

## **2000 Annual Report**

*Institute for Development Research  
44 Farnsworth Street  
Boston, MA 02210-2110*

### *Our Mission:*

IDR, A Non-profit research, education and consulting organization is dedicated to promoting the participation of under-represented and impoverished groups in social, political and economic development processes. Our mission is to build the knowledge, policies and practices necessary for civil society institutions to effectively promote peoples' rights and aspirations for just and sustainable development.

### *Our Approach:*

IDR's work acts as a catalyst for civil society reflection and learning processes. We bring a range of development research methodologies to the challenge of understanding and enhancing civil society's role in effective development. In doing so, IDR seeks to work closely with partners concerned with critical development issues. Together we can develop systematic knowledge about effective interventions and foster the capacity building that enable expanded and more valuable civil society innovations.

### *Our Programs:*

#### ***Renewing and Strengthening Civil Society***

##### Strengthening Civil Society in Mali

Early in 2000 IDR completed the USAID funded pilot project intended to strengthen the capacity of Malian civil society at grassroots and national levels to conduct policy advocacy campaigns. IDR led a Malian team to design and implement the pilot project and assisted three coalitions of Malian CSOs to develop advocacy agendas based on a participatory process linking national intermediary CSOs and more than 600 community organizations throughout the country.

Based on the success of this project, USAID decided to establish a Malian support center that would provide funding and technical assistance to NGOs to support citizen-based advocacy over the longer term. IDR continued to collaborate with World Education in its programs in Mali. IDR lent its expertise to the design of a follow-on project to advance civil society advocacy capacity in Mali and seconded a key IDR staff member to work with World Education to develop and implement this ongoing project.

## Supporting International NGOs Changing Role and Accountability

The growth of civil society in many countries and the shift of donor support to indigenous NGOs and community based organizations raises questions about the appropriate role for international NGOs. Consequently, they are examining their strategies and structures in an effort to align themselves with this trend. IDR has provided conceptual models and organization change management consulting to a number of international NGOs to assist them to address these challenging issues.

## Consortium on Civil Society Strengthening

IDR joined a consortium of other NGOs to engage in a cooperative agreement with USAID's Democracy and Governance Unit. The project's goal is to support the development of civil society through innovative programs and to promote knowledge sharing between countries and regions. The central USAID Democracy and Governance Office seeks to promote creative ways for USAID missions to quickly access funds in order to respond to key civil society strengthening issues.

IDR staff revised a paper on support organizations and civil society development for submission to the *Nonprofit and Voluntary Sector Quarterly*.

## *Changing International Development Cooperation*

### Promoting Multisectoral Development Innovations

The growing interest in market-led development approaches leads to new challenges and opportunities for civil society. Widely held concerns about the effect of international trade and financial capital flows have resulted in growing public protest against 'economic globalization.' Many question the wisdom of entering into working agreements with private sector companies for fear of compromising their institutional integrity and values. At the same time, many civil society organizations see opportunities for collaboration with business to promote sustainable development outcomes.

IDR continues its research and dissemination on the nature of civil society-business engagement. Our focus continues to be on how civil society and business can engage effectively, given the differences in goals, power and constituent interests. We presented this work at a variety of conferences and forums including the meeting of the Association for Research on Nonprofit Organization and Voluntary Action (ARNOVA) and InterAction.

IDR also collaborated with CIVICUS and the Hauser Center on Nonprofit Organizations at Harvard to prepare a workshop and conference paper for the CIVICUS World Assembly (August 2001).

The paper, “Promoting Corporate Citizenship in the Global South: Towards a Model of Empowered civil Society Collaboration with Business” was accepted for publication by *World Development*.

#### Improving North-South Partnerships:

IDR was invited by the Office of Private Voluntary Cooperation to advise on its partnership policies [between US PVOs and local NGOs].

We also conducted research and consulted with a major international NGO on a variety of issues in its micro-finance partnerships with NGOs. The findings were presented at its global management meeting and disseminated throughout the organization.

IDR presented its work on North-South NGO partnerships to a variety of audiences, including the managers of an international NGO and the InterAction Forum.

#### Promoting Southern NGO Capacity Building

IDR was a founding member of the International Forum for Capacity Building (IFCB), a collaboration among donors, Southern NGOs and Northern NGOs. In previous years we provided advisory and technical support to the network to document and analyze ‘exemplar’ cases of civil society alliances. We have continued that function by advising case writers on their work, and by attending regional meetings to reflect on cases and draw lessons on issues of particular interest to the regions. In particular, IDR staff

- Provided consultation to the IFCB steering committee on multi-stakeholder dialogues among Southern NGOs, Northern NGOs and donors at national, regional and international levels, and
- Provided coordination and leadership to a project on civil society alliance building, and wrote a report on a comparative analysis of the cases.

IDR staff also advised USAID Office of Private and Voluntary Cooperation [one of the steering committee members] on the role of IFCB in promoting strong local civil societies and the role of US PVOs in supporting southern NGO capacity building.

#### Documenting Civil Society-Government Engagement

In the spring of 2000 IDR completed two case studies of NGO-government engagement for USAID’s Office of Private and Voluntary Cooperation, the Horn of Africa Initiative, and the USAID missions of Ethiopia and Kenya. The Kenya report was discussed at a multi-stakeholder conference that included NGOs.

#### NGO-World Bank Relations

The NGO-World Bank Relations Mapping pilot project was launched in May at the NGO Working Group Steering Committee meeting held in London. IDR continued to provide

technical support to regional teams implementing this project and to support the NGO Working Group's fundraising efforts.

A chapter on lessons from studies of civil society campaigns to influence the World Bank was published in Gaventa and Edwards, *Global Citizen Action*.

### Primary Stakeholder Participation

The book by Carolyn Long, *Participation of the Poor in Development Initiatives: Taking Their Rightful Place*, grew out of a global multi-stakeholder conference 'Mainstreaming and Upscaling Participation of Primary Stakeholders,' held in Washington DC in late 1998. The book provided a retrospective on the results achieved thus far by international donor agencies in adopting participatory practices and in making the organizational and policy changes necessary to encourage and facilitate such practice. It also assesses the results achieved by NGOs in promoting participation of primary stakeholders in large donor agencies' programs. The manuscript was finished and will be published in 2001 by Earthscan Publications Ltd.

### *2000 Financial Statements*

#### Balance Sheet

##### Assets

Cash and Cash Equivalents	\$127,340
Accounts Receivable	\$100,742
Furniture, Fixtures & Equipment	\$18,012
(less: Accumulated Depreciation)	(\$18,012)
<b>Total Assets</b>	<b>\$228,082</b>

##### Liabilities

Accounts Payable & Accrued Expenses	\$10,424
Accrued Expenses	\$136
Custodian Funds	\$21,219
<b>Total Liabilities</b>	<b>\$31,779</b>

##### Net Assets

Temporarily Restricted	\$49,493
Unrestricted	\$146,810
<b>Total Net Assets</b>	<b>\$196,303</b>
<b>Total Liabilities and Net Assets</b>	<b>\$228,082</b>

Note: These summaries are taken from IDR's audited financial statements, which are available on request.

#### Statement of Activities

##### Changes in Unrestricted Net Assets

Revenue and Gains	
Contributions & Grants	\$42,633
US Government Service Fees & Reimbursements	\$188,211
Other Service Fees & Reimbursements	\$83,670
Other Revenue	\$13,380
Net Assets Released from Restrictions	\$146,030
<b>Total Unrestricted Revenue and Gains</b>	<b>\$473,924</b>
Expenses	
Program Expenses	\$324,922
Management & General	\$223,360
<b>Total Expenses</b>	<b>\$548,282</b>
<b>Decrease in Unrestricted Net Assets</b>	<b>(\$74,358)</b>
<b>Changes to Temporarily Restricted Net Assets</b>	
Foundation Grants	\$84,549
Net Assets Released from Restrictions	(\$146,030)
Decrease in Temporarily Restricted Net Assets	(\$61,481)
Decrease in Net Assets	(\$135,839)
<b>Net Assets at Beginning of Year</b>	<b>\$332,142</b>
<b>Net Assets at End of Year</b>	<b>\$196,303</b>

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## *Collaborating Organizations*

CIVICUS (World Alliance for Citizen Participation), USA

Hauser Center for Nonprofit Organizations,  
Harvard University, USA

Institute for Development Studies  
University of Sussex, UK

John Snow, Inc, USA

Latin American Association of Development Organizations, (ALOP),  
Costa Rica

MWENGO (NGO Reflection and Development  
Centre for Eastern and Southern Africa),  
Zimbabwe

Management Systems International,  
USA

PACT, USA

PRIA (Society for Participatory Research in Asia),  
India

World Education, Inc, USA