

International Intergovernmental Coalitions: An Overview

Providing background information on existing models (including general structure and leadership, key activities & stakeholder interaction, membership, and finances), successes, remaining challenges, and a summary of a recent independent evaluation of the Freedom Online Coalition.

Prepared by:

Justin Hashimoto, jhashimoto@wellspringadvisors.com

For follow-up questions, contact:

Addison Smith, asmith@wellspringadvisors.com

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Executive Summary

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In June 2016, several governments announced their intention to form an intergovernmental coordination coalition on LGBTI issues called the “Equal Rights Coalition”. This coalition will be officially launched in July 2016 at the Global LGBTI Human Rights Conference in Montevideo.

The founding members of the Equal Rights Coalition state that it will be primarily “diplomatic in nature” and serve as “a platform to exchange information, discuss and learn about donor practice, strategy and policy.” The Coalition will not replace the LGBT Core Group in New York, as the work of the partnership will “extend beyond UN diplomacy” and include “regional and bilateral cooperation.”¹

In order to better understand the landscape, benefits and structure of these partnerships, this document seeks to provide a general overview of similar coalitions. Detailed Coalition information can be found in the appendix:

- [Freedom Online Coalition \(FOC\)](#)
- [Community of Democracies \(CD\)](#)
- [Equal Futures Partnership \(EFP\)](#)
- [Extractives Industry Transparency Initiative \(EITI\)](#)
- [International Code of Conduct on Private Security Service Providers Association \(ICOCA\)](#)
- [Open Government Partnership \(OGP\)](#)
- [Voluntary Principles on Security and Human Rights \(Voluntary Principles\)](#)
- [International Forum on SOGIE \(Kenya\)](#)

Interviews with several representatives of the above coalitions revealed commonalities regarding successes and challenges. The full list can be found in “Existing evaluation/analysis”.

¹ *Equal Rights Coalition: Factsheet*. Internal document. June 2016.

Introduction

What is the overall landscape for these types of intergovernmental partnerships?

Is there commonality around the types of issues around which they form?

What are the models? What are the notable benefits and challenges?

Background and Landscape

Intergovernmental coalitions and partnerships form around a variety of issues, and most evolve in both structure and strategy over time. However, these partnerships tend to form around several common themes. These themes contain elements that are usually related to the promotion of human rights, government openness/transparency, peace-building, security or development. The majority of coalitions have a set of core principles or standards by which their members must agree to and abide by.

Although the coalitions and partnerships utilize different models to structure themselves, they tend to have commonalities across the following categories: Governance, Activities, and Stakeholder Interaction Model.

- **Governance:**
 - A Secretariat (either dedicated in a government posting or administered by a third-party NGO, law firm, etc.), usually with a smaller decision-making steering committee or council.
- **Activities:**
 - Most coalitions have been launched at an international thematic conference or around the establishment of an important international document.
 - The coalitions continue their work through different structures:
 - Conferences
 - Promoting relevant public policy through special initiatives and diplomacy
 - Working groups
 - Or monitoring members' compliance with internationally established codes and principles.
- **Stakeholder Interaction Model:**
 - Government-led
 - Some coalitions are primarily government-led, but they actively involve civil society organizations, public and private donors/organizations/companies, and multilateral agencies in their work. Often (but not always), governments comprise the primary decision-making/executive body.
 - Multi-stakeholder

- Other coalitions follow a multi-stakeholder model involving a different combination of governments, civil society organizations, private and public donors/organizations/companies, and investors in both their work and decision-making processes.

The different types of coalition models will be discussed further in the following sections.

Structural Commonalities across Coalitions

Although each of the analyzed Coalitions utilize different structures to coordinate their efforts, there are commonalities across the four following categories: Key Activities & Stakeholder Interaction, General Structure & Leadership, Membership, and Finances.

Key Activities & Stakeholder Interaction

The majority of Coalitions have incorporated some mechanism of ongoing interaction and knowledge-sharing among its members. These mechanisms take different forms: Formal & Informal.

- Formal: Defining and pursuing strategic and tangible issue-specific outcomes through a formal mechanism (i.e. Formal Working Groups, participation on the Board, Steering Committee, or Advisory Board, etc.).
- Informal: general information exchange and knowledge-sharing, peer-to-peer networking, etc. (i.e. informal in-person meetings, teleconferences, email list-serv, etc.).

Additionally, most of the analyzed Coalitions operate around a large, all-member conference that brings together multiple stakeholders. The frequency of these conferences vary, but most Coalitions host them on an annual basis.

General Structure & Leadership

Regarding Governance: In both the Government-Led and Multi-Stakeholder models (described in introduction), there is usually a smaller body of Coalition members who form a governing council, steering committee, or Board of Directors. This smaller contingent of Coalition members usually serves as the primary decision-making/executive body.

Regarding Secretariats: The majority of analyzed coalitions have a permanent secretariat. The secretariat is comprised of Coalition Members and usually has a specified host. The Freedom Online Coalition and Voluntary Principles on Security and Human Rights contract their secretariat (FOC with Global Partners Digital in London; Voluntary Principles with Foley Hoag law firm in Washington, DC). There is no readily available information on the secretariat for the Equal Futures Partnership.

Civil Society Interaction Models

All of the analyzed coalitions involve civil society at some level in their work. Civil Society interaction happens in a variety of ways. They include (but are not limited to):

- Work with government institutions involved in the partnership/coalition (Equal Futures)
- Involved in decision-making through a Board of Directors or Steering Committee,
 - This involvement can be either integrated into the governance structure (as ICOCA, OGP, or Voluntary Principles) or operate parallel to it (CD)
- Involved in Working Groups pursuing strategic, tangible outcomes
 - WGs are usually sub-thematic
 - Usually allow for multiple stakeholder engagement
- Involved in Advisory Boards/Academic Advisory Boards
 - These Boards usually run parallel to the existing governance structure, providing advice, input and expertise.
- Involved as observer members

Membership

Membership in all Coalitions is contingent upon subscription and commitment to a set of core principles. The majority of Coalitions have specific procedures and policies around membership application, commitment, and suspension/removal. Application and removal of members is usually handled by the secretariat or board.

Finances

The Coalitions have varied funding streams, but most are funded through voluntary government contributions and voluntary member contributions. Some of the Coalitions are funded by development agencies and philanthropic foundations through multiyear grants.

There is limited information available on specific budgets, but according to the recent evaluation on the Freedom Online Coalition (Morgan, 2016) yearly budgets can typically range from USD \$150,000 to \$5 million.

Existing Evaluation/Analysis

Is there existing research about these types of partnerships?

Are there formal evaluations of the work or impact of specific initiatives that can be reviewed and incorporated?

In recent interviews with several representatives of the analyzed coalitions, we asked them to identify successes of these particular types of partnerships, as well as some challenges that remain and suggestions to overcome them. Across the responses, there were commonalities that could be generally applicable to similar, future endeavors.

Successes

- Facilitation of the continuous sharing of information, materials and expertise
- The creation and maintenance of a strong and varied network of multiple stakeholders
 - Involvement of stakeholders, including Civil Society, is critical to success. Initiatives are more accurately informed and grounded in reality and context.
- Creation of an open space/structure that brings together varied stakeholders who may not have had the opportunity to do so otherwise.
- Successfully filling a gap that has not been adequately addressed by existing international organizations or regional bodies.

Challenges (and suggestions)

- Structure
 - Membership
 - Tendency for coalitions to be initially (intentionally) informal with application, commitment and removal processes. It may be advantageous to think about these processes in the early stages, as informal structures tend to produce difficult challenges as the membership grows and/or diversifies.
 - Could also be advantageous to discuss membership commitments in the early stages: helpful to be clear and intentional with identifying commitments that expected of members
- Stakeholders
 - Sustainability: too many members may make the coalition unsustainable. Helpful to analyze which stakeholder (and Civil Society) interaction model is most appropriate in the early stages, and to be intentional of stakeholder expectations, as well as how to effectively operationalize the chosen models.

[Exploring Lessons Learned and Recommendations for Creative Multilateralism \(US-led review\)](#)

While still in process at the time of this review, the Multilateral and Global Affairs Directorate (MLGA) of the US Department of State – DRL is working with the University of Denver Korbel School of International Studies to examine seven “creative multilateral/multistakeholder organizations” (CMOs) with which the US has been actively engaged. Describing these CMOs as organizations that “tend to be issue-specific, exhibit less-formal membership criteria and governance rules, and deploy flexible and evolving tactics toward their objectives” the initiative will examine the evolution of different CMOs, identifying “similarities and divergences in approaches and results, in order to identify both CMO-specific and broader recommendations.”² This initiative will look at seven CMOs focused on human rights, democracy, and good governance, including: the Voluntary Principles; CD; EITI; FOC; ICoCA; and the Public-Private Alliance for Responsible Minerals Trade (PPA).

[Summary of FOC evaluation](#)

The Freedom Online Coalition recently commissioned an independent evaluation of its work and effectiveness in four areas: membership, governance & structure, efforts & activities, and funding. The following is a brief overview of highlights from that evaluation, which was released in May 2016.

[The full evaluation: “Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition” \(Morgan, 2016\) can be accessed here.](#)

The following information was retrieved from Morgan, S. Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B. 2016³ (unless otherwise noted).

Methodology: Overview

- Research conducted from September 2015 to January 2016
- Two interview questionnaires
 - Government Coalition Members
 - All other stakeholders
- Questionnaires addressed four key areas: membership, governance & structure, efforts & activities, and funding
- 30 total interviews conducted from the following:
 - Government Coalition members
 - Working Group members
 - CSOs

² See DRL-MLGA’s terms of reference for the *Creative Multilateralism: Lessons Learned and Recommendations* initiative.

³ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B.* 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

- External stakeholders
- Industry representatives
- Academics

Findings: Overview

- Activities and Stakeholder Interaction
 - Respondents cited the following as Coalition successes
 - “Creation of a space for government coordination and engagement...with other stakeholders through Working Groups”
 - “Quality of the substance and discussion in the Working Groups”
 - “Opening up conversations on critical subjects”
 - “Annual conferences have been held in locations around the world, including the global south.”
 - “The digital defenders partnership”
 - Respondents cited the following as Coalition shortcomings
 - “Lack of clarity on what the Coalition is and what it is trying to achieve”
 - “The challenge of pointing to tangible results and successes; the need to create clearer metrics to measure successes”
 - “Need for better external communication about the Coalition’s work”
 - “Poor senior level government attendance at the most recent conferences”
- Benefits of Membership
 - “Improved diplomatic coordination and the opportunity to work with like-minded government partners to break through some of the traditional diplomatic blocks.”
 - “Demonstrating to other parts of their own governments that it is possible to work constructively with other stakeholders, particularly civil society”
 - “Facilitating engagement with other parts of government on Internet freedom and its connectedness with other issues such as cyber security and national security”
 - “Raising the visibility of their government at international events such as the IGF”
 - “Using the Coalition as a valuable venue to talk about security and human rights concerns”
 - “Facilitating the use of diplomatic channels to progress towards the 2012 Human Rights Council resolution regarding the same rights applying online that apply offline”
 - “Increasing knowledge within government of rapidly evolving technology and the potential implications for human rights.”
- General Challenges
 - “Broadening membership geographically”
 - “Keeping members engaged and committed to a strong set of principles”

- “Creating greater clarity on the added value of the FOC and what it is trying to achieve”
- “The need for some kind of accountability mechanism to address instances in which member governments are not meeting their Internet freedom commitments”
- “Developing specific indicators and measures of success”
- “Ensuring that the people in the room have the authority within their governments to make policy.”

Recommendations: Overview

- “Clarify the aims and objectives of the Coalition”
- “Increase the legitimacy of the Coalition by establishing a mechanism through which stakeholders can raise concerns about the actions of a member government”
- “Institute a mechanism whereby members’ performance at meeting their commitments can be periodically reviewed”
- “Establish more stable funding for the Coalition through the introduction of multi-year commitments and a tiered funding model”
- “Create a formal link between the working groups and the FOC’s governance in order to ensure that outputs from the working groups are considered and responded to by the FOC”
- “Improve the Coalition’s communication, clarifying membership criteria and rendering more transparent, to the extent possible, its diplomatic interventions.”

Appendix: Existing Models

How does knowledge-sharing and work happen?

How do various actors and stakeholders (civil society, private donors, multilateral agencies, etc.) interface with the coalitions?

How are the groups resourced and led?

Detailed Coalition Information

The information in this appendix was retrieved from Morgan, S. Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B. 2016⁴ (unless otherwise noted).

Equal Rights Coalition (ERC): Government-Led⁵

Launching in 2016

Summary

“The exact structure is still to be developed. The Freedom Online Coalition provides an interesting perspective, but any suggestions on how to structure the coalition are welcome. One option is that the current working groups that have been established for the Montevideo Conference will continue under the coalition...members of the working groups are more than welcome to come up with suggestions regarding the structure and working methods of the coalition.

The Coalition intends to hold a senior-level conference at least biannually...and establish informal working groups to secure continuity and provide a forum for regular communication with other stakeholders, going beyond mere information exchange and encouraging concrete cooperation to create tangible outcomes.”⁶

General Structure and Leadership

“The exact structure is still to be developed. The Freedom Online Coalition (FOC) provides an interesting perspective, but any suggestions on how to structure the coalition are welcome. One option is that the current working groups that have been established for the Montevideo Conference will continue under the coalition.”⁷

⁴ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B.* 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

⁵ Equal Rights Coalition: *Factsheet*. Internal document. June 2016.

⁶ Equal Rights Coalition: *Factsheet*. Internal document. June 2016.

⁷ Equal Rights Coalition: *Factsheet*. Internal document. June 2016.

Key Activities

- Knowledge-sharing
 - “The Coalition will share, as appropriate, information between our States on how best to advance the human rights of and support inclusive development for, LGBTI persons and to consider measures needed to protect and advance these rights working in close engagement with all relevant stakeholders, including other States, regional and multilateral organizations, CSOs, and the private sector.
- Conferences and Working Groups
 - The Coalition intends to hold a senior-level conference at least biannually...and establish informal working groups to secure continuity and provide a forum for regular communication with other stakeholders, going beyond mere information exchange and encouraging concrete cooperation to create tangible outcomes.
 - The conferences and working groups are important for a through which accountability regarding our commitments will be ensured, including mutual exchange on recent progress made among coalition members. Civil society involvement and participation will be crucial in that regard.”

Stakeholder Interaction

- Governments
 - “All governments that want to subscribe to the Founding Principles can become a member of the coalition”
- Multilateral and regional organizations
 - “Coalition Members will ensure to work in close engagement with multilateral and regional organizations. If they wish, they could become observers in the coalition.”
- Civil Society
 - “In the context of shrinking space for civil society, Coalition members commit to consulting closely with civil society and actively engaging them in our individual and combined international efforts.”

Membership

Membership process:

- Governments
 - “All governments that want to subscribe to the Founding Principles can become a member of the coalition...the Founding Principles...affirm that the rights and freedoms enshrined in international human rights law, including the Universal Declaration, apply equally to LGBTI persons. This is equally affirmed in the ‘Leave No One Behind’ commitment in the 2030 Agenda for Sustainable Development.”
- Multilateral and regional organizations
 - “Coalition Members will ensure to work in close engagement with multilateral and regional organizations. If they wish, they could become observers in the coalition.”
- Civil Society

- “Civil society, particularly LGBTI human rights defenders, are crucial actors in the effort to realize equal rights for all. In the context of shrinking space for civil society, Coalition members commit to consulting closely with civil society and actively engaging them in our individual and combined international efforts.”

Finances

- No information is available on this yet.

Freedom Online Coalition (FOC): Government-Led⁸

Launched in 2011

Summary

A coalition of 30 countries, launched by Dutch Foreign Minister Uri Rosenthal at the first FO Conference in the Hague, the Netherlands in 2011. The coalition gathers “informally as governments and in consultation with other stakeholders at numerous conferences and intergovernmental meetings relevant to internet freedom...to coordinate viewpoints, share relevant information, and discuss strategies to advance an open internet.”⁹

The coalition holds an annual multi-stakeholder conference, has a capacity building element (launched the [Digital Defenders Partnership](#) in 2012), and three working groups that continue work between the annual conference¹⁰:

- “An Internet Free and Secure”
- “Digital Development and Openness”
- “Privacy and Transparency Online”

General Structure and Leadership

Governance

- Headed by the Coalition Chair (currently Costa Rica)
 - Rotates among member states annually
 - Provides diplomatic support, coordinates overall FOC activities alongside international conferences
- Coalition Chair is assisted by “Friends of the Chair”
 - Group of members (8 countries)
 - The group provides support, assistance with diplomatic work and preparation of annual conference.
- Working Groups

⁸ Freedom Online Coalition. <https://www.freedomonlinecoalition.com/>.

⁹ Freedom Online Coalition. <https://www.freedomonlinecoalition.com/>. *Freedom Online: Joint Action for Free Expression on the Internet*. Publication. February 2013. <https://www.freedomonlinecoalition.com/about/documents-list/>

¹⁰ Freedom Online Coalition. <https://www.freedomonlinecoalition.com/>.

- Multi-stakeholder
- 15-20 members working toward practical outcomes on key issues of concern.

Secretariat

- FOC Support Unit
 - Neutral, third party
 - Provides administrative and coordinative assistance to the Coalition
 - Also acts as point of contact for public

Current Secretariat host: Global Partners Digital (London)

Key Activities & Stakeholder Interaction

- Working Groups
 - “The groups act as a mechanism for multi-stakeholder engagement, consisting of 15-20 members, including FOC governments and representatives from civil society, academia, and the private sector. The working groups hold two main functions:
 - Secure continuity and relevance of FOC engagement by working continuously throughout the year and in-between physical FOC meetings.
 - Provide an avenue for multi-stakeholder engagement with FOC governments. By providing a forum of regular communication with other stakeholders, this engagement goes beyond mere information exchange and encourages concrete and issue related cooperation to create tangible outcomes.”
 - [The TOR of the Working Groups can be accessed here.](#)
- Annual Conference
- Informal meetings
 - “Members of the Coalition regularly gather informally as governments and in consultation with other stakeholders at numerous conferences and intergovernmental meetings relevant to Internet freedom as well as in specific countries, to coordinate viewpoints, share relevant information, and discuss strategies to advance an open Internet in each context.
 - Occasionally, the Coalition also organizes separate sessions and workshops in international forums themselves in order to invite cooperation with other states and stakeholders.”
- Digital Defenders Partnership
 - “Founded at the Freedom Online Conference in Kenya in 2012, the Digital Defenders Partnership (DDP) is a grant making mechanism that provides support to organizations and individuals working in the digital emergency field.”
 - [More info here](#)
- Joint Activities
 - “The Freedom Online Coalition offers its members an informal diplomatic space to share information and concerns about current developments that threaten to compromise Internet freedom around the world.
 - This fast and direct information sharing allows the Coalition to react quickly to

recent developments and deliberate them in an informal setting among governments who are governed by the same principles of Internet Freedom. In many cases, this allows the Coalition to react together by issuing Joint Statements and press releases, representing the views of either the whole Coalition or specific members.”

Membership

Application process:

- Send application to the Chair Country and Founder of the Coalition
- Alternatively, expressions of interest and formal applications can be sent to the Support Unit (Secretariat).
 - Contact via contact form on website or email
- Members are assessed on their online human rights domestic record, voting record in international fora, and foreign policy.

Membership commitments: “Once a government has joined, there is a requirement to uphold the founding principles, but there is no mechanism of enforcement.”

Removal process: There is no current, formal structure of membership suspension or removal. In a recent independent evaluation of the FOC, there was “remarkable consensus among respondents that there ought to be a mechanism to either suspend or remove members.”

Finances

- Funding stream
 - Voluntary contributions from member governments
 - “Industry” for specific activities (conference, travel support for CSOs)

No available/accessible info on budget.

Community of Democracies (CD): Government-Led¹¹

Launched in 2000

Summary

A government-only coalition of 106 countries, the CD builds on the 2010 Warsaw Declaration and seeks to provide “ongoing support to countries that are launching-or continuing- their democratic journey. Activities range from knowledge transfer through forums that share best practices with elected officials, political candidates and civic activists to intensive mentorship programs.”¹²

¹¹ Community of Democracies. <http://www.community-democracies.org/>.

¹² Community of Democracies. <http://www.community-democracies.org/>. *Strengthening Democracy*. Brochure. Revised February 2016. <http://www.community-democracies.org/The-Community-of-Democracies/Our-Community/Boilerplate-about-the-Community>

The coalition hosts a biennial ministerial conference, partners with the UN Special Rapporteur on Freedom of Association, has a peer information exchange network (Leaders Engaged in New Democracies or LEND), and six working groups to continue efforts between conferences¹³:

- Enabling and Protecting Civil Society
- Education for Democracy
- Promoting Freedom of Opinion and Expression
- Elections
- Women and Democracy
- Community of Democracies Governance and Effectiveness

General Structure and Leadership

- Government-only coalition, Government-led
- 106 governments
- Involves work of civil society, public and private sector
Governance
- Secretary General
- “An Executive Committee assists the Presidency which rotates between members of the Governing Council every two years.”¹⁴
- Governing Council: 28 Countries
- International Steering Committee
 - “Includes 28 representatives of civil society who provide ongoing counsel to the Governing Council and entire CD. It develops strategies and activities to promote civic space, evaluates CD activities, proposes areas for consideration, and expresses the views of civil society during Governing Council deliberations.”¹⁵
- Academic Advisory Board
 - “Panel of experts consisting of distinguished professors and researchers in the fields of democratization, comparative politics, law, governance, civil society and human rights. The members provide expertise to the various bodies of the CD, produce policy papers and play a critical role in organizing educational workshops.”¹⁶

¹³ Community of Democracies. <http://www.community-democracies.org/>.

¹⁴ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

¹⁵ Community of Democracies. <http://www.community-democracies.org/>. *Strengthening Democracy*. Brochure.

¹⁶ Community of Democracies. <http://www.community-democracies.org/>. *Strengthening Democracy*. Brochure.

Secretariat

- Permanent, 7 plus the Secretary General
- Host: Warsaw, Poland
- Liaison Office: UN Geneva

Key Activities

- Working groups.
 - Enabling and Protecting Civil Society
 - Education for Democracy
 - Promoting Freedom of Opinion and Expression
 - Elections
 - Women and Democracy
 - Community of Democracies Governance and Effectiveness
- Country-specific initiatives.
- Ministerial conferences
- Capacity building work with civil society.
- The Leaders Engaged in New Democracies (LEND) Network
 - “A peer-to-peer hub; a global forum for exchanging information and expertise on democratization and building strong and accountable democratic institutions.”¹⁷

Stakeholder Interaction

- Governments
 - Key activities (described above)
 - Governing Council (described in membership)
- Civil Society
 - International Steering Committee
 - “Includes 28 representatives of civil society who provide ongoing counsel to the Governing Council and entire CD. It develops strategies and activities to promote civic space, evaluates CD activities, proposes areas for consideration, and expresses the views of civil society during Governing Council deliberations.”
- Other Stakeholders
 - Academic Advisory Board
 - “Panel of experts consisting of distinguished professors and researchers in the fields of democratization, comparative politics, law, governance, civil society and human rights. The members provide expertise to the various bodies of the CD, produce policy papers and play a critical role in organizing educational workshops.”

¹⁷ Community of Democracies. <http://www.community-democracies.org/>. *Strengthening Democracy*. Brochure.

Membership

Application process:

- Prospective members evaluated on the following:
 - Support for emerging and transitional democracies
 - Participation in the UN Democracy Caucus
 - Designation of a senior official to act as the point of contact
 - Potential to provide tangible contributions that will strengthen the CD

Membership commitments:

- Members commit to the 19 core democratic principles in the Warsaw Declaration of 2000.

Removal process:

- Membership can be revoked for “unconstitutional interruption” or “deviation from the democratic process.”
- Governing Council removes a member by consensus

Finances

There is no readily available/accessible information on funding stream, revenue or budget.

Equal Futures Partnership (EFP): Government-Led^{18 19}

Launched in 2012

Summary

A government-led, multilateral initiative that encourages member countries to focus on the economic and political empowerment of women. The Partnership includes 28 countries and the European Union, partners with private sector, non-profit and multilateral institutions, and has an advisory subcommittee led by civil society and private sector partners.²⁰

The Partnership works with “key stakeholders in their countries, including civil society, to identify policy and program priorities” and sets “achievable goals as commitments within the Partnership, exchanges best practices and lessons learned, and reports on progress.”²¹ EFP is hosting its second high-level Equal Futures meeting in September 2016. It is unclear how often the partnership meets in an official capacity.

¹⁸ US State Department. <http://www.state.gov/s/gwi/equalfutures/index.htm> *Equal Futures Partnership*.

¹⁹ Phone interview. EFP Representative. 07 July 2016.

²⁰ US Department of State. <http://www.state.gov/s/gwi/equalfutures/index.htm>. *Equal Futures Partnership*. Updated 2016.

²¹ US Embassy.

<http://iipdigital.usembassy.gov/st/english/texttrans/2014/09/20140922308745.html#axzz4CQIGwEC9>. *Facts on Equal Futures Partnership for Women’s Participation*. September 2014.

General Structure and Leadership

- Established new structure in 2015
- Led by Steering Committee, 6 members
 - Sets strategic vision
 - Member outreach
 - Consists of past chair, current chair, and future chair, as well as representatives from regional subcommittees
- Regional subcommittees
 - Asia & Pacific islands
 - Europe
 - Middle East and North Africa
 - Latin America
 - Africa
- Support Unit
 - Supports steering committee, manages advisory committee, manages and maintains website
 - Consists of two members
 - Rotating chair (position rotates between Capitals)
 - Support officer (position also rotates between Capitals, usually an officer within a relevant institution of a member State)
- Advisory Subcommittee
 - Representatives from NGOs, academia, and subject matter experts are invited to participate. The subcommittee focuses on assisting the steering committee and larger partnership in setting agendas, sharing materials and information with partnership members, promoting partnership activities and initiatives, providing mutual support through joint actions.
 - Subcommittee is organized and managed by the Partnership's Support Unit

Key Activities

- "Equal Futures partner countries commit to taking actions -- including legal, regulatory, and policy reforms --- to ensure women fully participate in public life at the local, regional, and national levels, and that women lead and benefit from inclusive economic growth.
- Member "Pairing"
 - Structural cooperation between two countries that are focusing on the same/similar cluster of issues. This particular type of cooperation can involve knowledge-sharing and the exchange of experts and materials related to the issue. These type of exchanges aide and strengthen each government in their country-level commitment/initiative.
 - Example: USA and Mexico have been paired to focus on survivors of sexual-based violence and their economic empowerment. They exchange experts and information on this issue. This is usually done through institutions (i.e. the DOJ in the USA).

- The above example has proven to be beneficial. Since government members are required to include all relevant stakeholders in the design and pursuit of their commitments, these types of activities create a network and establish relationships with multiple stakeholders with institutions both within and between the “paired” countries. (for example, DOJ is now connected with a variety of stakeholders in Mexico)
 - Member countries show an interest in pairing across regions as well, as long as they have a common goal or set of goals to work towards.
 - Emphasis on Network Building
 - Moving away from meetings that focus solely on crafting declarations that state what “should be” done.
 - Encouraging members in all regions of the world to build networks with each other and all relevant stakeholders to develop and strengthen their identified initiatives and commitments.
 - Currently exploring opportunity to draft a joint statement

Stakeholder Interaction

- Working closely with key stakeholders to identify policy and program priorities, Equal Futures members set achievable goals as commitments within the Partnership and report on progress. Members exchange best practices and lessons learned in a flexible and agile framework. Key multilateral stakeholders, such as UN Women and the World Bank, as well as leading businesses and non-profit institutions, also support the work of Equal Futures.”
- Advisory Subcommittee
 - Representatives from NGOs, academia, and subject matter experts are invited to participate. The subcommittee focuses on assisting the steering committee and larger partnership in setting agendas, sharing materials and information with partnership members, promoting partnership activities and initiatives, providing mutual support through joint actions.
 - Subcommittee is organized and managed by the Partnership’s Support Unit (explained in structure)
- Main avenue for Civil Society is through country-level government institutions (Foreign Affairs office, DOJ, etc.) that are working towards the commitments identified by the government member.
 - Since government members are required to involve civil society and all relevant stakeholders in their work towards their commitments, CSOs can work in partnership with the relevant country-level institutions to help achieve these commitments.

Membership

- Currently 29 countries and the EU
- Grew from initial 12 founding countries.

Application process:

- Government representatives and other interested stakeholders send an email to inquire for more information.
- Governments interested in joining submit a letter of intent. Letter must state their reasons for wanting to join, their goals, and their willingness to participate with stakeholders and other members.

Membership commitments:

- Each member must define a set of commitments, constructed with all relevant stakeholders at the national level (or EU level, in the case of the EU)
 - Must be firm set of objectives that are measurable in progress. Objectives can focus on both the political and economic empowerment of women, or they can focus/elaborate more on one issue than the other. It depends on the country, and each country gets to decide what is most prevalent to them.
 - Must have clear agenda for mid-term period.
 - Must participate in the meetings and activities they're organizing.

Removal process:

- No formal removal process.
- Steering Committee is currently exploring possibilities related to a mechanism for removal.

Finances

- Support Unit Officer is funded through the Officer's Capital. Considered an "in-kind" contribution to the Partnership.
- Usually, the Government(s) chairing the Support Unit is responsible for its financial maintenance. As this is a rotating role, the responsibility shifts from year-to-year.
- Meetings are usually scheduled in proximity to large, relevant events/forums (CSW, UN GA, etc.) since most Government members will be in the same location. This is a model the membership is satisfied with- it is also economically beneficial (less travel, less scheduling, etc.)

If meetings take place outside relevant events/forums, each member is responsible for their own travel costs.

[Extractives Industry Transparency Initiative \(EITI\): Multi-Stakeholder](#)

Launched in 2003

Summary

A multi-stakeholder coalition consisting of 51 countries, industry and institutional investors, private sector, and civil society focused on increasing accountability and transparency on the governance of natural resources, such as gas, oil, metals and minerals.

Each country establishes a multi-stakeholder coalition (government, industry and civil society) that is overseen by the EITI International Board. The national coalition decides how to effectively implement the EITI standards in their country. Then, key information and recommendations are reported and widely shared for public debate and recommendations.²²

General Structure and Leadership

- Multi-stakeholder
- 51 countries, industry and institutional investors, private sector, and civil society

Governance

- Governing Board of 20, including Board Chair
- Board has representatives from governments, CSOs, companies, and investors
- “Each Board member except the Chair is invited to have an alternate, who is welcome to observe Board meetings and deputize for the member.”²³
- Board meets 2-3 times per year
 - Board has 7 committees, reestablished every 2-3 years
 - Committees: Audit, Finance, Governance and Oversight, Implementation, Outreach and Candidature, Rapid Response, Validation
- All-member conference every 3 years

Secretariat

- Permanent, 24 members
- Host: Oslo, Norway
- “Role specifically includes: outreach and advocacy, communicating and sharing lessons learned with stakeholders, providing technical advice, oversight of the validation process and highlighting results in countries”.²⁴
- Also organizes the all-member conference and Board meetings every 2-3 years.

Key Activities

- Implementing the EITI standards.
 - Training and capacity building
 - Highlighting and sharing the work of implementing countries
 - Considering new applications
 - Raising awareness of the EITI standards.
 - Country reports widely shared for public debate and recommendations

Stakeholder Interaction

- Governments, CSOs, companies, and investors sit on “Governing Board”. There are 20 Board members.
- Governments, CSOs, companies, and investors are in Working Groups. There are 7 WG.

An all-member conference happens every 3 years.

²² EITI. <https://beta.eiti.org/about/who-we-are>. *Who are we and How we work*. Last updated 2016.

²³ EITI. <https://beta.eiti.org/about/who-we-are>. Last updated 2016.

²⁴ EITI. <https://beta.eiti.org/about/who-we-are>. Last updated 2016.

Membership

Application process:

- Governments can be:
 - Implementing Country (applies to be EITI member, is considered a candidate until evaluation and successful validation of implementing the EITI standards after 2.5 years. Candidate Country becomes Compliant Country and is continually evaluated)
 - Supporting (Provide “political, technical and financial support”. Multiple methods to joining listed on their website: <https://beta.eiti.org/supporters/countries>)
- “Companies, investors and NGOs indicate their interest in joining the EITI, to support the implementation of the EITI standards and consider a voluntary financial contribution.”²⁵

Membership commitments:

- Implementing countries commit to the [EITI standards](#).
- Supporting countries and stakeholders provide commitments in a variety of ways. These are listed on the website: <https://beta.eiti.org/supporters>

Removal process:

- Country can be suspended when
 - The country has not made any important progress
 - The situation in the country does not allow the EITI process to move ahead, such as in the case of political conflict.
 - The country manifestly breaches the EITI Principles and Requirements.
 - The government of a suspended country may apply to have the suspension lifted at any time.
- Country can be delisted from the implementing country status when
 - It has been suspended and has not addressed the corrective matters as identified by the Board.
 - It hasn't made enough progress in implementing the Standard within the required timeframe.
 - If it manifestly fails to adhere to a significant aspect to the EITI Principles and Requirements.

A delisted country may reapply for readmission as an EITI candidate at any time.

Finances

- The majority of funding (62% in 2014)²⁶ comes from

²⁵ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

²⁶ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

- Governments
- Development agencies
- Additional funding comes from companies
- 2014 Revenue: \$5 million USD

[International Code of Conduct on Private Security Service Providers Association \(ICOCA\): Multi-Stakeholder](#)

Launched in 2010

Summary

A multi-stakeholder organization consisting of governments, private sector, and civil society organizations focused on “promoting, governing, and overseeing the provision of security services and respect for human rights and national and international law in accordance with the Code of Conduct on Private Security Service Providers.”²⁷

The organization is established as a Swiss non-profit association. The mandate of the ICOCA focuses on three main activities: Certification of members (“assessing whether a company’s systems and policies meet the Code”), Reporting, monitoring and assessing member performance (compliance with the code), and Handling complaints (investigating alleged violations of the code).²⁸

General Structure and Leadership

- 6 governments, 16 CSOs, over more than 100 private security companies²⁹

Governance

- Board of Directors
 - 12 members
 - Equal stakeholder representation
- General Assembly
 - All members
 - GA meeting happens at least once per year

Secretariat

- Permanent, 5 members
- Operates under supervision of an Executive Director, appointed by Board of Directors
- “Secretariat...responsible for maintaining records necessary for the ongoing governance of the Association [including, but not limited to]: rules, bylaws, records of votes, any other records of governance”³⁰

²⁷ ICOCA. <http://www.icoca.ch/en/icoc-association>. *The ICOCA Association*. Last updated 2016.

²⁸ ICOCA. <http://www.icoca.ch/en/mandate>. *Mandate*. Last updated 2016.

²⁹ According to <http://icoca.ch/en/membership> site as of July 8, 2016.

³⁰ ICOCA. <http://www.icoca.ch/>

Key Activities

- Promotes, governs, and oversees the ICOCA code. Focuses on the following activities for/on its member companies:
 - Certification (compliance with the ICOCA code)
 - Reporting, monitoring and assessing progress and compliance
 - Handling complaints and potential code violations

Stakeholder Interaction

- Governments, CSOs, and private security companies share equal representation on the Board of Directors. There are 12 members.

All members participate in the General Assembly. This happens at least once per year.

Membership

Application process ([full details here](#)):

- Applications are submitted to the Secretariat, reviewed by the Board. The Board is the primary decision maker on membership.
- Alternatively, private security companies (PSCs), CSOs and governments can apply to be an “observer member.” Applications submitted to secretariat, members are chosen by the Board.

Membership commitments:

- Membership divided into three categories:
 - Private Security Companies
 - Civil Society Organizations
 - Governments
- Commitments are made to the ICOCA Code of Conduct.
- Certification is received upon evaluation and compliance with the code.
- Must adhere to ongoing, independent monitoring and evaluation.

Removal process:

- Complaints can be raised against members.
- Complaints reviewed by Board- members can be suspended if the Board finds they have violated the code.

[More information can be found in the TOR](#)

Finances

- Majority of funding is provided by ICOCA members through:
 - Industry member dues
 - Application fee (one-time fee for joining)
- Government contributions are voluntary
- In-kind contributions provided by the Government of Switzerland and Geneva Centre for the Democratic Control of Armed Forces (DCAF)

- 2016 budget: \$1.1 million USD

Open Government Partnership (OGP)- Government-Led³¹

Launched in 2011

Summary

Primarily a government-led partnership consisting of 69 participating countries, OGP includes civil society organizations in two ways: an international steering committee of equal government and civil society representation, and the Independent Civil Society Engagement Team that works to “broaden, strengthen and engage a strong civil society network to participate in OGP, particularly at the national level.”³²

The Partnership focuses on promoting more accountable and transparent governments that are responsive to its citizens by “ensuring open government policy debates...supporting local reformers, fostering engagement with a wider range of stakeholders and holding countries accountable for the progress they are making.”³³

General Structure and Leadership

- Government-led, multilateral initiative
 - Involves CSOs and multilateral agencies in its work
 - Includes CSOs in two ways:
 - International steering committee
 - Independent Civil Society Engagement Team that works to “broaden, strengthen and engage a strong civil society network to participate in OGP, particularly at the national level.”³⁴

Governance

- International steering committee
 - 22 members (11 government, 11 civil society)
 - 4 co-chairs (2 government, 2 civil Society)
 - 2 OGP ambassadors
 - Meets at least 3 times per year, including once at Ministerial level

Secretariat

- Permanent, 14 members
- Also identified as the “OGP Support Unit”

³¹ OGP. <http://www.opengovpartnership.org/about>. Brochure. 2015.

³² OGP. <http://www.opengovpartnership.org/>. Last updated 2016.

³³ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

³⁴ OGP. <http://www.opengovpartnership.org/>. Last updated 2016.

- “Designs and implements the core program of work...also oversees relationships with multilateral partners and funders and provides strategic administrative assistance to the Steering Committee and the broader partnership.”³⁵

Key Activities

- Each Member Country identifies specific transparency, accountability, and public participation commitments into a National Action Plan (NAP)
- Peer exchange and working groups
 - The goal: “to develop an active and mutually supportive community of reformers from around the world, engaged in specific thematic areas and experiencing similar challenges.”
- Open Government Awards
 - The goal: “awards are given to reformers from government and civil society organizations who have led open government initiatives resulting in real and sustainable change in people’s lives.”

Stakeholder Interaction

- Governments and CSOs share equal representation on the “International Steering Committee”. They meet at least 3 times per year, including once at the ministerial level. CSOs additionally lead the “Independent Civil Society Engagement Team” that works to “broaden, strengthen and engage a strong civil society network to participate in OGP, particularly at the national level.”

Membership

Application process:

- Governments must meet OGP [eligibility criteria](#):
 - Fiscal Transparency
 - Access to Information
 - Public Officials Asset Disclosure
 - Citizen Engagement
- If eligibility is met, a Letter of Intent must be sent to the OGP Steering Committee. Must be signed by “senior political leader” and include commitment to OGP principles and Independent Reporting Mechanism
- A Ministry must be identified as the “lead” in developing a National Action Plan
- CSOs
 - No official procedure for joining. The brochure lists several ways that CSO can participate. They include:
 - Helping a government achieve OGP eligibility and membership
 - Co-creating National Action Plans
 - Assisting Implementation
 - Assessing Performance

³⁵ OGP. <http://www.opengovpartnership.org/>. Informational Brochure.

- Contributing to learning

Membership commitments:

- Commitment to the Open Government Declaration of 2011
- Development of National Action plan with multi-stakeholder/ public consultation
- Commitment to ongoing independent evaluation on progress

Removal process:

- “OGP has adopted a Response Policy to enable concerns about members to be raised. Responses to issues raised are made public through their website. Members are also required to produce a self-assessment report, which is also made public.”³⁶

Finances

- Funding comes from
 - Philanthropic foundations through multiyear grants
 - Bilateral aid agencies
 - Annual contributions of all participating member governments
- 2014 revenue: \$4.5 million USD

Voluntary Principles on Security and Human Rights (Voluntary Principles): Multi-Stakeholder

Launched in 2000

Summary

A multi-stakeholder model partnership that includes governments, companies and NGOs involved in the extractives industry (oil, mining, and gas companies). The Voluntary Principles are a “set of principles designed to guide companies in maintaining the safety and security of their operations within an operating framework that encourages respect for human rights”³⁷

The partnership pursues its mission through “mutual learning, best practice sharing and joint problem solving with different stakeholders.” Additionally, there is an annual plenary meeting for members, as well as a required annual report each member must submit detailing their progress on implementation of the principles.³⁸

³⁶ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

³⁷ Voluntary Principles. <http://www.voluntaryprinciples.org/>. Last updated 2016.

³⁸ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

General Structure and Leadership

- Multi-stakeholder model, includes governments, companies and NGOs involved in the extractives industry (oil, mining, and gas companies).

Governance

- Primary decision-making mechanism: the Plenary
- Primary executive body: Steering Committee
- Financial and administrative issues are handled by the Voluntary Principles Association

Secretariat

- Provided by Foley Hoag, law firm based in Washington, DC

Key Activities and Stakeholder Interaction

- Annual plenary meeting
 - Emphasis of work is engaging multiple stakeholders in knowledge-sharing and problem solving.
- Each member of the Voluntary Principles submits an annual report that illustrates their progress towards implementation of the principles.

Membership

Application process:

- Applications are submitted to the Secretariat.
 - [The process for governments can be found here](#)
 - [The process for companies can be found here](#)
 - [The process for NGOs can be found here](#)
- The Steering Committee is the primary decision-maker on membership.

Membership commitments:

- Members must adhere to The Voluntary Principles. [They can be accessed here](#)

Removal process:

- “A government’s status in the Voluntary Principles will be reviewed if there is consensus in one constituency that the government is committing genocide, widespread or systematic war crimes or crimes against humanity.”³⁹
- NGOs must re-apply every year to continue involvement.
- There is no defined process for companies.

Finances

- Funding comes from
 - Governments
 - Corporate members

³⁹ Morgan, S. *Clarifying Goals, Revitalizing Means: An Independent Evaluation of the Freedom Online Coalition; Annex B*. 2016. <http://www.global.asc.upenn.edu/publications/clarifying-goals-revitalizing-means-an-independent-evaluation-of-the-freedom-online-coalition/>.

No information on revenue or budget.

International Forum on SOGIE (Kenya)⁴⁰

Launched in 2014

Summary

Mainly government-led, this informal partnership evolved from a Human Rights Defenders Working Group initiative focused on helping local embassies implement EU guidelines on Human Rights Defenders and SOGI. Although the partnership evolved from an EU related initiative, it now includes the USA, Canada, Brazil, Mexico, and Australia. Additionally, the partnership has grown to include donors, Civil Society, and Kenya-based SOGI organizations.

Members of the partnership meet bi-monthly in Kenya to discuss and respond to current events related to SOGI human rights in the country and surrounding region.

General Structure and Leadership

- Government-led but involves multiple stakeholders in its work
- No formal structure, leadership or Secretariat/Support Unit.

Key Activities and Stakeholder Interaction

- The Agenda is mostly informed by the context of what is happening related to SOGI human rights in Kenya and surrounding structure. There is informal information-sharing and discussions that occur.
- Primary issues:
 - Safety
 - Development
 - Consultations on projected country-level interventions
- The Partnership has small Working Groups (about 4) that focus on different issues (litigation, safety & protection, etc.).
- Stakeholders can participate in the working groups and larger bi-monthly meetings, once their membership is approved.

Membership

Application process:

- Recommendation based. Must be approved by general membership, usually at bi-monthly meeting.
 - Members of the partnership will present a new member who is interested in joining to the larger group. The larger group then states any objections and decides if they

⁴⁰ Phone interview with SOGI Partnership Representative. 06 July 2016.

can be a part.

- Civil Society applicants must be connected to one of the Civil Society group members (for example, one of the two main SOGI orgs in Kenya or IGLHRC and be introduced/recommended by them.) Additionally, a CSO/NGO can be considered to join without a direct connection to the group if they're seen as bringing a constituency that has been left behind.

Membership commitments:

- There is general agreement among members regarding safety of information that is shared and discussed – other than that there are no formal commitments.

Removal process

There is no formal process for removal of members.

Finances

- Mostly funded by two government members. No formal funding structure/process.
- There was a call made to fund this initiative/partnership. Mostly governments responded, but donors and civil society also responded. They put money into a pooled fund which is used for both overhead (which has minimal costs) and programs.