

# **Richard J.V. Holloway**

## **Curriculum Vitae/Resumé (full)**

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### **Biodata - Personal:**

Family Name: Holloway  
First Names: Richard John Vivian  
Gender: Male  
Nationality: British  
Country of Birth: UK  
Contact point: 111 Chemin de Reservoir, Pays de Gex, 01170, France

Email : [rjvholloway@gmail.com](mailto:rjvholloway@gmail.com)

Mobile: +254 713 272 796

Languages: English (mother tongue) - level 3: Indonesian - level 2: French - level 2: German - level 1: Setswana - level 1: Amharic -1 level 1

### **Core Skills and Competencies**

In the field of social development, my competencies are derived from considerable experience of working with civil society organizations of all types, and their relations to each other, to the government, the private sector and the public. Both within and outside the civil society sector I also have considerable experience in promoting practices of good governance at both national and local government levels. In the field of organizational management, my competencies are in clear work planning, task setting, and getting commitment and dedication from staff for the tasks required and the agreed objectives.

I have had 40 years of varied overseas experience in supporting and managing pro-poor and equitable social development programmes in a variety of countries in South and Central Asia, East, Southern and West Africa, the Caribbean, and the South Pacific. More recently I have had concentrated experience in anti-corruption work, particularly concentrating on how corruption affects the poor, and blocks development agencies' intended poverty alleviation work.

My overseas experience has encompassed the roles of adviser to Governments, adviser to NGOs, project/programme manager, consultant, designer of manuals and curricula, trainer, aid administrator, and fund manager. In most cases this has evolved project and programme design, setting up of systems, human resource development, project and programme monitoring and development, grants management, organization development, institution building, identification and contracting of national and international resource providers, public information and advocacy.

### **Objectives**

I would like to accomplish important work in poverty reduction work with an organization that has clear understanding of the reasons why the poor and marginalised continue in these states, clear ideas about what can be done to change this situation and sustain such change, and organizational structures that help this to be accomplished. I see this likely to be achieved in the fields of good governance and integrity.

## Present Position

Jan 2018 to the present: Regional Social Accountability Adviser to VSO East Africa (Kenya, Uganda, Tanzania) under DFID Funding (Volunteers for Development)

- VSO has recently made the strategic change to incorporate 3 Approaches to their programmes (Social Accountability, Resilience, and Gender and Social Inclusion). I m responsible for training VSO staff and Volunteers to understand and apply the social accountability approach to their work.

## Recent Positions

Jan 2016 to Mar 2017: Advisor to the Myanmar CSO, ALARM, and Team Leader of ALARM's FLEGT project with the EU

- The project is called “FLEGT (Forest Law Enforcement, Governance and Trade) Myanmar: laying foundations and mobilizing civil society”.
- Responsible for Year 3 of this three-year programme to reduce illegal logging in Myanmar using a multi stakeholder approach with Government, Business and CSOs

2011-Jan 2013 Programme Director, PRAN (The Program for Accountability in Nepal), \$3M, World Bank, Kathmandu, Nepal

- Led the US\$3m, three-year programme for introducing and training CSOs and local government officials in social accountability approaches and mechanisms, much of which was targeted at corruption and the effects of corruption on citizens.
- Responsible for all monitoring, evaluation and risk management as well as selection, recruitment and performance management of a broad range of technical specialists.
- Directly supervised the work of 4 large Nepali NGOs.
- Designed, processed and structured contracts and grant agreements, agreed results frameworks and work plans with partners, monitored implementation, and liaised with Government of Nepal at national and local levels, as well as donor organizations, and small CSOs and CBOs implementing social accountability projects at a local level.
- Designed and delivered training for the National Administrative Staff College on Gender and Social Inclusion, Accountability, Integrity.
- Produced “21 Social Accountability Tools for Nepal” and Training Videos for the 10 most used.

## Feb 2013 to Jan 2015: Short term consultancies

### Writing

*Managing developmental CSOs*. Practical Action UK. 2016

(co-author) *Live and Work with Integrity – you know you can do it*. Integrity Action. 2016

## Previous Positions (in reverse order)

1. Nov 04 to Dec 2010  
Programme Director, Civil Society Programme, Aga Khan Development Network/Aga Khan Foundation (AKDN/AKF)  
Geneva, Switzerland  
The Civil Society Programme (CSP), which I designed and directed, was a network wide program of the Aga Khan Development Programme, managed through the Aga Khan Foundation, lasting 5 years (2006-2011), funded by DFID (US\$ 7.5m), and operated in 8 countries (Africa – Mali, Kenya, Uganda, Tanzania: Asia – Pakistan, Afghanistan, Kyrgyzstan, and Tajikistan).

The objective of the programme was to strengthen the civil society sector, and to build a society that is civil. The CSP worked in the fields of image improvement, CSO capacity building, CSO-Government collaboration at national and local levels, corporate social responsibility, institutional integrity and anti-corruption, and civic education. The project developed tools for organisational capacity assessment, certification, and good governance assessment, CSO-Government collaboration, and ways of dealing with integrity and ethical dilemmas.

2. Nov 02 to Nov 04  
Chief of Party, Engaging Civil Society Project (ECSP), Catholic Relief Services Timor Leste  
Dili – Timor Leste  
The ECSP was a two-year, \$1.7 million-dollar project to build organisational competence in 4 national and 14 local CSOs in East Timor shortly after independence, followed by building their technical competence in advocacy. This was a project funded by USAID through Catholic Relief Services.
3. Nov 00 to Nov 02  
Civil Society and Anti-Corruption Adviser, Partnership for Governance Reform in Indonesia  
Jakarta, Indonesia  
The Partnership is an Indonesian led organization whose founders were an Indonesian Board, UNDP, the World Bank, and the Asian Development Bank. It was set up to support governance reform initiatives in Indonesia following the collapse of the New Order government of Suharto, together with the policy reforms required. It works in 10 governance sectors through two channels – The Facility (which offers technical assistance and resources for consensus building) and the Trust Fund (approx \$ 45m) - which made grants in response to proposals building on the consensus created by the Facility. It prioritized multi-stakeholder proposals – involving government, business and civil society organizations. I was directly employed by the Facility, but advised on responses to proposals. I worked most on anti-corruption issues, clarifying the structural and systemic nature of corruption in Indonesia which results in significantly under-performing development plans, especially those with foreign funding.
4. Dec. 99 to Nov 2000  
Grants Manager and Civil Society Specialist, Civil Society Support and Strengthening Project (CSSP) of USAID  
Jakarta, Indonesia  
The CSSP was a USAID funded contract to Chemonics, a US development organization. The intention of the project as to build the capacity of the civil society organizations in Indonesia which are concerned with building democracy, and to fund them to implement various forms of democracy building and strengthening activities in the aftermath of the collapse of the New Order under Suharto. Many of these involved lobbying for the change of policies. I was in at the start of the project, set up the proposal processing and grant making systems for a 4 year, \$50m project. I was also the adviser to the project on issues of CSO financial self-reliance, and advocacy. I managed a team of 5 program officers whose job was to interface with potential grantees, help them develop good proposals, and monitor their implementation. I also managed the USAID committee which decided which proposals should be funded.
5. July 98 to November 99  
Country Representative, Pact Zambia and Chief of Party for CABUNGOZ (Capacity Building of NGOs in Zambia)

Lusaka, Zambia

CABUNGOZ was a two year project funded by USAID in Zambia and managed by Pact Inc, a US PVO, for the development of NGO capacity in the sectors of Health and Democratic Governance. In the field of health the project involved training a health coordinating NGO (The Church Missionary Association of Zambia) to become a manager of grants to health NGOs: in the field of Democratic Governance, involved training NGOs in advocacy skills, creating an enabling government environment for NGO advocacy, and researching the impact of democratic governance concepts on the basic needs of poor Zambians.

I worked on this project as Chief of Party 80% of the time, leaving 20% for consultancies (see later)

6. June 95 to November 1999

Senior Associate, Pact Inc. and Representative of Pact in Zambia

Lusaka, Zambia

I was a Consultant to Pact Inc. and responsible for assisting the development of Pact's organizational development both at HQ and in the country programmes. This work was carried out through documenting Pact's competencies and comparative advantages, strengthening Pact's sectoral expertise, developing new programs, identifying resources, and advising on specific programs.

I was also a Consultant to other organizations involved with work that is complementary to Pact's mission (INTRAC, International Fund-Raising Group (now Resource Alliance), PRIA, International Business Leaders Forum, UNICEF).

This was 100% of my time up to July 1998, and was then 20%.

7. Jan '89 - March '95

Representative of PACT in Bangladesh and Director of PRIP (Private Rural Initiatives Program) - PACT's program in Bangladesh

Dhaka, Bangladesh

Responsible for PRIP, a 10 year US\$ 11.4 million program for strengthening the NGO sector in Bangladesh through organizational capacity building and sub-grants. This program, funded by USAID, attempted to build a viable, strategic, and sustainable NGO sector in Bangladesh through identifying and strengthening both Support Organizations for NGOs and issue based Networks of NGOs. These worked in turn with smaller NGOs and community groups who worked directly to alleviate poverty - both rural and urban. PRIP's foci were strategic management, human resource development, Government-NGO relations, and monitoring/researching the external environment for issues pertinent to the support of the NGO sector. I was heavily involved in coalition building (between NGOs and Government, Business, and organizations of Civil Society), in organizational development and technical assistance/training, in developing alternatives to external donor funds, and in the production of development support communication materials for all the above. I also midwived the transition of PRIP from being the project of a US NGO to becoming an indigenous Bangladeshi organization, now called "The PRIP Trust" which continues to the present supported by other funders.

8. April '84 - November '89

Asia Field Director, CUSO Asia

Penang, Malaysia

Responsible for the work of CUSO (a Canadian NGO) in South and South East Asia, in the field of grass-roots rural development via indigenous NGOs in many different sectors, and in the following countries: Indonesia, Malaysia, Thailand, Sri Lanka, India, Bangladesh - with forays for potential programme development into Laos, China and Burma. This involved the administration of 4 professional expatriate staff in 7 countries,

- c. US\$1 million in sub-grant project assistance to small NGOs, c. 45 Canadian volunteers in 7 countries, and the coordination of this work with CUSO as a whole.
9. Sept 79 - February 84  
Field Director, OXFAM Indonesia  
 Semarang, Central Java  
 Responsible for the work of OXFAM (a British NGO) in Indonesia, in the field of grass roots rural development in many different sectors via NGOs and peoples organizations and in collaboration with provincial, kabupaten and kecamatan level government officials. This involved the administration of 3 Indonesian and expatriate staff, US\$ 500,000 in sub-grant project assistance per year in 3 provinces (Central Java, DIY, NTT) and liaison with OXFAM UK for fund-raising and public education.
  10. August 78 - July '79  
Consultant, AT International  
 Part time Washington DC, part time on the road in Southern Africa and the South Pacific  
 Responsible for identifying potential partners for ATI (Appropriate Technology International – a US PVO) in the field of appropriate technology in Southern Africa and the South Pacific, and the setting up of joint projects with such partners.
  11. June 76 - June 78  
Social Development Adviser UK-ODA (now DFID)  
 Barbados and Dominica W.I.  
 Responsible as part of the Development Division of the Eastern Caribbean for British Government aid in the Social Development Sector - specially responsible for the Self-Help Programme with the government of Dominica
  12. Mar '74 - Apr. '76  
Social Welfare Adviser, South Sudan for the International Union for Child Welfare, Switzerland & the Government of the South Sudan  
 Juba (and other towns in the South), South Sudan  
 Responsible as part of a two person team, for helping the newly formed government of the South Sudan to create a social development department in the aftermath of the 1973 peace agreement between North and South Sudan: responsible for devising programs for the new department, and training staff to administer them.
  13. May 70 - October 72  
Project Co-ordinator, Ngamiland Youth Training Centre for the North West District Council, Botswana and UN Association, UK.  
 Maung, Botswana  
 Responsible for designing and establishing "Brigades" for the North West District of Botswana i.e. integrated centres for vocational training, rural skills training, and commercial production directed at secondary level students. Training and production offered in farming, building, carpentry, and dress-making.
  14. Oct 71 - Oct 72 (part time)  
Secretary, District Development Committee, NW Botswana for the North West District Commissioners Office, Botswana  
 Maung, Botswana  
 Involved in setting up the newly decentralized structure for district level development coordination and planning in NW Botswana.
  15. August '67 - July '69

Executive Secretary for the Ethiopian Child and Family Welfare Association (Ethiopian NGO) & UN Association, UK

Addis Ababa, Ethiopia

Responsible for running hostels and vocational training for over 100 street kids and juvenile delinquents in Addis Ababa.

16. September '66 - July '67  
English Language Teacher (UK Volunteer) for the Commercial School, Addis Ababa, Ethiopia & UN Association, UK  
Addis Ababa, Ethiopia  
Taught secondary school children functional English

## Education

- 1963-66 St. Edmund Hall, Oxford University  
Graduated in 1966 with an honours degree in English Language and Literature
- 1969-70 & 1973 Dept. of Social Administration, London School of Economics and Political Science (LSE) (in two parts with a release to work in Botswana)  
Graduated in 1973 with a Post Graduate Diploma in Social Administration (Overseas) with distinction.
- 1992 Basic course in ZOPP (Ziel Orientiert Projekt Planung) by GTZ in Dhaka
- 1993 Basic courses in VIPP (UNICEF) and Logframing (DFID) in Dhaka

## Substantial Consultancies (complete list available at Annex 1)

- Mar 03 Speaker at IACC's 11<sup>th</sup> Conference in Seoul on various anti-corruption topics
- Mar 03 Consultant social scientist for Indonesia for Global Access' study of corruption in Indonesia. A project of the Centre for Global Integrity, funded by OSI
- Feb 03 Consultant to UNDP to produce a Guidebook on Accountability, Transparency and Integrity for UNDP Country offices
- Mar 02 Piloting in Indonesia a new method of measuring corruption for the Centre for Global Integrity, Washington DC which became the Global Integrity Index
- Oct 01 Resource Person for the 10<sup>th</sup> International Anti-Corruption Conference on NGOs and Corruption for Transparency International, Prague.
- Aug 01 Designer of training course for the Government of Vietnam on understanding the value of NGOs in national development for the World Bank, Vietnam
- Oct.99 Resource Person for the 9<sup>th</sup> International Anti-Corruption Conference on NGOs and Corruption for Transparency International, Durban.
- Aug 98 7 days with Transparency International Berlin learning of their work in context of writing a handbook for setting up local TI Chapters. This was part of a 50 day consultancy over 18 months for writing a manual on Advocacy NGOs and training in its use.
- June 98 10 days in Jamaica for the Jamaica Social Investment Fund training Jamaican NGOs in resource mobilisation
- May 98 25 days with the Aga Khan Foundation in Uganda designing a NGO capacity building program for them there
- Mar 98 20 days in Kenya with Action Aid Kenya documenting their capacity building activities with small Kenyan NGOs
- Jan 98 10 days with Pact Ethiopia evaluating a Training and Mentoring Program for Ethiopian NGOs
- Nov 97- 33 days with USAID and the World Bank researching the principles and

Jan 98 practice of Northern donors in respect of capacity building of Southern NGOs. Interviews in Europe and writing of conference paper on results of research.

August 97 Manager of and presenter in a panel on "NGOs and Corruption" in the 8th International Anti-Corruption Conference, Lima, Peru. \_\_\_\_\_

May/June 97 26 days with GTZ Zambia researching the possible contribution of NGOs in Zambia to development

Jan/Feb 96 40 days as Team Leader for Evaluation of the Public Welfare Assistance Scheme of the Ministry of Community Development and Social Services of the Government of Zambia

April 95 - 55 days serving as the resource person for a World Bank/Aga Khan Foundation study of Government-NGO relations in Bangladesh

Jun 95

Sep 94 30 days research and presentation for the Donor Consortium of BRAC, Bangladesh on BRAC's expansion, its relations with other NGOs, and with the Government of Bangladesh

## **Writing (complete list at Annex 2)**

### Books

Co-author (Chapter 4) "From Political Won't to Political Will – studies in Participatory Governance", CIVICUS September 2009

Editor of the English Edition of "Stealing from the Poor – 16 studies of corruption in Indonesia". Aksara Foundation 2002

Co-author (with Stefanie Teggeman) of "Participatory Corruption Appraisal". The Partnership for Governance reform in Indonesia. 2002

Author of "Handbook for the use of the Civil Society Index – a tool for self-assessment of CSOs" 2001, CIVICUS

Author of "Towards Financial Self-Reliance – strategies for citizens organizations" published by Earthscan, UK 2001

Author of "Grant Making and Grant Managing" Christian Medical Association of Zambia. 1998

Author of "Supporting Citizen's Initiatives - Bangladesh's NGOs and Society" published by Pact Publications, New York, Sept 96 and IT Publications 1998

Author of "Exit Strategies - Transitioning from International to Local leadership" Pact Publications, New York 1997

Co-author "Towards Common Pursuits - Government - NGO relations in Bangladesh" World Bank, Dhaka. 1995

Co-author (with David Watson) of "Changing Focus - Development planning with the Rural Poor" (1989) Published by Oxford and IBH, Delhi

Editor of "Doing Development - Governments, NGOs, and the Rural Poor in Asia" (1989) Published by Earthscan, London.

### Conference and Technical Papers

“Not all Citizens are Civil - mapping civil society” paper for the 2nd Conference of CIVICUS, Budapest Sept.1997

“NGOs - Losing the Moral High Ground: corruption and misrepresentation”. Paper for the 8th International Anti-Corruption Conference, Lima, Peru August 1997

“The Unit of Development is the Organisation not the Project - structures and systems for sustainable NGO development in the South”: John Hopkins University School of Advanced International Studies - New Directions in Development Workshop June 97

Co-author of documents produced for USAID and the World Bank for the Interim Steering Committee for the establishment of the International Working Group on Capacity Building for Southern NGOs. February 1998 “Building the Capacity of Non Governmental Organizations in the South - the principles and practice of northern bilateral, multilateral and foundation donors” (in two volumes)

Volume 1: Overview and Survey Report;

Volume 2: Organisational Profiles and Illustrative Studies

“Trust Fund for Palestinian Non-Governmental Organizations - Technical Design Document” Co-author of document produced for West Bank/Gaza office of the World Bank, Palestine and Washington,

“The Nature of Civil Society in Bangladesh”: UNICEF 1992, Dhaka

## **Annex 1: Full List of Consultancies**

### **Consultancies**

Sept 09	Writer (with others) of chapter in CIVICUS book “From Political Won’t to Political Will - studies on participatory governance”
Dec 07	Writer of chapter on Resource mobilization through enterprises for third edition of Resource Alliance book “Global Fund Raisers Handbook”
Jan 04	Consultant to OSI Europe to produce “Handbook for NGOs working to fight corruption”
Dec 03	Speaker at Conference on Transparency and Accountability, Dili, East Timor for USAID
July 03	Writer of chapter on Resource mobilization through enterprises for second edition of Resource Alliance book “Global Fund Raisers Handbook”
Mar 03	Speaker at IACC’s 11 <sup>th</sup> Conference in Seoul on various anti-corruption topics
Mar 03	Consultant social scientist for Indonesia for Global Access’ study of corruption in Indonesia. A project of the Centre for Public Integrity, funded by OSI
Feb 03	Consultant to UNDP to produce a Guidebook on Accountability, Transparency and Integrity for UNDP Country offices
Mar 02	Field Work in Indonesia for testing a new method of measuring corruption for the Centre for Public Integrity, Washington DC
Oct 01	Resource Person for the 10 <sup>th</sup> International Anti-Corruption Conference on NGOs and Corruption for Transparency International, Prague.
Aug 01	Designer of training course for the Government of Vietnam on understanding the value of NGOs in national development for the World Bank, Vietnam
Jan 01	Writer of Handbook on the Use of the Civil Society Index for NGO Sector Self-Assessment for CIVICUS
Nov 00	30 days with the Aga Khan Foundation transforming the written Handbook on strategies for Resource Mobilisation into a computer-based learning course



Oct 00 4 days Resource person for the Resource Alliance at S.E.Asia Workshop on Resource Mobilisation for NGOs

Oct.99 Resource Person for the 9<sup>th</sup> International Anti-Corruption Conference on NGOs and Corruption for Transparency International, Durban.

Jan 99 20 days over 3 months Consultancy to the Aga Khan Foundation to produce a Handbook on Strategies for Resource Mobilisation for NGOs based on the CIVICUS book of the same name

Dec 98 - 5 days Consultant to CHIN (Children in Need Network) Zambia to train CHIN member organisations in Resource Mobilisation and NGO Management and produce a manual for NGO/CBO management training

July 99

Dec 98 3 days Consultant to CHIN (Children in Need Network) Zambia for annual review and planning meeting

Nov 98 2 days as Resource person for MWENGO/IFRG workshop on domestic resource mobilization for NGOs in Southern Africa, Lusaka

Nov 98 4 days as Resource person for workshop of International Fund-raising Group (IFRG) in Mauritius for Eastern Africa NGOs

Sept 98 3 days in Dar es Salaam as key note speaker on Health NGOs and Capacity Building in Aga Khan Foundation conference on NGOs and Health Sector Reform

Aug 98 7 days with Transparency International Berlin learning of their work in context of writing a handbook for setting up local TI Chapters. This is part of a 50 day consultancy over 18 months for writing a manual on Advocacy NGOs and training in its use.

June 98 10 days in Jamaica for the Jamaica Social Investment Fund training Jamaican NGOs in resource mobilisation

May 98 25 days with the Aga Khan Foundation in Uganda designing a NGO capacity building program for them there

Apr 98 2 days working with UNICEF Zambia on an Organisational Capacity Assessment of the Zambian Community Schools Secretariat

Apr 98 3 days with UNICEF Zambia facilitating and reporting on a meeting of PRA practitioners

Mar 98 20 days in Kenya with Action Aid Kenya documenting their capacity building activities with small Kenyan NGOs

Feb 98 5 days with PRIA Delhi teaching a module on Strategies for Resource Mobilisation to the 4th Development Management Course for South Asia NGOs

Jan 98 10 days with Pact Ethiopia evaluating a Training and Mentoring Program for Ethiopian NGOs

Nov 97- 33 days with USAID and the World Bank researching the principles and practice of Northern donors in respect of capacity building of Southern NGOs. Interviews in Europe and writing of conference paper on results of research.

Jan 98

Oct 97 15 days as a Researcher for UNICEF Zambia into the capacity of Zambian organisations to carry out PRA methodologies in Zambia

Sept 97 Manager of and presenter in a panel on "Mapping the Sector" in the 2nd International Assembly of CIVICUS in Budapest, Hungary.

Sept 97 5 days for the Royal Norwegian Embassy, Zambia preparing a comparative analysis of salaries and benefits in the NGO, government, donor, and private business sectors in Zambia

August 97 Manager of and presenter in a panel on "NGOs and Corruption" in the 8th International Anti-Corruption Conference, Lima, Peru.

August 97 5 days with UNICEF Zambia facilitating a workshop of 15 NGOs working with children at risk in Strategic Planning and Management

July 97 7 days with BASICS, Zambia helping CMAZ to prepare a proposal to USAID Zambia for assisting health NGOs in priority districts.

Jun 97 5 days with Aga Khan Foundation/USA preparing and delivering a paper in the USA on NGOs and Health Reforms in Zambia

Jun 97 5 days with the Ministry of Health and UNICEF preparing for and facilitating a meeting between Ministry of Health and NGOs involved in Health in Zambia

May/June 97 26 days with GTZ Zambia researching the possible contribution of NGOs in Zambia to development

April 97 10 days with John Hopkins University - School of Advanced International Studies producing and delivering a paper on New Directions in Development.

April 97 5 days with USAID Zambia providing training to Civic Action Fund sub-grantees in domestic resource mobilization

March 97 7 days with UNICEF Zambia helping them to design a collection of systems and materials for them to interact with the NGO sector in Zambia

Feb 97 3 days with UNDP Global conference on how UNDP can work with civil society organisations with presentation on capacity building

Feb 97 2 days with the project for the Economic Expansion of Outlying Areas, Zambia leading a workshop on rural marketing

Feb 97 5 days with PRIA, India providing training for their 3rd NGO Development Management Course for South Asia NGOs, covering NGO/State relations, advocacy, support organisations, partnerships.

Jan 97 13 days with Southern University researching and leading workshop on Institutional Strengthening of FODEP (Foundation for Democratic Processes Zambia)

Dec 96 12 days consultancy with British ODA - BDDCA on the capacity building needs of Zambian NGOs

Dec 96 14 days consultancy for Norwegian Peoples Aid in Tanzania on future programming with NGOs in Tanzania

Nov 96 3 days consultancy for Pact Cambodia in Cambodia on forward planning

Nov 96 2 days of lectures at United World College, Singapore on development

Nov 96 3 day consultancy for UNICEF Zambia for strategic planning workshop for CHIN (Children in Need Network)

Nov 96 2 day consultancy for German Development Service, Zambia on strategic planning for the Zambia Voluntary Workcamps Association

Nov 96 1 day workshop for UNICEF Zambia on community based approaches to development

Nov 96 2 day workshop for Catholic Secretariat Zambia on disaster preparedness

Nov 96 1 day workshop for UNICEF Zambia on orienting UNICEF to participatory practices

Oct 96 10 days consultancy for INTRAC training in Organisational Assessment

Sept 96 One week consultancy in Hungary for the International Fund-raising Group providing training in domestic resource mobilisation for Eastern European NGOs

Sept 96 2 weeks consultancy for OXFAM Zambia doing an evaluation of one of their major partners in Mufulira, Copperbelt Province

Aug 96 40 days consultancy for the Study Fund of the World Bank in Zambia preparing a vulnerability profile for programs to assist the destitute in Zambia

July 96 3 days bursary for delivery of paper in Mexico for the biennial meeting of the International Society for Third Sector Research

June 96 10 days consultancy to Pact Ethiopia providing training of trainers in participatory project preparation

May 96 7 days consultancy to the PRIP Trust, Bangladesh on diversifying donors

Feb. 96 7 days consultation with Pact Ethiopia on the enabling environment for Ethiopian NGOs

Feb 96 5 days training at PRIA, Delhi 2nd Development Management Program for South Asian NGOs on GO/NGO relations, Advocacy, Networks, and partnerships

Feb.96	5 days as Resource person for MWENGO workshop on Philanthropy and Domestic Fund-raising for Southern African NGOs
Jan/Feb 96	40 days as Team Leader for Evaluation of the Public Welfare Assistance Scheme of the Ministry of Community Development and Social Services of the Government of Zambia
Dec. 95	3 days in Nairobi, Kenya facilitating a planning exercise to develop an NGO apex body for South Sudanese NGOs for UNICEF and Christian Aid
Nov 95	10 days consultation with PACT Ethiopia on support to the enabling environment for NGOs in Ethiopia
Oct 95	15 days consultation with the West Bank/Gaza office of the World Bank to design a Trust Fund for Palestinian NGOs
Oct 95	7 days preparation and facilitation of an international workshop with INTRAC on Organisational Assessment for NGOs
Sep 95	30 days spread over 6 months for UNICEF Zambia to help set up a network for organisations working with AIDs orphans (CHIN)
Aug 95	3 days preparation of advisory materials for the CEO on the process of indigenization of a project of Lutheran World Federation into a Bangladeshi NGO, RDRS.
Jun 95	15 days preparation and facilitation of a workshop with INTRAC in Nairobi for UNICEF/OLS on capacity building for NGOs working in the South Sudan
April 95 - Jun 95	55 days serving as the resource person for a World Bank/Aga Khan Foundation study of Government-NGO relations in Bangladesh
Feb.95	5 days with PRIA, Delhi as trainer on the 1st Development Management Training Course for South Asian NGOs (with Alan Fowler)
Sep 94	30 days research and presentation for the Donor Consortium of BRAC, Bangladesh on BRAC's expansion, its relations with other NGOs, and with the Government of Bangladesh
Aug 94	10 days preparation, writing, and managing a Cyclone Disaster Simulation Exercise for UNDP Bangladesh in Cox Bazaar as a training exercise for Government, NGO, and Donor representatives in coordination and cooperation at time of cyclone
July 94	5 days facilitation on the Cranfield Management Course for Non-Government Organizations involved in Micro-enterprise - training in strategic management
May 94	7 days design and facilitation of organizational and institutional development course on Cambodian NGOs for PACT Cambodia
Jan 93-94	40 days over one year as NGO Resource Person on the Disaster Coordination Management Unit for UNDP, being one of a multidisciplinary team identifying the needs for, and the activities of a Disaster Management Unit for the Government of Bangladesh, including training requirements, training materials, manuals and GO/NGO coordination.
July 93	5 days strategic management training on the Cranfield Management Course for Non-Government Organizations involved in Micro-enterprise
August 93	15 days research, writing, and presentation of material on Alternatives to Donor Funds for South Asian NGOs for the Aga Khan Foundation

## Annex 2: Full List of Writings

### Writings of Richard Holloway (arranged in date order by category)

1. **CSO General**
2. **Capacity Building of Southern NGOs**
3. **Government-NGO Relations**
4. **Resource Mobilisation**
5. **Health Reforms**
6. **Civil Society**
7. **Disaster Prevention and Response**
8. **CSO Training Materials**
9. **Integrity and Corruption**
10. **Country and Agency Programmes**
  - a. **Ethiopia**
  - b. **South Sudan**
  - c. **Botswana**
  - d. **Dominica**
  - e. **Indonesia**
  - f. **Malaysia**
  - g. **Bangladesh**
  - h. **Zambia**
  - i. **Timor Leste**
  - j. **Aga Khan Foundation**
  - k. **Nepal**

Some writings are authored, some co-authored, some edited, some produced under editorial control or commissioned.

#### 1. **CSO General**

##### **Doing Development - Governments, NGOs, and the Rural Poor in Asia**

Editor. Book published by Earthscan, London. 1989

##### **The Unit of Development is the Organization, not the Project - strategies and structures for sustaining the work of Southern NGOs"**

Book published by the School of Advanced International Studies (SAIS at John Hopkins University, Washington DC, USA. 1996

##### **Looking for Accommodation - Governments and NGOs in the South and East**

paper prepared for the Mexico biennial meeting of the International Society for Third Sector Research. July 1996

##### **Exit Strategies - Transitioning from International to Local Leadership**

Book published by Pact Publications, New York 1997

##### **NGOs - Losing the Moral High Ground: corruption and misrepresentation.**

Conference Paper for the 8th International Anti-Corruption Conference, Lima, Peru. August 1997

##### **Supporting Citizen's Initiatives - Bangladesh's NGOs and Society**

Book published by Pact Publications, New York, Sept 96 and IT Publications 1998.  
(see also under *Bangladesh*)

**Freeing the Citizen Sector from Global Paradigms: and trying to keep a grip on the moral high ground.**

Conference paper for the 3<sup>rd</sup> International NGO Conference "NGOs in a Global Future", Birmingham UK, Jan 99

**Guidelines for NGOs intending to work with UNICEF  
Handbook for UNICEF Zambia staff on working with NGOs**

UNICEF, Zambia 1997

**Establishing and Running an Advocacy Organisation**

Handbook and Trainers Guide for Transparency International, Berlin, 1998. Also in Indonesian and French

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**NPA and Support to the NGO Sector in Tanzania**

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CIVICUS, 2001. Also in Indonesian

**Sourcebook on Building Partnerships with Civil Society Organisations**

UNDP on website

**Beyond NGOs**

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**What do you think you are talking about when you talk about civil society? – different concepts and terms round the globe**

INTRAC Conference, Holland 2009

## **2. Capacity Building of Southern NGOs**

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Presentation to UNDP, Zambia. 1996

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Presentation to UNDP, Warsaw. 1997

**Building the Capacity of Non Governmental Organizations in the South - the principles and practice of northern bilateral, multilateral and foundation donors (in two volumes)**

**Volume 1 : Overview and Survey Report;**

**Volume 2: Organisational Profiles and Illustrative Studies**

Co-author of document produced for USAID and the World Bank for the Interim Steering Committee for the establishment of the International Working Group on Capacity Building for Southern NGOs. February 1998

**Aga Khan Foundation Civil Society Booklets**

- a. Problems in Managing Organisations
- b. Skills in Managing Organisations
- c. Improving Management
- d. The Board and its Functions
- e. Organisational Structures and Systems
- f. Managing People and their Work

- g. Managing Finances
  - h. Building a More Civil Society
- Aga Khan Foundation 2005 – available on [www.akdn.org/civilsociety](http://www.akdn.org/civilsociety)

### **3. Government - NGO Relations**

**Doing Development – Government, NGOs, and the rural Poor in Asia**  
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**Looking for Accommodation – Governments and NGOs in the South and East**  
Article for ISTR Biennial meeting, Mexico July 1996

### **4. Resource Mobilisation**

**Towards Financial Self-Reliance - an overview for NGOs, Community Groups and Donors**  
Edited, The PRIP Trust, Bangladesh .1992

**Options for Sustainability - Report of a seminar on Endowments as a modality for funding development work**  
Edited. (2 Vols) The PRIP Trust, Bangladesh. 1993

**Alternatives to Donor Funds for South Asian NGOs**  
paper prepared for the Aga Khan Foundation's conference on new directions for South Asian NGOs. Dhaka.1993

**Trust Fund for Palestinian Non-Governmental Organizations - Technical Design Document**  
Co-author of document produced for West Bank/Gaza office of the World Bank, Palestine and Washington.1996

**Trusts, Foundations and Endowments - Options for Sustainability**  
Presentation for the MWENGO Workshop on Philanthropy and Domestic Fund-Raising for NGOs in Southern Africa, Harare, Zimbabwe, February 96

**International Trends for NGOs and New Approaches for Domestic Fund-raising**  
Paper presented to the MWENGO Conference on Philanthropy and Domestic Fund-raising for NGOs in Southern Africa, Harare, Zimbabwe, Feb 96

**The WorldWide Fundraiser's Handbook - a guide to fundraising for Southern NGOs and Voluntary Organisations**  
Contributor of Chapter 5 on *Income Generation*. Published by the Directory for Social Change, London 1996

**Depending on Ourselves - Zambian Experiences in domestic resource mobilization**  
With Paige Hull, Pact Zambia 1996  
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Contributor of Chapter 8 on *Governmental Resources* published by CIVICUS, Washington.1997

**Ethics in Fund-Raising**  
Presentation made to the International Fund-Raising Group Workshop, Mauritius, Nov 98

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### **Towards Financial Self-Reliance - Handbook on Resource Mobilisation for Civil Society organizations in the South**

Handbook and Trainers Guide produced for the Aga Khan Foundation and CIVICUS. Handbook Published by Earthscan, London 2001. Trainer's Guide available on Aga Khan Foundation website. (also in Indonesian)

### **How a TI Chapter can mobilize resources for the work that it wants to do**

TI South Asia and SE Asia 2000

### **Income Generation through NGO Enterprise**

IFRG, Holland 1998

### **Generating Income through Self-Reliance**

Resource Alliance 1998

### **“Sustainability”**

Entry in the Civil Society Encyclopaedia

## **5. Health Reforms**

### **A Possibility not yet embraced - NGOs and Health Sector Reform in Zambia**

document produced for the Aga Khan Foundation/USA Policy Seminar on “The Role of NGOs in Health Sector Reform in Developing Countries” June 13 1997

### **NGOs and Capacity Building for Health Reform**

Paper for Aga Khan Foundation seminar on Health Sector reform in East, Central and Southern Africa. 1998

## **6. Civil Society**

### **Mapping Civil Society: who's there, who's where, and how do they relate to each other?**

Reworked version of paper presented at CIVICUS's 2<sup>nd</sup> International Civil Society Conference, Budapest, Sept 97

### **Not all Citizens are Civil: clarifying and mapping the actors in Civil Society**

Reworked version of paper presented at CIVICUS's 2<sup>nd</sup> International Civil Society Conference, Budapest, Sept 97

### **Not all Citizens are Civil - mapping civil society:**

Conference paper for the 2nd Conference of CIVICUS, Budapest Sept. 1997

### **NGOs are only one part of the Third Sector in the South - an analysis from Bangladesh:**

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### **The Nature of Civil Society in Bangladesh:**

Paper for UNICEF 1992, Dhaka

### **Civil Society Atlas**

Contribution of three chapters (on Tanzania, Zambia, Bangladesh). Civicus. 1997

### **Civil Society, Citizens organizations, and the Transition to Democratic Governance in Indonesia**

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### **Assessing the Health of Civil Society – using the Civil Society Index**

Book. Civicus. 2001

## 7. Disaster Prevention and Response

### **From Disaster Relief to Development in Zambia - Report on Disaster Preparedness Training Workshop**

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(see also Zambia)

### **Family and Floods - Resource Materials**

Edited. The PRIP Trust. 1991

## 8. NGO Training Materials

1. **PRIA India - Training Materials for the South Asian Development Management Course**  
(GO/NGO Relations, Advocacy, Networks, Support Organisations, Resource Mobilisation)
2. **IFRG London - Training Materials for Workshops in Zimbabwe, Zambia, Budapest**  
(Income Generation, Foundations and Endowments, Strategies for Resource Mobilisation)
3. **PWBLF London - Training Materials for Workshops in Bangladesh and South Africa**  
(NGO-Business Partnerships)
4. **INTRAC - Training Materials for Workshops in Nairobi**  
(Capacity building of South Sudanese NGOs)  
**INTRAC - Training Materials for Workshops in UK**  
(Organisational Assessment)
5. **USAID Zambia - Training Materials for Workshops in Zambia**  
(Domestic Resource Mobilisation)
6. **Pact Ethiopia - Training Materials for NGOs in Ethiopia**  
(Objectives Oriented Participatory Project Planning)
7. **Pact - Set of Training Materials**
  - a. Networks, Coalitions, and Support Organisations
  - b. Advocacy
  - c. Government/NGO Relations
  - d. Project Planning (OOPP)
  - e. Resource Mobilisation
  - f. Disasters to Development
  - g. Capacity Building
  - h. Partnerships
8. **Catholic Relief Services, Timor Leste**  
14 booklets for Timor Leste CSOs to move from Disaster response to development.  
Dili 2003
9. **Aga Khan Foundation**  
8 booklets on basic CSO required skills  
AKF Geneva 2005 (available on AKDN website)



## **9. Integrity and Corruption**

- 1. NGOs – losing the moral high ground – corruption and misrepresentation**  
IACC, Lima 1997
- 2. NGOs fighting Corruption**  
IACC, Durban, 1999
- 3. Indonesian NGOs and Corruption**  
IACC Prague, 2001
- 4. Ethics in Fund-raising**  
IFRG, Mauritius, 1998
- 1. Stealing from the People – 16 studies of corruption in Indonesia**  
Editor of 4 volumes of the English edition. Aksara Foundation, Jakarta 2001. Also in Indonesian
- 2. Participatory Corruption Appraisal – a methodology for researching the impact of corruption on Poor People**  
Book. Author with Stefanie Teggemann. Partnership for Governance Reform in Indonesia. 2001. Also in Indonesian. Also PP for Seoul IACC
- 3. Global Access Country Report for Indonesia – Tracking Corruption, Government Accountability, and Openness**  
Co-author with GoenawanMohammed. Centre for Global Integrity. 2002
- 4. Handbook for UNDP Country Offices on Accountability, Transparency, and Integrity**  
UNDP, 2003
- 5. Breaking the Barriers of Systemic Corruption**  
Partnership for Governance Reform in Indonesia, 2003
- 6. NGO Corruption Fighters Resource Book – how NGOs can use monitoring and advocacy to fight corruption.**  
IMPACT 2004
- 7. 24 Cartoon work books on Ethical Dilemmas**  
Produced by Tiri under contract to Aga Khan Foundation with my editorial control.  
AKF and Tiri 2008
- 8. Integrity Guidance Manual**  
Produced by Tiri under contract to Aga Khan Foundation with my editorial control  
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- 9. Source book for 21 Social Accountability Tools in Nepal**  
Kedar Khadka with my editorial control.  
WB/PRAN 2012
- 10. Mapping CSOs from voice to action – what CSOs are most effective at fighting corruption**  
PP and paper from IACC Seoul 2002
- 11. “School Civics” – 6 DVDs on corruption for teenagers**  
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## 10. Country Programmes

### a. Ethiopia

#### **Street Boys of Addis Ababa**

Coordinating Committee for International Voluntary Service 1967

### b. Botswana

#### **Project Description – Ngamiland Youth Training Centre**

Maun Botswana 1972

### c. South Sudan

#### **Final Report on Program for Vagrant and Unattached Children**

International Union for Child Welfare, Geneva 1974

### d. Dominica WI

#### **Some Aspects of Self-Employment**

Ministry of Social Affairs, Government of Dominica 1976

#### **Self-Help in Dominica**

Ministry of Social Affairs, Government of Dominica 1976

#### **How to Build Roads in Dominica**

Ministry of Social Affairs, Government of Dominica 1976

#### **Low Cost Housing Units for the Government of Dominica**

British Development Division of Eastern Caribbean 1978

#### **Appropriate Technology Prototypes in Dominica 77-78**

British Development Division of Eastern Caribbean 1978

### e. Indonesia

#### **Changing Focus: involving the rural poor in development planning**

Co-author with David Watson. Oxford and IBH Publishing Co. Ltd., New Delhi

#### **Partners in Development? The Government and NGOs in Indonesia**

Original in PRISMA 1984 – reworked as Chapter 10 in “Doing Development – Government, NGOs and the Rural Poor in Asia, Earthscan 1989

#### **Civil Society, Citizens organizations, and the Transition to Democratic Governance in Indonesia**

(with Kusnanto Anggoro) Book. UNICEF Indonesia. 2001. Also in Indonesian.  
(see also Civil Society)

#### **From a Good Idea to a Successful Project (also in Indonesian)**

CSSP, Jakarta 2001

#### **How Indonesian CSOs can use Advocacy as a strategy to advance their mission (also in Indonesian)**

CSSP, Jakarta 2002

## **f. Malaysia**

## **g. Bangladesh**

### **NGOs - what are they and why do people get so excited about them?**

Paper. The PRIP Trust. 1991

(see also Chapter 1 within "Supporting Citizens' Initiatives")

### **The Prince, The Merchant, and the Citizen - Long live the Citizens Associations**

Paper. The PRIP Trust. 1992

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### **The Great Value of Non-Government Organisations in Bangladesh: an introduction for Parliamentarians**

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### **Introduction to the Third Sector of Society - the Voluntary Sector : 9 one hour modules for Training Public Officials**

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### **Typology of Civil Society in Bangladesh:**

Appendix in *Civil Society in Asia and the Pacific*: Issagano Serrani, Civicus 1994

### **Pursuing Common Goals - Strengthening Relations between Governments and Development NGOs in Bangladesh**

Co-author of book produced by the World Bank, Dhaka.1995

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### **Supporting Citizen's Initiatives - Bangladesh's NGOs and Society**

Published by Pact Publications, New York, Sept 96 and IT Publications 1998.

(see also under CSO General)

### **Perspectives on the Enabling Environment in Bangladesh - opportunities and challenges for NGOs and Peoples Organizations:**

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### **Pursuing Common Goals - Strengthening Relations between Government and development NGOs in Bangladesh**

Co-author of book produced by the World Bank, Dhaka.1995

(see also Bangladesh)

### **Learning from Natural Disasters – floods and cyclones**

Editor of collection of drawings of communities experiences, produced by PRIP 1990,92.

## **h. Zambia**

### **NGOs - Guidelines for Good Policy and Practice : introduction to Zambia**

Pact Zambia and ZCSD 1995

### **From Disaster Relief to Development in Zambia - Report on Disaster Preparedness Training Workshop**

Produced for the Catholic Secretariat, Lusaka, November 1996

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**Depending on Ourselves - Zambian Experiences in domestic resource mobilization**

With Paige Hull, Pact Zambia 1996  
(see also Resource Mobilisation)

**Towards a Typology of Zambian Civil Society Organisations**

Paper (unpublished) Pact Zambia 1996

**Directory of Civil Society Organisations in Zambia**

With Paige Hull, Pact Zambia 1996

**Civil Society, NGOs and Government - accountability and public policy in Zambia**

British Council, Lusaka, 1996

**Learning from Each Other - report of an NGO Consultation on Community Based Approaches to Development**

UNICEF Zambia, 1996

**Report on Institution Building Workshop for the Zambia Voluntary Work Camp Association**

German Development Service, Lusaka, 1996

**Economic Expansion in Outlying Areas - Report of One Day Workshop on Marketing**

Document produced for SIDA - Economic Expansion in Outlying Areas Project, Lusaka, Feb. 97

**Knowledge of, Experience in, and Training Capacity for PRA in Zambia**

Report for UNICEF, Zambia, 1997

**FODEP - Report of Institutional Strengthening Workshop for the Foundation for Democratic Processes**

Kafue Gorge Training Centre, Zambia, February 97

**The NGO sector in Zambia - a study on enhancing its contribution to development**

Co-author of document produced for GTZ Zambia, June 97

**A Pleasant Surprise and Still on course**

2 private reports on the National Workshop on NGO Policy Development in Zambia for USAID, Lusaka, Zambia, Jan 1997

**Mapping of Salary Levels in Four Sectors of Zambian Society (Government, Business, Donors, NGOs)**

Report to NORAD, Zambia, Lusaka, Zambia.1998

**Report of Consultation between the Ministry of Health, the Central Board of Health, and Health NGOs in Zambia**

UNICEF and MOH, 1998

**Civil Society in Zambia - the basis for OXFAM's involvement with it**

Paper for OXFAM Zambia.1999

**A Handbook for Training Courses on Advocacy – how Zambian NGOs can use advocacy to advance their mission**

Handbook and Trainers Guide, Pact Zambia 1999

**Consultations with NGOs**

Facilitator of World Bank CAS Consultative Process 1998

**How Parliament works in Zambia – Guidelines for CSOs**

Pact Zambia 1998

**Examples of Advocacy in Zambia – 11 Case studies of Zambian Citizens’ Initiatives to change policy and practice**

Pact Zambia 1999

**Grant Making and Grant Management – overview for Church Missionary Association of Zambia (CMAZ)**

Pact Zambia 1997

**How Zambian NGOs can use Advocacy to advance their mission**

Pact Zambia, CABUNGOZ, 1999, Lusaka

**i. Timor Leste**

**Catholic Relief Services – Civil Society Booklets (also in Indonesian and Tetum)**

- a. Introduction
- b. Being an NGO in TL – Identity and Values
- c. Vision, Mission, Strategy, Programs
- d. Structures and systems
- e. Skills and abilities
- f. Material and Financial Resources
- g. Partnerships
- h. Making a budget and reporting on it
- i. Managing a Project or Grant
- j. Managing people
- k. Managing a community project (with OXFAM TL)
- l. Working with the Government
- m. Undertaking advocacy campaigns

Catholic Relief Services 2003, Dili, Timor Leste

**Handbook for Advocacy in Timor Leste – how citizens organizations in TL can advocate about important issues to Parliament/Local Government/the Church/Traditional Organisations (also in Indonesian, Tetum and Portuguese)**

Catholic Relief Services, 2003, Dili, Timor Leste

**What is Civil Society in Timor Leste?**

Catholic Relief Services, 2004, Dili, Timor Leste

**A Practical Exercise for you to assess for yourself your organizations capacity in Management and Advocacy**

Catholic Relief Services, 2004, Dili, Timor leste

**j. Aga Khan Foundation**

**AKDN Civil Society Program – not a project, nor a programme, but an approach to the whole civil society sector**

CIVICUS, Glasgow 2009

Documentation of the 2 programmes (Strengthening Civil Society Organisations, and Building a Society that is Civil) in the 8 countries (Kenya, Uganda, Tanzania, Mali, Pakistan, Tajikistan, Kyrgyzstan, Afghanistan) is on [www.akdn.org/civilsociety](http://www.akdn.org/civilsociety)

**k. Nepal**

**Accountability, Social Accountability and PRAN**

WB PRAN 2010, Kathmandu, Nepal

**Sourcebook of 21 Social Accountability Tools in Nepal**  
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**Political Economy of Social Accountability in Nepal**  
By Carmen Malena and Seira Tamang, commissioned by PRAN 2010, Nepal

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1. **UNICEF**
  - 1.1. UNICEF – working with CSOs in Zambia (brochure)
  - 1.2. Guidelines for NGOs intending to work with UNICEF in Zambia
  - 1.3. Handbook for UNICEF staff on working with CSOs in Zambia
2. **UNDP**
  - 2.1. UNDP sourcebook on Building Partnerships with CSOs (Vol 1: Overview of current and emerging issues. Vol 2: Practical Instruments for Country Offices) now “Sourcebook on Building Partnerships with Civil Society Organisations”
3. **Norwegian Peoples Aid**
  - 3.1. Norwegian Peoples Aid and Support to the NGO sector in Tanzania
4. **GTZ**
  - 4.2. The NGO Sector in Zambia – a study on enhancing its contribution to development with GTZ support (with Honorine Muyuyeta and Hartmut Krebs)
5. **OXFAM**
  - 5.1. Civil Society in Zambia – a basis for OXFAM's engagement with it.
6. **USAID**
  - 6.1. Bulgarian Civil Society Assessment
  - 6.2. Grant Making and Grant Management – overview for CMAZ
7. **CORDAID**
  - 7.1. Impact Assessment of the empowerment of grass roots communities through CORDAID support to PRIA/RSOs/NGOs/VAs/CBOs
8. **World Bank/USAID**

Building the Capacity of Non Governmental Organizations in the South - the principles and practice of northern bilateral, multilateral and foundation donors (in two volumes)  
Volume 1: Overview and Survey Report;  
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