

# CIVIL SOCIETY and DEVELOPMENT CO-OPERATION:

## An Issues Paper

### SUMMARY

**Civil society is critical to the development enterprise.** A wave of democratisation in the last quarter-century--fueled in part by globalisation and information technologies--has promoted an explosive growth of civil society organisations (CSOs). These have become an inescapable part of the development landscape and discourse. Increasingly capable, confident and interconnected, they have challenged governments, multilateral organisations, and the private sector on major policy issues. **The key development actors acknowledge their presence and seek to engage the energy, expertise and commitment of civil society.**

- **Civil society organisations and movements have energized the struggle for democracy in Africa, Asia, Latin America and Eastern Europe.** Citizens' organisations of all kinds--voluntary organisations and nongovernment organisations (NGOs), social movements, unions, faith communities, cultural, professional and commercial associations--have both benefited from and contributed to the democratic achievements of the last quarter-century. CSOs have helped to reform authoritarian national governments, and have promoted citizens' participation in local government and in innumerable community undertakings. Internationally, they have worked effectively with governments to promote human rights and security (on issues such as landmines); and have offered a challenge to the policies of governments, corporations and multilaterals on development finance, debt, trade and the environment.
- **CSOs are essential actors in the design, delivery and evaluation of development policy and programs.** Their work covers every sector and is not limited to traditional social-service-delivery roles. Locally, nationally, and internationally, they are part of policymaking, as analysts, advocates and innovators.
- **Civil society is a source and repository of innovation and development knowledge.** From community-level innovations like microcredit, to peacebuilding initiatives in war-torn societies, to organising international advocacy campaigns, CSOs tap and nurture people's creativity and imagination. They have been remarkably successful in adapting information/communication technologies to their own agendas.
- **Major donors and development agencies have integrated the presence and energy of civil society into their anti-poverty policies and programming.** For agencies such as DFID, the World Bank, and the OECD/DAC, co-operation among governments, civil society and the private sector is a cornerstone of their strategies to combat poverty.
- **Canada has something to offer.** Our history of effective co-operation between government and civil society--the Voluntary Sector Initiative is the most recent example of the practice--has earned international respect. Canadian civil society is a reservoir of

knowledge, commitment, compassion and solidarity. CIDA's challenge is to widen and deepen its knowledge of and working links with Canadian CSOs.

- **CIDA has a long and diverse history of co-operation with civil society, both in Canada and in the South.** Our thirty-plus years of experience is longer than many of our sister agencies. CIDA's responsive programming has provided effective support to the initiative and resourcefulness of civil society, and the Agency is justly recognised as a leader in this field. CIDA would benefit from systematic assessment of our extensive co-operation with civil society, as a basis for clarifying policies and procedures for the future.
- **Strategic issues for the future:**

**CIDA's co-operation with CSOs, and its efforts to strengthen civil society, should help to realise its broad mandate of reducing poverty.**

- **There are three key challenges:**
  - a) To engage the diversity, vitality and knowledge of civil society in a common endeavour--reducing poverty and contributing to sustainable human development.**
  - b) To promote civil society and CSOs as a force for citizen participation and democratization, enhancing accountability and representation.**
  - c) To develop the capacity of governments and civil society to work together.**

# **CIVIL SOCIETY and DEVELOPMENT CO-OPERATION: An Issues Paper**

## **I. INTRODUCTION:**

### **The Purpose of this Issues Paper:**

This companion piece to "Strengthening Aid Effectiveness" explores the place of civil society and civil society organisations (CSOs) within Canada's development co-operation program. (1) It identifies key issues in the place of civil society and CSOs in development co-operation, and poses questions about their implications for CIDA. The paper is intended to complement those sections of the larger document which address civil society.

This Issues Paper argues that civil society and CSOs are a critical force in development co-operation, with a major contribution to make to reducing poverty in the world. CIDA has a history of more than three decades of work with civil society, including both policy and field programming. The Agency now has an opportunity to build on that experience, and to strengthen its co-operation with civil society, both in Canada and in developing countries.

This is not a finished document, however. The questions in Section III below are intended to promote public discussion in Canada and in developing and transition countries. From this discussion we expect to receive analysis and recommendations on the place of civil society within CIDA's program strategy.

### **The subject: Civil society and civil society organisations**

By "civil society" we mean a social domain which is not part of the state or the market, where citizens come together to negotiate their relations with the state, with each other, and with private firms and international institutions. Within this space, "civil society organisations" comprise a vast range of organisational forms and sizes, identities and values--formal and informal voluntary organisations and NGOs, industrial, commercial and professional associations, not-for-profit academic, health and cultural institutions, unions, faith communities, social movements, self-help and community groups, and so on.

Our particular interest touches that part of civil society active or potentially active in development co-operation. This is only one part of civil society and the body of CSOs as a whole, both in Canada and in the South and in transition countries. (2) The portion with which an individual donor such as CIDA works will be smaller still. The institutional topography of civil society and CSOs is changing rapidly, however, and individually and collectively development agencies face a real challenge in staying abreast of these broader social dynamics.

## II. CIVIL SOCIETY AND DEVELOPMENT CO-OPERATION:

### A global phenomenon

A recent volume by the North-South Institute summarises a 'global associational revolution,' the remarkable growth in numbers and the rise to political prominence of civil society and CSOs. In Brazil, there are more than 60,000 civil society organisations in Sao Paulo and Rio de Janeiro alone. India is estimated to have more than 2 million citizens' associations. In Egypt there are more than 30,000 nonprofit organisations; within these, the membership of professional groups alone numbers three million.<sup>(3)</sup> In Canada, there were in June 1999 nearly 78,000 registered charities, and estimated additional 100,000 legally incorporated not-for-profit organisations, and perhaps 870,000 grass-root associations--more than a million civil society organisations in all.<sup>(4)</sup> Analysts describe the emergence of a 'global civil society' in the last two decades, a movement of

men and women, groups and individuals, getting together to do things by themselves to change the societies they live in. ... People of all classes, creeds and ethnic backgrounds have organised themselves to defend democracy and human rights, to fight for more equitable development and a safer environment, or ... just to help those in need or improve the quality of daily life in their communities.<sup>(5)</sup>

Such activity is centuries old, but its recent expression in the formal political sphere, and at the global level, is unprecedented. Critics and supporters point to the prominence of civil society, NGOs, citizens' organisations--there are numerous labels--in the multilateral forums of the UN and of regional bodies such as the Organisation of American States, in the annual meetings of the international financial institutions and of transnational corporations, and in the political discourse of the day. They see a profound shift in power, with 'civil society' as a counterbalance to the influence of the state and the market.<sup>(6)</sup>

Undeniable as the power and presence of civil society may be, there is substantial debate about its boundaries and makeup. Our definition on p.1 sees civil society as *space for action*, a social domain in which citizens form organisations of different kinds. Agencies working with civil society will thus face choices about the different values, interests and forces at work. This approach also highlights the importance of legal and political rights of association, expression and access to information, and of cultural, economic and other factors which promote or limit the space, role and power of civil society and CSOs.

Another approach uses "civil society" to describe citizens' groups outside the state or the market. Here, civil society is often seen as the source of advocacy for social justice.<sup>(7)</sup> Questions arise with both definitions. Where do unions, business associations, co-operative or political parties fit? These may be rooted in state or market, but they also act as corporate citizens. The makeup and boundaries of civil society are not fixed, but are continually reshaped as people and organisations change their social roles.

Why does all this matter for CIDA, and for development practitioners more generally?

First, the landscape has changed, with new actors and new issues on the scene. To be sure, CIDA has worked with NGOs from Canada and developing countries for many years, and has established mechanisms for such co-operation. The spectrum of civil-society actors engaged in development co-operation is now wider and markedly more crowded, however, than it was a generation ago. In the North, traditional NGOs (such as OXFAM, CARE, Save the Children, CUSO, and others) have been joined by professional and trade associations, municipalities, "domestic" voluntary organisations that have expanded into the international domain, philanthropic bodies, universities, think tanks, unions, and so on. A comparable universe has unfolded in developing and transition countries. Globally, civil society has acquired a considerable social and political presence in society at large, and a substantial role in development policy and programming.

Secondly, civil society and CSOs encompass a wide range of values, interests, cultures and behaviour. Some have missions that fit closely with CIDA's mandate to support sustainable development and reduce poverty; others do not. Some are very effective at what they do, others less so. Some are interested in collaboration with donor agencies; others are not.

Thirdly, if CIDA understands "civil society" to encompass both a *social domain* and the *organisations active in that space*, its development policy and program initiatives will be correspondingly wider and more diverse in their design and application, affecting both CSOs and the environment in which they operate.

**The scope and dynamics of civil society thus continually challenge a development agency like CIDA to make informed strategic choices about who to work with in civil society, and how and why.** If CIDA is clear about its own values, interests and purposes, which CSOs might it support and work with? (Similarly, which CSOs might choose to work with CIDA?) In what capacity--as project partners? as political allies (and perhaps contestants) at home and abroad? as a force for democratisation? as sympathetic critics in policy debates? as a source of social innovation? All these possibilities exist, singly and in combination, in part because CIDA has its own extensive history in the field.

### **CIDA and civil society: programming experience and key policies**

CIDA has more than thirty years of experience working with Canadian and Southern CSOs. Two features of this experience are particularly relevant:

**First, the Agency's experience is remarkably rich and diverse.** Canadian Partnership Branch (CPB) is CIDA's principal focal point for the stewardship of the Agency's relationship with Canadian civil society, and the site of CIDA's corporate memory for this link. It bears emphasising, however, that *all* of CIDA's operational branches, as well as Policy Branch, have worked with CSOs (although the organisations involved were not always known as such.) The scale of this activity is significant, though it may not be widely known. It is estimated that between 1997 and 2001, a sum of \$2.334 billion, more than 38% of CIDA's total program expenditure for those years, has been channelled through civil society organisations in Canada and developing countries.

In some cases this co-operation has been explicitly directed at strengthening civil society and CSOs in developing countries, at other times it has advanced other programming or policy agendas. Sometimes CIDA's approach has been systematic, co-ordinated and strategic, at other times *ad hoc*; sometimes responsive to the initiatives of CSOs, at other times directive. Working relationships with Canadian CSOs have covered the waterfront from the cordial to the fractious. Nonetheless, this history includes collaboration with diverse CSOs in Africa, Asia, the Pacific, Latin America, the Caribbean, Central and Eastern Europe and Canada, as well as with international civic organisations and agencies of the multilateral system.

CIDA has responded to this diverse reality by creating a wide variety of programming instruments to work with CSOs and civil society, applying these modalities in almost every sector. The Agency's responsive approach to programming has enabled it to devise numerous mechanisms to support and harness the creativity and growth of civil society. CSOs in Canada and in developing countries have received different forms of "project"- and "program"-based funding for humanitarian emergency relief, longer-term development programming, and policy initiatives. Grants and contribution agreements have provided financial support to Canadian organisations working to strengthen Southern and international counterparts, and to Canadian and international volunteer-sending agencies. Bilateral branches of CIDA have contracts with CSOs, Canadian and Southern, as executing agencies. CIDA has provided financial support to the educational, policy and advocacy work of Canadian CSOs both domestically and in international forums. Counterpart funds in developing countries have been used to support CSO programs and the organisations themselves. CIDA has created arms-length program funds in Canada and in developing countries, sometimes jointly administered by CIDA and CSOs, at other times administered by third parties. In some developing and transition countries, CIDA's bilateral branches have acted in the policy environment for civil society, to promote legal and constitutional reform and human rights.

A brief example shows how CIDA's different program instruments can complement each other. In 1996 the Africa and Middle East Branch (AMEB) financed a project in South Africa implemented by a professional association, the Canadian Bar Association, in which Canadian and South African jurists built a body of rights-based jurisprudence to assist the interpretation of the new South African constitution. The project focussed on citizens' rights in key areas of South African life--housing and municipal services, gender and social equality, and the rights of children, prisoners and immigrants. The intervention contributed to *a stronger enabling legal environment* for a healthy civil society, by promoting democratic rights of association and expression.

A program contribution by Canadian Partnership Branch to a Canadian NGO, OXFAM Canada, complemented the AMEB initiative. OXFAM used a portion of its program budget to strengthen women's organisations and urban community associations in South Africa, providing funds for leadership and skills training and organisational development. The program strengthened the capacity of citizens' organisations to *use the space in the new enabling environment* to deliver programs to their members, and to advocate and negotiate with government and business.

This example shows that, in the right circumstances, CIDA's different modalities can complement each other well, responsive programming with CSOs creating a 'multiplier' effect to extend the benefits of a Bilaterally-funded initiative.

**Secondly, CIDA now has the opportunity to create a corporate historical description and analysis of all this activity--its rationale, principles, scope and impact, and the lessons it holds.** The Agency has examples of policy analysis and guidelines relevant to CSOs and civil society, notably the 1996 document, "Canadian Voluntary Organisations and CIDA: Renewing our Relationship". Written by Policy Branch staff, this was the product of an extensive consultation with Canadian voluntary organisations in 1995/96. Other policy documents--internal memos on financing, evaluation, and the like--are more procedural than strategic, though some, notably those treating Results-Based Management, are strategic in impact if operational in content.

We can refer as well to a history of regular conferences and consultations between CIDA and the CSOs it works with, especially the Canadian organisations. These offer a forum for analysis, debate, exchange of information and recommendations on policy and practice. CIDA also commissions regular institutional and program evaluations of the individual CSOs it supports, as well as its own periodic program reviews. Taken together, these sources are a mine of information on principles and methods of co-operation, operating procedures, and program rationale, design, administration and impact.

We can also draw on a body of analysis by observers and commentators external to CIDA.<sup>(8)</sup> These have often been substantial and insightful, and CIDA has made significant indirect contributions to such analyses. Its program and other grants have been instrumental in the life of the research institutes, NGOs, and individual researchers that have produced this body of knowledge.<sup>(9)</sup>

In the absence of a comprehensive analysis of CIDA's work with CSOs, any assessment of this history will be partial, with an anecdotal cast. Nevertheless, it is clear that the experience includes both signal achievements and major problems. CIDA has been praised for flexible, creative programming, and for a responsive posture that has encouraged the best in CSOs.<sup>(10)</sup> On the other side of the ledger, there have been policy and budgetary conflicts with CSOs, CSO resentment of perceived arbitrary measures, and a host of large and small grievances on both sides.<sup>(11)</sup>

In sum, CIDA's knowledge of its work with CSOs--and this observation probably holds true for the CSOs themselves--is strongly practical and experiential, informal rather than systematised, and personal or implicit rather than public or institutional. As a body of knowledge, it is largely latent and potential; we have, therefore, a significant opportunity to research, uncover and publicise it.

### **Civil Society: Other agencies' perspectives**

In recent years, other donors and multilateral agencies have made major investments in analysing their relations with civil society and CSOs, and in developing guides to policy and

procedures.<sup>(12)</sup> These are a good indicator of the political and operational prominence of the issue within the global system of development co-operation: most of the major institutional actors have found it necessary to scrutinise their own history vis-a-vis civil society, to clarify their policies and procedures, and to chart directions for the future. Allowing for differences in agency history, politics, and resources, the studies cited include a scan of the growth of CSOs and their rise to prominence; a résumé of agency history with such organisations; the principles, purposes and methods for future collaboration; and an assessment of issues to be faced in implementing new approaches.

Organisations such as the DAC and the World Bank, which play such an important part in shaping the terms of debate in the development community, envision a central role for civil society organisations in the recasting of development co-operation and in realising the goal of reducing poverty. For the DAC, the foundation of locally-owned development strategies and the heart of the 'partnership' approach is "an open and collaborative dialogue by local authorities with civil society and with external partners." In a comparable manner, the Comprehensive Development Framework model promoted by the World Bank is grounded in a vision of a social contract or entente, by which governments of developing countries collaborate with diverse civil-society and private-sector actors to build a shared strategy for combating poverty.<sup>(13)</sup>

CIDA's counterparts are very positive in their assessments of civil society and of CSOs. Donors see CSOs as contributing effectively to development policy, to the governance of institutions and society at large, and to program operations. Collaboration with CSOs is seen as a means of improving the design, execution and outcomes of development assistance, particularly to hear and respond to the needs and interests of poor and marginalised people. CSOs can bring specialist expertise and innovation in many domains, not only in service delivery at the grassroots or community level, the traditional focus of such organisations, but increasingly at the policy level as well. For some agencies, CSOs offer real advantages in promoting citizens' participation, with more democratic governance and protection of human rights seen as important elements in the struggle against poverty. The recent DFID White Paper on poverty and international development offers a good example:

If the international system is to work for poor people, we need stronger national and global civil society demanding the changes necessary to deliver the [anti-poverty] International Development Targets. ... It is particularly important to strengthen the voices of civil society in developing countries. ... The UK government will work with civil society to strengthen the capacity of poor people to hold governments and international institutions to account for progress on poverty reduction.<sup>(14)</sup>

The analyses of sister agencies make it clear, however, that if these possibilities are to be realised, people in CSOs and official agencies will have to invest time, effort and money in their capacity to work together. Resources will have to be reallocated, new structures and procedures put in place for changed patterns of accountability and information-sharing, and cultures will have to change too.

### **III. STRATEGIC ISSUES AND THEIR IMPLICATIONS FOR CIDA:**

The starting point for the discussion of strategic issues must be the mandate for Canada's Official Development Assistance: to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world. CIDA's collaboration with CSOs, and its efforts to strengthen civil society, should contribute to its larger purpose of reducing poverty. This is the optique through which to examine CIDA's relationship with CSOs and civil society in Canada and in countries of the South and East. Of the multitude of issues, we have chosen to focus on three to begin a public dialogue:

- how best to engage the knowledge, expertise and capacity for innovation within civil society, so as to improve development policy and programs, and particularly to strengthen anti-poverty strategies;
- how best to promote and strengthen the role of civil society and CSOs as a force for public participation, thereby enhancing good governance, democratic accountability and representation;
- how to enhance the capacity of governments and CSOs to work together, when they choose to do so

Each of these issues is explored below, and we have offered some open-ended questions to promote public discussion.

#### **Engaging the knowledge, expertise and innovative capacity within civil society, to improve development policy and programs and contribute to poverty reduction.**

Globally, both Northern and Southern CSOs have established a substantial presence in development co-operation over the past three decades, particularly in the provision of services to poor and marginalised communities. This role is partly a response to demands from their constituents to fill the gap left by retreating governments, partly a result of prompting and contracting by donors. (And in recent years, NGOs in particular have moved from being mainly executing agents to participants in the identification, design and administration of development programs. In some fields, such as humanitarian relief and emergency response, NGOs account for 50% or more of OECD members' expenditures.) The division of labour has changed between Northern and Southern organisations as well. As the latter have grown in numbers, technical competence and confidence, they have taken over much of the operational responsibility once held by Northern organisations (with the notable exception of humanitarian relief, especially in Africa.)

Nevertheless, Canadian NGOs and other civil-society organisations continue to provide a channel through which Canadian citizens show their solidarity and compassion, donating money, time and technical skills. These contributions have been sustained over the last decade, moreover, despite major cuts to official aid budgets and talk of 'aid fatigue'. CSOs (NGOs in particular) have often made their contributions and their reputations in sectors relevant to Canada's Social Development Priorities--health care, basic education, HIV/AIDS, and the rights and welfare of children.<sup>(15)</sup> Their claim on a continuing role, moreover, is often based on being

close to poor communities and effective agents in anti-poverty strategies, whether as advocates or as providers of important services. <sup>(16)</sup>

CSOs have not simply carried out contracts for official bodies. They have been social innovators, their concepts and practices adopted and replicated by governments and multilateral agencies. Examples are legion; one need only think of the widespread use of micro-credit to see the scope and value of their interventions. New types of organisations are created almost daily, and familiar forms are adapted to new circumstances--the rapid growth of the philanthropic movement in developing countries contains numerous examples. At a more general level, civil society has reshaped public discussion of development. Reflecting on the currency of anti-poverty strategies, of participatory development, local leadership, and sustainability, Rajesh Tandon remarks that "mainstream development discourse at the turn of the millennium looks not very different from the alternative development paradigm so energetically put forward by NGOs in the 1970's." <sup>(17)</sup>

We should emphasise too that CSOs are not restricting themselves to service delivery, and indeed never have. They are shaping new roles in advocacy and policy dialogue, asserting citizens' interests in the issues of the day--environmental degradation, genetic diversity and bio-engineering; human rights, the rights of women and children, and labour; conflict resolution and peacebuilding; cultural survival and the rights of aboriginal peoples; accountability of corporations and of international financial institutions to citizens and communities. Individuals and citizens' organisations in civil society have been at the forefront of struggles for peace and democracy, the leadership of people like Rigoberta Menchu and Aung San Sun Kyi recognised by Nobel peace prizes. Organisations such as the international landmines coalition have added popular energy to official Human Security agendas, creating a breadth of political support that has been essential for their success. Fair-trade organisations have exposed unjust trading and labour practices, using both political and market tactics to open up public debate and to change marketing and supply practices. With varying degrees of success civil society coalitions and organisations have taken on roles as watchdogs and mobilisers of resistance for a host of projects, issues and institutions, from oil pipelines in Chad to dams in India to the patenting of DNA in Pacific Island peoples to the cancellation of poor countries' debt. <sup>(18)</sup> They have publicised and challenged official and corporate practices and demanded accountability to citizens and communities. <sup>(19)</sup>

In some instances, this activity has brought CSOs into the mainstream, as erstwhile critics are now courted for their policy advice by organisations like the World Bank. Not everyone sees this in a positive light. Walden Bello, Director of Focus on the Global South, cautions CSOs against being enlisted in the IFIs' efforts to re-legitimise themselves. <sup>(20)</sup> There has been a backlash as well. Critics of civil society raise the same questions about legitimacy, accountability and representation that CSOs level at transnational corporations and the international financial institutions. <sup>(21)</sup>

All this is not to say that every citizens' organisation is a model of knowledge and creativity; there is, however, a collective reservoir of energy, expertise and commitment within civil society, its value recognised both by the communities it serves and by the major development institutions.

CIDA's responsive programming mechanisms have proven effective in harnessing this expertise and commitment. The responsive approach is premised on respect and value for the knowledge and capacity of institutions outside government, and for their independent contribution to development co-operation. Historically, it has also emphasised the necessity of leadership and ownership of development programs by Southern people and organisations, principles also affirmed by recent OECD/DAC declarations, such as *Shaping the 21st Century*.<sup>(22)</sup> Other current development policy issues pose more difficult challenges for CSOs. It is not at all clear what might be the effect of untying aid on civil society in the North and the South. Northern organisations might have less *a priori* access to their own governments' development co-operation budgets. On the other hand, research suggests that direct funding of Southern CSOs by Northern and multilateral donors is not an unmixed blessing.<sup>(23)</sup>

### ***Questions and Options:***

*Canada's development co-operation program needs civil society. How best can CIDA engage the creativity, knowledge and energy of diverse civil societies in Canada and the South, in a common struggle against poverty? How best can the Agency engage civil societies in both policy and programming ?*

*CIDA can provide more systematic support to civil society and CSOs in developing and transition countries, including direct funding. Which of CIDA's current program mechanisms have been most effective, and what new ones are needed?*

*What should be the roles of Northern CSOs and their counterparts in the South and East? What special competence and interests do these different parties bring to the development enterprise? How should accountabilities be shared?*

*Does a thematic focus (such as the Social Development Priorities) or a geographic concentration of resources enhance or restrict the contribution of CSOs within Canada's program of development co-operation? If CIDA adopts a more strategic focus for its programs, what are the implications for responsive programming?*

### **Democratising governance: promoting civil society and CSOs as vehicles for citizen participation, enhancing accountability and representation.**

Citizens' organisations have been at the forefront of democratic advances in the last two decades, both benefiting from and contributing to a global movement. In some countries, such as the Philippines, South Africa, and the nations of Eastern Europe, CSOs have played a central role in ending authoritarian regimes and in building democratic practices and cultures. CSOs have also seized the political space opened up by the widespread movement to decentralise political power, demanding access to local political arenas and a place on political agendas for poor peoples' interests.<sup>(24)</sup> Nor have citizens' actions been limited to the formal political sphere. Less spectacular but vital expressions of community solidarity include the community kitchens of Chile and Peru, and closer to home the informal support networks of the Ontario/Quebec ice storm of 1998. With strategies from boycotts to social audits to social marketing, CSOs have

challenged corporations to be accountable to communities, producers, consumers and society at large for their operations and their profits.

Much of this activity has originated locally, and has spread across borders and oceans as citizen activists have used modern information and communications technology adroitly to promote their agendas and to search for allies. Not so much 'globalisation from below', this phenomenon has been described as the 'amplification of localisation'.<sup>(25)</sup> Diffuse as it may be, its power is unmistakable. The challenge posed to institutions such as the World Trade Organisation and the World Bank by a growing international movement, in cities such as Seattle, Washington and Prague, has evidently registered with the leaders of such institutions and with prominent voices in the media.<sup>(26)</sup>

Yet civil society is diverse and contested terrain, and civil society and CSOs should not be idealised or homogenised. They reflect the power relations and competing values and interests of society at large. Not all CSOs are antithetical to large corporations, for example. On the contrary, some NGOs will work closely with business and many work with the World Bank. Local citizens' organisations may respond to local issues differently from CSOs active in global arenas. And, chambers of commerce, business or co-operative associations are clearly a part of civil society. Controversy and conflict are thus to be expected. The important point is that both the questions and the organisations are an inescapable part of the political landscape, globally, nationally and locally.

The consequence is clear enough as well: those development agencies wishing to work with civil society and CSOs will have to make choices, and will have to be clear about their own values and purposes, and those of the bodies they work with. As an example, DANIDA's position paper acknowledges the inherently political nature of civil society, and asserts that the key criterion for its partnerships will be the popular legitimacy and capacity of CSOs as participants in democratisation as representatives of the poor.<sup>(27)</sup> Nor is the issue simply one of understanding and supporting the politics of individual institutions. The DAC, in its *Orientations on Participatory Development and Good Governance*, asserts that the growth of a pluralist civil society, with all its diverse interests, is basic to democratisation.<sup>(28)</sup> At issue here is the promotion of a political and legal environment and culture that supports citizens' fundamental rights to associate, organise and represent their interests.

### ***Questions and Options:***

*CIDA can give greater priority to governance and human-rights in its work with civil society. What special competence and interests do CIDA, the Canadian government, and Canadian CSOs have to offer to others in this field?*

*CIDA can and should increase its knowledge of the capacity of civil society in Canada and overseas. What are the most appropriate methods of doing so? What are our limitations, and what can we learn from others?*

*Which of CIDA's program mechanisms are particularly effective in this domain? What new ones might be put in place?*

## **Developing the capacity of governments and CSOs to work together, when they choose to do so:**

The analyses of official agencies in the aid system noted in Section II affirm that collaboration between governments (including in this category multilateral agencies) and CSOs is intrinsically positive and valuable. The commentary in the preceding paragraphs suggests a more contingent position is more realistic. Working relationships have ranged from the cordial and constructive to the contentious and stalemated, and we may expect more of the same. There may indeed be real benefits from collaboration, and when governments and CSOs choose to work together, it is essential to ask what capacities they have for doing so, and what they may need.

It is noteworthy that an organisation as large and well-resourced as the World Bank recognises that "building capacity" for collaboration is necessarily a joint undertaking, with work to be done on both sides. <sup>(29)</sup> The preponderance of resources at the disposal of official agencies, especially money, is not the whole story. CSOs will possess political, cultural, linguistic, technical and geographic knowledge that larger agencies, especially foreign ones, will not have. All parties will have to adjust their notions and practices of time, space and rhythm if their mutual assets are to be recognised and used. A capacity to negotiate (rather than command) and adjust roles, responsibilities and procedures will be of prime importance, as will the readiness and capacity to mediate and resolve conflict. 'Consultation' may be common language in some countries, but clear and agreed boundaries and purposes will help the prospects for effective policy dialogue between governments and civil society--negotiables and non-negotiables, methods, timelines and scope of participation, and so on.

Within any consultation or dialogue, the capacity to share and use information is critical. For governments and business, this may mean making information publicly available in new ways, or making resources available to ensure voice and space for those excluded from power. For both Northern and Southern CSOs, this may mean developing new capacity to collect and analyse information and to communicate strategically, in unfamiliar arenas and media.

Such issues are particularly pressing for CIDA, for the Agency's social and geographic reach is enormous. Not only does CIDA connect to hundreds of organisations in Canadian civil society, but its programs touch many more in the South as well. This perspective will test the parameters of CIDA's Consultation Policy, now under revision.

### ***Questions and Options:***

*CIDA has played a capacity-development role in its past co-operation with civil society, has learned from civil society partners, and expects to do both in the future. What are the critical capacities which CIDA and CSOs (in Canada and overseas) need for effective co-operation? How best to enhance or acquire these?*

*What are the key factors supporting or inhibiting the changes needed for more effective co-operation?*

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## END NOTES:

1. Drafted by CIDA staff in Canadian Partnership Branch and Policy Branch, this Issues Paper draws on published and unpublished analyses of civil society and its place in the development enterprise, and on numerous personal observations and conversations.
2. Following Alan Fowler's practice, we will use these terms to signify the donor countries of the aid system and the so-called 'developing' and 'transition' or recipient countries. See Fowler, *Striking a Balance* (London: Earthscan, 1997), p.3.
3. Alison Van Rooy, ed., *Canadian Development Report 1999: Civil Society and Global Change* (Ottawa: North-South Institute, 1999), p. 11. The phrase 'global associational revolution' is from Lester Salamon, 'The Rise of the Nonprofit Sector,' *Foreign Affairs*, 73, 4 (July/Aug. 1994), p. 109.
4. Michael Hall and Keith Banting, 'The Nonprofit Sector in Canada: An Introduction,' in Keith G. Banting, ed., *The NonProfit Sector in Canada: Roles and Relationships* (Kingston: McGill-Queen's University Press, 2000), pp. 10-11. Estimates from the mid-1990's say that charities alone account for 13% of Canada's Gross Domestic Product. (Hall and Banting, p. 15.) Of these, up to a thousand might be involved in international co-operation for development. (This estimate is based on the number of not-for-profit organisations funded by CIDA and their links to other such bodies in Canada.)
5. Miguel Darcy de Oliveira and Rajesh Tandon, 'An Emerging Global Civil Society,' in CIVICUS, *Citizens: Strengthening Global Civil Society* (Washington: CIVICUS, 1994), p. 1.
6. *ibid.*, p. 3; Jessica Mathews, 'Power Shift,' *Foreign Affairs*, 76, 1 (Jan./Feb. 1997), pp. 50-66.
7. Other definitions are even more overtly value-laden. Civil society may be seen as a social movement to challenge power blocs and practices; as an antidote to statism; or as a school for democracy. See Alison Van Rooy, ed., *Civil Society and the Aid Industry* (Ottawa: North-South Institute, 1998), and Jamie Swift, *Civil Society in Question* (Toronto: Between the Lines Press/South Asia Partnership, 1999).
8. Examples include Tim Brodhead and Brent Herbert-Copley, *Bridges of Hope?* (Ottawa: North-South Institute, 1988); Tim Brodhead and Cranford Pratt, 'Paying the Piper: CIDA and Canadian NGOs,' in Cranford Pratt, ed., *Canadian International Development Assistance Policies: An Appraisal* (Montreal & Kingston: McGill-Queen's University Press, 1994) pp. 87-119; Ian Smillie, 'Canada,' in Ian Smillie and Henny Helmich, eds., *Stakeholders: Government-NGO Partnerships for International Development*, (Paris: OECD/Earthscan, 1999), pp. 71-85; Jamie Swift and Brian Tomlinson, eds., *Conflicts of Interest*, (Toronto: Between the Lines Press, 1991); Van Rooy, *Civil Society*; and occasional papers by bodies like the Canadian Council for International Co-operation (CCIC) on NGOs' relations with CIDA. David Morrison's history of CIDA treats the issue only through an analysis of relations between NGOs (both Canadian and Southern) and the agency. See Morrison, *Aid and Ebb Tide: A History of CIDA and Canadian Development Assistance* (Waterloo: Wilfrid Laurier University Press, 1998).
9. Examples include CIDA's program contribution to the North-South Institute. At another remove, CIDA's contributions to NGOs and umbrella bodies such as CCIC enable those organisations to finance policy and program analysis.
10. We can cite just 3 examples from Africa, Asia and the Americas. In the Philippines-Canada Human Resource Development Program (1990 - 96), CIDA supported a consortium of Canadian NGOs and Filipino NGO networks, incorporated in the Philippines, working to strengthen individual organisations, the NGO community as a whole, and linkages between the two countries. Because CIDA adopted an arms-length role as funder and left program strategy and decisions in the hands of the consortium, the PCHRD succeeded in providing timely, flexible and effective responses to locally-defined organisational and policy issues. Secondly, CIDA's multi-year (1998-2000) program grants to Partnership Africa Canada have financed that agency's research on conflict and the illegal

diamond trade in Sierra Leone. The program grant, modest by comparison with PAC's project-funding budget of a decade ago, nevertheless allowed the NGO to make a significant intervention in an important policy area, raising the public profile of a contemporary tragedy and complementing Canada's official efforts on the issue at the United Nations. CIDA has since increased its support to fund a larger initiative, promoting advocacy capacity within civil society in West and Central Africa. Lastly, there have been numerous examples of Canadian NGOs co-operating with CIDA's International Humanitarian Assistance program in Multilateral Branch, to deliver effective emergency responses to natural disasters. The response to Hurricane Mitch in Central America (October 1998 and afterwards) is only one recent and high-profile example, where Canadian NGOs deployed funds to help communities meet their emergency needs for shelter, food, medical supplies, and water and sanitation.

11. Consultations and conferences, such as those organised by CPB, regularly include examples. They may appear in special events or processes as well, such as the round-table discussions that preceded the CPB Issues Paper, 'Partnership in Question', August/September 1999.

12. Examples reviewed for this Issues Paper include: African Development Bank, 'Co-operation with Civil Society Organisations: Policy and Guidelines,' DRAFT, Abidjan, mimeo, Sept. 1999; Asian Development Bank, memo from the Office of Ex. Dir. (Canada, Denmark, Finland, Netherlands, Norway & Sweden), 'ADB's relations with civil society including NGOs and CBOs,' Oct 31/2000; DANIDA, 'Strategy for Danish support to civil society in developing countries -- including co-operation with the Danish NGOs,' draft analysis & strategy document, June/2000; DFID, 'Strengthening DFID's Support for Civil Society: Report of Responses to the Consultation Paper,' February 1999; World Bank (NGO and Civil Society Unit), 'Working Together: the World Bank's Partnership with Civil Society,' Sept./2000. Some of these documents (such as that of the World Bank) are summaries of other, more detailed studies and guides.

13. World Bank, 'Working Together,' p. 12. The recent Development Partnership Forum organised by the DAC and the OECD Development Centre (Dec. 2000) focussed on collaboration between governments and civil society in poverty reduction strategies, drawing on analysis of practice in Ghana, Tanzania and Uganda.

14. *Eliminating Poverty: Making Globalisation Work for the Poor*. UK Government, White Paper on International Development, (London, December 2000), pp. 103 and following.

15. The September 2000 document, 'CIDA's Social Development Priorities: A Framework for Action,' sets out the agency's approach to health and nutrition, basic education, HIV/AIDS, and child protection. Individual Action Plans have been developed for each of these four programming priorities.

16. This is one of the key reasons offered by the World Bank for its partnership with civil society ('Working Together,' p. 8). Sceptics have challenged this role and social position. See, for example, David Sogge, ed., *Compassion and Calculation: the Business of Private Foreign Aid* (London: Pluto/The Transnational Institute, 1996).

17. Rajesh Tandon, 'Riding High or Nosediving: Development NGOs in the New Millennium,' *Development in Practice*, 10, 3/4 (Aug. 2000), p. 323. He acknowledged that practice was some way behind principle.

18. Not always from unified viewpoints. Community responses to the proposed Chad/Cameroon oil pipeline, for example, revealed significant differences between local organisations and NGOs active global lobby campaigns. See 'Watchdog groups rein in government in Chad oil deal,' *washingtonpost.com* Jan 3, 2001.

19. Relations between civil society organisations and the private sector in developing countries are complex and diverse, and will be examined at more length in future drafts of this Addendum. By way of example, there is evidence of co-operation and joint ventures between NGOs and private firms in the design and delivery of development projects; co-operation and conflict between community organisations, NGOs and private corporations in natural resource management; negotiation, conflict and collaboration on policy issues like taxation, labour practices, and philanthropic responsibility.

20. Bello, 'From Melbourne to Prague: the Struggle for a Deglobalized World,' *Focus on Trade* #53, Sept. 2000. (Focus on the Global South, Bangkok).
21. As an example, see Michael Bond, 'The backlash against NGOs,' *Prospect* (U.K.), April 2000. The article summarises criticisms of NGOs active in international development, though it also describes NGOs as "civil society".
22. OECD/DAC, *Shaping the 21st Century: The Contribution of Development Co-operation*, (Paris, May 1996), pp. 13 and following.
23. Direct funding is hardly a new issue, though it has gained new prominence with the currency of untied aid. See CCIC, "Mind if I Cut In? Report of the CCIC Task Force on CIDA-NGO Funding Relationships," (Ottawa, October 1988). A recent analysis of the complex issues here, based on case studies in Asia, Africa and Latin America, is strongly critical both of the programmatic effectiveness of the practice and of its broader effect on civil society. See INTRAC, *Direct Funding from a Southern Perspective: Strengthening Civil Society?* (Oxford, 1998); and David Lewis and Babar Sobhan, "Routes of funding or roots of trust? Northern NGOs, Southern NGOs, donors and the rise of direct funding," *Development in Practice*, v. 9, nos 1 & 2, Feb. 1999, pp. 117-29.
24. Hentic, Isabelle. 'Participatory Governance: Bridging the Gap between Civil Society and Government,' CIDA/Canadian Partnership Branch, June 2000.
25. Brian K. Murphy, 'International NGOs and the Challenge of Modernity,' *Development in Practice*, 10, 3/4 (Aug. 2000), pp. 330-47.
26. See, for example, 'Angry and effective,' [on Prague demonstrations against the IFI's] *Economist.com*, Oct. 6, 2000; and 'The case for globalisation,' *Economist.com*, Sept. 21, 2000. The issue will arrive on Canada's doorstep at the April 2001 Summit of the OAS in Quebec City, when CSOs will challenge the agenda of hemispheric free trade.
27. DANIDA, p. 24.
28. OECD/DAC, *Orientations on Participatory Development and Good Governance*, (Paris, 1993), paragraph 25.
29. 'Working Together,' p. 29.

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## **SELECTED WEBSITES:**

### ***Canadian websites***

#### **Canadian Policy Research Networks (CPRN)**

CPRN's mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians. CPRN's efforts relate to the nonprofit sector and civil society issues through a focus on family, health, and work.

<http://www.cprn.com>

#### **Institute On Governance (IOG) - Citizen Participation**

Through a combination of research, learning events, and the **Policity.com** website (<http://www.policity.com/>), the Institute On Governance (IOG) explores new ways of involving citizens in public policy making. Its knowledge and

expertise enable the Institute to bring an informed perspective to this issue, and to offer insights on current practices and recent experience in the field.

[http://www.iog.ca/about/themes-citizen\\_participation.html](http://www.iog.ca/about/themes-citizen_participation.html)

### **NonprofitsCan.org: Canada's Nonprofit Information Source**

NonprofitsCan.org, an initiative of the **Canadian Centre for Philanthropy** (<http://www.ccp.ca/>), is designed to meet the information needs of nonprofit and voluntary organizations in Canada. The site includes research and information, news, and notices of events and conferences.

<http://www.nonprofitscan.org/>

### **North-South Institute**

The North-South Institute's research examines the role of the public and private sectors, and of the voluntary sector or "civil society," in Canada's various relationships with developing countries. This research supports efforts around the world to increase cooperation effectiveness, ensure development sustainability, improve global governance, and enhance gender equality.

<http://www.nsi-ins.ca/>

### **Privy Council Office - Voluntary Sector Task Force**

Reports, press releases, speeches, backgrounders, bulletins, other documents, and links related to the Voluntary Sector Initiative and the **Voluntary Sector Roundtable** (<http://www.vsr-trsb.net>).

[http://www.pco-bcp.gc.ca/volunteer/vstf\\_e.htm](http://www.pco-bcp.gc.ca/volunteer/vstf_e.htm)

### **Queen's University - Centre for the Study of Democracy**

The Centre for the Study of Democracy holds courses and conferences related to education about democracy in Canada and abroad.

<http://qsilver.queensu.ca/csd/>

### ***International websites***

#### **AmericasCanada.org - Summit of the Americas 2001 - Civil Society**

Canada is taking a leadership role in terms of incorporating the voices of voluntary and non governmental organizations into the Summit of the Americas 2001. This site offers a description of the participation mechanism, background documents, and links.

<http://www.americascanada.org/politics/civilsociety/civilsociety-e.asp>

#### **Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)**

ARNOVA is an international, interdisciplinary network of scholars and nonprofit leaders fostering the creation, application and dissemination of research on voluntary action, nonprofit organizations, philanthropy and civil society. ARNOVA's website site includes general information, publications, links, and listserves.

<http://www.arnova.org/>

### **Aspen Institute**

The Aspen Institute's Policy Programs are designed to assist leaders, both in the United States and in the international community, to deal more effectively with emerging challenges. Many of these policy programs relate to the civil society debate.

<http://www.aspeninst.org/default.asp>

### **Center for Civil Society International (CCSI)**

CCSI is an information clearinghouse focused on American voluntary organizations, nonprofits, and independent associations -- our so-called "third sector" -- and their collaborations with similar organizations overseas. CCSI publishes materials both in print and electronically and distributes them worldwide.

<http://www.friends-partners.org/~ccsi/>

### **CIVICUS - World Alliance for Citizen Participation**

CIVICUS is an international alliance dedicated to strengthening citizen action and civil society throughout the world. Their website includes publications, documents, and links related to CIVICUS's programs.

<http://www.civicus.org/>

### **Civnet**

Civnet is a website of Civitas International for civic education practitioners (teachers, teacher trainers, curriculum designers), as well as scholars, policymakers, civic-minded journalists, and non-governmental organizations (NGOs) promoting civic education all over the world.

<http://www.civnet.org/>

### **Commonwealth Foundation - Civil Society Programme**

The Commonwealth Foundation promotes research, dialogue, and networking on civil society issues through a Civil Society programme and a Citizens and Governance programme.

<http://www.commonwealthfoundation.com/programmes/index2.cfm?selectedtype=1>

### **Eldis - Civil Society**

Eldis is a "Gateway to Information Sources on Development and the Environment" (funded by Danida and Sida and hosted by the Institute of Development Studies, Sussex). Eldis's guide to Civil Society has a selection of links and online documents, as well as a way to search for civil society materials in Eldis's publications database.

<http://nt1.ids.ac.uk/eldis/hot/civsoc.htm>

### **European Commission - Development - Civil society, Good Governance NGOs, and decentralised co-operation**

The EC's Directorate-General of Development supports and reinforces civil society in Europe and in developing countries. This site includes policy documents.

[http://europa.eu.int/comm/development/sector/ngo/index\\_en.htm](http://europa.eu.int/comm/development/sector/ngo/index_en.htm)

### **Ford Foundation - Peace and Social Justice Program - Governance and Civil Society Unit**

The Governance and Civil Society Unit seeks to strengthen governmental performance and accountability, increase citizen participation, improve policy making and strengthen civil society and the philanthropic sector. In civil society, the Unit's goal is to strengthen the civic and political participation of people and groups in charting the future of their societies.

<http://www.fordfound.org/>

### **Focus on the Global South**

FOCUS is a program of progressive development policy research and practice, dedicated to regional and global policy analysis, micro-macro linking and advocacy work. FOCUS addresses civil society issues largely through its programme on State, Market, and Civil Society, but also through its programmes on Economic and Financial Liberalization, Security and Conflict, and Culture and Globalization.

<http://www.focusweb.org>

### **Global Policy Forum - NGOs and the United Nations**

The Global Policy Forum monitors global policymaking at the UN. This website links to information and analysis about NGOs at the UN and in global policy-making more broadly.

<http://www.globalpolicy.org/ngos/index.htm>

### **Harvard University - Hauser Center for Nonprofit Organizations**

The Hauser Center seeks to expand understanding and accelerate critical thinking about civil society among scholars, practitioners, policy makers and the general public, by encouraging scholarship, developing curriculum, fostering mutual learning between academics and practitioners, and shaping policies that enhance the sector and its role in society.

<http://www.ksghauser.harvard.edu/>

### **Institute for Development Research (IDR)**

The Institute for Development Research (IDR), is a nonprofit research, education and consulting organization dedicated to increasing the capacity of civil society groups to advance just and sustainable development. This site includes free online publications, often related to strengthening civil society.

<http://www.jsi.com/idr>

### **Institute of Development Studies (IDS) - Civil Society and Governance Programme Pages**

The Civil Society and Governance Programme is a research project funded by the Ford Foundation based at the Institute of Development Studies. The 3-year research programme, established in April 1998, is examining the interplay between civil society and governments in 22 different countries

<http://www.ids.ac.uk/ids/civsoc/index.html>

### **International Society for Third-Sector Research (ISTR)**

ISTR) is a major international association promoting research and education in the fields of philanthropy, civil society and the nonprofit sector. ISTR's website includes publications, a listserv, and information about regional networks and international conferences.

<http://www.jhu.edu/~istr/>

### **Japan Centre for International Exchange (JCIE) - CivilNet**

Since its inception in 1970, JCIE has devoted much of its resources to promoting philanthropy and the nonprofit sector in Japan. With special emphasis on Asia Pacific and Japan's own civil-society development, CivilNet has worked toward advancing the cause of the nonprofit sector worldwide by sponsoring conferences, exchange programs, and studies

<http://www.jcie.or.jp/civilnet/index.html>

### **John Hopkins University - Center for Civil Society Studies**

The Center for Civil Society Studies of the Johns Hopkins Institute for Policy Studies seeks to encourage the development and effective operation of nonprofit, philanthropic, or "civil society" organizations. The Center carries out its work through a combination of research, training, and information-sharing both in the United States and throughout the world.

<http://www.jhu.edu/~ccss/>

### **Kettering Foundation**

The Kettering Foundation is an American research institute focused on strengthening democracy and civil society in America and internationally. The foundation's research covers these areas: Citizens and Public Choice; Community Politics and Community Leadership; the Public and Public Schools; Institutions, Professionals, and the Public; the Public-Government Relationship; and the International and the Civil.

<http://www.kettering.org/>

### **London School of Economics - Centre for Civil Society**

The Centre's mission is to become the European academic centre of excellence for the study of civil society. Through research, teaching, and policy analysis, the Centre's aim is to add to our knowledge about the types, roles, and contributions of civil society organizations in Britain, Europe and internationally.

<http://www.lse.ac.uk/Depts/ccs/>

### **NonProfit Pathfinder**

NonProfit Pathfinder, a collaboration of Independent Sector and the University of Maryland Civil Society Initiative, is a global gateway to civil society research and innovation. This site includes information on innovation, impact measurement, research resources, and literature and libraries related to civil society.

<http://www.independentsector.org/pathfinder/index.html>

### **Organization of American States (OAS) - Committee on Civil Society Participation in OAS Activities**

This website explains the process for civil society organizations to become accredited or registered with the OAS. It also provides relevant documents and links outlining progress with respect to civil society participation in OAS activities.

<http://www.civil-society.oas.org/>

### **Transnational Institute (TNI)**

The Transnational Institute (TNI) develops inter-disciplinary research projects with scholars, activists, journalists and progressive institutes. TNI addresses civil society issues through its programmes on the Global Economy, Democratization, and Peace & Security.

<http://www.tni.org>

### **United Nations - Partners in Civil Society**

This site shows how the United Nations system partners with NGOs and others in civil society on issues of global concern. The site contains public statements, key UN documents, issues on the UN agenda, calendars of UN meetings and events, and links to relevant UN bodies.

[http://www.un.org/partners/civil\\_society/home.htm](http://www.un.org/partners/civil_society/home.htm)

### **United Nations Development Programme (UNDP) - Civil Society Organizations and Participation Programme**

This site introduces the Civil Society Organizations and Participatory Programme (CSOPP) of the UNDP in some detail and aims to provide information about promoting and fostering enabling environments for CSOs to contribute effectively towards Sustainable Human Development by encouraging policy dialogues between governments, CSOs and donors.

<http://www.undp.org/csopp/CSO/>

### **United Nations Research Institute for Social Development (UNRISD)**

Poverty eradication, the promotion of democracy and human rights, gender equity and environmental sustainability are overarching concerns in all UNRISD work. These concerns are reflected in research carried out under five programme areas (one of which is Civil Society and Social Movements).

<http://www.unrisd.org/>

### **United States Agency for International Development (USAID) - Center for Democracy and Governance**

The activities of USAID's Center for Democracy and Governance include a focus on civil society. USAID is working to strengthen commitment to an independent and politically active civil society in developing countries.

<http://www.usaid.gov/democracy/>

## **World Bank - Nongovernmental Organizations and Civil Society**

The World Bank recognizes the important role that nongovernmental organizations play in meeting the challenges of development and welcomes the opportunity to work with NGOs and civil society. The purpose of this website is to keep NGOs and civil society groups informed about increasing opportunity for interaction with the Bank.

<http://wbln0018.worldbank.org/essd/essd.nsf/NGOs/home>