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## A Blueprint for Future of the IPA Civil Society Facility

**Coherence, ownership and sustainability** alongside (cost-) **effectiveness** should be the main guiding principles of the Facility benchmarking and programming.

➤ **Coherence:**

1. The Commission needs to improve coherence between **policy/objective** (benchmarks) and **IPA assistance** programming and implementation (project fiches) in order to maximize the impact of its work.

➤ **Ownership & sustainability:**

**in planning:**

2. **Governmental structures** (e.g. council's for civil society development) and **CSOs networks/platforms** should carry the ownership on civil society and civil dialogue development and investments should be made in their further development and functioning (if not already). These structures will form the basis for early and partner inclusion of CSOs in the preparation of Structural Funds;
3. **LAGs** provide certain level of ownership, but they are a project structure. They could serve as a basis for improved **donor coordination** (since in most cases they include CSO, governmental and donor representatives);
4. Local **(cross-)sectorial networks in the region** should be identified and included in the process;
5. **Clear rules of the game and their respect:** whatever the shape and structure, the procedures for selection, origin/"representativity" and feedback to civil society on the inputs should be clearly set and followed;
6. In terms of sustainability, the Facility should secure continuity of the funds for CSOs, incl. **funding by national Governments** in beneficiary countries;
7. **Priorities** should be derived at from **national level**, while **measures** (i.e. instruments and calls) can be of **regional nature**, esp. where this can be (cost-) effective.

**in implementation:**

9. **Strengthening regional CSOs networking and initiatives**, not only networking vis-a-vis EU networks/partners should be prioritized (e.g. lead applicant needs to be from the beneficiary countries). There is a great similarity in problems and solutions within the region and thus, easier learning and sharing than from EU partners;
10. Do not diversify areas of intervention/topics, but rather **diversify methods of implementation**, i.e. through different size of grants and **co-financing ceiling** (e.g. small CSOs vs. bigger CSOs);
11. Involve actors which have previous **knowledge, know-how** and **proven track-record** to implement basic services to CSOs.

➤ **(Cost-)effectiveness:**

12. The main criteria for **selection of the method of implementation** should be the cost-effectiveness in order to bring maximum impact and sustainability of the IPA assistance for the EU and the final beneficiaries;
13. Greater **synergy and coordination** between the 3 Facility components (TACSO, P2P, and Partnership Actions) within the Multi-beneficiary, but esp. the national programmes need to be developed in the future. **P2P** activities need to be coordinated, but preferably **organized in partnership** with national or regional networks;
14. **Capacity-building activities** (e.g. trainings, internships/twinings, small development/initiatives grants) need to be combined into a **tailor-made capacity-building package** targeting **sectoral, organizational or individual level** in order to enable **concrete results and impact** on all (individual, organizational and sectoral) levels.