

**Local Ownership in Funding mechanisms'
Support to Civil Society Organizations'
Peacebuilding efforts**

-

Policy, practice, and operationalization of the principle of local ownership

Tine Caroline Aarsaether

MASTER THESIS



Institute of Comparative Politics

University of Bergen

June 2021

Abstract

With the purpose of delivering “clarity through specificity” (Uphoff and Cohen 1980), this thesis explores the vaguely defined concept of local ownership in the area of international funding mechanisms support to “local” civil society’s peacebuilding efforts in post agreement Colombia. It looks at Colombian civil society organizations (CSOs) understanding and perceptions of the principle, its presence in relevant policies, and how different aspects of local ownership are affected by the operational procedures and practice of the three selected funds (or funding mechanisms) for support to civil society (UN Multi-Partner Trust Fund for Sustaining Peace in Colombia (UNMPTF), European Union Trust Fund for Peace in Colombia and FOS – Swedish Norwegian Fund for support to Colombian civil society). Finally, based on CSOs input and the findings in relevant policies and funding mechanisms operational measures, it proposes practical recommendations on how to operationalize the principle in funding mechanisms support to CSOs in response to the main research question.

At the core of the problem of local ownership is its lack of a clear definition, or rather a lack of conceptualization in a specific context, and – despite the presence of the concept in a large amount of policy documents – there is a lack of empirical data and research on the topic. This research was done through a case study, gathering information through a survey with informants from 134 diverse Colombian CSOs working with peacebuilding, a desk study of policy documents from related donors’ agencies (NORAD, SIDA and EC DAC) and of operational procedures of the three selected funding mechanisms.

The main findings indicate that CSOs find local ownership as important both as a principle for donors work and in the CSOs work, and crucial to success and sustainability. According to the majority, local ownership is about effective participation with reciprocity in the relationships, respect for CSOs autonomy and independence, as well as recognition of their local agency and capacity. Regarding policies, the main findings show that, the concept is highly present throughout policy documents, although not so much through the word “local ownership” exactly, through related key elements that Laclau (1996) calls “chains of equivalence”. Regarding donor mechanisms practice of local ownership, the findings suggest that while the operational

procedures and practice allow for some aspects of local ownership, there are important obstacles found in each of the three categories established: In category 1, on accessibility and availability the high threshold and difficult procedures impede a variety of CSOs to access in two of three mechanisms. In the 2nd category concerning independence and autonomy, despite the respect CSOs enjoy from donors towards their independence and autonomy, the short term projectization of support, possibly related to donors need for quick and quantifiable results, combined with the lack of capacity building and flexibility, finally restrict the independence and autonomy allowed for. Finally, in the 3rd category on participation/ legitimacy/ accountability there seem to be a lack of implementation of quality participatory approaches and what SIDA, in Guiding Principle (GP) 5, refers to as a check box of donors. Furthermore, according to the CSOs there are important gaps especially the projectization of support and the lack of sustainability this gives, as well as the lack of contextual understanding from the donors, especially on regional questions, giving less relevant donor programs.

Finally, the above findings suggest that there is need for a clear intervention logic which should include an analysis to establish clarity on what localness and ownership mean to each donors' mechanism, a plan for participatory approaches, and specific operational guidelines on the principle for this principle to "trickle down" to practice.

It is important to mention that this thesis only included desk studies and surveys as data collection methods, and no qualitative interviews with donors, nor CSOs were carried out, something which could mean there are aspects not considered when drawing the conclusions.

Acknowledgements

First, I would like to express my gratitude to the University of Bergen for their openness and patience as this thesis was postponed various times because of different health issues affecting my family and myself. I would also like to thank my supervisor who helped me through the worst methodological dilemmas, and assured me I had a case, and for guiding me through this piece of work.

Furthermore, I would like to thank all the informants in Colombian Civil Society Organizations participating in this thesis for their readiness always to have an interesting dialogue, and for their inspiring and tireless work for peace and human rights in Colombia.

Finally, I would like to thank my family. A special thanks goes to my husband for being a modern man, believing in equality and doing his best to support me so that I could write this thesis on my time off from work. Thanks also to my father for his sharp eye and light critique: “there is always room for improvement”. Also, I would like to thank my beloved children, for their patience, understanding, and - incredibly enough - *support* - that I needed to finish this.

List of abbreviations

COVID-19	–	Corona Virus Disease of 2019
CSO	–	Civil Society Organization
DAC	–	Development Assistance Committee
EC	–	European Commission
ELN	–	National Liberation Army
EU	–	European Union
FARC-EP	–	Revolutionary Armed Forces of Colombia
FOS	–	Swedish Norwegian Fund for Civil Society
GP	-	Guiding Principle
INGO	–	International Non-Governmental Organization
INTRAC	-	International NGO Training and Research Centre
L	–	Lessons learned
NGO	–	Non-Governmental Organization
NORAD	–	Norwegian Agency for Development Cooperation
OECD	-	Organization for Economic Co-operation and Development
Q	-	Question
RQ	-	Research question
S1	-	Survey 1
S2	-	Survey 2
SIDA	–	Swedish International Development Cooperation Agency
ToC	–	Theory of Change
ToR	–	Terms of Reference
UNMPTF	–	United Nations Multi Partner Trust Fund
UNRISD	–	United Nations Research Institute for Social Development

Content

- Abstract ii
- Acknowledgements iv
- List of abbreviations v
- Chapter 1 – Background and introduction to this research 3
 - 1.1 Introduction 3
 - 1.2 Problem statement..... 4
 - 1.3 Research objective 4
 - 1.4 Research questions 4
 - 1.5 Research method..... 5
 - 1.6 Significance and relevance..... 5
 - 1.7 Some premises 5
 - 1.8 Contextual background..... 6
 - 1.8.1 Root causes to the conflict and Colombia’s peace efforts 6
 - 1.8.2 On Colombian civil society 8
 - 1.8.3 On international cooperation’s funding mechanisms to Civil society in Colombia, scope of this study 8
 - 1.9 Structure of this thesis 10
- Chapter 2 - Theoretical framework 12
 - 2.1 Introduction 12
 - 2.2 Lack of clarity in “Clouds of cosmetic rhetoric” 12
 - 2.3 Policies and practice shaping action 13
 - 2.4 The local turn in policy and research (peacebuilding and CSO support)..... 13
 - 2.5 Main rationale of local ownership 14
 - 2.6 Research gap 15
 - 2.7 Existing definitions on local ownership and local peacebuilding 15
 - 2.8 Scope of local ownership in this study area..... 16
 - 2.9 Participatory approaches 17
 - 2.10 Local organizations – Diversity of organizations (type, size, realities and peacebuilding functions) 20
 - 2.10.1 Typologies of functions of civil society in peacebuilding 20
- Chapter 3 – Methodological approach and research design 22
 - 3.1 Introduction 22
 - 3.2 Research design 22

3.2.1 Research objective	22
3.2.2 Research questions.....	22
3.2.3 Research design	22
3.3 Field access, theoretical sensitivity and research objectivity	23
3.4 Sources of information and informants - size and selection.....	23
3.4.1 Selected funding mechanisms.....	23
3.4.2 Informants from Civil Society	24
3.5 Data collection and analysis methods	28
3.6 Reliability and validity	31
3.7 Limitations to this study.....	32
Chapter 4 – Findings.....	34
4.1 Introduction to this chapter	34
4.2 Main findings on localness and ownership	34
4.3 Findings – Research question 1: <i>What is local ownership to CSOs and how important do CSOs believe local ownership, and related elements, are in funding mechanisms and in their own organizations?</i>	34
4.4 Findings - Research question 2: <i>Do relevant policies include local ownership and related elements?</i>	36
4.5 Findings - Research question 3: <i>Do the operational procedures and practice of the funding mechanisms allow for local ownership? What are the main gaps between policy and practice?</i>	41
4.5.1 Local ownership in operational procedures	41
4.5.2 Main gaps identified	51
4.6 Findings - Main research question: <i>How should the principle of local ownership be operationalized in funding mechanisms for support to CSOs peacebuilding to fulfil the expectations of the CSOs and comply with the principle of local ownership?</i>	54
4.7 Impact of methodology on the results.....	62
Chapter 5 - Conclusions on findings and contributions	65
5.1 Summary of findings and conclusions	65
5.2 Further research and recommendations	67
5.3 Importance of this study	68
Reference list.....	69
Annex 1 – Questions initial survey – full name of organizations.....	74
Annex 2 - Questions anonymous survey to civil society organizations.....	74

Chapter 1 – Background and introduction to this research

1.1 Introduction

The purpose of this thesis is to study local ownership in international support to civil society organizations` (CSOs) work in building peace and respect for human rights in the post-agreement¹ era in Colombia. This support to local non state actors' peacebuilding efforts is an important complementary element to other types of peacebuilding - more frequently studied - and therefore international donors' efforts to support CSOs will be studied here.

According to Dursun-Ozkanca & Crossley-Frolick (2012 p. 251), local ownership has become the gold standard of successful peace and statebuilding, and Filip Ejdus (2018) maintain that the European Union has been “at the forefront of this trend by endorsing ownership across its external policies and even claiming it to be a principle”, “inherent in the European approach to international relations (EU, 2008 p.3).

International development cooperation has a long tradition in using positive sounding words and feel-good rhetoric to establish moral authority and create the convictions necessary for action. *Local ownership* is one of those buzzwords – most often lacking a clear definition - frequently used in policy documents, annual reports etc. from major actors (like the United Nations, the OECD, the development banks like the World bank, Asian and African development banks, The European Commission and International NGOs).

The concept was frequently used throughout the 80s and 90s, and gained special recognition after the Development Assistance Committee (DAC) of the Organization for Economic Cooperation (OECD), used the related concept as key in its report from 1996 “Shaping 21st century: the Contribution of development Cooperation” which stated: “*Each donor’s programmes and activities should then operate within the framework of that locally-owned strategy in ways that respect and encourage strong local commitment, participation, capacity development and ownership*” (OECD, 1996 p.13).

¹ The FARC guerilla is not the only warring party in Colombia and there is still a lot of structural violence, the peace is not complete after signing the peace agreement, and therefore I don't talk about “post conflict” era, rather post agreement.

The meaning of both “local” and “ownership” are contested, but as this research will show there seem to be consensus by policy makers and scholars on the importance of local ownership and related concepts, although possibly for different reasons. As Saxby (2003) put it “the (...) conceptual assumptions, operational components, and practical implications of the ownership agenda remain largely unmapped. (...) This is especially so with respect to the role and relevance of CSOs (...)”.

1.2 Problem statement

The meaning and application of these concepts in development aid and peacebuilding have been studied and contested by many since Saxby wrote this in 2003, but as I will show in the next chapter on literature and previous research, little has been said about the definition of local ownership in the field of support to civil society, and much less on operational components and practical implications for support to Civil Society.

There seem to be a binary understanding of local versus international, and a tendency to think that when in-country organizations are supported financially in their struggle for peacebuilding this is automatically *local* peacebuilding and hence the principle of local ownership is fulfilled. Personally, I believe further aspects should be in place for this work to be called local and to genuinely preserve local ownership both in the practice of donors and in the practice of supported civil society organizations.

1.3 Research objective

The purpose of this study is to generate knowledge on the understanding and practice of the concept of ***local ownership*** in supporting Civil Society Organizations’ (CSO) peacebuilding efforts in Colombia, from two perspectives: Policy and practice of Donors (funding mechanisms), and the conceptualization of local ownership for the civil society organizations.

1.4 Research questions

How should the concept of local ownership be operationalized in Funding mechanisms for peacebuilding by CSOs to fulfil the expectations of CSOs and comply with the principle of local ownership?

1. What is local ownership to CSOs and how important do CSOs believe local ownership is in funding mechanisms and in their own organizations?
2. Do relevant policies include local ownership and related elements?

3. Do the operational procedures and practice of the funding mechanisms allow for local ownership? What are the main gaps between policy and practice?

1.5 Research method

I have used a qualitative method through case study research, including some descriptive quantitative data. In addition to a thorough desk study, I based the study on input from local in country civil society organizations through surveys. I look at the concept on two levels: In funding mechanisms work to support CSOs and in the CSOs work and project implementation. Firstly, I look into the CSOs conceptualization of local ownership and what they believe is important to preserve local ownership in the efforts to build peace through civil society. Secondly, I investigate the presence of the concept in relevant policy documents, and what elements are implemented in practice, and how operational measures and practice influence local ownership. Finally, based on the findings, I establish some recommendations on what the operationalization of the concept could be for funding mechanisms for CSOs.

1.6 Significance and relevance

My contribution will be to explore the “very real material dimension” of the word local ownership in policy through practice (Cornwall, A. & Brock, K. (2005 p.17)) on the concept of local ownership in support to civil society in the area of peacebuilding in Colombia. With a case study of the importance of the concept to CSOs and in donor policies, and additionally on the practice of this in three funding mechanisms for support to CSOs, I would like to contribute to what Cohen and Uphoff (1980) call “Clarity through specificity”.

I believe this can give valuable insight and input to establishing practical recommendations to the operationalization of this concept, and hopefully provide concrete elements that can benefit future funding schemes in Colombia and other places in the world.

1.7 Some premises

It is important to mention some premises framing this research. Firstly, the time frame of the study is after the peace agreement was signed between the government of Juan Manuel Santos and the Revolutionary Armed Forces of Colombia (FARC) in 2016, so the thesis does not aim to study the support to CSOs peacebuilding in the sense of peacemaking and their participation in the peace negotiations as such, rather the

peacebuilding taking place in the aftermath of the agreement. The funding mechanisms and the procedures studied, are from the years of 2017- 2019.

Secondly, the term peacebuilding – *the process of achieving peace* - has been widely debated and there are many different understandings, as this depends on the vision of peace. The concepts of positive peace (peaceful society, without structural violence) and negative peace (end of armed violence) was introduced by Johan Galtung in the 70s and is based on an understanding of peacebuilding as a process addressing the underlying causes of conflict and where positive peace can be achieved by creating structures and institutions of peace based on justice, equity and cooperation (Paffenholz 2010), and this is the way it should be understood in this research. When it comes to the approach for analyzing civil society (actor oriented or functional), I have used a functional approach, according to the 7 functions of peacebuilding developed by Paffenholz and Spurk (2010). More on this in chapter 2, section 2.10.1.

1.8 Contextual background

1.8.1 Root causes to the conflict and Colombia's peace efforts

The armed conflict in Colombia has its roots in a long history of political battles. The origin of the conflict is related to a period between 1946 – 1958 called “La violencia” – when the two traditional political parties Liberal and Conservador, elevated the levels of violence in disputing the power. One of the principal causes to this was the high concentration of land ownership and the fight for this land, and in a revenge by landowners, called la “revancha terrateniente”, around two million hectares were dispossessed, resulting in a rise in social and economic inequality in the country, seen as one of the roots causes for the armed confrontation in Colombia.

The conflict has been long and complex, as at the time of the signing of the peace agreement in 2016, had raged for more than 50 years, costing more than 220.000 lives, thousands of victims of forced disappearance, 7 million of Colombians internally displaced and an extensive humanitarian toll when it comes to human rights violations, landmines, sexual violence and child soldiers. The space provided here would not be sufficient to explain its complexities.

Just as the conflict has been long, the attempts of peace negotiation and termination of armed violence has also been lengthy. For a long time, different governments have tried to conduct negotiations with specific groups to stop the armed violence.

The most inclusive attempts to peace, have been the latest peace negotiations. Parallel to the negotiation with FARC – EP, the negotiation process with the ELN started, but this process has had several interruptions during the last years, and no final agreement has been reached. The peace process with the FARC resulting in the peace agreement of 2016, complied with basic criteria for peace negotiations, such as preparation of the political terrain, impartial mediation, territorial neutrality for the negotiations, consensus on agendas and protocols intending to address the structural causes of conflict, and finally search for inclusion.

The peace agreement with FARC-EP laid down the foundations for a basic route of transformation of the social and economic structures that are contributing to the persistence of violence, inequality, and exclusion. The agreement has been considered one of the most important peace process breakthroughs in recent years, as it has been drawn up according to high international legal and humanitarian standards (NOREF, web article). The final agreement has special chapters on ethnic issues and gender, and during this peace process, a variety of CSOs participated – on one hand as advisors on technical issues, such as for instance forced disappearance, or through other types of participation, seen as a broad-based legitimization of the process.

However, the implementation of the agreement has faced many challenges, in terms of obstacles on underfinancing, and direct and indirect attacks from both the political opposition to the Santos government – current government of Duque - and part of the general population, frustrated and tired of waiting for visible results. More than four years later, the agreement is far from showing the results hoped for, especially when it comes to gender and ethnic issues and the security situation for demobilized FARC members, social leaders and human rights defenders, as well as the dismantling of paramilitary structures affecting the general security situation in the country.

Through all these attempts on peace and also in the implementation of the peace agreement, Colombian civil society has been there as an actor with ownership in an attempt on transforming society and building peace, from different perspectives, including local and territorial initiatives, to counteract armed violence and tackling the social and human consequences the violence has caused, through for instance monitoring human rights violations and protecting defenders and social leaders,

working with advocacy and social mobilization, reconciliation, social cohesion or mediation.

In the end, peace building is a constant process in society, which goes much further than a peace agreement, and where inclusion is a necessary condition. Just as the realities in the country are different in terms of needs for peace, the expressions of civil society which responds and contributes to overcoming the obstacles, is also diverse. The strength in civil society when it comes to peacebuilding is based in the richness of its diversity, specialization, and generational, territorial, and historical differences, and that is why it is necessary to look at what local ownership means in this peacebuilding process by civil society.

1.8.2 On Colombian civil society

Defining civil society is not without its challenges. The concept has been used in political literature by among others Hobbes, Locke, Rousseau, Kant, Hegel and Marx, and in political science especially by Gramsci. According to Garretón (2006) when we refer to civil society in Latin America, we refer to two different levels: one conformed by phenomena of social and political mobilization, with actors outside the institutional frame which challenge the representativity of the political actors/agents, and another, that comes from classical concepts from sociology and political science as citizenry.

The panorama in which this study is situated, is that of a strong, diverse and dynamic civil society that has shown its capacity to adapt and survive, and which consists of everything from local grass root organizations, Victims movements, faith organizations and professionalized non-governmental organizations (NGOs), as well as national chapters of international NGOs, permeated to different degrees by the constant changes in government politics, cooperation agendas and the effects of ideological and political confrontation as a heritage of decades of internal armed conflict.

1.8.3 On international cooperation's funding mechanisms to Civil society in Colombia, scope of this study

International cooperation in Colombia has been considerable in the last decades, and a wide range of actors have been involved in development and peacebuilding interventions in the country. This study will look at the United Nations (UN), the European Union (EU), as well as Norway's and Sweden's efforts, and more specifically on the support to Colombian civil society through funding mechanisms. Funding

mechanisms for CSOs are mechanisms established to support - or channel resources – to civil society organizations. As the word mechanism indicate, these are not necessarily funds or institutions specialized in funding CSOs, but often a way of channeling resources to reach development objectives through local stakeholders, complementary to other efforts of international cooperation. These mechanisms usually lie under other institutions, like the UN, the EU and Embassies in this case, and although governed in different ways, these are subject to policy documents meant to guide their work. However, when it comes to operational documents and especially strategies, it becomes clear that not all are proper institutions as such. As shown later in this thesis, this does affect the way the mechanisms approach the support to Civil society, more as a channel for reaching peacebuilding objectives through “local” stakeholders or rather as a way to support in country Civil society organizations working for the same peace objectives as the UN, EU and Embassies.

The United Nations has been active in Colombia through different agencies for more than 40 years (UNMPTF 2020). In February 2016, the UN Post Conflict Multi Partner Trust Fund (UNMPTF) for Colombia was established with a view to finance projects related to Post-conflict stabilization, Confidence building in the most affected populations and Preparedness and early implementation of the peace agreement with the FARC. The Fund has three operational windows for financing; the window for United nations agencies, the national window for governmental entities, and the non-governmental window, which finances non-governmental “implementing entities” through the UNDP. This funding mechanism is one of the 3 mechanisms to be studied in this thesis.

When it comes to the **EU**, the EU aims to “preserve peace, prevent conflicts and strengthen international security” (Treaty on European Union 2009, art. 21 (2)) and each year the EU spends considerable resources in building peace outside of the European Union. According to Ejodus and Juncos (Ejodus Filip, Juncos, Ana (2018, p.5)) the EU peacebuilding efforts have become more focused on the “local” and have made a commitment to “pursue locally owned rights-based approaches” and “calls for a bottom-up approach”. According to its report “EU & Colombia key partners for Peace” (European Commission Report, 2020) the **EU Mission to Colombia** uses all its tools in Colombia (diplomacy, international cooperation and development, humanitarian aid and civilian protection and investment and trade), and during the last two decades

support to peacebuilding efforts has been central in the relations between EU and Colombia. The support combines support to national public policies through budget support operations, Rapid Response programmes upon Colombian demand through the EU instrument for stability and peace, and finally the EU Trust Fund for peace in Colombia. The Trust Funds support to Colombian civil society is the objective of this study.

Sweden and Norway have also supported Colombia's efforts for Peace for a long time. Norway's efforts have been especially directed towards peace and reconciliation, and to promote dialogue between different governments and the FARC-EP and ELN (MFA 2021). Norway was the official facilitator of the negotiations between the Santos Government and FARC-EP in Havana, Cuba, which led to the peace agreement in 2016. Norway has also supported the implementation of the peace agreement with substantial funding, through bilateral support to Colombian authorities, Norwegian NGOs in Colombia and from 2010 through FOS – Swedish-Norwegian Fund for support to Colombian Civil society.

For Sweden's, in the frame of Peace and human security, the most important thematic areas of support are: Reintegration of former guerrillas into society, promoting young leadership, women peace and security and Security sector reform (SIDA web article 2021). This is done through different channels, like bilateral cooperation with Colombian government, Support to Swedish NGOs working in Colombia, and through support to Colombian Civil Society. In 2009, Sweden established **FOS** – which with the entrance of Norway in 2010, became the **Swedish-Norwegian Fund for support to Civil Society**, which is also one of the Funding mechanisms to be studied in this research.

FOS closed its doors in 2020 after a decade of support to almost 100 Colombian Civil Society organizations working for peace and human rights (FOS 2020). Norway and Sweden have expressed their wish to continue large-scale support to Colombian civil society with local ownership, and at the time of starting this thesis, expressed interest in finding new partners to continue this valuable support to local peacebuilding efforts.

1.9 Structure of this thesis

The thesis is organized in six chapters:

Chapter 1: Introduction, provides a general introduction to the study, and briefly outlines the methodology, presenting the research problem, research questions, motivation for the study and its significance, as well as the structure of this thesis.

Chapter 2: Theoretical framework, briefly discusses earlier research and different literature on local ownership, through local peacebuilding and participation, and further details the contextual conceptualizations and existing definitions on local ownership.

Chapter 3: Methodological approach, focuses on the methodological approach and research design of the thesis, data collection and analysis methods, as well as describing limitations for the study.

Chapter 4: Findings and discussions, presents and analyzes data gathered through the desk studies and surveys conducted, as well establishing a proposal on operationalization for funding mechanisms on how to practice local ownership.

Chapter 5: Summary and conclusions, summarizes the study findings and gives some analytical contributions to the study subject. It also presents concluding remarks on the study and recommendations for further research in the area.

Chapter 2 - Theoretical framework

2.1 Introduction

This chapter provides a theoretical framework for the analysis of the concept of local ownership in support to CSOs peacebuilding efforts in Colombia. It discusses how policy shapes practice and why defining the concept in this area of work is important, then explains the local turn in peacebuilding and development policy and research, the main rationale of ownership and presents the research gap and need for this study. It further provides definitions on local ownership and local peacebuilding and determines the scope of this in support to CSOs peacebuilding efforts, identifying related concepts relevant for this thesis. Then it presents different frameworks on participation and peacebuilding functions used in this study.

2.2 Lack of clarity in “Clouds of cosmetic rhetoric”

The topic of local ownership in support for civil society organizations working for peace involves a large amount of relevant literature as it touches upon development and peacebuilding approaches, support to civil society, and because there are many related concepts that are indirectly part of the conceptualization of local ownership. It is not in my intention, however, to make a review of literature regarding all the related concepts, but the study will encompass some elements that are intrinsically linked to ownership.

For decades there have been discursive shifts traveling through the ownership agenda, with nice sounding words and expressions like “voices of the poor”, “empowerment”, “partnership”, “stakeholder analysis”, “participation”, “power analysis”, “own agency”, “Bottom-up approach”, “local vs donor-driven agendas”, “capacity development” etc. etc. These interrelated buzz words, create what Cernea (1995 p. 15) (In A Cornwall and Brock, Karen 2005 p.18) calls “clouds of cosmetic rhetoric”², which unless defined and concretized in each context will be just another trendy word that is not operationalized as “technocratic planning continues to rule”.

² In Cornwall and Brock (2005) p.18 “Now we often hear sudden declarations of fashionable support for participatory approaches from politicians, planners, economists and technocrats. Social scientists should not confuse these statements with actual participatory planning because, under the cloud of cosmetic rhetoric, technocratic planning continues to rule” (Cernea 1995:25).

2.3 Policies and practice shaping action

This use of buzzwords, in policies has been widely debated in the last decade and in a paper from UNRISD *Overarching concerns “Beyond buzzwords – Poverty reduction, Participation and empowerment in Development policy”* (A Cornwall and Brock, Karen: 2005), an in-depth analysis is made of discursive shifts and underlying trends in development policy. The scholars argue that “in the texts of mainstream development agencies, this triad of “good things” is used to purvey a storyline that situates them as guardians of rightness and champions of progress” (p.15), which is difficult to oppose. The paper finally states that “If words make worlds, struggles over meanings are not just semantics: They gain a very real material dimension”, as “policies influence how those who work in development come to think about what they are doing” (p.18).

Colebatch (2002) argues that policy frames - but does not describe - the action, hence there is space within the policy frame to interpret, negotiate and shape the policy and practice, and hence the action. He further argues that there are two dimensions of policy, a vertical dimension, referring to the decision-making authorities, and the horizontal dimension, which focuses on the range of participants, diversity of agendas and on policy activity.

2.4 The local turn in policy and research (peacebuilding and CSO support))

According to Paffenholz (2013 p. 1) since the 1990s the “recognition that the locals should be in the driving seat is now firmly established in peacebuilding research and policy discourse”. Ejdus and Juncos (2018), mention that after the year 2000 the term local became “all pervasive in the policy discourse on peacebuilding, and, shortly after, the UN declared “local ownership” as core principle in peace building and peace keeping (referring to Von Billerbeck 2016) and this was endorsed by international organizations and aid agencies. At the same time many actors started creating policies for support to civil society, as a consequence to this local turn in peacebuilding and development, and the inherent element of participation.

Paffenholz (2013 p. 2) states that this local turn in scholarship has been made through two theoretical frameworks – liberal peace theory putting forward the rationale for international support to the local because of civil society as an essential component of liberal democracies, and secondly conflict transformation theories, where the most influential have been John Paul Lederach, with his comprehensive approach postulating the shift to the local, widely used and practiced. A debate has also

developed in international relations between positivism and post-positivism, according to Ejdus and Juncos (referring to Lapid, 1989) engaging with a different social theory (critical theory, postcolonialism etc.). Mac Guinty and Richmond (2013) have looked at this through alternative and reflexive methodologies and add to the research on local peacebuilding through indigenous and traditional peace approaches. Mac Guinty (2013) although warning about the romanticization about the indigenous and traditional peace approaches, argues that it would be useful to have some complementarity of the western peacebuilding through indigenous and traditional approaches, as the western approach often fails to achieve an inclusive peace and these approaches could offer a corrective to these failings. Other scholars (Donais 2012) also point out that the solutions being local does not automatically mean that they are just or sustainable.

Paffenholz, (2015) argues that the fact that the “local” and “international” are treated with a binary distinction is erratic, as these are not monolithic, hence this binarity is too simplistic. In a paper, Hannah Reich (2006) has gone through trends on inclusion of local ownership in conflict transformation projects and introduced the terms “inside” and “outside” as preferred to “local” and “international”, as they show degrees of impact on the actors, recognizing that an important factor is the asymmetrical power relation. She argues that in general donor requirements will not allow for an entire withdrawal of the outsiders from control and suggests that the donors should look for ultimate local ownership and self-dependency of the project and the program in the long run, and that local ownership should not be seen as a concrete project objective as such.

While some scholars are incredibly positive to the local turn, others are more critical, and the most radical critics sustain that these idioms do not only mask power asymmetries, but that this additionally curbs the autonomy and freedom of the locals (Ejcus 2018, citing Chandler 2010).

2.5 Main rationale of local ownership

The main rationale found in peacebuilding and development literature is that local ownership is important for greater efficiency and sustainability. (Van Brabant (2010 p. 1) sees these arguments as instrumental reasons, and that efficiency and effectiveness are the results of local ownership because “the solutions have come from within and are more appropriate to the specific conditions”. When it comes to sustainability, he argues that the action and results are more sustainable because the

“commitment to the action and the results are not dependent on the presence and dominant financial support of external actors”. The other arguments in favor of local ownerships are respect for the “dignity and confidence of people” and belief in their ability to solve their own problems, and “the sovereignty of that society (not just the political elite) to decide how it manages its own affairs”. As mentioned above, these are arguments with moral weight which have been contested by some as they believe they give false legitimacy to external actors’ interventions. Some scholars also argue the contrary, that “if the solutions do not come from the communities affected, they can amount to manipulation or attempted social engineering” (Anderson & Olson 2003:32, In Van Brahmant (2010)).

2.6 Research gap

So, a lot has been written and said about local ownership, however as stated by Ejodus and Juncos (2018 p.19) “despite the official rhetoric, very little is known about whether the principle of local ownership is implemented in practice, how and with what consequences”. They here call for “an extensive fieldwork which goes beyond elite interviews with EU officials to fully capture “the local””, and “encompass research co-produced with policy makers immersed in the local context”(p.20).

As mentioned earlier, many scholars also argue that the concept is unclear and premature (Reich 2006, and Saxby 2003), and that there is a “definitional problem” to it (Wong, 2013 p.47).

Hence, having concluded that policy shapes practice and that there is a definitional problem and a need for more answers from the field, I conclude there is a need for thorough conceptualization of local ownership in this specific field, and necessary to look at the operational components and the implications of these on the concept, and to develop practical tools to improve the implementation of the principle.

2.7 Existing definitions on local ownership and local peacebuilding

To have a better understanding of the concept, it is necessary to have a look at definitions on local ownership and local peacebuilding.

Ambro (2006 (Master thesis) p.67) refers to various scholars’ definitions of local ownership: Gerald Helleiner (2000) understands the concept of local ownership “*to involve the widest possible participation of those who are supposed to be the beneficiaries. The essence of ownership is that the recipients drive the process. They*

drive the planning, the design, the implementation, the monitoring and the evaluation". According to Molund (2000) in "projects or activities (...) the partner (owner) must have full rights to use the resources provided within the framework laid down in the project agreement". Molund also states that "the ownership of development (...) varies between different levels and arenas, from (government) policy to aspects of a project. Ownership can also lie with different groups of people".

Moore (1996) argues that:

"local ownership is high when i) intended beneficiaries substantially influence the conception, design, implementation, and review of development strategies; ii) Implementing agencies are rooted in the recipient country and represent the interests of ordinary citizens; iii) There are transparency and accountability among the various stakeholders."

Mac Guinty and Richmond (2013 p.769) have their definition on the locals in peacebuilding:

"the range of locally based agencies present within a conflict and post-conflict environment, some of which are aimed at identifying and creating the necessary processes for peace, perhaps with or without international help, and framed in a way in which legitimacy in local and international terms converges".

2.8 Scope of local ownership in this study area

To have a clearer definition of the term *local ownership* in this specific context we need to have a closer look at both the terms *local* and *ownership*. As mentioned, this study is twofold as it has two levels or arenas of ownership, and therefore, as stated by Molund above, the ownership varies between the different levels and lies with different people. The "locals" in this research are on the one hand **the organizations receiving support from the funding mechanisms** - and on the other hand **the beneficiaries of the supported organizations** interventions.

When it comes to ownership, we need to look at what is to be owned, and what ownership implies, and depending on the arena, the answer would be agendas, processes, resources, decisions, and results etc. For these to be owned, there are many elements influencing, for instance participation and power, and here legitimacy and accountability comes in. To influence the agenda or policy work of the funding mechanisms the organizations should have the possibility to participate appropriately

in different arenas with a possibility to impact decisions. To own their own projects, the organizations need to be **independent/** autonomous, which means having the possibility to act **without interference**. This implies that they enjoy **respect** for their agenda and working methods, among other things, and the **flexibility** to change things if the course is not right, or if the context is changing. The operational issues of the funding mechanisms come here to count a lot as these procedures impact whether the organizations work according to their own agenda, their preferred working methods etc. See chapter 4 Findings.

For the organizations to have local agendas, or rather a relevant agenda to their beneficiaries (the locals), the organizations need to be **accountable** to and enjoy the necessary legitimacy with their beneficiaries, and the locals should be able to **participate appropriately** in the problem analysis, design, implementation and evaluation of the project.

The **participation and real possibility to influence decisions and to some extent control processes is key** at both levels, something which means that we need to look at whether the participation process is “good enough”, and hence take into account qualitative, quantitative, diversity and impact indicators on participation.

2.9 Participatory approaches

As seen above, participation is intrinsically linked to ownership and therefore it is important to have a look at what participatory approaches mean to ownership. Power is also an important element and should be part of any qualitative analysis of participation processes.

Participatory development approaches started in the early 90s as a reaction to large scale “top-down development” approaches, and participatory approaches are now widely adopted and acknowledged by governments and international development organizations policy (Williams 2004). There has also been an expansion of the meaning and scope of participation in development discourse, going from involvement in community projects towards participation in policy (Gaventa 2003). In their report *Localizing development* from 2014, Mansuri and Rao make a review of the history of these approaches and argue that the two modalities “Community Based Development” and “Local Decentralization” should be treated under an umbrella of local development. They further distinguish between “organic participation” (collective actions organized

by communities), and “induced participation” by donor or government programs. In its framework for analyzing Participation in development NORAD (2013) states that the analytical value of this distinction may be questioned as the “space and potential for individual or collective action to emerge may depend significantly on the attitude that the state takes towards it, and because the relationship between the state and other social forces may be complex, rather than oppositional.”

There are many interesting and relevant frameworks for analyzing participation, although most of them highly normative (Cornwall 2008).

Table 1 - Illustration on ARNSTEINS ladder of participation

8	Citizen control	}	Degrees of citizen power
	Delegated power		
7	Partnership		
6	Placation	}	Degrees of tokenism
5	Consultation		
4	Informing		
3	Therapy	}	Non-participation
2	Manipulation		
1			

Arnstein’s (1969) ladder of citizen participation from 1969, offers 8 degrees of participation, going from non-participation (manipulation being the lowest category), through degrees of tokenism, to reach degrees of citizen power (where citizen control is the ultimate level).

Source: Arnstein (1969)

Pretty’s typology of participation (Cornwall 2008), from 1995, goes through 7 levels, from manipulative participation (where participation is a pretense and nominated representatives have no legitimacy or power), through passive, consultative, material, functional, interactive participation, to finally reach the highest level as self-mobilization (where people take initiatives independently of external institutions to change systems). The critic of both typologies is that they are linear and do not consider different scenarios and different qualitative indicators of participation, such as for instance who is participating and how. The typology of interests developed by White in 1996, offers interesting additional aspects as it distinguishes the motives of both participants and implementing agencies. The conclusion is all together, as Cornwall 2008 put it, that there is room “for more “clarity through specificity (Cohen and Uphoff 1980)” if the call for participation is to realize its democratizing principle”.

In an article from 2010, Van Brabant, has developed indicators on ownership in peacebuilding (who takes decisions, definition of problem, setting of agenda, who owns the results etc.) and on participation, although his contribution is more focused on public participation, it offers interesting elements: Qualitative indicators (how many

events, how many participants), diversity indicators (diversity in population, geographical spread), qualitative indicators (diversity of views that find expression, power elements) and finally impact indicators. NORADs framework for analyzing participation (NORAD 2013) provides us with more specific elements for operationalizing participation in different development settings, through examples of participatory tools, and finally findings from different case studies. The framework proposes to consider, at different times of the interventions, the following variables: Forms of participation, who participates and how, motives for participation, extent to which conditions for effective participation are met, and finally the results of the participation.

This study of funding mechanisms and CSOs work have taken into account many of the mentioned variables, and used NORADs categories of participation (moment of participation), and also Prettys typologies making a slight adaptation of the typologies using only 3 categories (*1. passive participation, 2. participation by consultation and 3. interactive participation*) as the others are not directly applicable to this context. Some elements of the categories that were left out, have been included in qualitative variables for example on supposed impact, preconditions for effective participation, diversity in who participates etc.

Table II – Categories of participation

Seven types of community participation (adapted from Pretty 1994 and Cornwall 1996)		Categories used in this research
Manipulative participation (Co-option):	Community participation is simply a pretense, with people's representatives on official boards who are unelected and have no power.	Not used
Passive participation (Compliance):	Communities participate by being told what has been decided or already happened. Involves unilateral announcements by an administration or project management without listening to people's responses. The information belongs only to external professionals.	1. Passive participation: For information purposes (unilateral announcements, being told what has already happened, not a space for listening to people's responses).
Participation by consultation:	Communities participate by being consulted or by answering questions. External agents define problems and information gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.	2. Participation by consultation: Answering questions (Predefined problems/agenda and information gathering process. No share in decision making, nor obligation to take on views).
Participation for material incentives:	Communities participate by contributing resources such as labour, in return for material incentives (e.g. food, cash). It is very common to see this called participation, yet people have no stake in prolonging practices when the incentives end.	Not used

Functional participation (Cooperation):	Community participation is seen by external agencies as a means to achieve project goals. People participate by forming groups to meet predetermined project objectives; they may be involved in decision making, but only after major decisions have already been made by external agents.	Not used
Interactive participation (Co-learning):	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures or practices.	3. Interactive participation (Co-learning): Participation in joint analysis, development of action plans etc. Participation is seen as a right, not a means to achieve project goals.
Self-mobilization (Collective action):	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power.	Not used as a category for participation

Just as the concept of local ownership, participation can remain a normative issue if not translated into operational measures. That is why this should be part of any serious approach to ownership.

2.10 Local organizations – Diversity of organizations (type, size, realities and peacebuilding functions)

One of the critics of support to civil society has been the lack of seeing the importance of understanding the diversity of expressions of civil society and a tendency to equate CSOs with western looking NGOs. Although this has significantly changed the latest 20 years and there is a more inclusive view now when it comes to types of organizations (INTRAC 2010), it is still important to make an analysis of local peace constituencies to identify what local organizations look like and what they represent. Also, not to fall in the error of the binarity (locals vs international) warned by Reich, the understanding of Civil Society organizations should be inclusive in terms of types of organizations (Movements, Grass root organizations, faith communities, NGOs etc.), size of the organizations and different realities expressed (geographical, ethnical etc.) from the territories and peace constituencies.

2.10.1 Typologies of functions of civil society in peacebuilding

As mentioned in the introduction this thesis will look at CSO by a functional model, rather than actor oriented approach, and according to Paffenholz (2010 p.65) this is “conducive to developing an in-depth analysis and understanding of civil society’s

influence”, as it “comprises all potential civil society actors, including nonurban, religious, and ethnic organizations, as well as actors belonging to other sectors (e.g., business)”, and “breaking down activities by function takes into account the performance of other actors; it also adds detail and depth of knowledge”. In this study, the organizations have been classified according to the functional framework of Paffenholz and Spurk (Paffenholz 2010, p.66) (1. **Protection** of citizens against violence from all parties; 2. **Monitoring** of human rights violations, the implementation of peace agreements, etc.; 3. **Advocacy** for peace and human rights; 4. **Socialization** to values of peace and democracy as well as to develop the in-group identity of marginalized groups; 5. **Inter-group social cohesion** by bringing people together from adversarial groups; 6. **Facilitation of dialogue** on the local and national level between all sorts of actors; 7. **Service delivery** to create entry points for peacebuilding, i.e. for the six above functions.)

Part of the challenge and nature of this study on local ownership is the lack of theorization on the concept, hence these typologies of participation and peace building functions will not be used as general frameworks for the whole research, but primarily to categorize organizations diversity (in peacebuilding), interesting when it comes to which locals the mechanisms reach, and to look into qualitative issues of participation in part of the study.

Chapter 3 – Methodological approach and research design

3.1 Introduction

This chapter focuses on methodological aspects of the research, and particularly on the data collection and analysis. It also discusses research ethics, reliability and validity, and limitations to the study.

3.2 Research design

3.2.1 Research objective

The purpose of this study is to generate knowledge on the understanding and implications of the concept of **local ownership** in supporting Civil Society Organizations' (CSO) peacebuilding efforts in Colombia, from two perspectives: Policy and practice of Donors (funding mechanisms), and the conceptualization of local ownership for the civil society organizations.

3.2.2 Research questions

How should the concept of local ownership be operationalized in Funding mechanisms for peacebuilding by CSOs to fulfil the expectations of CSOs and comply with the principle of local ownership?

- 1. What is local ownership to CSOs and how important do CSOs believe local ownership is in funding mechanisms and in their own organizations?*
- 2. Do relevant policies include local ownership and related elements?*
- 3. Do the operational procedures and practice of the funding mechanisms allow for local ownership? What are the main gaps between policy and practice?*

3.2.3 Research design

Case study of the conceptualization and practice of local ownership in support to CSOs peacebuilding efforts in Colombia

As mentioned in the section on the research gap in the previous chapter, there is a need for more field research and empirical information on the topic of local ownership and for more clarity. Therefore, I chose not to do theoretical research to answer the research questions, as I had the privilege to have access to a large amount of empirical data. I mainly used qualitative primary data, although also some descriptive quantitative data (survey from 134 Colombian CSOs) to give general insight to the conceptualizations of local ownership in a larger group of civil society organizations. It

is in the nature of the topic that this can only be concretized in a specific time and place, and my contribution is to elaborate a clearer definition on local ownership in this specific context and get closer to the operationalization of localness and ownership in the fund mechanisms and CSOs in Colombia: Clarity through specificity, as Uphoff and Cohen calls it (1980).

3.3 Field access, theoretical sensitivity and research objectivity

Gaining access to the research field is an important issue for a successful research, and this can be difficult and time consuming. Having worked in Colombia for 11 years with Colombian development and peacebuilding initiatives, also from international donors, speaking fluent Spanish and being familiar with the cultural context, it was not difficult to identify organizations and funding mechanisms, and gain access to them. I believe this experience has given me what Strauss and Corbin (1990) calls theoretical sensitivity, which can be gained from “previous reading and experience with or relevant to an area”, and that this personal qualification was valuable for this research to get closer to the specificity and clarity searched for.

However, my proximity to one of the Funding mechanisms studied (FOS) where I worked as Head of secretariat from 2017 – 2020, and current position in another funding scheme, influenced the decisions on how to conduct the research in order to ensure objectivity. This could have – if I were not careful in the data production – also have affected the quality of the research as being an insider can compromise objectivity. I believe that the choice of sources of information and data collection tools (surveys and desk study, instead of semi-structured interviews and focus groups) made it possible to get objective information, and not to be too close to the research objectives.

3.4 Sources of information and informants - size and selection

In selecting the informant for this study, non-probabilistic sampling methods were used.

3.4.1 Selected funding mechanisms

I studied three funding mechanisms that give support to CSOs peacebuilding work in Colombia: the EU Trust Fund for Colombia, the UN Multi-party trust fund in Colombia (Civil society window) and finally the Swedish-Norwegian Fund for Support to Colombian civil society – FOS. The reasons for selecting these three were what they represent, how they work and availability of information. The selected funds represent

major actors like the EU and UN, at the forefront of the ownership agenda, who invest considerable resources in peacebuilding efforts, but also a smaller but important actor - FOS - representing Nordic donors (Norwegian and Swedish Embassy (NORAD and SIDA). The latter can be seen as a complement to other peacebuilding efforts these countries have, especially Norway as a mediator in the peace process between Santos` government and FARC-EP, to make peace “trickle down” to local level.

All three have worked supporting organizations in a quite similar manner and with the purpose of building peace, through open calls for proposals, and it is therefore possible to have a good understanding of the different ways of doing this support, and the implications of the work and procedures on local ownership. More on sources of information in section 3.5 Data collection and analysis methods.

Another reason for choosing these mechanisms was the access to information, as all three mechanisms have transparent calls for proposals and it is possible to review some parts of the selection processes, with documentation easily accessible online, something which makes it possible to have a desk study of the operational procedures. This is important to be able to do this research without the need to get the information directly through interviews of the fund managers, as this could have a slight bias as one would ask about the compliance with local ownership etc. and because of my role as a fund manager of another funding scheme.

As mentioned above when selecting the informants from the funding mechanisms, the decision was to maintain this as a desk study, so no personal informants were selected.

3.4.2 Informants from Civil Society

When selecting the informants from Civil Society Organizations it was important to have people who have knowledge of the topic and that could give real insight into the issue, and that were willing to share. It was also important to access a larger number of organizations that had participated in calls for proposals and that had had support from international donors, to have their specific input to this research.

For the initial survey I used a purposive sampling method, which is when the researcher chooses the sample based on what they think would be appropriate for the study. I selected 18 organizations that would represent a variety, with regard to regions, peacebuilding functions, what part of the peace agreement they worked with, size etc. in order for them to represent different local perspectives, not only that of typical NGOS

from the capital, and because I believe they would have good knowledge on the topic. Table IV shows the selected organizations.

Table III – Selected organizations for the initial survey

1	Asociación de víctimas por la paz y el desarrollo – ASVIPAD
2	Movimiento nacional de víctimas de crímenes de Estado – MOVICE
3	Colectivo de Abogados José Alvear Restrepo
4	Colectivo de Abogados Luis Carlos Pérez
5	Asociación Red de defensores y defensoras de Derechos Humanos
6	Corporación Regional para la defensa de los Derechos Humanos
7	Corporación Escuela Nacional Sindical
8	Fundación Nydia Erika Bautista para los derechos humanos
9	Fundación Comité de Solidaridad con los Presos Políticos
10	Corporación Conciudadanía
11	Confluencia de Mujeres para la Acción Política
12	SweFoR
13	Corporación Región para el Desarrollo y la democracia
14	Alianza Departamental de Organizaciones de Mujeres Tejedoras de Vida del Putumayo
15	Equitas
16	Comisión Inter eclesial de Justicia y Paz
17	Asociación Colectivo de Mujeres al derecho
18	Corporación Colectivo socio Jurídico Orlando Fals Borda

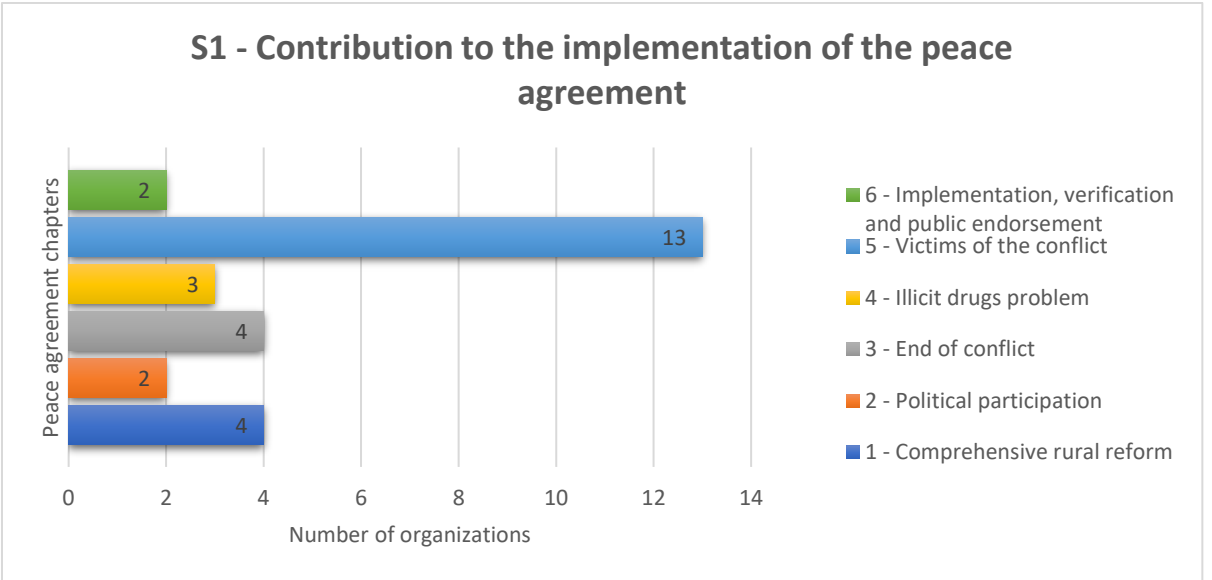
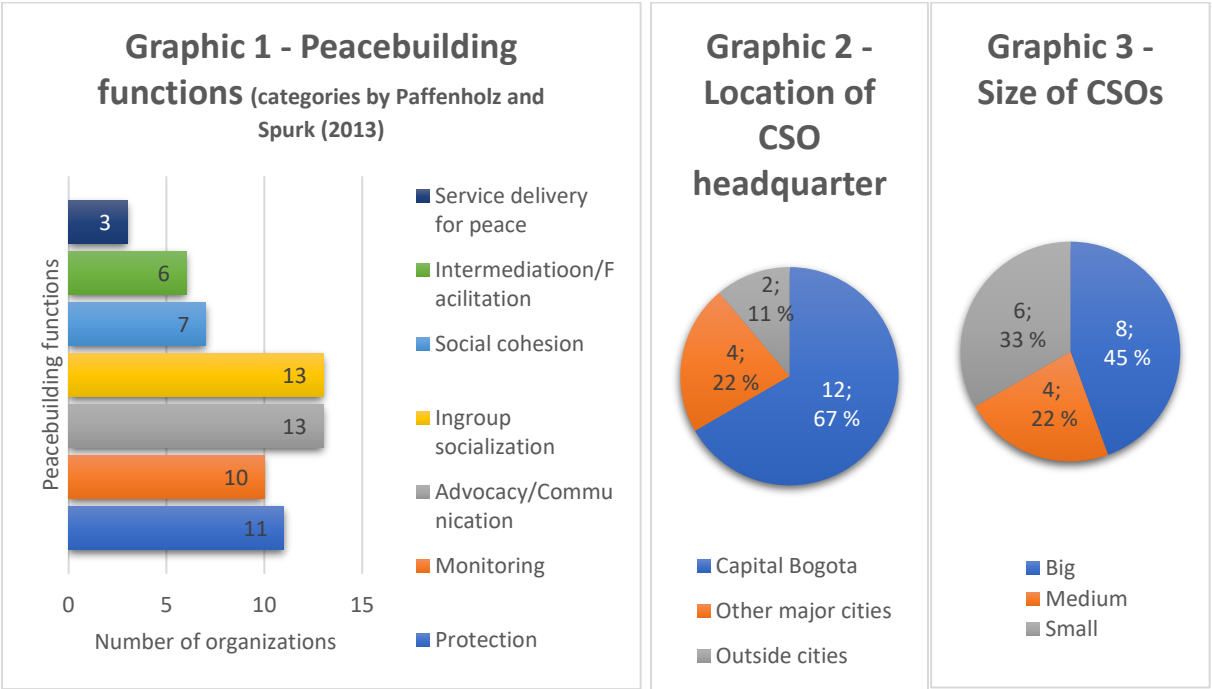
These organizations represent a variety of geographical areas in Colombia and have presence in as much as 24 out of the 32 departments (like provinces). 67% were located in the capital Bogota, 22% in other major cities, and 11% outside major cities.

They also have a variety of peacebuilding functions, categorized in the seven functions of Paffenholz and Spurk (protection 68.6%, monitoring 62.5%, advocacy and public communication 81.3%, ingroup socialization 81.3%, social cohesion 43.8%, intermediation and facilitation 37.5%, and service delivery 18.8%).

Additionally, they work for a wide range of topics when it comes to the peace agreement, and the selected organizations cover all the chapters of the peace agreement in some way, although most of them with the Victims chapter: 25% reported contributing to chapter 1 - Comprehensive Rural Reform, 12.5 % to chapter 2 - Political participation, 25% to chapter 3 – End of conflict, 18.7% to chapter 4 – Solution to the illicit drugs problem, 81.2% to chapter 5 – Victims of the conflict, 12.5 to chapter 6 – implementation, verification, and public endorsement.

Graphics on informants from initial survey (S1) – 18 Colombian CSOs

Graphic 1 shows Peacebuilding functions Respondents Survey 1 (S1), Graphic 2 – Location of CSO headquarter Respondents S1, Graphic 3 – Size of CSOs Respondents S1 and Graphic 4 – Contribution to the different chapters of the peace agreement.

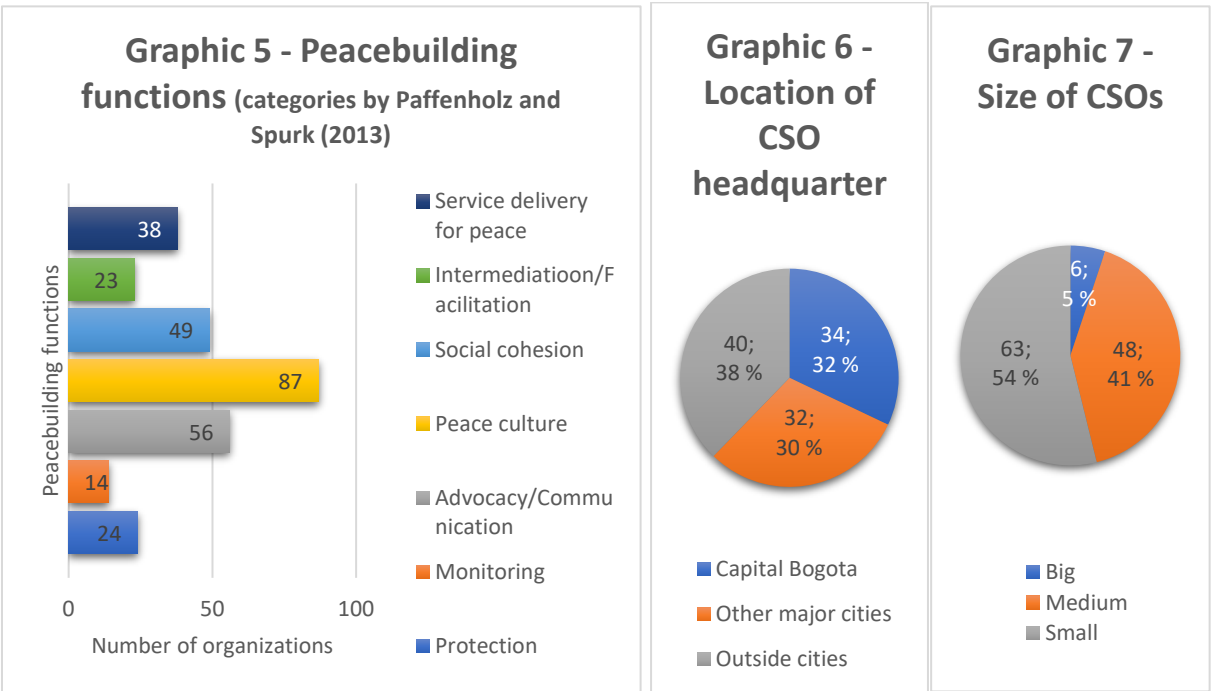


This initial survey served as a validation of the relevance of the questions and the direction of the survey, and some more questions were added in the second anonymous survey. For details, see annex 1 and 2.

For the more extensive survey I used opportunity sampling. In this sample I also intended to have a variety, but I decided to have this survey as an anonymous survey to have more and better answers, as I believe, from earlier experiences with surveys with CSOs, some organizations can be reluctant to say what they truthfully believe if they can be identified. The survey was sent out to a list of contacts from about 300 organizations and 116 organizations answered the survey, although not all of them completely. Reminders of the survey were not sent out.

From the answers used in this study, a very representative population of local organizations were included: 54% were smaller organizations, 41% medium, and 4 % big organizations. 29% were based in the capital, 36% in other cities and 34% outside cities. When it comes to the peace building functions, the distribution was 21% protection, 12% monitoring, 48% advocacy, 75% peace culture, 42% social cohesion, 20% intermediation and 33% service delivery. In order for this to remain an anonymous survey, I decided not to ask in what department they were based and had implementation, as I believe in some places it would be possible to identify the organizations from their answers if this was asked.

Graphics on informants from anonymous survey (S2) – 116 diverse Colombian CSOs Graphic 5 shows Peacebuilding functions Respondents S2, Graphic 6 – Location of CSO headquarter Respondents S2, Graphic 7 – Size of CSOs Respondents S2.



3.5 Data collection and analysis methods

Table IV - Overview data collection and analysis methods

		Research Methods	Research units	Data Analysis
1	Development world documents	Litterature study (secondary)	General development literature on local ownership and definitions	Condensation and coding
2	Selected donors' policies	Desk study (secondary)	Policy documents and evaluations (NORAD and SIDA, EC)	Condensation and coding
3	Selected funding mechanisms operational procedures	Desk study (secondary)	Funding mechanisms procedures	Coding
4	Civil Society Organizations	Initial exploratory survey (primary)	18 diverse Colombian CSOs organizations	Coding and descriptive statistics
5	Civil Society Organizations	Anonymous survey (primary)	134 diverse Colombian CSOs organizations	Coding and descriptive statistics

1. Literature study: As presented in the previous chapter diverse development literature on local ownership have been studied, with the objective of making a general conceptualization of the concept and what this is related to. It is part of the nature of the topic that local ownership lacks a clear definition and needs to be defined in each context, hence part of the study was to grasp what localness and ownership means in funding mechanisms support to CSOs peacebuilding. Following the conclusion from the literature study, I elaborated a conceptualization for this thematic area and three variables A) Localness of the beneficiaries at both levels, B) Localness of agendas at both levels, C) Ownership as participation and having the power to control, decide over, or at least influence, the projects and programs (see section 4.2), and from this I extracted the following key elements (through analysis and coding) that I used to systematize the findings in the study of policy documents:

1. Local CSOs`own agency: Localness of CSOs and agendas supported
2. CSOs Independence, autonomy, respect
3. Donors contextual understanding and sensitivity
4. Flexibility

5. Interactive participatory approaches on both arenas
6. Accountability and legitimacy to constituents at both levels
7. Sustainability
8. Empowerment, strengthening

2. Desk study: Selected donors’ policy documents for support to Civil Society

The main objective of the part of the desk study was to examine the presence of the concept and related variables in relevant policies, in order to see what one could expect from the funding mechanisms studied. For FOS, I studied SIDA and NORADs policies for support to civil society as these are the Swedish and Norwegian donor agencies. With regard to the EU, there is not one policy document for support to civil society as these documents are elaborated at country level. I therefore studied one evaluation of support to civil society (OECDs Development Assistance Committee), and a policy document from the European Commission. For more information on the content studied, please see chapter 4, section 4.3. Unfortunately, I believe there are no policy documents on the UNs support to CSO, but the concept is present in other policies in the preparatory part of this study so there is no doubt that this is relevant also for the UN.

Table V - List of policy documents reviewed

NORAD	- NORAD’s Support to Civil Society: Guiding Principles
SIDA	- Guiding Principles for Sida’s Engagement with and Support to Civil Society
EU	- European Commission: Multiannual Indicative Programme for the Thematic Programme “Civil Society Organisations and Local Authorities” for the period 2014-2020 - OECD – Development Assistance Committee: Partnering with Civil Society - 12 Lessons from DAC Peer Reviews.

3. Desk study: Funding mechanisms’ operational procedures

In this part I examined the practice of the selected funding schemes to find out more on how they function, and I decided to use three aspects (1. Accessibility/availability, 2. Independence/ autonomy and 3. Participation/Legitimacy and availability) around which I studied the operational procedures to find out what

elements would be enhancers of local ownership and which would be obstacles (see section 4.5, findings on research question 3).

Table VI - List of operational documents reviewed

EU	<ul style="list-style-type: none"> - ToR Call for proposals thematic line for CSOs for Colombia; European Commission (European Instrument for Democracy and Human Rights) <ul style="list-style-type: none"> o Guide for applicants o Preguntas y repuestas 2a etapa.pdf o Preguntas y repuestas 161866 SEGUNDO bloque.pdf o Preguntas y repuestas PRIMER bloque.pdf o Anexo A.1 - Formulario de solicitud - Documento de síntesis o Anexo A.2 - Formulario de solicitud - Formulario de solicitud completo o Anexo B - Presupuesto.xlsx o Anexo C - Marco lógico.docx - EU Road Map Colombia 2014-2017
UNMPTF	<ul style="list-style-type: none"> - UNMPTF – Operational guidelines – Window for Non Governmental entities (GUÍA DE OPERACIÓN - Ventana de Entidades No-Gubernamentales) - Terms of Reference – Calls for proposals for Victims organizations and their participation in the integral system of truth, justice, Reparation and Non repetition. - Terms of reference – Call for proposals for local organizations and their participation in processes for local construction in PDET territories. - UNMPTF – Fase II Operations manual - UNMPTF - Annual report 2018
FOS	<ul style="list-style-type: none"> - FOS – Operations manual - Terms of Reference – Calls for proposals 2017 - FOS annual report 2017 - FOS Report 10 years

4. Initial survey on 18 organizations perceptions and opinions on local ownership. This was conducted to explore conceptualizations and importance of this principle and related elements to look for in the funding mechanisms.

5. Anonymous survey with CSOs: Further explore conceptualizations and importance of the principle, and look into CSOs participation in funding mechanisms.

Both operational documents, policies and qualitative survey responses were analyzed by content condensation and thereafter through descriptive coding, around elements

that were based on the initial findings in the literature and definition, and finally through analytical codes.

3.6 Reliability and validity

According to King, Keohane and Verba (1994) no measurements are completely precise in social science, what is important is to be honest about the uncertainty of the results (in Losnegård (2017)). Reliability is about whether we can get the similar results by repeating the study with the same methodology, and this is related to replicability in qualitative studies (Smith 2004). In this research when it comes to the desk study, I believe the reliability is high as the concrete elements related to localness can be found in the documents studied, and this can be done over again with similar results. Of course, what is seen as related to localness can be subjective to some extent, but as the elements to look for are specified, I believe that the same data and findings would come through to other researchers as well. Regarding the surveys, something which could affect reliability would be the level of representativity of the persons/organizations that participated. As discussed above I believe the participants in both surveys are representative – both in size (number) and quality as I believe they represent the necessary breadth in the population I needed to reach (a variety of CSOs with high level of localness). Furthermore, when it comes to the person answering the survey, usually, the one answering the survey on behalf of their organization shares the information internally first, consolidates with the institution and then answers, and this heightens the reliability as this is not only a personal opinion, but the organizations` feedback. The organizations did provide extremely good answers to the qualitative questions, and I believe this shows that they have discussed and agreed their answers internally before submitting. Another element that could affect reliability, is time and the memory of the person answering the questions. Sometimes, considerable time has passed since the events they were asked about, and this could affect the accuracy of the answers. However, in a large part of the study, to heighten reliability, the findings in the survey are compared with the desk study of policy and operational documents where the latter is not an issue, and conclusions are drawn from both something which improves the reliability.

I believe the reliability is high with this method, possibly better than having personal semi-structured interviews, where the questions tend to be changed during the course and therefore differs slightly from each-other. However, having in depth interviews with

respondents could have given further deepening of the topic and this way given even more reliable results. As mentioned under limitations, the pandemic of COVID-19, did not allow for these in-depth conversations to be carried out.

When it comes to validity, Gerring (2006) argues that the strength of the case study is the internal validity. This is related to the causal inferences made in the study, and to strengthen validity it is therefore important to show explicitly how the analysis provides the basis for the conclusions, as I have done in chapter 4. According to Gerring (2006), the external validity concerns the case studies ability to shed light on a larger population of cases. Thagaard (2013) discusses transferability and how the understanding developed in one context can be transferred to other contexts. In this research the concept is explored through various methods and sources, and I believe the samples in this study help the validity of the study, and that the study sheds sufficient light in terms of clarity through specificity on the phenomenon, to be able to generalize on the phenomenon and that this could be transferred to other countries and to other mechanisms.

As I have used surveys, an important element is to validate the survey as an instrument. However, doing the research in Spanish in a Colombian cultural context and because this is a survey with many qualitative and open questions, I did not find any validated form I could use for this study. However, I worked to enhance the validity of the survey by making an initial survey with a smaller number of organizations which I thought would give important input to the pertinence of the questions posed in the survey, and then made some additional questions and eliminated others.

3.7 Limitations to this study

This research is done in Colombia and in Spanish, and at the beginning of the research I thought the fact that I could not find a perfect translation of the concept of “local ownership” into Spanish would be a major challenge. However, as part of the problem is that the concept of local ownership is established as a concept in English without a clear definition and conceptualization, this is the very core of the research and I managed to find my way through by adapting this to local anchorage and appropriation.

As mentioned in section 3.2, my role as a fund manager and closeness to the topic limited the data collection tools, as I needed to discard semi-structured interviews with donors. However, I believe this did not limit the reach of the survey, nor its validity or

reliability, rather the opposite, as I managed to find other ways of counterbalancing this. COVID-19 has been a limitation to the study in the sense that it was not possible to do presential focus groups on the topic.

Other limitations worth mentioning, is the limitation of the scope of the study, and that it does not aim at delving into what are the consequences of - low or high degree - of ownership, on the success of peacebuilding, nor to evaluate which funding mechanism has best practice.

Chapter 4 – Findings

4.1 Introduction to this chapter

This chapter seeks to present the findings from the different parts of this research. It starts with a summary of main findings, recapitulating conclusions on what local ownership means in funding mechanisms support to civil society. It further presents the findings on the importance of the concept and the conceptualization of local ownership from the CSOs perspective (Research question 1), then provides more detailed information identifying the presence of local ownership and related elements in donors' policies (Research question 2) and discusses further details on the findings from operational procedures and practice in the funding mechanisms, and on gaps and obstacles (Research question 3). It finally presents a summary of the preceding findings, before the conclusions on findings on the main research question – on how local ownership should be operationalized to fulfil the expectations of the CSOs and comply with the principle of local ownership.

4.2 Main findings on localness and ownership

The first finding regards clarifying what local ownership means in funding mechanisms to support CSOs peacebuilding efforts, and as touched upon in chapter 2, the conclusion is that it is about **A) the real localness of the beneficiaries**, both **recipient organizations** of the funding mechanisms, and **their beneficiaries again**, especially the organizations legitimacy and accountability to their beneficiaries. Furthermore, **B) the localness of the agendas**, both the **agendas of the funding mechanisms** (whether these are locally relevant and appropriate, and based on contextual understanding) and the **agendas of the beneficiary CSOs** (whether their agendas are defined by themselves (not donor driven) with contextual understanding and effective participation from their own beneficiaries. Finally, **ownership** is about **C) participation and having the power to control, decide, or at least influence, the agenda and priorities** during the course **of the project/ program** and make changes if needed.

4.3 Findings – Research question 1: *What is local ownership to CSOs and how important do CSOs believe local ownership, and related elements, are in funding mechanisms and in their own organizations?*

For a complete view of the questions part of the surveys, see Annex 1 and 2.

Table VII – Importance of local ownership and related elements in donors work and CSOs work, according to CSOs³.

Questions asked	% of CSOs
Q 7 - Local ownership important in donors' policies and practice	100%
Q 9 - Respect for CSOs autonomy important to enhance ownership	100%
Q 11 - Flexibility important for CSO to enhance ownership	100%
Q 13 - Contribution important to enhance ownership	84%
Q 15 - Contribution seen as impediment	98%
Q 17 – Ownership possible through other type of contribution	88%
Q 18 - Apply contribution from own beneficiaries	29%
Q 23 - Ownership important for success	100%
Q 24 - Ownership important for sustainability	100%
Q 29 - Ownership important in work of CSOs	100%
Q 31 - Participation important in the CSOs work	100%
Q 33 – Do include beneficiary group in projects	100%
Q 34 - At what moment do you take them into account (NORADs categories):	
○ Initiative/project creation	95%
○ Implementation	88%
○ After	88%

As seen in table VII there is unanimity in CSOs about the **importance of local ownership** both in donors' work (Q7) and their own work (Q29) (100%). To enhance ownership, 100% believe the following aspects are important: **Respect for CSOs autonomy** is important (Q9) and **flexibility** is important (Q11). Furthermore, 100% believe ownership to be important to success (Q23) and to sustainability (Q24).

Regarding **participation**, all, 100%, CSOs believe it is important to have beneficiary participation in the CSOs work (Q31). All organizations consider taking into account the beneficiary groups, and when asked about at what time they take them into account, 95% answered in the **initiative/project creation**, 88% during **Implementation**, and 88% after. In this part of the survey I used NORADs categories.

³ Here the results are from all the CSOs asked, not only the ones having received support from the three selected mechanisms.

The findings on **contribution** are discussed underneath in the 1st category on accessibility and availability under Research question 3. For easy reference the percentage from the different questions are referred to in the table here as well.

With respect to these definitions proposed by the organizations, the most predominant elements were **contextual understanding** and the **participation of beneficiaries** in defining the agendas, so that local voices could be heard. The CSOs emphasized that participation has to be real in order to reach joint construction of the agendas and that there should be a **reciprocity in the relationship** in order to have a power balance and respect for the autonomy of the organizations and populations as well as recognition of local capabilities as a basis for the relationship.

4.4 Findings - Research question 2: Do relevant policies include local ownership and related elements?

Based on the clarification on what local ownership is about in funding mechanism support to CSOs discussed in section 4.2, and on what was identified in development world documents in the first literature study as a “particular combination of buzzwords (..) linked together in development policies through what Laclau (1996) calls “chains of equivalence”: words that work together to evoke a particular set of meanings” (A Cornwall and Brock, Karen: 2005 p. 4), **eight intrinsically related elements** have been identified as key to local ownership:

1. Local CSOs own agency: Localness of CSOs. and agendas supported
2. CSOs Independence, autonomy and respect from donors
3. Donors contextual understanding and sensitivity
4. Flexibility
5. Interactive participatory approaches (both arenas)
6. Accountability and legitimacy to constituents at both levels
7. Sustainability
8. Empowerment, strengthening.

In this part of the study the policies for support to CSOs and related documents on learnings were studied to look for the presence of the abovementioned eight elements. This section discusses the findings.

Norad's policy for CSO support from 2018 starts with stressing that together with legitimacy local ownership is critical in any partnership. The word local ownership is only mentioned directly once, while ownership alone is mentioned twice and the word local is mentioned 25 times in this 12-pager. All of the 7 principles from the policy are closely related to local ownership and linked to localness somehow, hence all 8 elements are present. In **SIDAs** policy the word local ownership is mentioned 4 times, while the word ownership is used 18, the word local is mentioned 13 times in the 27 pages. All 8 elements are covered. In the **EUs** documents with guiding principles and lessons learned, the word local ownership is not mentioned at all, while the word ownership is used 9 times, and the word local is mentioned 19 times in these about 28 pages. All elements but one, are covered: Sustainability, is only partially present and mentioned only in the examples under lessons 2. The following table, table VIII, shows which guiding principle (GP) or lesson learned (L) is related to each element, and some of the content of each one. The sustainability element is the one with least mentions, possibly because this is more a result if local ownership is respected.

Table VIII - Findings on related elements to local ownership in policy documents

1. Local CSOs own agency: Localness of CSOs, local agendas supported.					
NORAD		SIDA		EU – GP EC and L - DAC	
<p>GP. 4 - Support partners' own agenda; Support a diverse and resilient civil society.</p> <p>GP. 2 - Equitable Partnership – legitimacy and local ownership are critical. Collaborate with change agents, including informal social movements.</p>	√	<p>GP. 1 – Explore the various roles of Civil society (Diversity).</p> <p>GP. 2 - Support Civil society in its own right.</p> <p>GP. 3 - Provide aid and development effective support to civil society partners (Unrestricted core funding is the most appropriate modality, fund “hard-to-fund” areas of work or geographic regions).</p> <p>GP. 4 - Sida should support civil society partners' efforts to strengthen their own development effectiveness, support demand-driven initiatives that respond to the priorities of CSOs' constituencies.</p>	√	<p>GP. 1 - The recognition of CSOs 'right of initiative' to identify and respond to emerging needs, to put forward visions and ideas; to initiate and propose initiatives and new approaches.</p> <p>GP. 7 - Support CSOs in their diversity, in the wide and diverse range of organisations, roles, interests and constituencies they represent, and particularly local and grassroots organisations.</p>	√
2. CSOs Independence, autonomy, respect					

<p>GP. 2 - Equitable Partnership (power). Ensure that partners are treated with respect and as equals; based on respect for local culture; Shift money and decision-making power towards locally rooted organisations;</p>	√	<p>GP. 2 - Support Civil society in its own right. Donors should strive to strike a balance between working towards their own policy goals and respecting the independent role of CSOs – between supporting CSOs to deliver development results and supporting an independent, diverse civil society as an objective in itself.</p> <p>GP. 3 - provide aid and development effective support to civil society partners. Favor core funding: In the interest of flexibility and more importantly, of respecting CSO independence and ownership over programming.</p>	<p>GP. 1 - The recognition of CSOs 'right of initiative' to identify and respond to emerging needs, to put forward visions and ideas; to initiate and propose initiatives and new approaches.</p> <p>L6 - Respect independence while giving direction - strike a balance between the conditions they attach to funding for CSOs and respecting the role of CSOs as independent development actors. DAC members and CSOs have their own mandates, policies and objectives for development co-operation.</p> <p>L2 - Strive to increase the share of core funding to strengthen CSO ownership, and make capacity development of civil society in developing countries a key condition.</p>	√
---	---	---	---	---

3. Donors contextual understanding and sensitivity

<p>GP. 7 - Context sensitivity and contextual understanding, analyses of power structures. -> understand the local situation. Base all initiatives on solid contextual analyses, focusing on gender and other power structures.</p>	√	<p>GP. 1 – Explore the various roles of Civil society. Conduct power analyses: Staff needs to know the drivers – and resisters – of change in the country or context in question as well as structural conditions and power dynamics in which they act or are restrained. Conducting regular reviews of country context and theory of change (including its management and continuous adaptation).</p>	<p>L 2 - Strengthen civil society in developing countries: Dialogue and consult with civil society. This is critical to understanding the context, needs and capacity and to ensuring participation, transparency and accountability in civil society related policy processes. Ensure that civil society outside main cities and smaller CSOs are engaged in the dialogue.</p>	√
--	---	---	---	---

4. Flexibility

<p>GP. 2 – Partnership legitimacy: Learn and adapt by changing the partnership approach as required.</p> <p>Application of results based management allows for flexibility and enhances learning and adaptation;</p>	√	<p>GP. 3 – Provide aid and development effective support to civil society partners. Providing flexible and responsive funding to support a variety of civil society actors. Consider the overall strengthening of civil society at the country, regional, and international level as an objective worth supporting in its own right – as this strengthens civil society independence and CSO ownership significantly. Reaching out to a pluralistic civil society usually requires the donor to provide flexible funding.</p> <p>Unrestricted core funding is the most appropriate modality to (---) provide flexibility</p>	<p>L7: Match funding mechanisms with the purpose</p> <p>Donor support models also need to be flexible given the broad range of objectives they pursue as well as organisations with which they partner.</p>	√
---	---	---	---	---

Harmonise and simplify financial and results reporting requirements	<p>to respond to unforeseen events, fund “hard-to-fund” areas of work or geographic regions, invest in innovation.</p> <p>Managing for results with appropriate frameworks.</p>	
---	--	--

5. Interactive participatory approaches on both arenas: Donors with CSOs, CSOs with own beneficiaries.

<p>GP. 4 - Legitimacy: Support partners' own agenda; focus on solving problems and achieving results that are locally relevant, and which have been defined and refined by local communities in an ongoing process.</p> <p>Ensure that partners or affected populations, have a place around the table when decisions that concern them are made and resources are distributed;</p> <p>Motivate participation of target groups;</p> <p>Challenge organisations' governance structures and favour actors that promote an equal power balance within their own organisation and partnerships.</p>	<p>√ GP 1 - Explore various roles:</p> <p>Engaging stakeholders: A theory of change that is broadly owned by all stakeholders will be more effective than one that is drafted by just one or more donors. Therefore, a locally adapted theory of change for civil society support should ideally be designed in close consultation with CSOs, from the inception to the finalization of collaboration.</p> <p>GP. 5 - Sida should engage in continuous dialogue with civil society. Dialogue with civil society provides a way for donors to systematically tap into CSOs' knowledge and expertise, and effective dialogue makes policies more relevant, development-friendly, demand-driven, and results-focused.</p> <p>Improve how they conduct dialogues and consultations with CSOs to make them more strategic, useful, and meaningful. Efforts to inform and co-ordinate with CSOs on development policy and programming need to be made more systematic and inclusive. Arrangements also need to allow for identifying the inputs from consultations that are actually taken on board in defining development policies. All too often, consultations are also held on an ad hoc basis during the late stages of the policy-making process and do not give CSOs time to prepare their input and position. Such consultations appear as tick box exercises, undermining the donors' credibility.</p> <p>GP. 4 Sida should support civil society partners' efforts to strengthen their own development effectiveness, including their transparency and accountability. Support demand-driven initiatives that respond to the priorities of CSOs' constituencies.</p>	<p>√ L1 - designing the policy in dialogue with CSOs, DAC members help to foster understanding and ownership, identify common goals and opportunities for partnerships, and ensure matching expectations.</p> <p>L2 - Ensure that civil society outside main cities and smaller CSOs are engaged in the dialogue</p>	<p>√</p>
--	--	--	----------

6. Accountability and legitimacy to constituencies at both levels

<p>GP. 2 - Partnership - Legitimacy.</p> <p>GP. 4 - Legitimacy - The legitimacy of a civil society actor is linked to the degree to which other stakeholders perceive their actions as being both justifiable and appropriate.</p> <p>GP: 5 – Norad - supported civil society actors should be accountable to the affected populations.</p>	√	<p>GP. 4 - Sida should support civil society partners' efforts to strengthen their own development effectiveness, including their transparency and accountability.</p> <p>Support demand-driven initiatives that respond to the priorities of CSOs' constituencies. That way, local ownership and accountability towards constituencies are placed at the centre of cooperation with civil society.</p>	<p>√</p> <p>GP. 3 - Multiactor and 'multiple accountability' should be promoted, as (..) CSOs (...) are called to be accountable for their actions in matter of development, especially towards their social base, constituency, intended beneficiaries and citizens</p> <p>GP. 5 - identify the right CSOs interlocutors and support transparent, representative and accountable actors by considering internal governance and accountability, including the degree of representativeness of intended beneficiaries/ constituencies/ base. This is valid for local organisations.</p> <p>L2 - map CSOs to identify representative organisations with true local support.</p> <p>L1 - Legitimacy of donors' agendas: continuously test their assumptions about the work of CSOs, especially when defining the purpose of the partnership with CSOs. This will help ensure that policies and priorities reflect reality.</p> <p>Outline the principles that will underpin partnerships and present the range of possible partnerships and the eligibility criteria.</p> <p>L2 - map CSOs to identify representative organisations with true local support</p>	√
--	---	---	---	---

7. Sustainability

<p>GP. 1 – sustainability: Long term partnership.</p>	√	<p>GP. 4 Sida should support civil society partners' efforts to strengthen their own development effectiveness, including their transparency and accountability.</p> <p>CSO effectiveness and accountability may also strengthen the social support needed to sustain civil society in the long term.</p>	<p>√</p> <p><i>Not mentioned in lessons learned, nor principles directly. However, sustainability is mentioned in examples from DAC countries.</i></p>	X
--	---	---	--	---

8. Empowerment

<p>GP. 1- Partnership beyond financial support, grass root engagement.</p> <p>Provide funding and technical assistance to civil society actors who may not be in a position to receive funds directly from int donors.</p>	√	<p>GP. 3 – provide aid and development effective support to civil society partners Consider the overall strengthening of civil society at the country, regional, and international level as an objective worth supporting in its own right. Working towards such an objective strengthens civil society independence and CSO ownership significantly.</p> <p>GP. 4 - Sida should support civil society partners’ efforts to strengthen their own development effectiveness, including their transparency and accountability</p> <p>CSO effectiveness and accountability may not only help to prevent donor and government efforts to over-regulate civil society, but may also strengthen the social support needed to sustain civil society in the long term.</p>	√	<p>GP: 8 Move towards more strategic support to capacity development. A demand-driven and innovative approach to capacity development of CSOs and LAs is needed. This is particularly true in relation to rising expectations on their participation in policy dialogue.</p> <p>L.2 Make capacity development of civil society in developing countries a key condition.</p> <p>L2 Apply good practices for building capacity when strengthening civil society in developing countries.</p>	√
--	---	--	---	---	---

The abovementioned findings show that local ownership is highly present through the 8 identified elements throughout both policies and lessons learned, and it is time for more information on the application of this principle in the practice of the funding mechanisms. More information on how these operational measures affect ownership and the different categories under RQ3.

4.5 Findings - Research question 3: Do the operational procedures and practice of the funding mechanisms allow for local ownership? What are the main gaps between policy and practice?

4.5.1 Local ownership in operational procedures

To answer these questions a desk study of funding mechanisms procedures and operational practices was done, and the findings from this study was complemented with the results from the surveys carried out. It is important to remember that the purpose here was to look at operational procedures believed to affect local ownership, positively and negatively, and find gaps between policy and practice, and not to evaluate which funding mechanism has the best practice.

I found that regarding **A) the localness of the beneficiary CSOs**, important questions to pose are **Who (which locals) can get support (eligibility)?** and **To whom (which locals) is the support accessible (accessibility)?** If the eligibility criteria are high, for instance with regard to having managed large budgets in the past or having the financial muscle to comply with criteria on mandatory financial contribution, it goes

without saying that smaller organizations and movements, and indigenous/afro organizations often are not eligible. Furthermore, even when the eligibility criteria are fairly low per se, it is not automatic that this support is accessible to all the CSOs that actually comply with the eligibility criteria. If the complexity in the application procedures is high, with complicated procedures (formats) for financial, results and risk management, many of the smaller organizations are not able to handle this. If additionally, the calls for proposals are one step, which means that the CSO needs to hand in the full project proposal at once, without filtering by concept note, the probability that smaller or even medium sized organizations can manage this, or will participate in the call, is low. Some smaller organizations still do participate (if they comply with eligibility criteria) by paying an external consultant to make the proposals and fill in all the documents. This could also constitute a risk with regard to the localness of the agendas, working methods etc.

Concerning **variety, and who actually gets support**, it is important to look at who the local CSOs are that get support, and whether the donors pursue having a variety of local CSOs with respect to: *size and type of organizations* (inclusive understanding of CSOs, not only professional NGOs, but also alternative forms as movements, networks, faith-based organizations, grassroots), *geographical location* (main cities or rural districts), *different peacebuilding functions* (by Paffenholz and Spurk, not only typically recognized by donors) and agendas, hence thematic focus and beneficiary groups. Somehow it is also important how they are selected, as despite having open calls, there are suggestions that this is not really objective and transparent selection mechanisms and that the “same ones always get selected”.

Concerning **point B) the localness of the agendas** this is valid for the funding mechanism agendas and priorities, as well as for the CSOs agendas and priorities. Taking donors’ agendas first, for this to be locally relevant it is necessary that this is based on **thorough contextual understanding**, and in addition to having this as an intrinsic part of the mechanism, there should be **C) real participatory approaches** through which local CSOs can participate effectively. This has to do with **ownership**, and to call it ownership, it is important that the participatory approaches are not ad hoc or tokenistic, but that there is real possibility for impact on agendas and priorities (interactive participation – participation category 3 (see chapter 2)). These participatory approaches should also be applied in the supported CSOs work, to enhance local

ownership in their work and legitimacy and accountability to their beneficiaries, and for the locals to be able to impact the agenda of the organization. This should hence be a criterion and a cross cutting issue in funding mechanisms, and there should be diversity and qualitative indicators for the participatory processes. **The localness of the agendas in the proposals from CSOs** is also affected by operational procedures and practice in the funding mechanisms, such as the way the thematic lines are formulated (widely or specifically), whether there is special geographical focus and specific beneficiary groups, or only specific actions can be financed.

Based on the eight elements and the abovementioned findings on localness, 3 key questions were posed: To which locals are the resources **accessible/ available (1)**? Do the procedures and operational measures allow for **independence/autonomy (2)** in order to have local agendas and approaches? Do the procedures allow for **Participation/ legitimacy and accountability (3)**? I subsequently looked for elements in the operational procedures that could be seen as enhancers or obstacles to local ownership, under each subcategory.

1. Accessibility/ availability: Possibility to reach local stakeholders (Diversity, representativeness of these locals):

1.1 Threshold (eligibility criteria: Mandatory contribution in \$, min budget management earlier years, Fiduciary risk management (high or low threshold))

1.2 Complexity in application procedures: 1 step or 2 step call for proposals (concept note first or full proposal at once), (Application: rigid results management (logic framework, baseline), or more contribution based (Theory of Change (ToC))

2. Independence/ Autonomy:

2.1 Own agency and agendas: (Openly defined thematic lines or narrower focus: Specificity on geographical and thematic areas (supportable actions))

2.2 Support modalities: (possibility for core support, or only project)

2.3 Sustainability in support: (longer term or short term)

2.4 Flexibility in implementation: (liberty and possibility for budget adjustments etc.) rigid results management (logic framework, baseline), or more contribution based (Theory of Change (ToC))

2.5 Empowerment/ capacity building: capacity building programs in the mechanisms or other measures for strengthening

3. Participation/ Legitimacy/ accountability:

3.1 Legitimacy/accountability as a requisite/ assessment criterion

3.2 Participation as a strategy with CSOs

In the following tables the findings from the operational procedures on these three aspects are presented with the specificities of each donor, and in the right columns the findings from the survey related to these three donor mechanisms only. The indicators on whether this is a positive aspect or negative (+/-) - enhancers or obstacles - to local ownership, are placed in the right columns of each donor.

Table IX – Operational aspects related to Cat. 1 Accessibility/ Availability – Findings per donor and related survey results.

1. Accessibility/ availability							
	FOS		UNMPF		EU Trust Fund		Survey⁴
1.1 Threshold (eligibility)	<ul style="list-style-type: none"> • 2 years legal constituency or fiscal sponsor • No obligatory contribution • No minimum earlier budget management size • Risk management to handle smaller CSOs 	+ - + +	<ul style="list-style-type: none"> • 3 years' legal constituency (1st level CSOs), 5 for (2nd level) • Obligatory contribution in \$ • Minimum earlier budget management size (50.000) • HATCH framework for risk analysis 	+ - + - -	<ul style="list-style-type: none"> • 5 years' legal constituency • Obligatory contribution in \$ • No minimum earlier budget management size • Competition with European organizations 	- - + + -	Q4b – Eligibility Very high or high: 55.56%% Low or appropriate: 44.44% Q15. Contribution seen as impediment – 98%
1.2 Complexity application procedures	<ul style="list-style-type: none"> • 2 step call for proposals • Log frame light • No baseline 	+ + +	<ul style="list-style-type: none"> • 1 step (full proposal at once) • Log frame • Baseline 	- - -	<ul style="list-style-type: none"> • 2 steps call • Log frame • No baseline 	+ - -	Not covered

⁴ The respondents taken into account here were the ones that had had support from these mechanisms in the past (a part from Q4B where all the CSOs participating in the calls for proposals from these donors were asked).

When we look at the different findings in all three tables on positive and negative aspects of operational procedures (*enhancers and obstacles to local ownership*), we can observe that there are many operational procedures that affect local ownership negatively, and that there are more obstacles than enhancers. With regard to the **1st category Accessibility and availability**, I believe that the eligibility criteria (1.1) and complexity in the operational procedures (1.2) are high to very high in two of the three support mechanisms. As shown in the table this was also confirmed by the results in the survey (55.56% considered the eligibility criteria to be high or very high). This affects to a high extent who – which locals - can get support, and there is a high probability that the organizations that pass these criteria are organizations that would fall into the category of “typical NGOs” or bigger organizations, and the resources would hence **not** be accessible to a diversity of organizations, like victims’ movements, faith organizations, or communities (although one of the mechanisms have lower threshold and here smaller organizations could pass). However, it is possible that, as seen in the UNMPTF (UNMPTF Annex 1 – format for project document), the idea is that these bigger organizations would empower the smaller organizations and communities, and this is a ‘good thing. In this case it becomes very important how this work is done by the organization, as it is not guaranteed that this respects the will and needs of the receiving organizations, nor that they participate effectively. Donors usually have these requirements to avoid fiduciary risk and also the heavy workload that comes with support to smaller actors, however as stated in Sidas GP 1, donors should be willing to take calculated risks “both financially and in relation to the expected results” (p.13). Regarding results frameworks, it is probable that the requirements found above (Logic frameworks with baseline) could be a hindrance for the smaller CSOs, and also give a turn towards quantifiable results rather than contribution and change based results. As shown in table VIII, this is contrary to what is as stated in SIDAs GP 3, that the donors and CSOs should be able to manage for results with appropriate frameworks, “appropriate to the types of programme supported and the size and nature of CSOs”. Norad also states in GP. 2 that donors should “Harmonise and simplify financial and results reporting requirements”. Regarding the requirement of mandatory contribution in \$, as seen in the table, this is assessed both as an enhancer and obstacle of local ownership at the same time (+ and - given). This is due to the belief that contribution is an important element in local ownership, and hence this could work as something positive if the CSO actually gets selected. However,

regarding eligibility and accessibility to smaller or different CSOs, this is an impediment to the access to resources and hence negatively affects the localness of the beneficiaries in the sense of variety, as they cannot participate in the call for proposals without these resources. In the general survey, an interesting finding has **to do with contribution** as an element that **enhances ownership**, and 84% of the organizations believe it does (Q13). However, 98% also believe that obligatory contribution in financial resources is an impediment for the organizations (Q15), and 88% that it is possible to have the contribution through other kinds of contribution (Q17), like for instance voluntary work, and other kind of contributions as for instance volunteerism, materials, meeting places, food from the regions during meetings etc. 29% said they implement this with their own beneficiaries (Q18).

Table X – Operational aspects related to Cat. 2. Independence/ Autonomy – Findings per donor and related survey results

2. Independence/ Autonomy							
	FOS		UNMPTF		EU Trust Fund		Survey ⁵
2.1 Own agency and agendas	<ul style="list-style-type: none"> Openly defined thematic lines No geographical nor thematic focus No list of supportable actions 	+	<ul style="list-style-type: none"> Openly defined thematic lines Specified geographical and thematic areas List of supportable actions 	+	<ul style="list-style-type: none"> Openly defined thematic lines List of supportable actions 	+	Q 4c - Yes - Local agendas possible in calls: 94.4% Q5 – Respect for CSOs autonomy: 100%
2.2 Support modalities	<ul style="list-style-type: none"> Project support and core support 	+	<ul style="list-style-type: none"> Only project support 	-	<ul style="list-style-type: none"> Only project support 	-	Q 5c - Project support:88.9 % core support: 0% Both: 11.1%
2.3 Sustainability in support	<ul style="list-style-type: none"> 3 years with possibility of refinancing (longer term) 	+	<ul style="list-style-type: none"> 1 year (short term) 	-	<ul style="list-style-type: none"> 1 year (short term) 	-	Q 5d – 1 year: 66.7% 2 y: 33.3% 3 y: 22.2%

⁵ The respondents taken into account here were the ones that had received support from one or more of the three mechanisms studied in this survey.

						more than 3y: 16.6%	
2.4 Flexibility in implementation	<ul style="list-style-type: none"> Flexibility not easy to evaluate Core support Funding to hard-to-fund areas of work 	+	<ul style="list-style-type: none"> Flexibility not easy to evaluate No core support No funding to hard-to-fund areas of work 	-	<ul style="list-style-type: none"> Flexibility not easy to evaluate No core support No funding to hard-to-fund areas of work 	-	Q 5i. Sufficient flexibility of the donor: 83.3%
2.5 Strengthening or capacity building	<ul style="list-style-type: none"> Capacity building in funding mechanism 	+	<ul style="list-style-type: none"> No capacity building in funding mechanism One selection criterion is related to empowerment or capacity strengthening "in order to assure sustainability of the interventions (...) for the local communities." 	-	<ul style="list-style-type: none"> No capacity building in funding mechanism 	-	Not covered in survey

Regarding operational aspects related to the **2nd category Independence and autonomy**, in the five sub-issues there are few operational measures that can be seen as enhancers of ownership, and multiple obstacles. I believe the projectization of the support, meaning that it is mostly by short term (2.3) project support and not core support (2.2), in addition to the lack of capacity building (2.5) would indicate that the independence and autonomy of the organizations is quite low through the support mechanisms. Strengthening or capacity building seems to be an area with little focus in donor mechanisms (2 of 3), despite this being an important element in policies (see table VIII, element 8) where there are four different guiding principles and one lesson learned emphasizing its importance. In literature on local ownership this is emphasized as crucial to sustainability of the CSOs, and by many as a necessary element for local ownership, taking into account the limitation of local actors (Wong 2013 p.51). On the other hand, this could also be seen as given, as the UNMPTF and EU rather support bigger actors which may not be seen as in need of capacity building. However, as mentioned in the section 4.6, I believe this should be a component of the support, if not through a program for capacity building offered by donors, this could be guaranteed through core support (2.2) as this gives much more autonomy and permits more costs on institutional processes. According to the survey none of the organizations have had

core support only, and only 11.1% had had both, as in these mechanisms, this was not even an option in the UNMPF and EU.

However, regarding their **own agency and agendas** (2.1) I found that the donors have openly defined thematic lines and that it is not so difficult for the organizations to propose according to their own agendas. As shown in table X this was confirmed through the survey, 95.4% of the respondents consider they could propose according to their own agendas, however this result is based on the ones that received support and therefore this percentage might be higher than if the result was based on all respondents, also the smaller ones that did not make it through the filter. However, the fact that two of the donors prioritize some geographical or thematic areas, and presents lists of supported actions, this finally restricts the autonomy to propose according to local needs and contextual understanding, and I believe this can give more donors driven agendas. On the other hand, this is understandable, as this probably has to do with donors' needs for some measurable results and impact in an area, something which possibly also has to do with their own results management frameworks for the program. Nonetheless, as mentioned above this can give some twist to the local agendas in the proposals. Often donors are guided by their mandates and international agendas, and the earmarking of the resources, and hence, seek to support, for instance the transitional justice system in Colombia, and the institutions coming out of the Peace agreement, such as the Truth commission (CEV), Unit for disappeared persons (UBPDD), Special Jurisdiction for peace (JEP), etc. In many cases, this results in organizations only having access to support for work within for instance the transitional justice system only, and not for work with peacebuilding on a broader basis or through ordinary justice mechanisms. This is unfortunate, as the transitional justice system has an overload of cases and is limited in time, and good results and real impact do not come overnight. I also believe one could argue that many of the results reported as achieved through these calls focusing on transitional justice mechanisms, are the results of long-term peace and human rights work, without which these results would not be possible. Hence, I believe it is vital to continue support to this long-term work and not only ad-hoc international support to a limited purpose. The flexibility (2.4) in the mechanisms was difficult to evaluate through the operational procedures, as this is mostly through practice that is not documented in these procedures. However, as SIDA's GP 3 states that providing core support and funding to hard-to-fund areas of

work is part of this flexibility aspect, the lack of this could be seen as obstacles. Furthermore, there is a slight ambiguity in the findings from the survey, as the numbers show that the majority of organizations have the necessary flexibility (83% consider they do), although a frequent gap mentioned was the lack of flexibility. This could be due to the difference in the population taken into account (see more information in section 4.6 on how methodology can affect the results, and on gaps in section 4.5.2.

Table XI – Operational aspects related to Cat. 3. Participation/ Legitimacy/ Accountability - Findings per donor and related survey results

3 Participation/ Legitimacy/ Accountability							
	FOS		UNMPTF		EU		Survey ⁶
3.1 Legitimacy/ Accountability as assessment criteria in selection process	• Local ownership is an evaluation criterion in the selection process	+	• Only first level organizations are eligible and 2 nd level if they have an empowerment component with beneficiaries	+	• No criteria found on ownership, nor participation	-	Not covered in survey
3.2 Participation as a strategy with CSOs	• Thematic meetings as an input to Funds strategy development and priorities have been arranged	+	• Participation is stated as a cross cutting issues, but the text is about the states responsibility towards public participation in policy development in country, and is not related to the civil society window	-	• No measures on participatory approaches found in operational procedures. However, the	-	Q 6a – Participation: Yes – invited: 52.9% of CSOs that have been invited at some point. How many times: once 64.7%, various times 29.4%, and frequently 5.8% Q 6d – Type of participation: - Passive participation: 52.9% Consultation: 17.6% Interactive participation: 29.4% Q6e – Impact: Symbolic/ Tokenistic: 64.7% Real impact: 35.2%

⁶ The respondents taken into account here were the ones that had had support from one or more of the three mechanisms studied in this survey.

Regarding the **3rd category Participation/ legitimacy/ accountability**, only one of the mechanisms has local ownership as part of the assessment criteria directly from what could be detected in the available documents. However, the UNMPTF has a general rule that they support 1st level organizations, and only 2nd level organizations if they have an empowerment component with the first level organizations they support, however it is not clear how this empowerment component works and whether local ownership is emphasized through this empowerment. There are some dispositions in each mechanism that can be seen as enhancers, and the fact that two of three mechanisms have some dispositions on participation is a positive sign, although this does not seem very profound and no indications on the presence of qualitative measures nor power issues are there. In the UNMPTF (Annex 2, point 6) participation is stated as a crosscutting issue, however this does not seem as meant for the CSOs in the Civil society window, as the text mainly refers to how the state shall provide measures for access to information and guarantee sufficient resources for effective participation and inclusion. Nothing on participation in the policy processes of the Fund, nor on participation of the beneficiaries in the implementation of the project is mentioned. On the other hand, the EU has a Road Map for its interactions with civil society in Colombia, and this is a big step in the right direction. However, when studying the Road Map it does not seem like the EU has a framework for participatory approaches, or if they include quality, diversity and impact indicators as suggested by Van Brabant (Chapter 2, section 2.9).

As seen from table XI above in the survey, 52.9% of the organizations had been invited to participate in some kind of arena with donors (Q6a). When asked about the frequency, 64.7% had been invited only once, 29.4% more than once and 5.8% frequently. When asked about type of participation according to the categories established in chapter 2 (3 of the 7 typologies of Pretty) (Q6d), as much as 52.9% said they believed their participation to be in the category of ***passive participation***, used for unilateral information purposes only, like unilateral announcements, where participants are being told what has already happened, and not as a space for listening to people's responses. 17.6% said their participation was in the category of ***participation by consultation***, used for to get answers to specific questions, usually for predefined problems and agendas, and as an information gathering process, where there is no share in decision making, nor an obligation to take on views from the donors.

Finally, 29.4% said the space was for **interactive participation**, like co-learning, for instance participation in joint analysis, development of action plans etc., where participation is seen as a right, not as a means to achieve project goals. When asked about the impact they believed their participation had (Q6e), as much as 64,8% said it was symbolic/ tokenistic, while 35.2% believed it had real impact. When they were asked about the level of impact (of the ones reporting it to have had impact) 23.5% said it had impact to a large extent, 23,5% said to a certain extent and 53% little impact. Based on this one might conclude there is reason to believe that there is not enough understanding on the importance of qualitative measures for participation, and that this undermines local ownership unnecessarily, and participation could come across like a check box for the donors, rather than a real focus.

4.5.2 Main gaps identified

The results in the surveys of the qualitative question on the gaps between donors' policies and practice in relation to local ownership (Q27), show that 88% consider there to be gaps between policy and practice, and some do argue that the top-down approach is still dominant.

Regarding the **1st element of local CSOs' own agency and agendas**, I believe one could say that this is only partially applied. Rigid procedures and high thresholds still impede the "variety of local CSOs" to access funding in 2 of 3 mechanisms. Many organizations also mentioned this lack of accessibility, especially to smaller organizations, because of a series of tough requirements and especially because of the exigence of contributions from the CSOs that cannot be other kinds of contribution than money. Concerning the **2nd CSOs independence, autonomy and respect** I believe the CSOs enjoy quite some respect from the donors, and this was confirmed through the results from the survey (Q5f) 97% say they enjoy respect for their autonomy, furthermore (Q5g) 94.4% have equative treatment. However, the guiding principle of favoring core funding and shifting the money and decision-making power to the locally rooted organizations is applied to little extent, something which shows there is little understanding of how the projectizations of support (one year duration) and the lack of core support are obstacles to ownership. What relates to the **3rd element donors' contextual understanding and sensitivity**, not much information could be gathered from the funding mechanisms on how they do this. A large part of the respondents of the survey mentions that there is a lack of arenas for real participation,

and that donors' lack of contextual understanding, especially regional perspectives, gives a lack of pertinence and relevancy to local contexts in donors' programs. AS mentioned above related to participatory approaches 52.9% of the respondents from the survey have been invited to participate in spaces with donors, and this does that "continuous dialogue with CSOs on the context" is probable not very commonly practiced (SIDAs GP. 1, NORADs GP. 7, and L.2 DAC review). Regarding element 5 **Interactive participatory approaches on both arenas**, only 29.4% considered the participation to be participation of quality (category 3 - interactive participation), and only 35.2% believe their participation had real impact. This can be interpreted as this actually is what SIDA in GP4 calls "a tick box exercise (of participation), undermining the donors' credibility". Nothing was found on participatory approaches with the beneficiaries of the organizations, apart from one mechanism abording this indirectly by **legitimacy and accountability** to the beneficiaries, as an assessment criterion. This is the **6th element**, which is very much emphasized through both GPs and Lessons learned from all donors, while unfortunately not many operational measures could be found that strengthen this or take this into account. However, the fact that some of the mechanisms have the intention to support 1st level organizations is positive.

The 4th element of flexibility was one of the gaps identified by the respondents of the survey on the question on main gaps between donors' practice and policy (Q21). The lack of flexibility during the implementation of the project is a real obstacle, as the context changes constantly and being able to do changes, especially in the actions in the project is seen as vital to adapt and use their own contextual knowledge of what is needed to respond to the "problem". Another thing related to this, mentioned by some, is the bureaucratic procedures of the donors, suffocating medium and smaller organizations. Furthermore, many argued that the impact and results measuring do not give a real possibility of showing real change achieved, and that this is too focused on measuring quantitative results. Back to the operational procedures and practice studied, the provision of core support and funding to hard-to-fund areas of work, and managing results with appropriate frameworks, considered as part of flexibility in SIDAs GP 3, is only practiced in one of three funding mechanisms, so also here there are possibilities for improvement. Regarding **element 7 on sustainability** this is not very predominant in the policies, but still mentioned in at least NORADs policy where

long term partnerships are to be preferred. The **8th element on empowerment, strengthening and capacity building** is very strong in the policies, and this was also mentioned as something many organizations see as fundamental to local ownership and seen as a gap that the strengthening and empowerment of local organizations is not supported. The abovementioned projectization of support, and lack of funding to institutional strengthening, does not enhance sustainability of the CSOs. Only one of three mechanisms have direct provisions for this, so both of these elements have much to improve in practice.

The conclusion to this research question, is that despite the omnipresence of relevant elements in policies, through guiding principles and lessons learned, there are important obstacles to local ownership in operational measures of funding mechanisms, and it does not seem to be sufficient knowledge or conscience about the obstacles to local ownership in funding mechanisms operational procedures.

Resuming the main findings from the three research questions, the main findings from the survey indicate that CSOs find local ownership important both as a principle for donors work and in the CSOs work, and according to the majority, local ownership is about real participation with reciprocal relationships, respect for CSOs autonomy as well as recognition of local agency and capacity. Regarding the policies, the main findings show that while the word local ownership is rarely used in policy documents all the related key elements are referred to continuously indicating the concept is highly present throughout the relevant policy documents. Regarding donor mechanisms' practice of local ownership, the findings suggest that the operational procedures and practice allow for some aspects of local ownership, but that there are obstacles found in each of the three categories established: In category 1, on accessibility and availability the high threshold and complex procedures impedes a variety of CSOs from gaining access to two of three mechanisms. In the 2nd category concerning independence and autonomy, despite the respect the CSOs enjoy from donors towards their independence and autonomy, the projectization of support and need for tangible and swift results, combined with lack of capacity building and flexibility, finally limits independence and autonomy, also in two of three mechanisms. Finally, in the category of participation/ legitimacy/ accountability there seems to be what Sida, in GP 5, refers to as a "tick box for donors" and a lack of implementation of quality participatory approaches. Furthermore, according to the CSOs there are important

gaps regarding the same elements, especially emphasized by the organizations is the projectization of support and the lack of sustainability this gives, as well as the lack of contextual understanding from the donors, especially on regional questions, resulting in less relevant donor programs.

Finally, the above findings suggest that there should be an analysis to establish clarity on what localness and ownership mean to each mechanism, and that there need to be operational guidelines for this principle to “trickle down” to practice. Suggestions on the content for this can be found in the next section, answering the main research question.

4.6 Findings - Main research question: *How should the principle of local ownership be operationalized in funding mechanisms for support to CSOs peacebuilding to fulfil the expectations of the CSOs and comply with the principle of local ownership?*

Each funding mechanism has its own program with its own strategic objectives, and the intention to support civil society in its own right and as a goal in itself seem to be there. However, support to civil society is often seen as a complement to other development work, and there is little stated about *how* they want to support civil society and *which part* of civil society – **which locals** - that it is desirable to support. The strategic frameworks of the mechanisms often define the results they want to achieve in peacebuilding *through* civil society, that is what the CSOs should produce through the support, but not much on the goal for the support to Civil society in itself. However, based on the literature one could conclude that the international donors want more local ownership in their peacebuilding work, and that this is one of the reasons for supporting civil society. The established policies for support to civil society are a step in the right direction as they establish many important elements key to good support to CSOs and more local ownership. However, for these mechanisms to fulfil the principle of supporting civil society in its own right and as a goal in itself, a clear intervention logic for the support to Civil society should be elaborated for each mechanism, in addition to the theory of change (SIDA GP1).

A proper intervention logic for support to civil society, I believe - to be able to fulfil its promise on local ownership - should include *who to support* (which locals to reach),

and how to support them, an analysis of localness and ownership, a plan for contextual understanding and a plan for participatory approaches.

Nonetheless, with or without a proper CSO-strategy, to be able to give more clarity through specificity, a thorough **analysis of localness and ownership** – on the meaning in the funding mechanisms specific context and work area, and on what affects localness and ownership, should be developed. This should be done **both with regard to the beneficiaries and the agendas/program**, and on **both levels** – level of the **funding mechanism** - donors' agendas and programmatic action and their beneficiaries (CSOs), and on the **level of the CSOs**, which means the CSOs agendas and their beneficiaries (final recipients).

Two inherent elements of local ownership, without which local ownership cannot be reached, are on the one hand **legitimacy and accountability**, and on the other hand **participation**. These should therefore be cross cutting issues that permeate all action. Hence, a **specific analysis** should be done on what **quality participation** means in both levels, and a plan for the implementation of participatory approaches should be elaborated. Finally, an operational plan should be made for the implementation of measures to guarantee local ownership.

Hence, in order to operationalize the principle, each funding mechanism need to start by analyzing what localness and ownership mean in their specific programmatic action and context, and establish operational measures to implement the necessary actions to enhance them, by taking into account the 8 interrelated elements from the policy documents, and the 3 aspects from the analysis of enhancers and obstacles in operational procedures, through the variables A, B and C (presented in the Chapter 3, section 3.4).:

- A. Localness and ownership of beneficiaries at both levels:
 - A1. CSOs beneficiaries of the funding mechanisms
 - A2. The beneficiaries of the CSOs
- B. Localness of agendas at both levels:
 - B1. Locally relevant agendas/priorities of the Funding mechanisms
 - B2. Locally relevant agendas/priorities to the CSOs
- C. Participation by the beneficiaries at both levels:
 - C1. Participatory approaches in donors' programs

C2. Participatory approaches in CSOs projects/interventions

Table XI – Operationalization of local ownership in Funding mechanisms

A. Localness and ownership of beneficiaries on both levels	
<p>Regarding localness of beneficiaries, according to the findings this is about having relevant local beneficiaries representing local context and peace constituencies, and hence it is important to establish which locals the mechanism intends to reach, to avoid the simplistic binary distinction between national (local) and international, and to establish some goal for what is “local enough”. Different regions, different beneficiary groups, different types of organizations, different peace building functions etc.</p> <p>With regard to ownership of the beneficiaries at both levels, this is about analyzing how much control or independence is needed to have ownership and how this is impacted by different operational measures and processes.</p>	<ul style="list-style-type: none"> - Establish which locals the funding mechanisms want to reach - Look into what is “local enough” - Establish what the CSOs and their beneficiaries should “own” - Establish how much control or participation is needed to call it ownership
A. 1 Localness and ownership of CSOs, beneficiaries of the funding mechanisms	
<p>Regarding localness of CSOs it is important to appreciate the variety of expressions of local organizations and not to equate the locals with professional NGOs, and look at which are eligible, and whether the support is accessible to a diversity of CSOs, in its own right set as a goal in the policy documents guiding principles and lessons learned (SIDA GP 1,2, NORAD GP 4, 2, EU GP 1, 7).</p> <p>The donors should analyze diversity regarding:</p> <ul style="list-style-type: none"> - Geographical areas - Rural, outside the capital? - Agendas (thematic focus and beneficiary groups) 	<ul style="list-style-type: none"> - Look into which CSOs will be eligible and can be reached - Establish which CSOs actually have access to resources - Look into whether the operational measures allow for support to a diversity of organizations, including different peace building functions

<ul style="list-style-type: none"> - Only big organizations or also medium and small organizations - Type of org: type of organization (only professional NGOs or also alternative forms as movements, networks, faith-based organizations, grassroots?). - Peacebuilding functions (7 functions of Paffenholz and Spurk) – only the most prevalent ones or different functions? <p>Look into operational aspects affecting the possibility to reach diversity of local stakeholders:</p> <p>Threshold/ Eligibility criteria:</p> <ul style="list-style-type: none"> - Obligatory contribution in \$ - Min budget management earlier years - Fiduciary risk management (high or low threshold) <p>Complexity in application procedures:</p> <ul style="list-style-type: none"> - 1 step or 2 step call for proposals (concept note first or full proposal at once) - Application: rigid results management (logic framework, baseline), or more contribution based (Theory of Change (ToC)) (NORAD GP2) <p>Concerning ownership by the CSOs, the CSOs should have ownership to their own project/ interventions and to some extent they should have ownership to the funding mechanisms agenda. Regarding their own project, independence and autonomy is key for the CSOs to control their own intervention (NORAD GP2, , hence the Funding mechanism should look into which operational measures spoil and enhance ownership, and analyze what can be done to improve this. Enhance autonomy and independence by implementing more flexible partnerships (NORAD GP2, SIDA GP3, EU L.7) through:</p> <ul style="list-style-type: none"> - core support - long term support - capacity building/ institutional strengthening - Flexible support to enhance local agendas and priorities (hard-to-fund areas) 	<ul style="list-style-type: none"> - Establish how operational procedures affect accessibility - Look at enhancers and obstacles - Analyze how varied the portfolio of selected CSOs is in the end - Analyze if the “same ones as always” are selected or if the calls for proposals and selection process allow for new ones to get through - Look into what affects CSOs ownership of their own project - Analyze how much control or autonomy is needed to have (full or enough) ownership - Look at what can be done in the funding mechanisms to enhance ownership - Establish measures in the funding mechanisms to increase the CSOs independence and autonomy - Assure CSOs enjoy effective participation in defining agendas/ programmatic action
---	---

<p>Regarding ownership by CSOs of donors' agendas and programs, this is something that should be enhanced as well, through participation in different spaces for strategic programming and for agenda setting (NORAD GP 7, SIDA GP 1, EU L2), but as Reich (2006 p.4) puts it “instead of aiming towards the unfulfillable goal of complete and literal local ownership of a foreign funded project, (...) the focus should be on the nature on the relationships between the two.” This is related to contextual understanding and ownership of agendas, and participatory approaches.</p>	<p>and in context analysis</p> <ul style="list-style-type: none"> - Look into power balance and impact of participation
--	--

A2. Localness and ownership of final beneficiaries of the CSOs

<p>It is also important to look at the beneficiaries of the organizations and who they are, what local realities they represent, and for instance whether the organizations have beneficiaries that represent local realities relevant to the peace agendas, different populations affected by the armed conflict and relevant for building peace etc. It is also important that the CSOs have the necessary legitimacy and are accountable to their beneficiaries (NORAD GP2, GP4, GP5, SIDA GP 4, EU GP 3, GP5, L2, L1). This is closely linked to point 2, localness and ownership of agendas, and more often identified by the donors as this has to do with strategic objectives of programs. For these beneficiaries to have ownership the CSOs need to implement participatory approaches with their beneficiaries.</p>	<ul style="list-style-type: none"> - Look at which locals are the beneficiaries of the CSOs - Look into how “local” these are - Look at which local realities they represent
--	---

B. Localness of agendas /programs at both levels

<p>It is important that the funding mechanisms have locally relevant agendas and programs, as well as the agendas and projects of the CSOs being relevant to their local contexts and beneficiaries.</p>	<ul style="list-style-type: none"> - Analyze what local agendas or local programmatic action mean - Analyze how legitimacy and
--	--

	accountability can be enhanced
B1. Locally relevant programs (agendas) of the Funding mechanisms.	
<p>The funding mechanisms should have locally relevant programs, and this can only be achieved through thorough contextual understanding (NORAD GP7, SIDA GP1, EU L2), where the drivers and resisters of change are well known. This should hence be a very important part of the work of the funds.</p> <p>Furthermore, appropriate action in a changing context needs flexibility and it is therefore better to have contribution-based result work, rather than inflexible logic frameworks with fixed quantitative indicators and targets (NORAD GP2 and SIDA GP3).</p>	<ul style="list-style-type: none"> - Ensure contextual understanding and sensitivity is core to the funding mechanisms work and an ongoing process - Ensure interactive participation in both context analysis and programmatic action to ensure locally relevant programs - Use theory of change or contribution-based results frameworks for the funds
B2. Locally relevant agendas/projects of the CSOs	
<p>As mentioned under 1.1, for the CSOs to have locally relevant and owned agendas/ projects they need to have the necessary independence and autonomy to propose from their own needs and contextual understanding, and own their own project, and have the necessary flexibility to reorient or make changes if needed. Furthermore, they need to be accountable to their beneficiaries, and local contexts. An analysis of enhancers and obstacles of independence and autonomy in operational measures should be done. See above under 1.1.</p>	<ul style="list-style-type: none"> - Foment CSOs implementation of participatory approaches with their beneficiaries - Be flexible towards changes and in MEL work

C. Participation by the beneficiaries at both levels

C1. Participatory approaches in donors' programs

Regarding participatory approaches a framework for participation in the funding mechanisms should be established. As mentioned above, to have legitimacy in the agendas and programs, the organizations should be able to participate in an effective manner, although the goal is not for the CSOs to have complete control or ownership of the donors' agendas, the goal is to have legitimacy and locally relevant programs. An analysis should be made to assess in which topics participatory approaches are appropriate, and begin to define goals and indicators for this process. It would be important that this is a process where people can participate freely, where the power balance is thoughtfully taken into account, so that the organizations can participate effectively, get sufficient information on the forehand to prepare, enough time for each part of the space, have an established methodology for how to gather the information, how to use the information afterwards, how to include it. These spaces should be learning sites, where learning for both donors and CSOs is the goal, and these could be for context or results analysis, or spaces for feed-back on support to CSOs (the mechanisms as such) etc.

The participation analysis and plan should include (Indicators from Van Brabant 2015, adapted):

- **Quantitative indicators** on participation, for instance how many spaces have been organized, how many people participated, how many times.
- **Diversity indicators**, for instance who participates, representativeness of different regions, types of CSOs, peacebuilding functions (type of work) etc.
- **Qualitative indicators**, for instance on kind of participation (Categories established in Ch. 2 based on Arnsteins ladder of participation)

- Establish operational measures for participation of beneficiaries at both levels
- Use indicators on quantity, quality, diversity and impact.

<p>1. Passive participation: For information purposes (unilateral announcements, being told what has already happened, not a space for listening to people's responses).</p> <p>2. Participation by consultation: Answering questions (Predefined problems/agenda and information gathering process. No share in decision making, nor obligation to take on views).</p> <p>3. Interactive participation (Co-learning): Participation in joint analysis, development of action plans etc. Participation is seen as a right, not a means to achieve project goals.</p> <p>Impact indicators, for instance on whether the input from the CSOs were taken into account? Did this lead to changes?</p>	
<p>C2. Participatory approaches in CSOs projects/ interventions</p>	
<p>The funding mechanism should assess legitimacy and accountability in the CSOs they support.</p> <p>In order to enhance legitimacy and accountability in the approaches of the CSOs, the beneficiaries should be able to participate effectively in the CSOs projects/interventions.</p> <p>The donors should therefore take measures to enhance legitimacy, accountability and participation.</p> <p>(NORAD GP2, GP4, SIDAS GP. 4, EU GP 3, L2, L1)</p>	<ul style="list-style-type: none"> - Donors should look at legitimacy and accountability of the CSO towards their constituencies when they select partners - Donors should also have participation as a crosscutting issue and capacity building with the CSO to enhance legitimacy and accountability

In addition to the abovementioned aspects, to fulfil the expectation of the CSOs and content in policies, the operationalization should emphasize the following:

1. **Strive to support CSOs local agency, the localness of CSOs and the localness of agendas supported**, through a variety of CSOs and demand driven initiatives.
2. **Respect and value CSOs capacity, independence and autonomy**, by flexible, long term and equitable partnerships, core support, needs based capacity development, funding “the unfundable” and by acknowledging the local capacities.
3. **Focus on thorough contextual understanding and sensitivity** through continuous analysis and reviews of theory of change, with interactive participation from the CSOs and other peace constituencies.
4. **Provide flexibility and responsiveness in funding**, learn and adapt partnership approach as required, contribution-based results framework and theory of change.
5. **Use interactive participatory approaches**, with quality indicators, letting the CSOs participate effectively and equitably in context analysis, policy making, and enhancing the implementation of the same approaches in CSOs work with their beneficiaries.
6. **Strengthen accountability and legitimacy**, of the CSOs having this as a criterion in the selection process and participatory approaches as a crosscutting issue with the CSOs, and in their own work by continuous learning spaces with CSOs.
7. **Analyze how to enhance sustainability of the CSOs**, and provide long term partnerships.
8. **Work to strengthen and empower the organizations with a needs-based approach**, not only through courses offered, but by continuous dialogue, providing the possibility for institutional learning through evaluations, and other strengthening by the CSOs own definition, as through institutional support or specific budget lines for this in projects.

4.7 Impact of methodology on the results

As always, some methodological aspects or choices may have affected the results of this survey.

Regarding the **selection of the 8 elements to look for in the policy documents**, these were selected based on an analysis of how funding mechanisms and CSOs work, and on what are believed to be key elements of localness and ownership. As mentioned earlier, international cooperation discourse is marked by trends of “buzz-words” that develop through time, and local ownership travel through other words that

together have the same meaning to give what Laclau (1996) calls chains of equivalence. The fact that these eight elements are interrelated, and some actually causal, may make the selection seem arbitrary, but I believe it was a correct choice of elements. However, one element comes across as different, and that is sustainability, which is more an objective or a consequence, if local ownership is respected. The selection of the elements searched for, may have affected the results to a certain degree, but I do believe that the results would have been that local ownership is highly present throughout policy documents anyhow.

Regarding respondents, it is important to mention that different respondents were taken into account at different moments in this research. To answer the first research question it is interesting to know the conceptualizations and the importance the general population of civil society organizations give to local ownership and related elements, as well as their perceptions on gaps between policy and practice. However, for the questions related to the three mechanisms, it makes more sense to include only the ones being touched by the subject. I asked the CSOs whether they had participated in calls for proposals of international donors, and for the perceptions on the eligibility criteria (Q4b) I took into account all the respondents that answered yes. For the other aspects related to the three funding mechanisms studied, mentioned in the tables IX, X and XI, I filtered the answers for the respondents that had actually had support from one or more of the funding mechanisms studied, and only included the results from the respondents that had had support from these mechanisms. However, some of the respondents that answered yes, had had support from other donors as well, such as USAID, or international NGOs (INGOS) and it is not possible to filter these in order to exclude them from the responses. This could have affected the results to a certain degree, as for instance INGOs are known to give more flexibility and independence once the organizations have been selected, although this does not mean that the agendas and initiatives are more local. This could have affected the results on the gaps as well, but the answers gathered coincided with the gaps found in the mechanisms operational procedures to a high extent, so I believe the answers are valid. In general, the respondents represent a great variety in all aspects, and therefore I believe that they were a good population to take into account. However, the results could have been different, for instance, if a much bigger percentage of the organizations were small, or big, and not so varied for instance with regard to peacebuilding functions,

especially regarding category 1 on accessibility and availability. Another thing mentioned in chapter 3, is the fact that interviews with donors and CSOs were not included as a data collection method, and I believe this was wise because of my position, but it is possible that more information on the selection process, flexibility in the mechanisms, and participatory approaches would have surfaced. On the other hand, this could also be more subjective than the info recollected, and I believe that the best way to look in depth on each mechanism's application of the principle would be through an evaluation, something that this study did not aim for.

Related to this, an aspect of significant importance is how day to day practice inside the funding mechanisms could affect local ownership, and as stated in a report from (INTRAC 2014 p.7), in the end, much comes down to people and having the “right people” in fund management is an important aspect, which affects how things are done to a high degree. There are rules for fund management, and procedures for changes and adjustments in projects, however there are also room for exceptions, and it was not possible to eluate how the management and program officers’ treatment or everyday practice is affecting local ownership through this study. However, this is something very important to look into in fund mechanisms, and something that is mentioned in NORADs framework for participation, called “community scorecards”. This was done in FOS as part of the closure, by the 10-years of the mechanisms, and with very good results, as this can give insight in many qualitative aspects of the mechanism, and give room for important learning.

Chapter 5 - Conclusions on findings and contributions

Coming back to the research gap identified by Ejodus and Juncos, mentioned in chapter 1, section 2.6, “despite the official rhetoric, little is known about whether the principle of local ownership is implemented in practice, how and with what consequences”, I believe that this research has given more details to what part of this principle is implemented in practice and how. Additionally, the research has given more clarity through specificity by conceptualizing and defining more what local ownership is about - and should be about (according to policies and CSOs) - in the context of support to civil society. It has also given some recommendations on operationalization of the principle to comply with policies and CSOs expectations. A summary of the conclusions will be presented below, together with suggestions on further research, and information on the importance of this contribution.

5.1 Summary of findings and conclusions

The first finding clarified what local ownership is about in funding mechanisms to support CSOs peacebuilding efforts: the real **localness of the beneficiaries**, both **recipient organizations** of the funding mechanisms, and **their beneficiaries again**, and especially the organizations’ legitimacy and accountability to their beneficiaries. To avoid a binary distinction, and the equation of locals as any national NGOs, the donors should seek to have a **diversity** when it comes to size, type of organization, geographical area and peacebuilding function should be considered. Furthermore, the **localness of the agendas**, both the **agendas of the funding mechanisms** (whether these are locally relevant and appropriate, and based on contextual understanding) and the **agendas of the beneficiary CSOs** (whether their agendas are defined by themselves (not donor driven) with contextual understanding and effective participation from their own beneficiaries). Finally, **ownership** is about **participation and having the power to control, decide over, or at least influence, the agenda and priorities** during the course **of the project/ program** and make changes if needed. The survey showed that CSOs find local ownership important both as a principle for donors work and in the CSOs work, that for the CSOs local ownership is about **real participation** with **reciprocity in the relationships, respect for CSOs autonomy** as well as **recognition of local agency and capacity**.

Regarding the policies, the main findings show that, the concept is highly present throughout the relevant policy documents, through 8 related elements: 1. *Local CSOs own agency*, 2. *CSOs Independence, autonomy and respect from donors*, 3. *Donors contextual understanding and sensitivity*, 4. *Flexibility*, 5. *Interactive participatory approaches*, 6. *Accountability and legitimacy to constituents* at both levels, 7. *Sustainability* and 8. *Empowerment and strengthening*. Furthermore, the findings suggest that when it comes to donor mechanisms practice of local ownership, the operational procedures and practice allow for some aspects of local ownership, however there is room for improvement. Regarding accessibility and availability, the high threshold and complex procedures impede a variety of CSOs to gaining access in two of three mechanisms. Concerning independence and autonomy, despite the respect the CSO enjoy from donors in this aspect, the projectization of support, combined with lack of capacity building and flexibility, finally reduces the independence and autonomy. Finally, concerning participation/ legitimacy/ accountability there seem to be a lack of quality participatory approaches. According to the CSOs there are important gaps regarding the same elements, the organizations emphasized the projectization of support and the lack of sustainability this gives, as well as the lack of contextual understanding from the donors, especially on regional questions, resulting in less relevant donor programs.

These findings also show that there are gaps between policy and practice, and a possible conclusion could be that despite the respect that the fund managers and personnel have for CSOs work and independence, there is still little knowledge in funding mechanisms of what local ownership really means, as well as conscience on how operational measures affect local ownership, and as Cernea (1995 p. 25) put it “clouds of cosmetic rhetoric” still seem to be dominant, as “technocratic planning continues to rule”.

A possible reason for this could be because support to **civil society is still treated as a means to reaching development objectives through financing local stakeholders’ efforts in peacebuilding, more than as a means to support Civil society in its own right and their local peacebuilding agendas**. As pointed out in policies and also in the recommendations for operationalization of local ownership, in addition to results framework that establish the strategical objectives of the cooperation, in terms of results in building peace, an **intervention logic regarding the**

support to civil society should be elaborated in order to establish clear objectives for **which locals to support – what localness means**, and what it takes to comply with localness and ownership in terms of power and participation, at both levels – in funding mechanisms and CSOs. This should be complemented by operational measures for the practical implementation of the principle.

As mentioned before, a limitation to this study is that it did not include interviews with donors, nor CSO, and some aspects, especially regarding practice in fund mechanisms may not have been considered.

5.2 Further research and recommendations

Paffenholz (2010) warns the romanticizing of supporting “any local” CSOs and argues different peacebuilding functions are relevant at different moments of conflict and post conflict, or in this case post agreement. Further research on what is supported by international donors, when it comes to diversity in local CSOs, and especially regarding peacebuilding functions, would be of much interest.

This research looked at – among other things - funding mechanism operational measures believed to affect local ownership, but it did not have as an objective to evaluate the mechanisms work and deficiencies in local ownership. This could be part of an evaluation process in each mechanism, looking into participatory approaches, in the mechanisms and selected CSOs, as well flexibility, legitimacy, independence and other elements related to local ownership. This would be one of the recommendations from this study.

Furthermore, it would be interesting to look at how other types of partnerships affect ownership, for instance partnerships with International NGOs. These are said to be more ownership friendly in some ways, as the partnerships are often long term and bigger in resources, but some argue the agendas are affected by the international NGOS agendas, and that this affectation is more subtle (Giffen, Janice and Ruth Judge 2010).

It would also be interesting to look at how participatory approaches are done, for instance whether the EU road map is implementing interactive participation or other less qualitative categories. It would be interesting to look at this with diversity indicators, quantitative indicators etc.

Finally, what is not covered in this research is the last part of the gap mentioned above by Ejdus and Juncos, “with what consequences”, and I believe this should be further studied. Studying the consequences of lack of local ownership in support to CSOs peacebuilding efforts would give important insight and arguments for a proper implementation of the principle. One could imagine, also based on the input given by the CSO in this research, for instance that the lack of local ownership gives less relevant agendas and priorities in donors programs, and that less relevant issues could mean financing less important matters than the ones identified by the locals living in the territories, knowing the context, its challenges and possible solutions. This would be, not only a waste of money, but missed opportunities for territorial peace and better lives for the population living in the country.

5.3 Importance of this study

I believe the findings in this study can be useful for funding mechanisms that support civil society, not only in Colombia, but also in other parts of the world, as it links the obstacles to local ownership to operational measures. This could change the way things are done in funding mechanism, to some extent, as this can be used as a practical tool for fund managers, hopefully with the result of having more local ownership in support to civil society, and more sustainable peacebuilding and territorial peace in Colombia and other parts of the world.

Reference list

- Arnstein, Sherry R. 1969. "A Ladder Of Citizen Participation", *Journal of the American Institute of Planners*, Volume 35, 1969 - Issue 4.
- Ambro, Geir. 2006. "Defining Local Ownership - A grounded theory approach From Aga Khan Rural Support Programme's Projects in Baltistan." Master thesis. Norwegian University of Life Sciences.
- Bringsrud, Silje Fekjær. 2013. *Hvordan bli en lykkelig masterstudent*. Gyldendal Norsk Forlag AS.
- Cernea, Michael. 1995. *Putting People First: Sociological Variables in Rural Development*. World Bank, Washington, DC.
- Cohen, John and Norman Uphoff. 1980. "Participation's place in rural development: Seeking clarity through specificity." *World Development*, Vol. 8, pp. 213–235.
- Colebatch, Hal K. 2002. *Policy: Concepts in the Social Sciences*. Open University Press.
- Cornwall, Andrea and John Gaventa. 2001. "From Users and Choosers to Makers and Shapers: Repositioning Participation in Social Policy." *IDS Working Paper 127*, Institute of Development Studies, Brighton.
- Cornwall, Andrea. 2004. "New democratic spaces? The politics and dynamics of institutionalised participation." *IDS Bulletin*, Vol. 35, No. 2.
- Cornwall, Andrea & Karen Brock. 2005. "Beyond Buzzwords "Poverty Reduction", "Participation" and Programme Paper "Empowerment" in Development Policy" *Overarching Concerns, Programme Paper Number 10*. United Nations Research Institute for Social Development. [Beyond Buzzwords: "Poverty Reduction", "Participation" and "Empowerment" in Development Policy \(unrisd.org\)](#)
- Cornwall, Andrea. 2008. "Unpacking 'Participation': Models, Meanings and Practices." *Community Development Journal* 43, no. 3 (2008): 269-83. Accessed June 12, 2021. <http://www.jstor.org/stable/44258086>.
- Donais, Timothy. 2012. *Peacebuilding and local ownership: Post-conflict consensus-building*. London: Routledge.
- Dursun-Özkanca, Oya & Katy A. Crossley-Frolick. 2012. "Security sector reform in Kosovo: The complex division of labor between the EU and other multilateral institutions in building Kosovo's police force." *European Security*, Vol 21, No 2 ([tandfonline.com](#))

- Ejdus, Filip. 2018. "Local ownership as international governmentality: Evidence from the EU mission in the Horn of Africa." *Contemporary Security Policy*, 39:1, DOI: <https://doi.org/10.1080/13523260.2017.1384231>
- Ejdus, Filip & Ana E. Juncos. 2018. "Reclaiming the local in EU peacebuilding: Effectiveness, ownership, and resistance." *Contemporary Security Policy*, 39:1. DOI: 10.1080/13523260.2017.1407176
- European Commission. 2020. "EU & Colombia key partners for Peace" European Commission Report.
- Gaventa, John. 2006. Reflections on the Uses of the "Power Cube" Approach for Analyzing the Spaces, Places and Dynamics of Civil Society Participation and Engagement, *CFP Evaluation Series 2003-2006*, No. 4 (October 2005), Mfp Breed Network.
- Garretón, Manuel 2006. "Sociedad civil y ciudadanía en la problemática latinoamericana actual". *En Ciudadanía, sociedad civil y participación política*, Isidoro Cheresky (ed), Page 45-59. Miño y Dávila Editores, Buenos Aires.
- Gerring, John. 2006. *Case Study Research. Principles and Practices*. Cambridge, Cambridge University Press.
- Giffen, Janice and Ruth Judge. 2010. "Civil Society Policy and Practice in Donor Agencies." International NGO Training and Research Centre (INTRAC), Oxford.
- Helleiner, Garry. 2000. "Towards Balance in Aid Relationship: External Conditionality, Local Ownership and Development." *Paper presented for Reality of Aid, International Advisory Committee meeting, San Jose, Costa Rica*.
- Helleiner, Garry. 2002. "Local Ownership and Donor Performance Monitoring: New Aid Relationships in Tanzania?" *Journal of Human Development*, 3 (2).
- INTRAC. 2014. *Study on Support to Civil Society through Multi-Donor Funds, Final report*, International NGO Training and Research Centre (INTRAC), Oxford. (intrac.org)
- King Gary, Robert O. Keohane and Sidney Verba. 1994. *Designing Social Inquiry: Scientific Inference in Qualitative Research*. Princeton University Press.
- Laclau, Ernesto. 1996. "On the death and rebirth of ideology." *Journal of Political Ideologies*, Vol. 3, No. 1, pp. 201–220.

- Losnegård, Jørdi Maria Bøthun. 2017. "Civil society organizations and peace negotiations." Master thesis. University of Oslo
- Mac Ginty, Roger. 2008. "Indigenous Peace-Making Versus the Liberal Peace," First Published June 1, 2008 Research Article, <https://doi.org/10.1177/0010836708089080>
- Mac Ginty, Roger, & Oliver P. Richmond. 2013. "The local turn in peace building: A critical agenda for peace." *Third World Quarterly*, vol. 34. doi:10.1080/01436597.2013. 800750
- Mansuri, Ghazala & Vijayendra Rao. 2014. Localizing development. Does participation work? June 2014. *Journal of Economics* 112(2):201-205 DOI:10.1007/s00712-014-0394-4
- Mansuri, Ghazala, & Vijayendra Rao. 2004. "Community-Based and -Driven Development: A Critical Review." *World Bank Policy Research Working Paper 3209*.
- Molund, Stefan. 2000. "Ownership in Focus? Discussion paper for a planned evaluation." *Sida studies in Evaluation*, 00/05. Swedish International Development Cooperation Agency, Stockholm.
- Moore, Mick, Jeremy Gould, Anuradha Joshi, Riitta Oksanen. 1996. "Ownership in the Finnish aid programme: evaluation report." Helsinki, Ministry of Foreign Affairs of Finland. Helsinki.
- OECD. 1996. Shaping the 21st Century: The Contribution of Development Co-operation. [2508761.pdf \(oecd.org\)](#)
- Paffenholz, Thania (ed). 2010. *Civil Society and Peacebuilding: A Critical Assessment*. Colorado. Lynne Rienner Publishers
- Paffenholz, Thania. 2013. International peacebuilding goes local: analysing Lederach's conflict transformation theory and its ambivalent encounter with 20 years of practice, *Peacebuilding*, DOI:10.1080/21647259.2013.783257
- Paffenholz, Thania. 2015. "Unpacking the local turn in peacebuilding: a critical assessment towards an agenda for future research". Pages 857-874 Published online: 08 Jun 2015. *Third World Quarterly*, Volume 36, 2015
- Reich, Hannah. 2006. "Local Ownership" in Conflict Transformation Projects Partnership, Participation or Patronage?" *Berghof Occasional Paper No. 27* Berghof Research Center for Constructive Conflict Management
- Saxby, John. 2003. "Local Ownership and Development Co-Operation - the Role of Northern Civil Society." *An Issues Paper presented at CCIC/CIDA Dialogue "Local Ownership: Roles for Southern and Canadian Civil Society Organizations"*. Canada. CCIC/CIDA.

- Smith, John K. 2004. Reliability and Validity in Qualitative Research. The SAGE Encyclopaedia of Social Science Research Methods. Sage Publications. Thousand Oaks, CA, USA.
- Strauss, Anselm. L. & Juliet M. Corbin. 1990. *Basics of Qualitative Research: Grounded Theory Procedures and Techniques*. 2.nd edition. SAGE Publications. Thousand Oaks, CA, USA.
- Thagaard, Tove. 2013. *Systematikk og innlevelse. En innføring i kvalitativ metode*. Fagbokforlaget, Bergen.
- Van Brabant, Koenraad, 2010. Peacebuilding how? Broad local ownership. Interpeace (dmeformpeace.org)
- Williams, Glyn. 2004. Evaluating participatory development: tyranny, power and (re)politicisation. Third World Quarterly, Vol 25 No 3. Routledge, Oxfordshire.
- Wong, Pearly. 2013. "Local Ownership' in Peacebuilding – a Premature Rhetoric?" United Nations Peace and Progress, Volume 1 (1). <http://upp.unu.edu/>

Online resources:

- European Commission. 2020. "ToR Call for proposals" and annexes: [Online Services - Online Services - Programas de Cooperacion Exterior de coopération extérieure - Comisión Europea \(europa.eu\)](https://ec.europa.eu/development/online-services/)
- European Union. 2020. "EU Road Map Colombia 2014-2017: Hoja de ruta 2014 – 2017 para el compromiso con la sociedad civil en los países socios" [493 at Hoja de Ruta UE Colombia.pdf \(cong.org.co\)](https://cong.org.co/493-at-Hoja-de-Ruta-UE-Colombia.pdf)
- FOS – Swedish Norwegian Fund for support to Colombian Civil Society: Operational Guidelines, 2016.
- FOS – Swedish Norwegian Fund for support to Colombian Civil Society: Annual report 2017.
- FOS – Swedish Norwegian Fund for support to Colombian Civil Society: 10 years report. 2020: [INFORME FOS 10 AÑOS.pdf - Google Drive](https://drive.google.com/file/d/1INFORME_FOS_10_AÑOS/view)
- NORAD. 2018. "Norad's Support To Civil Society: Guiding Principles, NORAD, 2018": <https://norad.no/en/toolspublications/publications/2019/lappuide-norad-a-la-societe-civile-principes-directeurs/>
- NORAD. 2013: A Framework for Analysing Participation in Development Report 1/2013 <https://www.norad.no/globalassets/import-2162015-80434-am/www.norad.no-ny/filarkiv/evalueringsavdelingens-filer/a-framework-for-analysing-participation-in-development.pdf>

NOREF. 2021: [NOREF - Colombia](#)

Norwegian MFA. 2021. #The peace process in Colombia”: [The peace process in Colombia - regjeringen.no](#)

Sida. 2020 “Guiding Principles for Sida’s Engagement with and Support to Civil Society, 2019”:
<https://www.sida.se/English/publications/163770/guiding-principles-for-sidas-engagement-with-and-support-to-civil-society-without-examples/>

SIDA. 2020. “Sidas work in Colombia”: www.sida.se/en/sidas-international-work/colombia

UNMPTF Fact Sheet Colombia. 2020: [Trust Fund Factsheet - Colombia Peace UNMPTF \(undp.org\)](#)

UNMPTF – Annual report 2018.

UNMPTF Operational guidelines: Civil Society Window
[Guia de operaciones Ventana no gubernamental UNMPTF Colombia.pdf](#)

UNMPTF ToR Call for proposals – UNMPTF [Tors convocatoria victimas UNMPTF Colombia.pdf](#)

UNMPTF, ToR Call for proposals - PDET: [Tors Convocatoria PDETS.pdf](#)

Annex 1 – Questions initial survey – full name of organizations

Annex 2 - Questions anonymous survey to civil society organizations