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A SURVEY OF DONOR AGENCY CIVIL SOCIETY LITERATURE

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A SURVEY OF DONOR AGENCY CIVIL SOCIETY LITERATURE

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ABSTRACT: This document is a sampling of bilateral and multilateral aid agency civil society program literature over the past several years. It includes evaluations and papers describing programs administered by such institutions as AUSAid, DFID, CEDA, NORAD, the World Bank, EBRD and European Commission.

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Summary

A brief perusal of cross-agency civil society development literature suggests there has been an emphasis on programs attempting to strengthen ties between donors and actors within civil society as well as non-governmental organizations (NGOs) in general. Judging by the large amount of documentation, some agencies tend to fund civil society programs more than others. Sweden (SIDA), Norway (NORAD), the Netherlands and Finland may spend larger amounts in proportion to their total development contributions. At the same time, some donor countries such as Japan (JICA) have fewer reports documenting spending on civil society specifically, suggesting it may spend less taking into account its relatively large budget allotments for international aid.

Additionally, there has also been a strong emphasis on multi-lateral donor agency lending to civil society actors and programs. According to report summaries, organizations more economic development and infrastructure in orientation such as the International Monetary Fund, World Bank, European Bank for Reconstruction and Development and European Commission are lending larger amounts to civil society stakeholders especially when larger business enterprise and environment-affected projects are involved.

Civil society can be broadly defined to include all actors outside the control of the state as. It can also focus more specifically on certain social actors that have traditionally challenged the state during political transitions such as the church, labor unions and the media. In fact, the civil society sector appears to be a nexus where other democracy-governance sectors may intersect. A broader definition of civil society also permits convergence with non-democracy-governance areas like economic growth, global health and environment.

In terms of priorities for civil society programming in general, there does not appear to be any concentration in terms of region. Larger donor agencies like USAID and DFID spend funds in areas as diverse as Africa, the Caucasus and Latin America. Spending on different types of civil society programs tends to vary to some extent with those programs emphasizing environmental protection and rural development more common in Africa, Asia and Latin America and those focusing on specific CS actors such as business groups and the media more prevalent in the former communist regions where there is a broader and more established presence of non-state actors and decentralized governance.

BILATERAL AND MULTILATERAL DONOR AGENCIES

AusAID

Meta-evaluation of NGO Evaluations Conducted Under ANCP. 2006. AusAID
http://www.ausaid.gov.au/publications/pdf/ngo_eval.pdf

Abstract: “This report evaluates the quality of a cross-section of ANCP activity evaluations including the quality of their results and recommendations. The meta evaluation relates to a sample of twenty evaluation documents drawn from twelve ANCP NGOs. It attempts to examine and identify learning opportunities for the NGO Sector. It has drawn real examples from the sample documents to illustrate the specific points made in the report.”

Belgian Development Cooperation

Belgian Humanitarian Assistance Evaluation 2002-2006. 2008. Be.
<http://www.diplomatie.be/en/pdf/rapport-human-en.pdf>

“Embeddedness”

“Many of the Belgian NGOs implementing humanitarian activities have been involved in developmental activities in the Great Lakes region even before the outbreak of the conflict(s). These NGOs continued to implement development programmes parallel to the humanitarian programmes. Because of this history, the NGOs were closely linked to the local administration or the local civil society, often church related⁹⁸. In the DRC some NGOs were even charged with the implementation of Government responsibilities, such as the supervision of health and educational processes. Not all Belgian NGOs were closely linked with local authorities or civil society organisations and so operated in relative isolation, self-implementing activities or subcontracting local NGOs for implementation, regularly without a clear handing-over or exit strategy. But overall, the big advantage of the Belgian NGOs in the DRC and Burundi is their long-term and historical presence, which was not interrupted during the war, and these historic links explain their highly relevant knowledge of structures and cultures of these countries and, to a large extent, the high level of embeddedness of Belgian NGOs in the DRC and Burundi.” (P 83 of PDF)

Finland

Evaluation Of The Service Centre For Development Cooperation In Finland (KEPA). Department of Development Policy. 2005.

<http://formin.finland.fi/public/download.aspx?ID=13395&GUID={C5F78C99-DB4D-4F5C-B0FB-5E81B1721850}>

Excerpt:

“KEPA is described as a ‘service centre’. Its mission states that: ‘KEPA’s basic task is to encourage, support and organise the Finnish civil society to participate in actions that promote global responsibility’ (Strategic Plan 2000–2005). The number of Member Organisations (MOs) is not static but at the time of the evaluation it was 263. KEPA initially adopted this name in order to engage a broad membership. However the word ‘service’ in English does not adequately encompass the range of KEPA’s activities, because though it does do the obvious things that an umbrella organisation can be expected to provide for its membership: acting as a ‘watchdog’ to protect the sector’s interests; running training courses, offering advice to members on project funding applications to the Ministry; and giving logistical help to Finnish NGOs working in places where KEPA has staff. It also advocates and campaigns; organises public events like the Market of Opportunities, works with other NGOs to run a volunteer sending programme, provides information to the public via its web pages, newsletters and magazine, and most surprisingly (at least to the outsider encountering KEPA for the first time) has overseas programmes that directly support Southern NGOs.”

Finnish Partnership Agreement Scheme Evaluation Report 2008.

<http://formin.finland.fi/public/download.aspx?ID=32153&GUID={7E102770-F1C0-41E3-893B-9151F7EAFAC9}>

Excerpt from Bolivia Section:

“The current political situation in Bolivia is characterised by high level of civil society activity in a context where CSOs have in some occasions even taken the place traditionally reserved for political parties. President Morales’ political programme, which seeks to change radically the political, economic and social structures of the country has received active support from a number of indigenous groups and social movements, thus shifting political power from traditional elite groups and established political parties towards representatives of the poor. However, it appears that the local CSOs supported by the Finnish POs in Bolivia have not taken an active role in this process. While advocacy work has a prominent role at least in the programmes of Plan Bolivia and CRB, their focus is essentially thematic, building on collaborative engagement with local, and to a

lesser extent national sectoral authorities. Both organisations are also active in capacity building and service delivery. FS and FELM, on the other hand, work closely with the partner churches, even though at least FS is seeking to establish a relationship with a new Bolivian umbrella organisation of the Pentecostal movement. In both cases the emphasis is more on capacity building and service delivery than advocacy work, but effectiveness is hampered by weak technical support and administrative problems. Due to the transitional stage of the political system in Bolivia, it is not possible to assess the role external aid to civil society through NGOs will have in the future.” (P 22 of PDF)

Excerpt from Uganda Section:

“Four of the ten Finnish Partnership Organisations (POs), namely FinnChurchAid, International Solidarity Foundation, Plan Finland and World Vision Finland operate in Uganda under the scheme. Projects supported with funding from the scheme are described in annex 1. The country programmes include many common elements such as community development, support to livelihoods, education and health services, water and sanitation, combat of HIV/AIDS, institutional development and capacity building. Women and children constitute important target groups for all four. These are all well in line with Uganda’s development policy. Two of the POs are faith-based (FinnChurchAid and WV Finland), while two are secular (ISF and Plan Finland). In Uganda, where religion has an important role, the religious basis does not appear to constitute a problem, especially as the POs seem to follow strictly the principle of non-discrimination. Rights-based approach is shared – in one form or another – by all four.” (P 55 of PDF)

Evaluation: Finnish Aid to Afghanistan. Evaluation report 2007:1

<http://formin.finland.fi/public/download.aspx?ID=28702&GUID={3914C1F0-5B7B-44B3-9339-71217E8B9F84}>

Excerpt:

“The evaluation report concludes that Afghanistan has achieved some major milestones since 2001. According to the evaluation findings, Finland is making a valuable contribution and the Finnish development assistance is relevant to the international solidarity intervention in Afghanistan, to the needs of the beneficiaries and to its own aid policy goals. Yet, the report also points out areas in which the Finnish aid has been less relevant and successful and offers recommendations on how to rectify the situation. Moreover, the evaluation states that Finland has achieved coherence in harmonizing its contributions with national priorities and that its overall assistance achieves the aim of the joined-up programming, channeled through a number of different aid instruments – political, humanitarian, environmental, development, human rights and peace-

keeping. The evaluation also makes critical remarks on major problems, which threaten the democratization and reconstruction of the country.”

German Federal Ministry of Economic Cooperation and Development

Strengthening democracy: Promoting dialogue between the state and civil society. 2007. DED.

http://www.ded.de/cipp/ded/lib/all/lob/return_download,ticket,gu es t/bid,3203/no_mime_type,0/~DED_demokratie_e_02_web.pdf

Excerpt: To strengthen democracies in partner countries, the German Federal Ministry for Economic Cooperation and Development (BMZ) has reached agreement with 29 governments on “Democracy, civil society and public administration” as a priority area for cooperation. The country-specific focus ranges from “Good governance, state and civil society” (Zambia) through “Decentralisation” (Indonesia) to “Administrative and judicial reform” (Bolivia). No other of the 12 BMZ priority areas has been adopted as often as “strengthening democracy, civil society and public administration”. The German Development Service (DED) concentrates its democracy-promotion efforts on “strengthening civil society” and “local authority development”. Its partners are civil society organizations whose work affects political decisions at local level and government and local administrations willing to support participative policy making. (From P 3 of PDF)

Japan International Cooperation Agency (JICA)

Community Empowerment Program with Civil Society in Indonesia (CEP). 2007 Assessment.

http://www.jica.go.jp/english/operations/evaluation/jica_archive/project/term/asia/2006/ind03.pdf

Excerpt: “In the process of rapid democratization after the collapse of Suharto era in 1998, development approach has been changing from top-down approach to decentralization which emphasizes regional initiative, further to bottom-up approach which includes people’s participation. Involvement of NGOs and CSOs in development activities conducted by local government has been increasing. However, local government lacks human resources and capacity to promote NGOs and CSOs’ participation and their capacity development. Furthermore, collaboration and network among local government, NGOs and CSOs are institutionally not developed yet. Moreover, due to long period of top-down development approach, both central and local government do not grasp activities

and needs at grass-roots level. As decentralization progresses, local government does not always report to central government and people's needs at local level has not always been reflected in policies, program and projects of central government." (P 1 of PDF)

Netherlands- Ministry of Foreign Affairs

Diamonds and Coals: Evaluation of the Matra Programme of Assistance to Central and Eastern Europe 1994-1997. 1999.

<http://www.minbuza.nl/binaries/en-pdf/iob-evaluatie/rapporten/report-279-eng-diamonds-and-coals.pdf>

Excerpt:

"Matra focuses primarily on the strengthening of civil society and the establishment of good governance especially at the local level. Matra projects are situated in a large variety of sectors and cover many different themes, such as human rights, health, social housing, culture and the environment. There are no formal country or sector policies or budgets for the traditional Matra subprogrammes. For the purpose of this evaluation, seven main Matra sectors of intervention have been defined. Of these, civil society is the largest in the Matra Projects Programme (with 25% of the projects), followed by good governance, health and social welfare (23% each) and environment protection and nature conservation (15%); the remaining sectors – education, culture and social infrastructure – together account for the remainder (14%)". (P 9 of PDF)

Final Report Evaluation of the Theme-based Co-financing Programme Expert Study: Gender. 2006.

<http://www.minbuza.nl/binaries/pdf/bz-begroting--jaarverslag/bz-evaluatieprogrammering-2006/5-6-evaluaties-tmf-7-gender.pdf>

Excerpt:

"The TMF programme is the grant system of the Netherlands Government since 2003; it builds on recent thinking about the role of civil society in structural poverty reduction. Recognition of the role of economic globalisation, the impact of policy decisions in areas other than development cooperation and the role played by civil society at large have led to the decision to establish the TMF programme. The change implies a qualitative shift from the earlier development cooperation strategy where until recently, only Northern civil society

organisations which focused on direct poverty alleviation and civil society building in developing countries received funding. The TMF funding is intended for organisations, rooted in civil society, which are thematically specialised or which focus on specific target groups. The allocation of grants should concur with the general policy aims of international cooperation of the Netherlands Government: structural poverty reduction through direct poverty alleviation, civil society building and policy influencing.” (P 18 of PDF)

Excerpt:

“Contacts with the international women’s movement through the Women’s Fund”

“Funding of civil society organisations that are involved in women’s empowerment started a long time ago. In 1986, a *Women’s Programme* was set up to support projects that are intended to improve the position of women in developing countries and that do not or hardly fit into existing budget categories. The women’s programme was to have a catalytic and exemplary effect on other aid programmes, and should focus on providing institutional support for women’s organisations. Small projects had to be financed by the embassies. An evaluation of the programme in 1991³⁵ revealed that support had primarily been given to international networks of women, whereas support for women’s organisations in developing countries was limited.” (P 34 of PDF)

Norwegian Agency for Development Cooperation (NORAD)

Alina Rocha Menocal and Bhavna Sharma. 2009. Joint Evaluation Citizens’ Voice and Accountability. ODI.

http://www.norad.no/default.asp?MARK_SEARCH=YES&SEARCH_ID=s1&V_ITEM_ID=14302

(This link provides the pdfs for project evaluations in five countries (Congo, Indonesia, Bangladesh, Mozambique and Nepal)

Excerpt:

“Citizens’ Voice and Accountability: Understanding what works and doesn’t work in donor approaches”

“Lessons and recommendations emerging from a joint donor evaluation
I. Introduction: Why Citizens’ Voice and Accountability Matters
The quality of governance is recognised as one of the central factors affecting development prospects in poor countries. Citizens’ voice and government accountability (‘CV&A’) are important dimensions of governance. Citizens’ capacity to express and exercise their views effectively is believed to have the potential to influence government priorities and processes, including a stronger demand for responsiveness, transparency and accountability. Governments that

can be held accountable for their actions, for their part, are assumed to be more likely to respond to the needs and demands articulated by their population.

To date, there have been only limited attempts to evaluate donor interventions to support CV&A. A joint evaluation commissioned by a group of donors represents an effort to bridge that gap (see Box 1). The evaluation was intended to deepen understanding of what works and what does not work in donor support to CV&A, and to uncover the reasons why, drawing on experiences from seven country case studies and fifty-seven interventions.”

Evaluation of the Development Cooperation through Norwegian NGOs in Guatemala. 2008.

http://www.norad.no/default.asp?MARK_SEARCH=YES&SEARCH_ID=s1&V_ITEM_ID=10876 (Link to PDF)

Author abstract: “Norad has commissioned this evaluation in order to increase the knowledge of the effects of development cooperation through NGOs, in particular of the aggregate effects at national level. A number of Norwegian NGOs have been working in Guatemala since the earthquake in 1976. In connection with the process leading up to the Peace Accords in 1996, Norwegian NGO aid to Guatemala increased, both in total amounts and in the number of organizations involved. This process also resulted in official Norwegian development cooperation with Guatemala, with the objective of supporting the implementation of the Peace Accords. The Norwegian strategy for aid to Guatemala focuses on democratization, the justice sector, and indigenous rights.’

“Overall conclusion”

“While the amount of aid channeled through Norwegian NGOs is relatively limited, and the outcomes at national level are consequently also limited in scope, we still conclude that the outcomes identified are significant in their contexts, positive, and highly relevant. The combined outcomes of increased knowledge of rights, better conditions for participation, strengthened democratizing potential of civil society, and improved quality and coverage of education, are important contributions towards the creation of a more just and democratic Guatemala”

Development Cooperation through Norwegian NGOs in South America. 2007.

http://www.norad.no/default.asp?MARK_SEARCH=YES&SEARCH_ID=s1&V_ITEM_ID=10510 (Link to PDF)

Author abstract:

“In order to increase knowledge about the development cooperation carried out in South America through Norwegian NGOs, the Norwegian Ministry of Foreign

Affairs (MFA) and the Norwegian Agency for Development Cooperation (Norad) have commissioned this state-of-the-art study.

The objectives of the study are to:

- Present an overview of the Norwegian NGOs that are, or have recently been, working in South America, focusing on their activities, thematic and geographical priorities, qualifications and practices. The overview should include the organisations' local partners.

- Identify and present an overview of existing knowledge and sources of information about the engagement of Norwegian NGOs in the region. This overview should include an assessment of the necessity for a comprehensive evaluation of the development cooperation through Norwegian NGOs in South America.”

Women can do it - an evaluation of the WCDI programme in the Western Balkans. 2005.

http://www.norad.no/items/3400/38/0558703167/Summary_WCDI.pdf

Author abstract: “Since 2001 the Norwegian People’s Aid has coordinated a WCDI programme in co-operation with the Norwegian Labour Party Women’s Movement and local partner organisations from Albania, Bosnia and Herzegovina, the Kosovo province, Macedonia, Montenegro and Serbia. Women Can Do It intends to empower women and strengthen their position in society through a combination of organisational and political training seminars.”

Study of the impact of the work of FORUT in Sri Lanka: building civil society. 2004.

<http://www.norad.no/items/2776/38/3384399116/Study%20of%20the%20impact%20of%20the%20work%20of%20FORUT%20in%20Sri%20Lanka%20-%20building%20civil%20society.pdf>

Author abstract: “This report examines the impact of the work of FORUT in Sri Lanka in relation to some of the objectives in the Norwegian guidelines for strengthening civil society. FORUT’s interventions in Sri Lanka have been studied in two different, but equally challenging contexts, namely in the war affected Vavuniya district in the North, and in the politically turbulent Hambantota district in the South. War and political interference have limited the operational space of civil society organisations in both contexts. Nevertheless, the situation is rapidly changing in both areas, thus offering new opportunities for civil society organisations.”

“Evaluations from civil society”

‘Norad has established a database to facilitate access to evaluation reports from civil society. The database contains summaries and complete reports on projects

funded by Norad through NGOs and other organisations. Emphasis has been focused on sharing knowledge and making results visible, perhaps leading to improved evaluations over time.”

www.norad.no/ngo-evaluation

J. Lexow. 2003. SWAps and civil society: the role of civil society organizations in Zambia's Basic Education Sub-Sector Investment Programme (BESSIP). 2003.

<http://www.norad.no/items/1125/38/9363464881/042004.pdf>

Author abstract: “The aim of this report is to review the roles of civil society organisations (CSOs) in the education sector programme in Zambia. The author first discusses the characteristics of SWAps and the roles of CSOs in education SWAps. After an overview of the Zambian education context, chapter 4 seeks to summarise the discussions of the following key questions:

- What is the level of involvement of CSOs in the formulation and implementation of SWAps in the country?
- What CSOs were asked to take part and why?
- What roles have CSOs played and how have they played those roles?
- To what extent and how are CSOs funded as part of the SWAp?
- Have SWAps supported or delayed ongoing decentralisation efforts in the country?
- Have Norwegian/international organisations been involved and how are they affected?
- What are potential, promising and realistic approaches to strengthening the participation of civil society at local and national level in sector programmes?

The final section of the report provides recommendations to NORAD, Embassies and Norwegian NGO's on how to improve the interaction between social SWAps and civil society.”

Swedish International Development Cooperation Agency (SIDA)

Outcome Mapping Evaluation of Six Civil Society Projects in Bosnia and Herzegovina. 2008.

http://www.sida.se/shared/jsp/download.jsp?f=Utv2008-17_SIDA46267en.pdf&a=41267

Abstract: This evaluation, which is based on an outcome mapping approach, explores the relevance, sustainability and outcomes of Swedish support to six

civil society projects in Bosnia and Herzegovina (BiH). Based on these case studies the report provides generic conclusions on Swedish support to civil society. The evaluation finds evidence that all evaluated projects contributes to desired changes of behaviour and relationships. There is some evidence that the projects are more successful when they target younger and better-educated people. A general conclusion is that NGOs in BiH are not mass movements, but led by charismatic individuals who are in need for targeted support from donors. (From website)

The Swedish Civil Society Organisation/Non-Governmental Organisation Cooperation Programme, Ethiopia, 2004-2007. 2008.

http://www.sida.se/shared/jsp/download.jsp?f=Utv2008-30_SIDA46587en.pdf&a=41587

Abstract: "The CSO cooperation programme is implemented through nine specialised umbrella organisations (SUOs). Each of these supports subgrantee NGOs (SGs) and the programme has been implemented through 155 SGs, geographically spread all over the country. The evaluation is structured around seven clusters of issues: 1) Effectiveness and efficiency of the working modality, 2) Effects of interventions and attribution, 3) Participation, inclusion and exclusion, 4) Working relations, alignment and harmonisation, 5) Accountability, advocacy and a rights perspective, 6) Capacity of the Specialised Umbrella Organisations and 7) Feasibility of the overall SUO model, empowerment and sustainability. It reveals the lessons learnt, outcomes achieved and gives recommendations. (From website)

Sida's support to civil society in development cooperation. 2007. SIDA.

http://www.sida.se/shared/jsp/download.jsp?f=SIDA37855en_web_Policy_CS.indd.pdf&a=32855

"Introduction:"

"This policy has been adopted to specify the *grounds for*, the *objective of* and the *modalities for* Sida's cooperation with civil society, and to clarify Sida's view of civil society. The policy is based on a discussion about the importance of civil society for poverty reduction linked to democracy and peace. The policy formulates Sida's overall objective with the cooperation, and gives an overview of Sida's different forms of support. The aim of the policy is to serve as a *guide* for everyone at Sida working with support to, and cooperation with, civil society. The ambition is to provide a consistent and coordinated regulatory framework for different forms of Sida support to civil society, regardless of appropriation item and operational area."

Support for Civil Society - Possibilities and Pitfalls for Donor Agencies and Northern NGOs. 2004.

<http://www.sida.se/shared/jsp/download.jsp?f=SuppCivSoc.pdf&a=3184>

Abstract: "This study tries to answer the question What is the civil society? and then continues with a discussion about How to support the civil society. One of the bigger discussions in this study is about the connection between organisations and institutions." (From website)

United Kingdom- Department for International Development (DFID)

Regional Programme Evaluation: Western Balkans. 2008.

<http://www.dfid.gov.uk/aboutdfid/performance/files/ev693.pdf>

Excerpt:

"Civil Society: Although within DFID's Fragile States policy, the building of effective civil society is a complement to building effective government, DFID in the Balkans has not prioritised this. Indeed, there is only limited attention given to the accountability element of the Capacity, Accountability and Responsiveness model of governance from the 3rd White Paper, with support for civil society participation in planning processes and supply side action on citizen's rights. More attention could have been given to advocacy and policy work by civil society which would have increased accountability.

Civil society should have been taken into account more fully within the RAP especially in terms of the development of democratic processes and as key to the state building/development process. This argument is strengthened by the fact that the EU accession process largely concentrates on State building, and does not emphasize greater demand for accountability. Leaving support to civil society to USAID and other bilaterals weakened DFID's influencing and governance agendas. This is not an argument for a major NGO funding stream but for moving civil society engagement beyond low level networking and taking opportunities to support where it fits the RAP." (P 48 of PDF)

Regional Programme Evaluation: Central Asia, South Caucasus and Moldova. 2008. DFID.

<http://www.dfid.gov.uk/aboutdfid/performance/files/ev686.pdf>

Excerpt:

“The use of civil society institutions as an entry point to conflict prevention and reduction requires improved monitoring to assess impact. Outcomes are primarily at the process level, which though appropriate need a distinct set of indicators. It was therefore less easy to assess the impact of much of the conflict related investment or comment on the sustainability of what often appear as a disconnected set of small scale interventions.” (P 13 of PDF)

“Civil society linkages and understanding were well developed particularly under the capacity building activities undertaken by INTRAC in Central Asia. However, there is less evidence of effective project and programme practice where quasi-NGOs were developed through projects (Rural Development Centre –RDC- and WB VIP in the Kyrgyz Republic). There was some good accountability work in Armenia and evidence of civil society connections for GCPP work. Civil Society contacts in all three countries visited were positive about DFID though they wished for more and continued civil society support explaining in one case that ‘economic development is not the same as democratic development’.(Young Lawyers Association in Yerevan) (P 53 of PDF)

“Apart from the key implementing agencies themselves, NGOs are largely artificial communities of interested citizens, generally viewed either as natural opposition movements to government or as simple service delivery agents. Developing a more productive relationship with government and donors would require a broader range of activities in monitoring service delivery, researching popular needs, and developing potential policy agendas. For example, in the Kyrgyz Republic DFID might consider assisting NGOs and state institutions to provide more protection to migrants. Also, in Tajikistan, a recent case study highlighted the comparative advantage of funding NGOs or think tanks that would have the flexibility to response to diverse issues connected with livelihood, political and economic rights and wellbeing of migrants.”

Evaluation of DFID Programmes: Sierra Leone. 2008. DFID.

<http://www.dfid.gov.uk/aboutdfid/performance/files/ev690.pdf>

Excerpt: “NGOs and civil society: In line with intentions set out in the draft CSP DFID has funded a number of activities through INGOs. Thirteen out of twenty service delivery projects were implemented as accountable grants by INGOs, especially in the post conflict period when they had the capacity and direct engagement in the field. Later, INGOs played a key role in delivery of the ENCIS and PIVOT projects. With the exception of those two projects there has been little interaction with civil society across all sectors.” (P 40 of PDF)

White Paper on Civil Society and Good Governance. 2007. DFID

<http://www.dfid.gov.uk/pubs/files/civil-society-good-gov.pdf>

“Key points:”

- “1. Civil society organisations (CSOs) and networks are important players in national political life, with the potential to improve governance and transform state – society relations.
2. A robust sector analysis and drivers of change approach can reveal which CSOs are representative of poor people and have greatest access – often groups other than NGOs
3. Donor programmes benefit from an integrated approach to governance which supports the wider enabling environment for citizen-state engagement

Evaluation of DFID’s Country Programmes: Russia 2001 to 2005. 2006. DFID.

<http://www.dfid.gov.uk/aboutdfid/performance/files/ev677-summary.pdf>

Excerpt:

“DFID was right to focus on promoting reform with public sector partners. This remains true even though authoritarian tendencies in parts of the Russian state have become more prominent in recent years. We found continuing strong interest amongst officials and civil society in progressive reforms in the economic and social institutions of the public sector. This justifies DFID’s approach by promising better service delivery and, in the long term, better relationships between the citizen/client and the state. DFID’s hopes for strategic influence did not materialise. However, DFID has created influential and effective relationships with project partners at a more technical level. DFID’s strategy gave less priority to strengthening the contribution of civil society. This is an important but difficult area because of the weakness of civil society and because of Government suspicions of links between foreign agencies and Non-Governmental Organisations (NGOs). Nonetheless, DFID’s programme does contain some practical examples of building better relations between public sector institutions and NGOs for service delivery. There is an unfinished agenda here which deserves further development.” (P 2 of PDF)

Special evaluation study on the involvement of civil society organizations in Asian Development Bank operations. 2006. ADB.

<http://www.adb.org/Documents/SES/REG/Civil-Society-Organizations/SST-REG-200609.pdf>

Author abstract: “This evaluation study assesses Asian Development Bank cooperation with civil society organisations (CSOs). It presents lessons and collates good practices of country CSOs’ involvement in ADB operations.

It finds that CSO involvement has been strengthened in many areas, but identifies the following areas where further work is required:

- the concerns of grassroots organisations and beneficiaries might not always be reflected effectively in programmes, as participation is restricted largely to consultation at the formulation stage
- involvement in strategically important areas, such as policy advocacy and monitoring and evaluation, is comparatively rare
- strategies for involving civil society as partners in implementing ADB governance and anti-corruption policies are weak
- information gathering and sharing, including good practice approaches to involving CSOs, needs further work. Appendices detail CSO involvement in ADB projects in Asia.” (From website)

USAID

Achievements in Building and Maintaining the Rule of Law: MSI’s Studies in LAC, E&E, AFR and ANE. 2002.

http://pdf.usaid.gov/pdf_docs/PNACR220.pdf

This document examines USAID ROL program impacts in four regions (34 countries). It also describes any changes as a result of ROL programs on civil society.

European Commission

Non-State Actors (NSA) and Local Authorities (LA) Consultation in the Elaboration of 10th EDF Country Strategy Papers in ACP Countries. 2007. European Commission DG Development.

http://ec.europa.eu/development/icenter/repository/Consultation-non-state-Actor-and-local-Authorities-Public%20report_en.pdf

Excerpt:

The EU has long recognised the vital contribution of Non-State Actors (NSAs) to the development process by virtue of their dual role as strategic partners in the political, social and economic dialogue and key aid delivery actors. This is reflected most recently in the "European Consensus on development" (2005) which was preceded by a number of conclusions, resolutions and opinions¹ confirming the need for constructive dialogue with stakeholders with a view to strengthening their voice in the development process.

This summary report presents the experience of 64 EC delegations in the consultation process. Particular attention has been paid to identification of good practice, reoccurring obstacles and lessons learnt. While the detail on the process is set out in the following sections, the general trends can be summarised as follows:

(P 3 of PDF)

Excerpt:

Non state actors (NSA) and Local Authorities (LA) are becoming increasingly important partners in EU development policy. In development policy, the trend is often to think of NSA primarily in terms of non-governmental organisations (NGOs) who have an explicit development mission. However, the term "NSA" includes a broad range of other actors such as economic and social interests, community-based organisations, political foundations, academia, media etc. These stakeholders have a clear added value by virtue of their watchdog role and independence from the state, their proximity to defined constituencies, their capacity to articulate specific interests (social empowerment) and their ability to provide effective delivery of development programmes and operations.

Local Authorities are much closer to the citizen than other public institutions and offer significant expertise not only in terms of service delivery (education, health, water, transport etc), building democratic institutions and effective administrations, but also as catalysts for change and confidence building between different parties.

(P 5 of PDF)

Guidelines on Principles and Good Practices for the Participation of Non-State Actors in the development dialogues and consultations. 2004. European Commission DG Development.

http://ec.europa.eu/development/icenter/repository/guidelines_principles_good_practices_en.pdf

“PURPOSE OF THE PAPER”

“Non-State Actors (NSAs) are gradually becoming one of the key partners in EC development policy. The EC objectives in promoting participatory approaches are to contribute to the ownership of the development strategies by all beneficiaries, to progressively consolidate accountable, sound and democratic institutions, to assist in the exercise of citizenship and to facilitate public-private partnerships. This will in turn result in greater visibility of development strategies. These objectives are pursued in co-ordination with Member States. This paper aims at encouraging and assisting EC Delegations in all developing countries and regions to explore and apply the possibilities offered for the gradual involvement of NSA in the development process, where this is possible with the authorities of the country. Promoting an effective dialogue with NSA should result in strengthening democratisation processes and capacity building in partner countries.

The paper provides to Delegations guidance on good practices in the context of both the programming process (CSP preparation, Mid-Term Reviews) and the regular in country dialogue with the authorities and with the NSA. This guidance and these guidelines can *mutatis mutandis* be applied at regional level. It does not focus on project implementation nor include guidance on procedural issues related to project preparation and financial decisions and does not aim at harmonizing the different procedures applicable. Separate documents are being produced on the specific rules that apply to each co-operation instrument³. However, good practices for Delegations to improve NSA access to funding (information, practical guidance and facilitation) are highlighted in this document. All the practical guidance provided in this document aims basically to promote “confidence building” and trust between Governments and NSA to engage in dialogue related to the development process. A general exemplary framework is proposed. It is to be adapted to each country, in order to take account of the different contexts, particularly in countries showing major reluctance to or with no tradition of participatory approaches.”

European Bank for Reconstruction and Development

The EBRD and Civil Society: Activities in 2007. Paper

<http://www.ebrd.com/pubs/factsh/themes/ngo.pdf>

Excerpt:

“The EBRD is fully committed to engaging in an ongoing dialogue with a variety of civil society stakeholders who are interested and potentially affected by its activities, notably those focused on the environment, human rights and democracy, social issues and business development.

The Bank engages in dialogue with non-governmental organisations (NGOs), think-tanks, professional associations and academics, and benefits greatly from the exchange of views – making use of invaluable local knowledge and expertise to improve policies, strategies and operations.”

International Monetary Fund

Dawson, Thomas C. Bhatt, Gita. 2001. The IMF and Civil Society: Striking A Balance. IMF Policy Discussion Paper No. 01/2.

<http://www.imf.org/external/pubs/ft/pdp/2001/pdp02.pdf>

Abstract: “In the space of just a few years, the term “civil society” has entered the international policy vocabulary in many associations. The IMF’s engagement with CSOs raises several broad questions: Which CSOs have been, and should be engaged by the Fund? What questions should IMF-CSO engagement address?”

What are the limits to the dialogue? This paper examines the evolution of IMF-civil society relations and their effects on the Fund. It also seeks to identify the tensions that underlie that relationship.”

World Bank

Issues and options for improving engagement between the World Bank and Civil Society Organizations. 2003. World Bank.

<http://siteresources.worldbank.org/CSO/Resources/CSPaper.pdf>

Abstract: “This paper assesses the World Bank’s recent relations with civil society organisations (CSOs). The paper aims at facilitating a strategic discussion among Bank senior management, member governments, and CSO representatives on key issues and proposed actions for strengthening these relations and managing associated risks in the future.

The paper identifies four key challenges that need to be addressed:

- the Bank’s overall operational policy and business procedures framework governing engagement with CSOs does not provide adequate guidance, resulting in wide variations in practice and dissatisfaction among Bank staff, governments, and CSOs alike
- the gap between the Bank’s messages and corresponding expectations, policies and practices is real, and poses a number of constraints to effective Bank-CSO engagement
- significant changes in global and national civil society have occurred over the last several years, which warrant adjustments in the ways the Bank engages with CSOs institutionally
- the organisational arrangements in the Bank for managing civil society relations often lack Bank-wide coherence, coordination, and accountability.”

(From website)

OTHER SOURCES

IFES

Eastern Europe and Eurasia

Past Projects- Armenia. IFES Website

http://www.ifes.org/armenia.html?page=past#project_82

Excerpt:

“Encouraging Community Involvement and Advocacy”

“IFES engaged citizens throughout Armenia, but particularly focused on rural areas, which might not have plentiful sources of political information. First, IFES trained a group of local civic educators who then facilitated dialogue groups and initiative groups. Over the course of the project, educators conducted more than 4,000 such meetings in 400 Armenian communities involving more than 70,000 people.

“The **dialogue groups** provided a place for citizens to gather and share information and discuss the issues that concerned them in their community. These groups discussed a range of issues, including community development, local self-governance, community schools, and water supply. ([This article](#) describes the activities of one discussion group.)”

“The **initiative groups** moved from dialogue to action and advocacy. These groups worked on issues that ranged from improving telephone connections, developing NGOs, providing heating for a health clinic, renovating kindergartens, establishing community foundations, and correcting local voter registries.”

“IFES was able to involve an even broader cross-section of Armenian society by working with local partners to stage an annual event entitled “Days of Good Will, Good Deeds, Good Results.” Nearly 300,000 citizens participated in the event, which allowed them to feel that by working together, they can effect real change in their communities.”

Kosovo

“Kosovo: Civil Society Capacity Building (2001-2005)”

“Between 2001 and 2005, IFES worked with civil society groups to encourage their active participation in Kosovo’s democratic transition by facilitating discussion about electoral recommendations among CSO

working groups and improving communication and coordination between civil society, elected officials and the international community.”

Azerbaijan

[“Azerbaijan: Educating Active Citizens \(2002-2005\)”](#)

“IFES has promoted the participation of Azerbaijani citizens in their political process in a number of ways. IFES provided citizens with information about voting and the electoral process before the 2004, 2005 and 2006 elections. In addition, IFES engaged citizens and municipal councilors in conversation designed to enable them to work together to solve local problems. IFES also provides information through several resource centers.”

Other regions

Kazakhstan

[“Kazakhstan: Educating Active Citizens \(2000-2006\)”](#)

“In Kazakhstan, IFES supported Student Action Committee groups and Democracy Summer Camps as a means to educate students and offer them hands-on experience in solving community problems.”

Haiti

[“Haiti: Constituency Building for Judicial Reform \(2001-2004\)”](#)

In Haiti, IFES worked with civil society between 2001 and 2004. The project, funded by USAID, aimed to build coalitions and promote support for justice sector reform and respect for human rights.

MENA

[“MENA Regional Project: Status of Women in the Middle East and North Africa”](#)

“IFES currently works in Lebanon, Morocco and Yemen to enhance the status of women and expand the democratization process in the Middle East and North Africa. IFES measures the current status of women in these countries by combining individual-level public opinion data gathered by surveys and existing country-level statistical data.’

Djibouti

[“Djibouti: Increasing Participation of Civil Society”](#)

From 2007-2008, IFES implemented a program in Djibouti with the goal of building inclusive public dialogue on the electoral system and increasing civil society participation in the peace and governance processes.

N. Mikhelidze and N. Pirozzi. 2008. Civil society and conflict transformation in Abkhazia, Israel/Palestine, Nagorno-Karabakh, Transnistria and Western Sahara: How can civil society promote peacebuilding in intractable conflicts? Microcon.

http://www.microconflict.eu/publications/PWP3_NM_NP.pdf#zoom=100

Author Abstract: “Civil society can feel impotent in the midst of intransigent conflicts whose processes are dominated by top-level political actors. This is especially so where political space is limited by a dominating political administration; where governments frustrate cross-boundary initiatives by denying freedom of movement or association; and where external funding of local peacebuilding activities is denied. So how can civil society contribute to conflict resolution under such circumstances?”

This paper details five case studies where civil society organisations (CSOs) operate under these conditions – in Abkhazia, Israel/Palestine, Nagorno-Karabakh, Transnistria and Western Sahara. The authors seek to determine:

- what type of initiatives are undertaken by local CSOs in order to influence peace efforts?
- what is the interaction between CSOs with domestic governments and external donors?
- what is the potential and the limitations of CSOs in conflict resolution efforts?

The authors then offer a number of recommendations to enhance CSO involvement in conflict resolution - particularly in relation to 'intractable' conflicts. These include:

- CSOs could strengthen their “watchdog” and evaluation functions on issues such as democratization, human rights protection, conflict resolution, corruption, and transparency. The dialogue between the government and civil society must be intensified
 - CSOs could work closely with official structures to improve the legislative framework that affects their activities, as well as local legislation to promote greater public participation in local decision-making
- CSOs could establish local forums for dialogue and problem-solving, community meetings and develop problem-solving methods, as well as organize activities and trainings in schools to promote tolerance and cross-cultural understanding.²⁶⁹ The establishment of mutual contacts between confronted societies is essential for confidence-building

- greater self-evaluations regarding the effectiveness of CSO contributions to public debate and conflict resolution would be desirable. They must regularly produce documents and statements about the problems they have identified and publicize and disseminate the results of their researches
- greater ties between CSOs and the media could be cultivated. In particular, the local media, as an important part of civil society, must deal more with the development of a civic culture and overcome the negative impression that the general public has of NGOs.

Academic Articles

Mawdsley, Emma, Janet G. Townsend and Gina Porter. 2008. Trust, accountability, and face-to-face interaction in North-South NGO relations. *Development in Practice* 15(1):77-82.

<http://www.informaworld.com/smpp/section?content=a713668678&fulltext=713240928>

Author abstract: "Drawing from research and experience with NGOs in Ghana, India and Mexico, the study suggests that more face-to-face visits between Northern and Southern partners and donors could offer the advantages, such as:

- Reducing the excessive time burden of office-based tasks.
- Improving personal job satisfaction and motivation (giving employees more opportunities for learning and discussion).
- Enabling Northern NGO partners to understand the livelihoods, needs, limitations and regional specificities of Southern partners.
- Offering Southern NGOs the opportunity to learn the aims, goals and working styles of Northern partners.
- Enabling more rigorous monitoring of change on the ground and of less tangible but more meaningful indicators (such as self-respect) than can be accessed through quantifiable targets." (From id21 website)

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