistic and patient about outcomes and impact
 - > Unless it is built into the project costs (i.e. the contractor has to price for it) I don't see it working yet.
 - > Very challenging to get funding

Hybrid ownership: have you encountered any promising hybrid / partnership models, where governance and decision making is shared across multiple entities? Please link to examples whenever possible and feel free to flag any noteworthy characteristics.

- > I don't think this makes any sense at scale. At scale, the best you can do in this direction is to institutionalize multisectoral planning mechanisms or local development associations which can integrate income generating activities. See epicentertoolkit.org - the creation of democratic sub-district local development associations.
- > I have been encouraged into Hybrid when I was accepted into an online Course in a University in the United States of America. During the process of my course I enjoyed online participation with other global online students which we meet, share ideas, and courses to create social media where we chat and share useful information.
- > I have not encouraged any of such.
- > I recommend to check the model that Alliance for Integrity uses. They have a hybrid very successful model.
- > I think a partnership between a regulator and civil society could be useful
- > in an horizontal accountability which is the best model to bring on board everyone's views, should be the way out because it's one factor that contributes to a transparent and accountable way of doing things.
- > In Ukraine, it's very risky to have government funding. If it comes from the local budget - NGOs become dependant on local authorities. Such NGOs might be used for the agitation during the campaign period or for the legitimization of some decisions of local government.
- > Innovation for Change (I4C) is a global network of people and organisations who work together to protect civic space and overcome restrictions to our basic freedoms of assembly, association and speech. The I4C regional hubs have built transparent and efficient decision-making structures.
- > International Transparency initiatives like the Fisheries Transparency Initiative (FITI) and the Extractive Industry Transparency Initiative. Both involve decision making processes and responsibilities for stakeholders from government, private sector and civil society.
- > The Civil Society Assembly/Council [La Asamblea de Sociedad Civil] is the body which leads the process
- > Local governments have developed citizens and governments joint monitoring mechanisms in some areas. It is thought as hybrid ownership in developing accountability in case of Nepal
- > Look into www.opener.ee hosted by TI Estonia (www.transparency.ee), but in partnership with Min of Justice who provides (in addition to expertise) contribution in kind in the form of access to the Estonian business registry which otherwise would cost the project thousands of Euros per day (Carina Paju at TIE knows more). In a way, it's probably fundraising.
- > Most gov't want easy way and no accountability. I will recommend a structure where government and the Private sector are made to create and disburse funds from pool source. Kind of hybrid.

> "Mozilla or tech community owned approaches, all based on open source, transparent tools

some governing boards have wide representation including private sector, mobile operators, local authorities etc."

> OGP springs to mind, although as we know some chapters are pretty weak. Open Corporates seem to have a pretty effective governance model, more so perhaps for the technical aspects of their standard, but still there is something to learn from.

> participatory budgeting?

> ProZorro in Ukraine is a strong example of CSO-led design and piloting that then the gov't adopted as a tool across the board

> [In Palestine there is] cooperation with the Ministry of local governance and bridging the gap between the citizens and the local government and bridging the gap. This makes the citizens more active and the local governments more responsive to their needs. There is a cooperation with the Ministry of Women Affairs in relation to CEDAW. We have talks with the Ministry of Education to develop the curricula and the teaching approaches, since PCPD is interested in shifting teaching from memorization to critical learning.

> The IBP ran a seminar recently with an example of a philippines citizen monitoring of schools. the move to integrate it in government policy seemed to coincide with a move to the right in their governance nationally so this could have some interesting lessons.

<https://www.g-watch.org/news-release/improving-education-and-curbing-corruption-monitoring-textbook-deliveries-philippines>

> the ideal partnership model would be where all parties are informed and play on the same ground in terms of holds other partners accountable, access to information and playing their role in the partnership. for example tendering in Constituency development fund in Kenya is conducted in such a way that parties do not play from equal ground. in other words tendering is not open and this results in implementation of projects that are not durable.

> The Open government partnership gives room for government and civil society to make decisions on certain issues.

> The State-Led Accountability Mechanisms in Nigeria is composed of CSOs and some key government officials like Director of Planning, Research and Statistics, M&E Officers among others. The leadership of the mechanism is co-chaired by a government representative and other members from the civil society side. This brings legitimacy of the mechanism within government with the government representatives acting as advocates and door openers for the mechanism when they need access to government information.

> "This hybrid ownership between government and citizen, is promising. Indeed, in the framework of our project, we have initiated multi-stakeholder dialogues where government, citizens and other key actors such as civil society, the private sector etc. come together to discuss and find solutions to local priorities with a very clear indication of roles and responsibilities, an action plan and mechanisms for monitoring/evaluation and accountability. This has helped to improve the delivery of health and education services and to ensure better security of people and their property in our intervention communes. For example through this mechanism, GoN was able to send teachers to remote areas and have citizens monitor the effective of that and provide feedback to GoN.

Translated with www.DeepL.com/Translator (free version)"

> "Two examples. The ISAF programme in Cambodia brings together NCDDS as the government agency leading the 'supply side' and a group of NGOs (World Vision, CARE, FHI 360 and others) leading the demand side. There is a programme level steering group that provides for governance and decision-making.

The FCDO funded programme Traction in Malawi is exploring something similar, but is at a much earlier stage. There we have created common data standards for community scorecards that ensure interoperability across World Vision, CARE and VSO data. We are moving now to creating a governance structure to oversee this."

> "Yes, the CARE Egypt Third Party Monitoring model which is a true hybrid model between CSOs and Government

<http://www.southsouthworld.org/component/k2/46-solution/1648/mainstreaming-social-accountability-in-the-emergency-labor-intensive-investment>

<https://www.facebook.com/careegypt/videos/1896160910395330/>

> Yes. Budget Transparency in Uganda. The Civil Society Budget Advocacy Group works hand in hand with the ministry of finance to track how disbursed resources are used in the country. On a small scale the ministry even funds CSBAG to do its work

> Yes. BudgIT runs a model that delivers infographics to the public, underwritten by donor organizations. We also have an organization that delivers designs for corporate organizations. The for-profit entity is fully owned by BudgIT.

> Yes...the public participation processes enshrined in devolution. Where government outlines expenditure votes and citizen propose projects for the budget making processes. There are gains to it. However there are spaces for improvement in the case for Kwale County [Kenya]. Challenges include Tokenism, biased invitation of participants among others

Transition: have you experienced initiatives that have been successfully transitioned from civil society ownership into hybrid models or into government ownership (or vice versa)? Please link to examples whenever possible and feel free to flag any noteworthy characteristics.

> Again, ISAF [Cambodia] is a good example of this. Long term and gradual transition.

> "Before PRG-PA implementation, the decision to assign a teacher from one region to another was the sole decision of the government. Counterpart PRG-PA project was able to support the government of Niger in involving its social partners, the unions, in a consensual redeployment process. For example a dialogue led to an agreement to assign more than 1,000 teachers from the capital to rural areas in need of teachers. We also supported the Ministry of Primary Education in decentralizing its teacher assignment process by including the unions, parents and local elected officials as stakeholders who now are fully involved in teachers assignment process from local to national level.

Translated with www.DeepL.com/Translator (free version)"

- > Civil society has immensely transformed the right of citizens and the right to democracy which a sustainable advocacy comes from civil societies working activities. The transition the civil societies done which are hybrid are transforming the rights of citizen, right to speak, citizens right to vote and exercise democracy right, Freedom of speech, and right to protest for their right.
- > ESAP Ethiopia? NEMC incident reporting in Kenya...more donor to gov transitions
- > Here I would like to speak about one of our successful model, Hackathon, which engaged the private sector segment, in particular the vibrant tech community of Armenia, applying innovative tech tools towards OGP goals. This methodology is unique with its format and scaling, which brought together youth, experts, user-groups and government in one platform, where they could not only raise their awareness, but be involved in co-design process. This methodology impacted on both large-scale awareness raising and directly participation in problem-solving. Hackathon worked well to find high-tech solutions to support the implementation of OGP commitments within 24-hour, where 22 Hackathon teams developed innovative solutions that would coincide with the commitments undertaken by Armenia relating to health, water and land resources management. Actually, this tool was successful enough, because it "materialized" the inputs/feedback gained during the town hall meetings and validated with expert user groups. However, here the main focus is the path to development of specific solutions, which, on the one hand, implied a comprehensive, stakeholder-based and innovative approach, reaching out hackers and coders to invest their professional skills, and mobilizing young people, Ministry representatives, as well as local and international experts from civil society for each commitment, on the other hand, who worked with the hi-tech developers to create useful projects stemming from the implementation of 3 commitments.
- > "<http://www.southsouthworld.org/component/k2/46-solution/1648/mainstreaming-social-accountability-in-the-emergency-labor-intensive-investment>
- > I wish I had - but no. Did see promise in handover from INGO Led system in Haiyan response that got handed over to local NGOs but not sure how long after the handover this was sustained
- > In Ukraine PACT was promoting the ideas of self-relying. Good example - humor show 'Toronto Television'. The organization started to generate up to 40% of the income from paid advertisement. https://www.youtube.com/channel/UCF_ZiWz2Vcq1o5u5i1TT3Kw
- > Indonesia and Afghanistan. See <http://www.ccnpp.org> and <https://www.insideindonesia.org/creating-indonesia-s-village-law-2>
- > The key is to have strong organised civil society which can support a process of consensual and sustainable management
- > no however, we have had opportunities in our Counties where Civil Societies initiated a number of initiative but due to lack of political goodwill, none of them has been adopted either as a hybrid or government ownership.

- > No, I have not. Part of the problem comes from the (over) confidence of the CSOs and the lack of ability on the part of government. This is a real problem - too much capacity building of CSOs and then "complaining" when the government does not know how to do its job. Much jealousy in this department.....
- > Not a full transitioning from CSO to government but, the collaboration mentioned in the above example from Nigeria makes government to accept and own the tools like scorecards developed and used for advocacy by the mechanism. Secondly, it has achieved full acceptance of the mechanisms into the budget and planning processes in states where the mechanisms work.
- > Not sure, you may want to contact the PAL Network secretariat to see whether any of their members have evolved in these directions. <https://palnetwork.org/>
- > Not yet. Most fizzle out once they cease to be supported by Civil Society
- > [Some work on] transition with some Community Justice Teams in Liberia: [https://www.lr.undp.org/content/liberia/en/home/stories/community-justice-team-mediates-over-60-cases-in-kakata.html#:~:text=The%20Community%20Justice%20Teams%20\(CJTs,Liberia%20with%20support%20from%20UNDP.](https://www.lr.undp.org/content/liberia/en/home/stories/community-justice-team-mediates-over-60-cases-in-kakata.html#:~:text=The%20Community%20Justice%20Teams%20(CJTs,Liberia%20with%20support%20from%20UNDP.)
- > The social-to-government transition model sounds a lot like co-optation, and seems counterproductive -- GACC in Ghana suffered that fate at various points --
- > A Palestinian Constitution was proposed to the Palestinians in general and to the governmental official Constitutional committee in particular. There has been success in developing the Palestinian electoral law from majority system into 100% proportional and we have lowered the age of candidates to the Parliament from 30 to 28 years old. PCPD has its own vision towards the unification of the West Bank and Gaza and this was submitted to decision makers in Ramallah.
- > When Ghana discovered oil in commercial quantities in 2007, Civil Society campaigned for a hybrid accountability mechanism. In 2011 when the Petroleum Revenue Management Act (PRMA) 2011 (Act 815) was passed, a Citizen's Accountability Mechanism was provided for called the Public Interest and Accountability Committee (PIAC) under under Section 51 of Act 815. The PIAC is to monitor and evaluate compliance of the Act by Government. Membership of PIAC are ordinary citizens
- > Working on social accountability in public education in Morocco we were able to notice that the mechanism was adopted by schools and they still use it even after the project ended. However, we do not have enough fundings to document this experience further
- > yes we have experienced such a model where every other initiative its community driven and this is one way of showing that with all stakeholders cooperating then as a region we would be far in terms of development
- > Yes, but in the context of community schools (service delivery) rather than strictly social accountability.
- > Yes. 'Barazas' (community based gov't-citizen interaction for a) which act as performance monitoring mechanism in the local Governments in Uganda. The programme creates a platform for the citizens to participate in the development cycle through monitoring

the use of public resources in the delivery of services at local Government Level). These were initiated by CSOs but now are part and parcel of the govt service delivery monitoring mechanism under the Office of the Prime Minister.

> Yes.....we had a scholarship program to train pre-service students then bond them for at least three years. Once done with schooling, they were employed by the project for 1 year then transitioned to government

New ideas: can you envision any innovative models of ownership or partnerships that in your view should be tried out in the future?

> Aggregatable mobile-enabled citizen scorecards.

> Citizen Voice Action

> Set up a formal Civil Society Assembly/Council which is recognised by the local government and which has formalized legal status

> Creation of accountability championing working groups that bring together high levels of government sectors, government departments charged to oversee accountability, non-state actors both CSO and private reps. this should be at district council level

> There will be something new in Loop with a representative governing Board and open ownership of the data.

> Multi-stakeholder dialogue mechanism that Counterpart has employed. where Government, citizens, CSOs and other key actors are able to talk together as counterpart and find solution that bind them.

> I think grassroots funding and ownership structure is also a good model. This is a scalable approach in building civic interest.

> I think models that are provided for in the law should be encouraged

> I think some sort of co-ownership makes most sense. The dichotomy you mentioned is real- too much government ownership can be problematic, but equally some buy-in is critical. I suppose the key is to ensure that buy-in at the local level in particular, where these processes are closest to citizens.

> "I think there has to be some power transfer involved - and not just gov to people, also development partners to people. This could be money (participatory budgeting) or perhaps citizen roles in formal auditing practices etc."

> I think there should be a mechanism whereby citizens can opt to provide additional funding to well-functioning public accountability institutions - e.g. supreme audit institutions, public protector / -Ombud, prosecuting authority, etc. Almost like a voluntary tax which citizens will likely only pay if the institution is functioning well. Sometimes it is not in government's interest to fund these institutions to full capacity, but it is in citizen interest.

> if the system is set up in the beginning with deep community buy in and ownership and not just handed over after wards and ensuring the channels are preference of the community

> let all initiatives be community driven and hence sustainability shall be the positive end result.

> Local and regional citizen coalitions built around a range of appeals (social activities, conferring status and recognition, small-scale material incentives) and aimed at the purpose of improving specific services and facilities in specific locations

> "NGOs which are good in communication can sell their services to other NGOs, business or local communities. If NGO has a unique data set - it can sell the subscription.

I like this example <https://youcontrol.com.ua/>"

> Ownership or partnership is valid while working with CBOs, community based organizations.

> Spend more time and money on regional development / civil servants and leverage networks. Without a strong network and a dialogue-oriented policy framework, results will be sparse and not sustainable.

> "State and central government partnerships - with a blend of financing from both sources. Look at opportunities within Ministries that are charged with decentralization.

Parliamentary or Ministry of Finance oversight bodies and university, CSO and community foundation partnerships."

> Strategy on how to tackle the youths mental stress from the Pandemic crises, Create effective events which will create youths raising awareness on how this will change in creating post respond to the COVID 19. Rebuild the minds of youths, and change the way they think. Creating opportunities post funding in supporting this youths to regain their business again.

> The beginning to a successful hybrid model is for CSOs to embrace constructive and collaborative advocacy and move away from combative advocacy. That way it is likely to breed an avenue for hybrid ownership

> The idea of hybrid models is very positive but I find it complicated to achieve, specially considering divergent goals among stakeholders (e.g. private vs civil society). I think the examples of EITI and FiTI are worth considering for multi-stakeholder administration.

> The localization of the SDGs offers a huge opportunity for partnership among all relevant stakeholders, also the aid effectiveness and ensuring the proper return of investment and value for money is being ensured

> CARE Morocco model that is close to citizen charter might be interesting not only in education but also in other public services especially in health

> The Private Sector should be brought aboard the transparency and accountability agenda. Most embezzlement of resources in most African countries for example is done through collusion of civil servants and private companies that provide goods to government. Citizen empowerment and transparency should be considered part of CSR and private sector-accountability to citizens

> The transition from individual established non profit to the community ownership

> When youth suggest and propose initiatives, they feel ownership and commitment in implementation. And this guarantees the sustainability.

- > With continuous engagement/collaboration with government, accountability mechanisms can embed their members in the government office that coordinates the area of work, for example, in the Ministry of Health
- > Yes, since no gov't especially in the developing world would allocate funds for social accountability. It could work if certain percentage of taxes are allocate from the local government level to the higher level for social accountability. Most funding for such activity usually comes from donors. It's time each country creates structures for its citizens to hold them accountable
- > Yes, there is need to have an online portal where the youth can easily access information on government business, share feedback and comments on various issues both online and offline.
- > You could see how local chapters want to be governed, see what works best for them rather than top-down directives about governance.