Richard Holloway’s Civil Society Toolbox

This appears as part of the Website for Pact (www.pactworld.org)
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Rarely has there been a concept in the development field that has grabbed peoples attention so quickly and become so widely used in such a short space of time as the concept of "civil society". A lot of people are using the concept in idiosyncratic ways, and there is a lot of miscommunication between people ostensibly talking about the same subject.

At the same time, the concept of "civil society" is an important new paradigm that greatly influences our thinking in the development business. As one who has wrestled with the meaning of the term, and who has tried to clarify who are members of civil society, and what they do, I would like to offer a selection of tools that I have found useful in helping me think through this new paradigm. While civil society is a concept common to North and South, East and West, these tools are directed toward furthering our understanding of society in the South and East which is where Pact works, and deals less with the concept and how it is expressed in the North and West.

This Toolbox is a personal collection of documents and organizations that I have found useful, and a set of concepts that I hope will be a useful guide to your thinking about civil society. In some cases the documents may seem to be very specific to a particular country - but I have chosen them because they have, for me, illustrated something more general, more than a one country approach (or in some cases, they are the only example of the topic).

Some of you may know that the World Bank also put together a "Toolbox" for its newly created NGO Liaison Officers. The World Bank's Toolbox is intended for those members of World Bank staff. I hope that this one will be of much greater availability since Pact is making it available on the World Wide Web.

This Toolbox is about Civil Society and Civil Society Organizations (CSOs) in general. What you will not find here are very specific tools to help you with particular sectors of CSO activity, like small scale credit, or disasters, or gender. In many cases the titles of the documents refer to NGOs, rather than CSOs. NGOs are a sub-set of CSOs, and have had much more attention than any other kind of CSO (the differences between them are examined in the following compartments of the Toolbox. "The Evolution of the Term "Civil Society"", and "Understanding Civil Society". A great weakness of my toolbox is that it has very few tools from Latin America.

Many, though not all, of the publications listed below are available from Pact Publications, New York. (Website: www.pactpub.com). Most frequently used organisations and publishers (marked by *) appear in the last compartment. "Accessing the Ongoing Adventures of Civil Society - organizations, resources, and others tool boxes". Otherwise readers will need to use their research skills to identify the particular document. Journals are in italics.
The Compartments in the Tool Box are the following:

- The Evolution of the Term “Civil Society”
- Understanding Civil Society
- Understanding Civil Society Organizations
- Civil Society Organizations and Government
- Civil Society Organizations and Business
- Financing Civil Society Organizations
- Managing Civil Society Organizations
- Civil Society Organizations and the Law
- Networking amongst and Supporting of Civil Society Organizations
- Advocacy in Civil Society Organizations
- Assessing Civil Society Organizations
- Organizational Development of Civil Society Organizations
- Human Resource Development in Civil Society Organizations
- Civil Society Organizations and Participation
- Civil Society Organizations and Democracy
- International Assistance to Civil Society
- Accessing the Ongoing Adventures of Civil Society - organizations, resources, and others tool boxes

There is a new book "Striking a Balance - a guide to enhancing the effectiveness of non-governmental organizations in international development" by Alan Fowler (1997) which is in itself a Toolbox with a very elaborate bibliography: he has this to say about the term "Civil Society":

"Listening to supposedly knowledgeable people talking about civil society at conferences and other fora, it is easy to fall into the trap of thinking that civil society is a level playing field and the new salvation for development. (...) Civil society is a messy arena of competing claims and interests between groups that do not necessarily like each other”.

While it is difficult to get an agreed definition, and while I do not think that civil society is the new salvation for development, my hope is that this Toolbox will illustrate the possibilities that civil society organizations can bring to the development arena - and also, perhaps, illustrate some of the messiness.
The Evolution of the Term “Civil Society”

Getting a grip on what people have meant when they used the term “Civil Society” over the years can give us insights into and understanding about how we can use the term now. The most useful articles that I have found are ones that work backwards towards the original meaning(s) in order to move forward to contemporary meaning(s) in particular areas of interest - like Africa or Eastern Europe


- "Conditions of Liberty civil society and its rivals" by Ernest Gellner. Published by Penguin, London 1994

  together with the review of this book:

- "On Civil Society - why eastern Europe’s revolutions could succeed" by Michael Ignatieff in Foreign Affairs, March/April 1995

- "The Idea of Civil Society a path to social reconstruction" by Michael Walzer in Dissent, Spring 1991
Understanding Civil Society Organizations (CSOs)

One of the complexities of the subject of civil society is that many people simply equate "civil society" with "NGOs", and indeed, if "NGO" is rendered in its full form as "non-governmental organization", then CSOs (Civil Society Organizations) are all "NGOs". It only makes sense to use the term "CSO", however, if it has a meaning different from "NGO". Bruce Shearer's "The Emerging Role of Civil Society" has this useful overview:

"Over the past two decades, civil society has emerged a vibrant new social and economic sector of activity alongside the public sector and the private for-profit sector. New elements of civil society have emerged with unparalleled rapidity and energy in nations throughout Latin America, Africa, Asia and the Middle East, in Eastern Europe, and the countries formerly part of the Soviet Union, and in the so-called Northern (DAC donor country) nations as well.

These new elements build upon and add to the already present political parties, labor unions, workers cooperatives, business associations, membership serving organizations, and religious bodies that have formed the traditional core of civil society. They include hundreds of thousands of informally organized local citizen's groups - membership groups, community associations, citizen's movements, social service centers, savings clubs and advocacy networks - along with scores of thousands of formally chartered voluntary groups (so-called non-government organizations or NGOs) addressing a wide range of social development problems, and additional thousands of supportive intermediary-level non-profit institutions concerned with networking, financing, servicing, and advocating on behalf of various parts of civil society."

Shearer identifies those organizations whose driving engine is "caring", but does not acknowledge the fact that civil society is, itself, a value neutral term which refers to those organizations which are non-governmental, and non-profit (i.e. the Third Sector). Thus civil society organizations also involve tribal and traditional associations, sports, recreational, and cultural associations, and any other kind of association in which people try to advance their vision of the good life. Putnam's famous book "Making Democracy Work" claims that operatic societies and neighborhood associations in northern Italy are evidence of democracy at work. We must not forget, however, the associational life of football hooligans in Europe; tribalists in former Yugoslavia, the Great Lakes region of Africa and Eastern Europe, and religious cults in the USA. These are all elements of civil society, all part of the associational life of a country.

Those of us involved with Civil Society Organizations because of their actual or potential contribution to development must be clear that we are talking about CSOs with a certain value system, and be careful to avoid deifying CSOs just because they are neither government nor business. Most of this Toolbox concentrates upon CSOs which have this value system, and it is easy to think that this is a distinguishing feature of CSOs. CSOs do not necessarily occupy the moral high ground, although our interest is with those that do."
The reason why these introductory paragraphs are longer than in the other sections is that this point about the very mixed nature of CSOs, and their potential dangers (as well as their potential strengths) has not been dealt with adequately in the literature. As Alan Fowler says in "Striking a Balance”

"in the short run, strengthening civil society is as likely to increase social tensions as to reduce them because more voices are better able to stake their claim to public resources and policies”

- Striking a Balance - a guide to enhancing the effectiveness of non-governmental organizations in international development" by Alan Fowler. Earthscan*, London 1997 (particularly the first two chapters)

- "NGOs, Civil Society and the State - building democracies in transitional countries" edited by Andrew Clayton. INTRAC* 1996 (particularly the chapter by Alan Fowler called "From Concept to Strategy: mapping an exit in a maze of mirrors")


- "Civil Society - the Nonprofit Sector: trying to categorize it in Bangladesh" by Richard Holloway. UNICEF, Dhaka 1993

- "Towards an Understanding of the Third Sector in Zambia" by Richard Holloway. Pact* Zambia 1996

- "Making Democracy Work - civic traditions in modern Italy" by Robert Putnam Princeton University Press, USA 1993

- "Towards an Understanding of the International Nonprofit Sector" by Lester Salamon and Helmut Anheier. The Institute of Policy Studies*, John Hopkins University, USA. 1992

- “The Rebirth of Civil Society - the development of the non-profit sector in East Central Europe and the Role of Western Assistance” by Daniel Siegel and Jenny Yancey. Rockefeller Brothers Fund, USA. 1992

- "Civil Society Profiles" which appear in each issue of “CIVICUS World”, the newsletter of CIVICUS*.

- "Civil Society - challenging western models" by Chris Hann and Elizabeth Dunn. Routledge, London. 1996. (Also available from Pact Publications*)

- "Grassroots Organizations and NGOs in Rural Development: opportunities with
diminishing states and expanding markets" by Norman Uphoff. *World Development* Vol 21 No. 4. 1993


Civil Society Organizations and Government

The existing literature on this subject usually deals very specifically with NGOs (i.e., non-governmental, nonprofit established development organizations with a public benefit purpose) and their inter-face with Government. It does not usually deal with the relations between other kinds of CSOs and Government:


- "Civil Society, the State, and roles of NGOs" by Rajesh Tandon. Institute for Development Studies* (IDR), Boston 1991.

- "Non-Governmental Organizations and the State in Asia - re-thinking roles in sustainable agricultural development" edited by John Farrington and David Lewis.
- "Non-Governmental Organizations and the State in Africa - re-thinking roles in sustainable agricultural development" edited by Kate Wellard and James Copestake.
- "Non-Governmental Organizations and the State in Latin America - re-thinking roles in sustainable agricultural development" Anthony Bebbington and Graham Thiele.
- "Reluctant Partners? Non-government organizations, the state and sustainable agricultural development" by John Farringdon, Anthony Bebbington, David Lewis, Kate Wellard.

This four volume set is published by Routledge, London 1993.


- "Pursuing Common Goals - strengthening relations between government and development NGOs in Bangladesh" by World Bank, Bangladesh 1996.

- "Confrontation, Co-operation, or Co-optation NGOs and the Ghanaian State during Structural Adjustment" by Ian Gary in Review of African Political Economy No 68. 1996.


- "NGO-Government Relations: a source of life or a kiss of death" by Rajesh.
Tandon, PRIA*, Delhi 1990

- "Handbook on Global Standards and Best Practices for Laws governing non-governmental organizations" by the World Bank, Washington USA 1997

- "The State and the Voluntary Sector" by John Clark. Published by World Bank, Washington (HRO working paper no. 12). 1993
Civil Society Organizations and Business

Most of the existing literature on this subject has been written on the subject of NGOs' relations with Business, ignoring the larger subject of other kinds of CSOs. Most of the literature, too, has been written from the Business viewpoint, discussing "corporate social investment". Since Business nearly always carries out its corporate social investment with and through NGOs and other kinds of CSOs, this literature is the place where we can find discussions on CSO/Business relations. The discussion is often posed as relations between "business" and "the community" but since businesses nearly always come to communities via organizations that represent communities, or work with them, "communities" usually means CSOs.


- Filthy Rich and Other Non-profit Fantasies changing the way non-profits do business in the 90s" by Richard Steckel. Ten Speed Press, California. 1989

- **Partnership for Sustainable Development - the role of business and industry** by Prince of Wales Business Leaders Forum (POWBLF)* and UNEP, London 1994


- Partnerships for African Development. businesses and communities working together in Southern Africa by POWBLF* and Synergos Institute*. POWBLF 1995


There are two journals which keep abreast of this subject: "*Forum Briefing*" and "*Partnership Action*" both from the Prince of Wales Business Leaders Forum (POWBLF)*

The Philippines Business for Social Progress is an important tool to be aware of, but I
cannot find too much literature on it. It is a coalition of Philippine businesses which each pledge 1% of pre-tax profits to social investments - 0.2% of this going to support the work of a national NGO, the Philippine Business for Social Progress (PBSP), and 0.8% to support each company’s own social investment program. The Center for the Study of Philanthropy at CUNY, New York, has published a useful document by the founder and former CEO of PBSP.

Financing Civil Society Organizations

It has become common to think of international aid financing the work of NGOs - and, since the advent of the international donor community’s interest in civil society, to think of international aid financing CSOs as well. There is something worrying here. People’s organizations in any society should surely be supported by the people - otherwise they are no longer people’s organizations. It has, however, become very common for civil society organizations to expect that their support will come from sources external to their constituency and external to their country.

This section concerns ways in which CSOs can raise or make their own funds. It may be that they cannot raise all their own funds, and that some must come from international sources, but the emphasis must be on their own fund raising or fund generation. The sources may be from their members, from the public, from the government, from the business community, from their own enterprises, or from their own investments.


• "NGO Funding Strategies - an introduction for Southern and Eastern NGOs" by Jon Bennett and Sara Gibbs. Published by INTRAC*, Oxford 1996

• "Striking a Balance - a guide to enhancing the effectiveness of non-governmental organizations in international development" (especially Chapter 6: Mobilizing Financial Resources) by Alan Fowler. Published by Earthscan*, UK 1997

• "Developing Domestic Sources of Funds - a review of PVDO practice in Bangladesh" by Tarit Datta Gupta, published by Community Development Library, Dhaka 1994

• "Depending on Ourselves - Zambian experiences in domestic resource mobilization" by Paige Hull and Richard Holloway. Published by Pact* Zambia 1996.

• "Profiles of Sustainability - practical applications in Kenya" by Daudi Withaka and Edward Glaeser. Published by USAID Kenya. 1991.
The School of Advanced International Studies at John Hopkins University, Washington recently held a symposium on New Directions in International Development (March 1997) There were three separate papers there:

- "From Transition to Consolidation managing NGOs' resource dependence in new democracies" by Ann Hudock
- "New Directions in Self-Financing" by Lee Davis
- "The Unit of Development is the Organization, not the Project - strategies and structures for sustaining the work of Southern NGOs" by Richard Holloway

- "Resource Enhancement Strategies for Sustaining Civil Society" edited by Leslie Fox. To be published in 1997 by CIVICUS*

- "Distant Obligations: speculations on NGO funding and the global market" by Alan Fowler  Review of African Political Economy No 55 1992

USAID/Africa Bureau has recently produced a Sustainable Financing Series which contains the following works:

- "Sustainable Financing - background paper"
- "Endowments in Africa - a discussion of issues for using alternative funding" mechanisms to support agriculture and natural resources management programs
- "Basic Guide to using debt conversions"
- "Checkoffs (Voluntary Levies): new approaches to funding research, development, and conservation programs"
- "Sustainable financing framework, concepts, and applications"

The whole subject of endowed foundations as an NGO financing tool has been getting more attention recently. Some valuable tools are:

- Synergos Institute* of New York which has produced a series of case studies of grant making foundations around the world:
  - Child Relief and You (CRY), India
  - Foundation for the Philippine Environment (FPE), Philippines
  - Fundacion para la Educacion Superior (FES), Colombia
  - Fundacion Esquel (FE-E), Ecuador
  - Funcacion Mexicana para el Desarrollo Rural (FMDR), Mexico
  - The Kagiso Trust (KT), South Africa
  - Philippine Business for Social Progress (PBSP), Philippines
  - Puerto Rico Community Development Foundation (PRCF), Puerto Rico

Others are:
• "Autonomous Development Funds" *Development Dialogue* No 2. 1995

• "Endowments as a Tool for Sustainable Development" by Kathleen Horkan and Patricia Jordan, USAID, Washington 1996

Managing Civil Society Organizations

In this compartment I am looking at practical management of CSOs - strategic management will be dealt with in the section on "Organisational Development of CSOs". And training in management will be dealt with in "Human Resource Development in Civil Society Organizations."

- International Centre for Voluntary Agencies, Geneva. For 5 years (1985-90) this organization produced a marvellous newsletter called "The NGO Management Newsletter" which was a tremendous tool for those involved in managing NGOs. It sadly is no more, but I urge you to find sets of old copies. A spin off from this was the very useful "Institutional Development of NGOs - an annotated bibliography" produced by ANGOC*, Philippines who took on the job of managing the "NGO Management Newsletter" in its last years.


- "Management of Voluntary Organizations" by PRIA*, Delhi. 1989 (?)

- "Understanding Voluntary Organizations" by C. Handy. Published by Penguin, UK 1988

- "Just About Managing?: effective management for voluntary organizations and community groups" by Sandy Adirondack. Published by London Voluntary Service Council, UK 1992

- "Organizing and Managing Private Development Agencies - a comparative analysis" by Dave Brown and Jane Covey. Institute for Development Research* (IDR), Boston. 1987

- "Project Identification, Design, and Appraisal - a manual for NGOs" by Laurie Zivet. Australian Council for Overseas Aid (ACFOA), Australia. 1990

- "Managing the Non-Profit Organization". Manitoba Institute of Management, Manitoba, Canada. 1991

Civil Society Organisations and the Law

A usual distinction that is drawn between NGOs and CBOs (Community Based Organisations) is that the former are legally constituted, whereas the latter are informal. As soon as a civil society organisation starts to operate as anything but a very local self-help group, it is very likely to have a need for some legal persona, and to become involved with the law. With a few variations, nations of the world base their legal systems on either common law (which is basically those countries influenced by UK and the USA) or civil law (which is basically those countries influenced by countries of continental Europe). It is usually the case that the legal environment and the appropriate laws which concern CSOs are very out of date - they have usually not kept up with the considerable expansion of (and expansion in the roles of) Civil Society Organisations since the end of the Second World War. The law is also one of the hot points in disputes between CSOs and Governments about the rights and responsibilities of CSOs. This has been particularly true in the transitional countries of Eastern and Central Europe and Central Asia where new laws have had to be written to fill the void left by the collapse of communism.

- "The Legal Framework for NGOs and the Voluntary Sector: recommended principles" by ANGOC*, Philippines 1991
- "Using the lessons learned from US and English Law to create a regulatory framework for charities in evolving democracies" by Bruce Hopkins and Cynthia Moore published by ?
- "Constraining Campaigning - the legal treatment of non-profit policy advocacy across 24 countries" by Anita Randon and Perri 6. In VOLUNTAS 5 1 1995

At the present there is a tremendous surge of interest by nation states in reforming and revising its laws in regard to CSOs. To some extent this is a result of the World Bank's interest in establishing an enabling environment for CSOs, and to some extent it is a result of the work done by a unique organisation, the International Centre for Non-Profit Law* of Washington DC, USA. This organisation, apart from pioneering and advising governments on better laws in regard to CSOs, keeps a data base of laws concerning civil society organisations throughout the world. It has also a range of workshop reports from its activities all over the world which provide information on the particular conditions in different countries and different regions of the world. Some examples are

- South Asian Conference on Laws, Rules, Regulations for the Voluntary Sector" by VANI, Delhi and ICNL*, USA. 1996

CIVICUS* has concentrated on the legal aspects of civil society, and civil society organisations, and by the end of 1997 will have published.

• "Legal Principles for Citizen Participation" by CIVICUS* and ICNL*, Washington DC, USA 1997
Networking amongst and Supporting of Civil Society Organisations

Not long after CSOs are formed they find that there is some advantage to them in linking up with other CSOs, and forming some network of like minded organisations, or organisations which have some link in common. CSOs can also link themselves in networks with other kinds of organisations which are working in the same sector or in the same geographical area. Presently, with the exponential growth of telecommunications technologies, the larger and more sophisticated CSOs can network internationally through email. While networking is a useful adjunct to the main work of most CSOs, there is a sub-set of CSOs which are simply networking organisations whose mission is to link and sustain links between different CSOs.

Sometimes the secretariat of a network, or another organisation which is growing beyond its original constituency, offers to provide support functions to CSOs. This can be specifically training, or a range of other activities including research, evaluation, technical assistance, fund-raising. Such organisations are variously called Support Organisations, Resource Organisations, Umbrella Organisations.

A further kind of support organisation for CSOs is the representative organisation formed from a membership of CSOs which operates as the CSO “trade union” or “chamber of commerce” in representing its interests to the outside world, and in improving the CSO sectors efficiency and effectiveness. Such specialized CSOs are variously called “Apex Organisations” or, again, “Umbrella Organisations.”

Networks

- “Networking in Eastern and Central Europe - a guide to voluntary and community organisations” by Brian Harvey. Published by Directory of Social Change, UK 1995

- “Networks as Mechanisms of Communication and Excellence” by Rajesh Tandon. Published by PRIA*, Delhi 1994

- “Networking” special edition of the Newsletter of the Institute of Low Impact and Environmental Agriculture (ILIEA), Netherlands, July 1992

- “NGO Strategic Networks - from community projects to global transformation” by David Korten. Published by ANGOC*, Philippines. 1990

Support Organisations

- "Bridging Organisations and Sustainable Development" by David Brown Published by Institute of Development Research (IDR)*, Boston 1991

- "Strengthening the Grassroots: nature and role of support organisations" by David Brown and Rajesh Tandon Published by IDR*, Boston 1990

- “Strengthening Civil Society - contributions of support organisations in South Asia” published by PRIA*, Delhi 1995
Advocacy in Civil Society Organisations

Many CSOs work through self-help, community development, service delivery, or empowerment. Some CSOs have felt that there are limits to what can be achieved through these activities when they are working in a context or environment which is causing the problems they are trying to solve. In such cases CSOs often feel that they must supplement their grass-roots work with attempts to “alter the playing field” i.e. advocacy. Sometimes organisations take on a dual role of grass-roots work at one level and advocacy at another level - linked to the grass roots work. In other cases the more developed NGO sectors have become differentiated and specific “advocacy” organisations have arisen.

In Washington DC, USA is an organisation called “The Advocacy Institute” which has supplemented its work on advocacy in the USA with work to promote advocacy skills in CSOs in India and Bangladesh. They are a most useful source of information on this topic.

ActionAid, based in the UK, are an organisation that underwent a substantial change in mission in 1993 and decided to make advocacy one of their main activities. They are also a most useful source of information on this topic.

Oxfam, UK, based in Oxford are also an organisation which have pioneered advocacy activities amongst their overseas partners, and are a further source of information.

- "Exploring the Basics of Advocacy” by Binu Thomas. This multi-part series of articles appears in ActionAid India’s magazine, “Exchanges”

- “A Note on NGOs and Policy Influence” by Jane Covey. Published by IDR*, Boston 1992

- “Advocacy by NGOs in India - some reflections” by Rajesh Tandon. Published by PRIA*, Delhi. 1993

- “NGOs and Grass-roots Policy Influence - what is success?” by Valerie Miller. Published by IDR*, Boston. 1994

- “Demystifying “Policy Dialogue” - how private voluntary organisations can have an impact on host country policies” by Thomas Dichter. Published by Technoserve. 1986

- “Does the Door-mat Influence the Boot? - critical thoughts on UK NGOs and international advocacy” by Michael Edwards. Published by Development in Practice Vol 3 No. 3 1993

- “Social Mobilization and Social Marketing in developing countries - lessons for


• "Advocacy Resource Book - cases, conceptual frameworks, and exercises" by IDR*, Boston 1997.


• "Generating Power - a guide to consumer organising" by Wane Ellwood and Elizabeth Martin. Published by the International Organisation of Consumers Unions, Penang. 1984.
Assessing Civil Society Organisations

For a very long time CSOs (and their backers) have thought in terms of “projects” projects are the ways in which CSOs (and more particularly, NGOs) thought of their work. For this reason instruments were developed to assess project proposals, implement projects, monitor projects, evaluate projects and fund projects.

Slowly the realization is coming into the mainstream that projects can only exist if there are organisations to implement the projects, and which will be there in the future to implement further projects. In short, the importance of the organisation has come to be appreciated as a key determinant in the work of CSOs.

Over the last 5 years a variety of tools have been developed to assess organisational capacity both as a worthwhile activity in itself (as organisations learn to check themselves against a template of what a healthy CSO should look like) and to act as a diagnostic tool whereby CSOs can find out for themselves where they are strong, where weak, and where they need to devote their energies in improvement.

Pact* has been one of the pioneers in this work. Early efforts were carried out by Pact in Bangladesh with IDR Boston to produce Capacity Assessment Guides (CAGs) for Development NGOs, Networks, and Support Organisations. These were supplemented by Pact in Cambodia which produced Management Assessment Tools (MATs) for the nascent local CSOs in Cambodia. Subsequently Pact in Ethiopia produced “A Handbook on Assessing Organisational Capacity through Participatory Monitoring and Evaluation” and this became generic in Pact as OCAT (Organisational Capacity Assessment Tool) and has been used and adapted in many countries.

INTRAC* run a training course on Organisational Assessment every year in the UK and this has become a repository of information on the subject.

- “Organisational Capacity Assessment Tool” Pact Ethiopia 1995
- “Participatory Self-Assessment of NGO Capacity” by Alan Fowler, Liz Goold, Rick James. Published by INTRAC* 1995
- “Organisational Capacity Assessment Tool - for CBOs, VDOs/VOs” by the NGO Resource Centre, Pakistan 1995
- “International Organisation Assessment - lessons from development agencies and international NGOs” by John Hailey, Cranfield School of Management, Cranfield University, UK 1994
• "How to Assess your Nonprofit Organisation - the Drucker Foundation Self-Assessment Tool for nonprofit Organisations" by Peter Drucker. Published by Jossey Bass, San Francisco. 1993

• "Institutional Self-Reliance - a framework for Assessment" by Jerry Van Sant, published by Research Triangle Institute, USA. 1991

• "Striking a Balance - a guide to enhancing the effectiveness of non-governmental organisations in international development" by Alan Fowler (Chapter 8 - improving performance process and method in developing NGDO capacity). Published by Earthscan*, UK 1997

• "Sample Criteria for Assessing the Capacity of CBOs" by Alan Fowler. In World Bank's NGO Liaison Officer's Tool Box.
Organisational Development of Civil Society Organisations

Once an Organisational Assessment has given the organisation some ideas of where it is strong and where it is weak, the CSO is likely to be interested in improving its organisational capacity. This quickly expanding field of work has developed a variety of new vocabulary: "Institutional Strengthening", "Capacity Building", "Organisational Development", "Organisational Building" are the most common.

One of the most common terms within the general concept of Organisational Development is "Strategic Planning" and for many this has come to mean Organisational Development. From my perspective Organisational Development can (and should) include a number of interventions arising from an Organisational Assessment - Strategic Planning is very likely to be needed, but is not the only likely intervention needed.

While such concepts (and such terms) have been common in international development as it has dealt with government and private business organisations, it is relatively new in respect of CSOs.

INTRAC* in the UK run an annual course in Organisational Development and have become a repository of information on the subject, but there is a growing number of useful tools in other places as well. One such repository is the programme of Case Western Reserve University, called GEM (Global Excellence in Management) which has developed an original method of organisational development that highlights visioning. Contact with GEM is through GEM Initiative, 1600 Wilson Boulevard, Suite 500, Rosslyn VA 22209, USA. Tel +1-703-528-8200, Fax +1-703-528-8209

- "Strategic Thinking - formulating organisational strategy workshop" published by IDR*, PRIA*, and World Education 1995
- "Exit Strategies - Transitioning from International to Local NGO leadership" by Richard Holloway. Published by Pact Publications*, USA 1997.
- "Management Controls for Development Organisations" by Richard Collins 1994. Also available from Pact Publications*.
- "The OXFAM Handbook of Relief and Development" by Deborah Eade and Suzanne Williams. Published by OXFAM. 1995. Also available from Pact Publications*.
• "Building Organisational Effectiveness through Participation and Teamwork edited by DP Magnani Published by Pact Publications*. 1991

• “Vision/Mission/Strategy - notes of workshop on organisational development” by Richard Holloway Published by the PRIP Trust, Bangladesh. 1992

• "Institutional Development and NGOs in Africa - policy perspectives for European development agencies" by Alan Fowler et al Published by INTRAC*, UK 1992

• "Organisation Development in Social Change Organisations - some implications for practice" by Dave Brown and Jane Covey Published by IDR* 1989

• "Striking a Balance - a guide to enhancing the effectiveness of non-governmental organisations in international development" by Alan Fowler (Chapter 8 - improving performance: process and method in developing NGDO capacity). Published by Earthscan*, UK 1997

Human Resource Development in Civil Society Organisations

Human Resource Development (HDR) covers the building of skills in the staff and volunteers of CSOs in all the areas in which the CSO has to be competent. Again, as with Organisational Development, it is useful if the needs for HRD are identified through a Capacity Assessment exercise, but there are some basics HRD needs that all CSOs will have to have - leadership, participation, management

- "Training for Transformation - a handbook for community workers" by Anne Hope and Sally Timmel. Published by Mambo Press, Zimbabwe. 1984. (Also available from Pact Publications*)
- "Community Empowerment - a participatory training manual on community project development" by Stanley and Jaya Gajanayake. 1993 (available from Pact Publications*)
- "Partners in Creative Training - training of trainers in Cambodia" by Jane Banez-Ockelford. Published by Pact Cambodia. 1995
- "From the Field - tested participatory activities for trainers" by Catherine Drone and Carman Hunter. World Education 1980
- "Toolkits - a practical guide to assessment, monitoring, review and evaluation" by Gosling and Edwards. Published by SCF (UK). 1995 (also available from Pact Publications*)
- "Training Trainers for Development" CEDPA. 1994. (Also available from Pact Publications*)
- "Manual for the use of Objective Oriented Intervention Planning" by Belgian Agency for Development Cooperation (BADC). 1991
- "Goal Oriented Project Planning - an introduction to the methodology" by Dennis Hamilton and Ulrich Gaertner. UNDP-DTCP, Manila. 1991. (This is the source of GOPP and ZOPP methodology)
- "Visualization in Participatory Programmes - a manual for facilitators and trainers involved in group events" by UNICEF Bangladesh. 1993
- "How to organise and run training workshops" UNICEF New York. 1990
- "Striking a Balance - a guide to enhancing the effectiveness of non-governmental organisations in international development" by Alan Fowler. (Specifically
Civil Society Organisations and Participation

A CSO which does operate in a participatory manner is almost a contradiction in terms.
CSO watchers, have, however, seen a growth in CSOs which are run by a small and
self-selected group of people who do not spend time and effort listening to the
constituency on whose behalf they claim to be working. It has therefore become
important that CSOs consciously think about participation, and the ways in which they
can mainstream participation in their work. One large sub-set of Participation is the
particular methodology which has evolved through various names and is now generally
referred to as PLA - Participatory Learning and Action.

- "Participatory Learning and Action" by Pretty, Guijt, Thompson and Scoones.
  Published by IIED, London 1995 (also available through Pact Publications*)

- "Participatory Development Tool Kit" by Narayan and Srinivasan. Published by
  the World Bank. 1994. (also available from Pact Publications*)

- "A Resource Guide for Trainers and Facilitators of Participatory Learning and
  Action" by Robert Leurs. Published by Pact Publications* 1995

- "Peoples Participation in Development Projects" by Peter Oakley. Published by
  INTRAC* 1995

- "Participation in Practice - lessons from the FAO peoples participation
  programme" FAO, Rome. 1990

- "Participatory Development - myths and dilemmas" by Robert Picciotto
  Published by the World Bank. 1992

- "The World Bank Participation Sourcebook" by the World Bank, USA. 1996

- "PRA in Central Asia - coping with change" by INTRAC* 1996 (plus video)
Civil Society Organisations and Democracy

Following the end of communism and the growth of the Good Government, Markets and Civil Society paradigm, a great deal of interest and resources has been put into the field of “growing” democracy in both previously communist countries, and the countries which have been moving from a one party to a multi-party system. The CSOs have been seen by some people as the obvious actors for the support of the Democracy growing process. Too often this has been seen as a technological “fix”. All that is needed is to set up a variety of institutions and democracy will flower. CSOs are definitely a part of this, but also have a larger role, outside setting up institutions of democratic practice. CSOs are usually interested in economic development as well as political development and do not always see or agree that one follows the other.

- “Making Democracy Work - civic traditions in modern Italy” by Robert Putnam. Published by Princeton University Press, USA 1992
- "Voluntarism, Democracy, and Development" by David Korten. Published by Institute of Development Research* (IDR), Boston. 1988
- “The Non-profit Sector and Democracy - prerequisite, impediment or irrelevance” by Lester Salamon, Institute for Policy Studies*, John Hopkins University, USA 1993
- “Democracy, Development, and NGOs in Sub-Saharan Africa - where are we?” by Alan Fowler. Published in Democracy and Development no. 7 1993
- “Governance, Democracy and Conditionality - what role for NGOs?” edited by Andrew Calyton. Published by INTRAC*, UK 1994
- Non-governmental Organisations as Agents of Democratization - an African perspective” by Alan Fowler. Published in Journal of International Development Vol 5 No. 3. 1993
International Assistance to Civil Society

As has been said before, much of the work of CSOs in the world depends on the assistance that they are given by international agencies. There is also plenty of assistance that comes in kind and in volunteer time from within the country, but we should not try to diminish the very important role that international assistance provides to CSOs.

This assistance has its own built in problems - it can draw CSOs away from their roots in their own people, and it can accustom them to a non-sustainable way of working. There is a lot of work to be done in thinking through how international development assistance can support CSO sustainability, rather than use CSOs as contractors to implement the work that international agencies would like to see carried out.

- "Strengthening Civil Society’s Contribution to Development - the role of official development assistance" by the Synergos Institute*, New York. 1995
- "Relations between Southern and Northern NGOs - policy guidelines" by ICVA, Geneva.
- "Multilateral Agencies and NGOs - a position paper" by Brian Pratt and Adrian Stone. INTRAC* 1990
- Building Partnerships between Northern and Southern Development NGOs - issues for the nineties" by Alan Fowler. Published in Development. 1992
- "Partners or Contractors - official donor agencies and direct funding mechanisms" by Ian Smillie et al. Published by INTRAC* 1996.
Accessing the Ongoing Adventures of Civil Society
- organisations, resources, and others’ tool boxes

The following organisations and publishing houses are, in my opinion, where you are likely to find the best, most current, and most useful information on the ongoing adventures of civil society.

1. **CIVICUS**
   World Alliance for Citizen Participation
   919 18th Street, NW (3rd floor)
   Washington DC 20006, USA
   Tel: +1-202-331-8518
   Fax: +1-202-331-8774
   email: info@civicus.org
   website: www.civicus.org

2. **PRIA**
   (Participatory Research in Asia)
   42, Tughlakabad Institutional Area,
   New Delhi 110062,
   India
   Tel: +91-11-698-9436 (9559,1908)
   Fax: +91-11-698-0183
   email: pria@sdalt.ernet.in

3. **IDR**
   (Institute for Development Research)
   44 Farmsworth Street,
   Boston MA 02210-1211
   USA
   Tel: +1-617-422-0422-
   Fax: +1-617-482-0617
   email: idr@jsi.com
   website: www.jsi.com/idr/idrmast/htm

4. **INTRAC**
   (International NGO Training and Research Centre)
   P.O.Box 563,
   Oxford OX2 6RZ
   UK
   Tel: +44-1865-201851
   Fax: +44-1865-201852
   email: intrac@gn.apc.org
5  IFRG  
(International Fund Raising Group)  
295, Kennington Rd.,  
London SE11 4QE,  
UK  
tel: +44-171-587-0287  
fax: +44-171-582-4335  
email: ho99@dial.pipex.com

6  ANGOC  
(Asian NGO Coalition)  
47 Matrinco Building,  
2178 Pasong Tamo,  
Makati,  
Metro Manila  
Philippines  
Tel: +63-2-816-3033 (815-1198)  
Fax: +63-2-815-1198

7  Pact  
1901, Pennsylvania Ave., NW (5th floor)  
Washington DC 20006,  
USA  
Tel: +1-202-466-5666  
Fax: +1-202-466-5669  
email: pact@pacthq.org  
website: www.pactworld.org

8  POWBLF  
(Prince of Wales Business Leaders Forum - Partnership Unit)  
5, Cleveland Place,  
London SW1Y 6JJ -  
UK  
Tel: +44-171-321-6474  
Fax: +44-171-321-6480  
email: 100344.1401@compuserve.com  
website: www.oneworld.org/pwblf

9  IRED  
(Institut Reseaux et Developpement)  
Rue Varembe 3, Box 116,  
1211 Geneva 20,  
Switzerland,  
Tel: +41-22-734-1716  
Fax: +41-22-740-0011
11. ICNL
International Centre for Non-profit Law
1511 K St, NW (suite 723)
Washington DC 20005,
USA
Tel: +1-202-624-0766
Fax: +1-202-624-0767
e-mail: info@icnl.org
website: www.icnl.org

12. The Synergos Institute
100 East 85th St,
New York, NY 10028,
USA
Tel: +1-212-517-4900
Fax: +1-212-517-4815
e-mail: synergos@igc.apc.org

13. Kumarian Press
630, Oakwood Ave., (suite 119)
West Hartford, CT 06110-1529
USA
Tel: +1-203-953-0214
Fax: +1-203-953-8579
e-mail: kpbooks@aol.com

14. Earthscan
Earthscan Publications Ltd.,
120 Pentonville Road,
London N1 9JN
Tel: +44-171-278-0433
Fax: +44-171-278-1142
e-mail: earthinfo@earthscan.co.uk
website: www.earthscan.co.uk

15. IT Publications
(Intermediate Technology Publications)
103-105 Southampton Row,
London WC1B 4HH,
UK
Tel: +44-171-436-9761
Fax: +44-171-436-2013
e-mail: itpubs@itpubs.org.uk
website: www.oneworld.org/itdg/publications/html
Pact Publications
777 United Nations Plaza,
New York, NY 10017,
USA
Tel: +1-212-697-6222
Fax: +1-212-692-9748
email: books@pactpub.org
website: www.pactpub.com