



Operational Plan 2011-2015

DFID Civil Society Department

Updated June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



1) Context

In the past decade, many developing countries have experienced fast growth, and in most parts of the world, poverty has been decreasing. However, there are still over one billion people living in extreme poverty, mostly in sub-Saharan Africa and South Asia. Twenty-two of the 34 countries furthest from achieving the MDGs are in or are emerging from violent conflict, most of which have an associated, protracted humanitarian crisis. Many poor people also live in countries that have reached middle income status.

Until 2015, DFID will work towards the MDGs in those low income fragile and conflict-affected states which have yet to meet any of the MDGs. DFID will invest in global public goods such as eradicating polio; preventing and treating pandemics; and dealing with problems created by weak or absent governments such as terrorism and organised crime. We will also look at DFID's role in reducing poverty in middle income countries. Emerging global powers such as India and China will strongly influence how we solve these global problems. Policy Division's role will be to offer the best policy options based on evidence that will help DFID build economic, social and political institutions that enable poverty reduction and sustainable growth, as well as social and political inclusion, including for girls and women.

For lasting change and development, the UK government recognises the value of a vibrant and active civil society. Civil society plays a vital role worldwide in helping citizens improve their lives. Civil society organisations (CSOs) often help disadvantaged groups and geographical regions that governments and official donors fail to reach. Civil society is more than just non-governmental organisations (NGOs) - it includes faith and diaspora groups, community based organisations and others. Some are large and well-established; others are small and informal, with limited skills and tools.

The role of civil society in development has been widely recognised - the Accra Agenda for Action specifically mentioned the need to 'deepen engagement with civil society organisations'. In the UK, the government has emphasised the importance civil society and published a 'compact' – an agreement that governs relations between government and civil society organisations. DFID's work with civil society emphasises the need for results, value for money and transparency.

The government's development priorities rely on action by several different sectors, and CSOs, along with governments and the private sector, play a pivotal role. DFID has five broad objectives for its work with civil society: (i) to provide goods and services to the poor, particularly the hard to reach; (ii) to help people in developing countries to hold governments and others to account and influence decisions that affect poor people's lives; (iii) to help poor people to do things for themselves; (iv) to build public support for development in the UK (v) to encourage the growth of an active civil society.

Civil Society Department (CSD) is part of DFID's Policy Division (PD). CSD responsibilities cover three areas: (i) Fund management – managing a large number of DFID's central funding schemes (c £800m invested over the 2011-2014 period) for maximum results and value for money; (ii) Policy engagement - using DFID's relationships to inform and improve policy and practice in DFID's work with and through CSOs; (iii) Relationship management – using CSD's in-depth knowledge of CSOs to link parts of DFID with the right civil society organisations to help change the lives of poor people.

CSD is the central lead for DFID's work with civil society, and works closely with teams across DFID, the UK government, and DFID's international partners. It represents the UK in meetings with other donors that work on civil society issues.



2) Vision

Overview

PD will formulate policy that transforms poor people's lives. It will be the 'go to' place for cutting edge knowledge, innovation, and expertise on what works and what doesn't work, and how to measure impact. PD will inform the approach DFID takes to meet its future priorities (eg working with the private sector, focusing on innovation and technology) and how DFID should engage in countries in which it does not have a traditional bilateral programme. PD will use the best ideas, evidence and analysis to:

- support the delivery of the bilateral programme through lesson learning across the portfolio; expertise on value for money, indicators and unit costs of investments; knowledge sharing and facilitation; gathering experience from innovation; delivering reviews of the portfolio etc.;
- provide analysis and advice in response to ministerial and business plan/ Structural Reform Plan priorities;
- continue (but devote less staff time to) promoting change internationally and in international organisations by helping develop UK government policy positions for the G8, G20, G8, post-2015 framework, international summits and climate negotiations; and coordinating actions and policy positions with other donors, philanthropic organisations and international bodies;
- engage in Whitehall discussions around aid and non-aid (eg migration and civil society work);
- be accountable to the UK public and parliament on the UK's development effort (PD answers 50% of all of DFID's Parliamentary Questions); and,
- deliver selected aid results that are better funded centrally.

During the Spending Review 2010 (SR10) period, CSD will specifically contribute to three pillars of work: Delivering the MDGs; Improving Governance and Security; and Delivering Global Partnerships. Through contributions in these areas, CSD will lead a step change in DFID's centrally funded non-humanitarian work through civil society with a clear focus on results, value for money, transparency and accountability. CSD will also increase its contribution to DFID's cross-cutting priorities on: women and girls; work in fragile environments; work with private sector; work on climate change and resource scarcity. CSD will achieve its objectives by:

- increasing knowledge, expertise, policy and practice in DFID on the most effective ways of working with civil society
- helping CSOs to more effectively deliver against the MDGs (supporting the scale-up of country programmes and work on Global Public Goods).
- increasing the value for money of programmes carried out by CSOs
- helping establish the UK as a global leader on working with civil society in international development.

CSD will contribute to DFID and wider UK Government priorities by:

- delivering the MDGs through – role of civil society in supporting citizens to improve lives, delivering services and holding governments and others to account promoting transparency, value for money and effectiveness
- maximising the ability of CSOs to contribute in practical ways to: improving the lives of women and girls; helping adaptation and mitigation of climate change; strengthening partnerships with the private sector in development.
- collaborating on specific high priority issues with other Government Departments and offices (Foreign and Commonwealth Office, Office of Civil Society - Cabinet Office, UK Charity Commission and National Audit Office).

What CSD will stop:

- running the Civil Society Challenge Fund (once existing commitments are completed). This will be part of rationalising DFID's central civil society funding
- running the Governance and Transparency Fund when the existing work is completed in March 2014;
- funding existing poor performing programmes (releasing up to £5m per year to use for higher return investments).



3) Results

Headline results

Pillar/Strategic Priority	Indicators	Baseline	Expected Results
MDG: Education	Number of people assisted in education through DFID support. <i>(annual, that can be attributed to DFID support)</i>	108,881 March 2011	110,000 people annually.
MDG: Health	Number of people benefitting from health services supported by DFID. <i>(total, attributed to DFID support)</i>	0, March 2011	3 million people by 2013/14
MDG: Health	Number couple years of protection* (CYP) provided as a result of DFID-funded support. <i>(total, attributed to DFID support)</i>	0, March 2011	7.5 million CYP by 2013/14
MDG: Water and Sanitation	Number of people benefitting from DFID supported water and sanitation interventions. <i>(total, attributed to DFID support)</i>	0, March 2011	700,000 unique beneficiaries by 2013/14
Governance	Number of civil society organisations assisted-by DFID to monitor government performance or influence government decision making	100, March 2011	800 civil society organisations and community groups in more than 80 countries by 2013/14.
Global Partnerships	Percentage of civil society organisations funded by Civil Society Department that comply with International Aid Transparency Initiative (IATI) standards.	0, March 2011	100% by 2013/14
Global Partnerships	Number of civil society organisations, funded by Civil Society Department, piloting learning products produced with support from DFID.	0, March 2011	30 civil society organisations by 2015 (including the British Overseas Aid Group)

* "Couple years of protection" (CYP) is a commonly used measure for reporting family planning service levels. CYP refers to "the estimated protection provided by contraceptive methods during a one-year period based upon the volume of all contraceptives sold or distributed free of charge to clients during that period."



3) Results (continued)

Evidence supporting results

CSOs are accepted as an essential part of the global partnership to deliver the MDGs and public goods. Civil Society can play a unique role in reaching poor and marginalised communities; in helping poor people set standards for their lives and demand that they be met, and in providing basic services and livelihoods in places that the government or private sector have not reached (Gaventa and Barrett 2010).

MDGs

The headline results related to the MDGs are based on expected numbers of beneficiaries from Programme Partnership Arrangements (PPAs) over the Spending Review period. PPAs are a form of strategic funding, allocated through a competitive process to CSOs that have a track record for achieving results in their field. The first annual reviews, plus independent progress reviews of each of the PPA agencies, have shown that the vast majority are on track to achieve their expected results.

Evidence collected by the National Audit Office (NAO) shows that "engaging with CSOs leads to benefits, in line with development objectives. Monitoring reports found 80% of CSO projects were largely successful in achieving their intended inputs. Project evaluation reports commissioned by DFID have also shown that working with CSOs increases the ability of CSOs and others to help poor people; improves advocacy; and deliver services. This is confirmed in DFID's evaluation of its strategic funding of NGOs up to the end of 2010.

Governance/accountability

In an analysis of 100 sample case studies, Gaventa and Gregory (2011) look at ~~consider~~ the outcomes of projects to engage citizens. They found that more than 70% of such initiatives had positive outcomes. Their analysis suggests that citizen mobilisation or engagement has in some cases led to national level policy changes, as occurred in Brazil, Mexico, Chile, South Africa and the Philippines. Moreover, in many more cases, citizen mobilisation has contributed to improved development outcomes and service delivery in the areas of health; food and livelihoods, the provision of water; housing; and education.

Value for Money (VfM) rationale

The Civil Society Portfolio Review highlighted significant benefits of central funding and rationalised funding (Civil Society Portfolio Review 09/10). Central funding generally incurs lower administration costs (less than 2% of the total fund). Risk is spread by acknowledging that some projects will achieve greater long term impact than others. The costs and benefits of specific projects within different funds are considered at start of project as well as in mid-term reviews. Poorly performing projects will be revised or stopped to increase the value for money of the portfolio.



4) Delivery and Resources

While PD continues to set the agenda, including for the international community, on key policy themes that have significant impact on development (including climate change, wealth creation, health, education, corruption, fragility), PD is increasingly working more with country offices to help improve the value for money of country programmes. Priorities include: ensuring that DFID teams have access to the right information when they need it, working on policy for specific poor and vulnerable groups such as people with disabilities; increasing value for money; using others' knowledge and experience; providing advice on unit costs, benchmarking, metrics and indicators; acting on evidence from portfolio reviews; capturing experience from innovation and using this to contribute to programme design and business cases; creating quality UK/DFID policy that guides action at country level and advising country offices how to carry out policies; . In **exceptional** circumstances PD will provide staff on short term loan to offices in high priority countries where gaps in expertise threaten DFID's ability to achieve results. These will be agreed with the PD Director.

CSD's results are primarily delivered through central funding schemes, which will be rationalised over the SR period as follows: **Programme Partnership Arrangements (PPAs)** (£120m pa 2011-14), PPAs offer flexible strategic funding which enables CSOs in the UK and overseas to achieve agreed outcomes in DFID's priority areas; the **Global Poverty Action Fund (GPAF)** (£40m pa): The GPAF comprises two funds: Community Partnerships for small organisations, and Impact, for medium sized organisations. The **Civil Society Challenge Fund (CSCF)** enables small and medium sized UK CSOs to improve the ability of poor people to demand their rights as citizens; the **Governance and Transparency Fund** (£130 million over 5 years 2008-2013), which consists of 38 programmes that assist over over 800 civil society organisations in 100 countries to help more than 60 million citizens be able to effectively represent their views and interests and hold governments to account for their actions .

Additionally, CSD supports the works of two other grant making organisations. The **Common Ground Initiative (CGI)** (£11.1m, co-funded with Comic Relief to 2013) aims to increase funding to small and diaspora organisations to create real and sustainable change to poor and disadvantaged communities in Africa. It funds more than 160 programmes that will reach more than a million people. The **Disability Rights Fund (DRF)** helps grow and encourages collaboration between Disabled People's Organisations (DPOs). Both funds will be extended for 2013/14 onwards. CSD will achieve its objectives to manage knowledge and influence through:

- working more with country offices on policy areas that involve work with civil society in fragile and challenging environments.
- working more with DFID (and other government) policy and research teams on civil society related issues and brokering relationships between policy teams and CSOs (and between CSOs) to ensure that lessons and innovation are shared. For example, CSD has established a DFID/CS Learning Partnership and increased support to country offices and other parts of DFID (on UK Aid Match, International Citizen Service, Private Sector and work on the Beyond Aid agenda).
- managing relationships with more than 200 civil society organisations to ensure DFID maintains its strong reputation as a donor, and to improve value for money, transparency and effectiveness. CSD have overseen completion of more than 150 due diligence assessments that allow DFID to contract with CSOs with confidence.
- working across the UK government on improving work with civil society, including the government's compact with civil society , the Big Society agenda and anti-terrorism.
- working with other donors, especially through the Donor Group on Civil Society Effectiveness, following on from the High Level Forum on Aid Effectiveness 2011 (with DFID's Finance & Corporate Performance Division (FCPD), the Organisation for Economic Operation and Development (OECD), DFID Seconded National Expert (SNE) at the European Commission (EC) and discussions with World Bank on CS work).



4) Delivery and resources (continued)

Planned Programme Spend

Pillar/Strategic priority	2010/11			2011/12			2012/13			2013/14			2014/15			TOTAL	
	Resource £'000	Capital £'000	Total	Resource £'000	Capital £'000	Total	Resource £'000	Capital £'000	Total	Resource £'000	Capital £'000	Total	Resource £'000	Capital £'000	Total	Resource £'000	Capital £'000
Wealth creation			0			0			0			0			0	0	0
Climate change			0			0			0			0			0	0	0
Governance and security	33		33	47		47	43		43	28		28	20		20	138	0
Education	3		3	4		4	4		4	10		10	5		5	23	0
Reproductive, maternal and newborn health	1		1	2		2	2		2	5		5	3		3	12	0
Malaria	1		1	2		2	2		2	5		5	3		3	12	0
HIV/AIDS	1		1	2		2	2		2	4		4	3		3	11	0
Other health	1		1	2		2	2		2	4		4	3		3	11	0
Water and sanitation	1		1	2		2	2		2	3		3	2		2	9	0
Poverty, hunger and vulnerability	1		1	2		2	2		2	4		4	2		2	10	0
Humanitarian			0			0			0			0			0	0	0
Other MDGs	1		1	2		2	2		2	4		4	2		2	10	0
Global partnerships	122		122	136		136	134		134	137		137	144		144	551	0
TOTAL	165	0	165	201	0	201	195	0	195	204	0	204	187	0	187	787	0



4) Delivery and Resources (continued)

Planned Operating Costs

	2011/12		2012/13		2013/14		2014/15		Total	
	£ (000s)		£ (000s)		£ (000s)		£ (000s)		£ (000s)	
Frontline staff costs - Pay	205		355		403		378	0	1341	
Frontline staff costs - Non Pay	38		27		14		25	0	104	
Administrative Costs - Pay	558		512		476		562	0	2108	
Administrative Costs - Non Pay	656		667		704		603	0	2630	
Total	1457	0	1561	0	1597	0	1568	0	6183	



4) Delivery and resources (continued)

Planned Efficiency savings

	2011/12		2012/13		2013/14		2014/15					
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000				
Administrative cost savings initiative												
Reduction in consultancy payments		120		110		33		30				
Reduction in travel		1										
Reduction in training												
Reduction in estates and property costs												
Reduction in costs as a result of office restructuring	20											
Other reductions			25									
Total	0	20	121	0	25	110	0	0	33	0	0	30



5) Delivering value for money

Following the 2010 Civil Society Portfolio Review, CSD worked with Procurement Group (PrG) to develop a strategy to maximise value for money (VfM) from DFID's work with civil society. The strategy sets out how CSD will drive better VfM through work with civil society over the 2011-2014 period. Priorities in the strategy includes:

- work with the **intermediaries** who manage DFID's civil society funds to ensure they improve their cost effectiveness, as well as that of the CSO projects which they manage. This generated **£13m savings in 2011-12**. **In addition, as of March 2013, CSD has ensured match funding of ongoing GPAF grants to the value of £42m. This has enabled DFID to significantly increase the impact of its investment.**
- **rationalising central funds**, leading to increased savings and better VfM. The design of the GPAF incorporates two windows or categories, which would previously have meant two to three separate funds. The current round of PPAs now incorporates several organisations previously funded by CHASE; this has made savings, including through using a common monitoring and evaluation framework.
- **introduction of new management processes** (such as the GPAF fund manager's terms of reference, the KPMG due diligence checks and the evaluation contract with Coffey) that require fund managers to make annual demonstrations of their VfM work, including for fund applicants. This is expected to make increased savings.

CSD has been at the forefront of scrutinising the work carried out by external Fund Managers. From 2012 all new contracts or contract extensions will be subject to year on year efficiency savings of 5%. This target has already been achieved through the extension of the GTF contract and has been included in the most recent CSCF contract extension.

Through implementing the strategy and increasing staff skills, CSD has improved the efficiency of its work.



6) Monitoring and Evaluation

Monitoring

- Fund managers are responsible for monitoring their contracted projects (eg GPAF) and reporting back on progress and results.
- CSD staff directly manage a number of grants including the PPAs, Disability Rights Fund and the Common Ground Initiative to ensure they are properly monitored and deliver expected results.

Evaluation

Evaluation of overall approach: CSD carried out a review of its civil society portfolio in 2009-2010 to evaluate and better understand the scale and impact of DFID's work with civil society globally. This work generated a set of recommendations for improvements. CSD has followed up on these recommendations including: a revised set of corporate objectives for DFID's work with CSOs; improving fund management globally; making systems for due diligence, monitoring, reporting and evaluations more robust; introducing a new rationalised approach to central funds such as the Global Poverty Action Fund; working with CSOs to improve the impact and value for money of their work; and improving systems for recording and using innovation and learning. The review was refreshed in 2012-13 and presented, together with a paper on the changing landscape for civil society, at the Development Policy Committee in March 2013.

Evaluation of funding mechanisms: CSD has a contract with Coffey International, which acts as the evaluation manager for the PPA and GPAF programmes, assessing performance of projects and programmes. The evaluation manager for the PPAs and GPAF conducted a mid-term evaluation of the PPAs in 2012-13, based on evidence including independent progress reviews (41 in total) for each of the projects. The draft PPA mid-term evaluation was published in March 2013. In 2012-13, the Independent Commission on Aid Impact (ICAI) undertook an enquiry on the PPAs (to be finalised in May 2013). The GPAF programme will have a mid-term evaluation later in 2013. While the CSCF and GTF have now closed for further applications, CSCF projects are expected to carry out final, independent evaluations and the GTF is collating evidence under a new learning strategy. The Common Ground Initiative (jointly funded with Comic Relief) has a separate learning and evaluation contract aimed at maximising the value of the grant investments and ensuring robust and independent evaluation.

Evaluation of projects: For all projects, organisations must submit an evaluation of how the project is working, its risks and the progress made on results.

Building capacity of partners

A fundamental part of CSD's work, directly and through intermediaries and country offices, is to build the tools and skills of DFID's CSO partners. This includes improving value for money (eg through giving procurement advice) and transparency and encouraging a greater focus on results both through the Global Poverty Action Fund and the Programme Partnership Arrangements. CSD has also supported Bond's effectiveness programme. This aims to improve the capability of UK CSOs including in their monitoring and evaluation systems, achieving better value for money and increasing their transparency. Under the PPA programme, individual CSOs have been advised on how to improve their monitoring and evaluation approach.

DFID will use recommendations that come from the due diligence and evaluation process to help CSOs improve their systems and results. Lessons from the first round of due diligence checks have been shared with DFID country offices and also made available through DFID's external website. In addition due diligence reports for all centrally funded organisations are available to DFID country offices. The mid-term evaluations for the PPA and GPAF funds will provide further important lessons.



7) Transparency

Transparency is one of the top priorities for the UK government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee, publishing detailed information about DFID projects including programme documents and we will provide opportunities for those directly affected by our projects to provide feedback.

All civil society organisations in direct receipt of DFID funds through our major grant schemes (Programme Partnership Arrangements and the Global Poverty Action Fund) are now required to apply transparency standards in line with the UK Aid Transparency Guarantee to UK funding from 2012/13, making it easier to follow where and how the money is spent.

Targets

All organisations receiving DFID Programme Partnership Arrangement (PPA) and Global Poverty Action Fund (GPAF) funding will:

- **by 1 April 2012**, complete "Implementation plans" with strict timelines on when all of the "IATI data items" will be published;
- **by 1 April 2013** will have published all "minimum level of disclosure items" (which includes key project documents, information on expenditure, source of funding and key project descriptors) in line with relevant categories of the International Aid Transparency Initiative (IATI) standards.

Progress

All organisations receiving DFID Programme Partnership Arrangement (PPA) and Global Poverty Action Fund (GPAF) funding have produced appropriate implementation plans and with one exception, they are all planning to publish all minimum level of disclosure items by 1/4/2013.

More than 65 DFID-funded civil society organisations have published data in an IATI format. This represents an impressive 70% of all publishers in the IATI registry and 89% of all civil society publishers. Of these, 20 are Civil Society Challenge Fund (CSCF) grantees, 25 are Global Poverty Action Fund (GPAF) grantees and 20 are recipients of Programme Partnership Arrangements (PPAs), plus Bond.

A survey of Bond members has shown that other **non-DFID funded civil society organisations** are also changing their practices. More than 60% of all UK international development organisations surveyed are planning to publish information on all of their work. This has enabled UK civil society to be well placed to lead global civil society work on transparency.

DFID's influence in driving forward the transparency agenda is widely acknowledged amongst civil society organisations. We will continue working with and monitoring civil society organisations to ensure progress is maintained.

CSD is also working with civil society and the UK Aid platform to improve the **visualisation of aid information**, making it more user-friendly, accessible and ultimately easier for taxpayers to see how and where money is being spent.



Annex A: Revisions made to Operational Plan 2012/13

- No key revisions since previous Operational Plan refresh



Annex B: Results Progress

Progress towards headline results*

Pillar/ strategic priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected results (include year)
MDG: Education	Number of people supported in education through DFID support <i>(Annual, DFID attributed)</i>	108,881 (2010)	91,833 (September 2012)	110,000 (March 2014)
MDG: Health	Number of people benefitting from health services supported by DFID <i>(Total, DFID attributed)</i>	0, (March 2011)	2 million (September 2012)	3 million (March 2014)
MDG: Health	Number of couple years of protection (CYP) provided as a result of DFID-funded support. <i>(Additional, DFID attributed)</i>	0, (March 2011)	64,000 CYP provided (September 2012) Note: This is in line with milestones and is on an increasing trajectory.	7.5 million (March 2014)
MDG: Water and sanitation	Number of people benefitting from DFID supported water and sanitation interventions <i>(Total, DFID attributed)</i>	0, (March 2011)	350,000 (September 2012)	700,000 unique beneficiaries (March 2014)
Governance	Number of CSOs supported by DFID to monitor government performance or influence government decision making	0, (2008)	1,378 organisations supported through the Governance and Transparency Fund (GTF)	800 organisations (2013)
Global partnerships	% of CSOs funded by CSD that are IATI compliant	0, (March 2011)	32% (March 2013). This will increase as CSCF and GTF projects finish. (Grantees are not mandated to be IATI compliant)	100% (2015)
Global partnerships	Number of civil society organisations, funded by CSD, piloting learning products produced with support from DFID.	0, (March 2011)	Minimum of 18 agencies: At least 10 piloting the Bond Evidence Principles, 11 using the Characteristics of Resilience paper. 3 are using both.	30 civil society organisations by 2015 (including BOAG)

* These results may not be directly aggregated with other country results due to different measurement methodologies