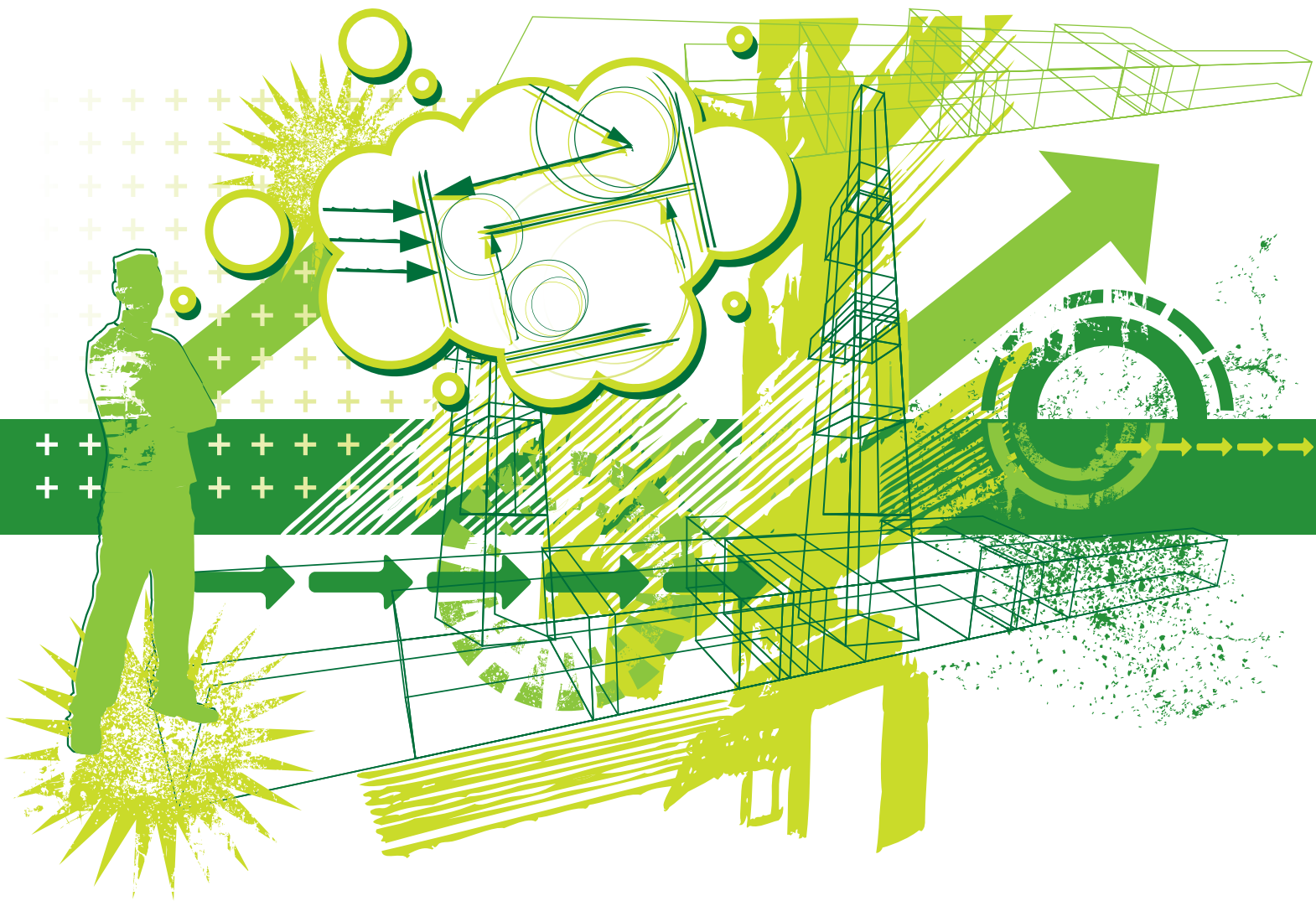


# the Networker

April / May 2009 Issue 85

## INFLUENCE THE DEBATE



## THE DFID WHITE PAPER CONSULTATION

### INSIDE THIS ISSUE

- In conversation with Ingrid Srinath
- Complexity sciences and development
- Culture in development
- Social networking and NGOs

*Plus the latest funding, BOND groups and development news*



Regulars

- 4 **Inside BOND**  
News and updates from BOND

---

- 5 **Networking News**  
Events and services for NGOs

---

- 10 **Campaigning News**  
Updates on current campaigns and actions

---

- 21 **Sector News**  
What is happening in the sector

---

- 22 **BOND Groups**  
The latest update from a BOND group

---

- 23 **Groups News**  
Find out more about the work of BOND groups and upcoming meetings

---

- 24 **Development Monitor**  
Key events in the development calendar

---

- 25 **Funding and Finance**  
News and updates

---

- 26 **Development People**  
An interview with Carolyn Miller, Chief Executive at Merlin



12



16



8

Features

- 6 **A global community of active citizens**  
Nick Roseveare talks to Ingrid Srinath, Secretary General and CEO of CIVICUS

---

- 8 **Culture: the missing pillar of development**  
More meaningful integration is needed, say Andrew Firmin and Mark Nowotny

---

- 11 **DFID White Paper consultation**  
BOND supports members to have their say

---

- 12 **Gender, culture & development: a perspective from Bolivia**  
Ceri Hayes and Reineira Arguello explain how culture can support gender equality

---

- 14 **Europe update**  
Engaging with Europe through BOND

---

- 16 **Complexity and uncertainty: adapting aid to new challenges**  
NGOs have much to learn from the concepts of the complexity sciences

---

- 18 **Social networking – what’s in it for NGOs?**  
Matt Morris provides an overview

---

- 19 **Protecting the poorest**  
Marie Staunton and Angela Penrose discuss social protection policies

---

- 20 **Partnership agreements**  
Advocates for International Development offer legal advice for NGOs



18



19



14

# Influence the debate

**In July 2009, DFID will publish a new White Paper on International Development detailing how the UK Government aims to continue the struggle to eradicate poverty. The outcome of the consultation and the resulting policy decisions will have a significant impact on our work as development actors, and on the positioning of the UK Government.**

**Therefore, it is vital that we all engage with and influence this debate on future UK international development policy.**

Although the process is more rushed than we would like, BOND has been engaging with DFID on how to optimise it and to ensure that BOND members' views are properly heard and influential in the debate. I believe we must give DFID a strong and coherent response from the sector to the White Paper issues and I urge you to contribute to the joint submission. Find out more about how to make your voice heard through BOND on page 11.

The major focus of this issue of *The Networker* is on the role of culture in development. Although culture often has a low profile on development agendas, its importance should not be underestimated. Indeed, it had been argued that culture is the 'missing link' in successful development and that organisations must recognise, and act on, its potential to contribute to social transformation and a justice agenda. The challenges and opportunities are discussed on pages 8-9, and an in-depth look at the role of culture in the struggle to achieve gender equality is on pages 12-13.

I recently had a wide-ranging and inspiring conversation with Ingrid Srinath, Chief Executive at CIVICUS. Ingrid shared her views on accountability and effectiveness and the centrality of active citizenship in development processes. BOND and CIVICUS have much in common and we will continue to collaborate wherever we can have greatest impact by doing so. The highlights of our conversation are on pages 6-7.

Finally, it is critically important that we hear, and listen to, your views. If you would like to respond to an article in *The Networker*, or if you have an idea that you would like us to pursue, please contact Jemma Ashman, Communications and Marketing Officer: [jashman@bond.org.uk](mailto:jashman@bond.org.uk)

With my very best wishes

**Nick Roseveare**  
Chief Executive



**About BOND**

BOND is the UK membership body for non-governmental organisations working in the international development sector. We promote the exchange of experience, ideas and information and, as the UK's broadest network of international development organisations, provide our members with opportunities to influence change through collective action.

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Registered charity number: 1068839  
Company limited by guarantee.  
Reg number: 3395681 (England and Wales)

**About The Networker**

*The Networker* is a bi-monthly publication that is sent to all BOND members and subscribers. It offers topical and forward-thinking features and news relevant to the sector, with the aim of inspiring thought, debate and reflection. It is complemented by a monthly e-bulletin, *Your Network*.

**Contributing to The Networker**

If you have an idea that you think would be of interest to readers, or if you would like to comment on this issue of *The Networker*, please contact Jemma Ashman, Communications and Marketing Officer: [jashman@bond.org.uk](mailto:jashman@bond.org.uk).

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# Member Spotlight: Samaritan's Purse

Samaritan's Purse is a Christian international development organisation partnering with churches the world over to bring hope, help and self sustaining future to local communities.

Samaritan's Purse UK is part of a global family and our work internationally, falls into three main areas:

- Emergency response: contributing personnel in disaster areas, food distribution, shelter
- Long term development: water and sanitation programmes, HIV and AIDS programmes, livelihoods programmes, partner capacity building

- Church and community support: Operation Christmas Child, short-term volunteer teams, gifts in kind, child and family support

Since 1995, when Samaritan's Purse UK merged with children's charity Operation Christmas Child, the organisation has gone from strength to strength and is now a credible and fast growing NGO working in countries across the former Soviet Union and Africa.

We are proud of our international partners, who share our vision of empowering the local church to be an agent of change within their communities.

One such partner, The AIDS Intervention Projects (TAIP), work with churches in Uganda to improve the quality of life of children infected and affected by HIV and AIDS by enhancing the capacity of local church-based community based organisations to provide care and support for them.

One of the community members who benefited from the project was Maria (right), a recent widow who is currently looking after 6 children aged between 1 month and 13 years. A lady from the local church's Good Samaritan Team, Eva (centre), visits twice a week and provides support for Maria as well as life training for her children.

For more information: [www.samaritanpurse.org.uk](http://www.samaritanpurse.org.uk)  
[www.comingtogetherforgood.org.uk](http://www.comingtogetherforgood.org.uk)



Improving the quality of life of children infected and affected by HIV/Aids

## BOND website

Member's area available soon

In April, the BOND members' only area will be up and running. It will include:

- Online booking for BOND learning and training courses
- Easy sign-up to BOND groups and emails
- Events calendar
- Forums for communities of practice to share their work, thoughts and expertise

Full details, including how to get a user name and password, will be on the website in due course: [www.bond.org.uk](http://www.bond.org.uk)

## Next membership round deadline

The next two deadlines for membership applications are **10 April and 19 June 2009**. Full details of how to join BOND are on the 'Membership' page of the website or contact the Membership and Communications team.

Email: [membership@bond.org.uk](mailto:membership@bond.org.uk)  
[www.bond.org.uk/pages/membership.html](http://www.bond.org.uk/pages/membership.html)



An ETI supported initiative in Bareilly, Uttar Pradesh, has helped homeworkers access official 'artisan cards'

## Network Spotlight: Ethical Trading Initiative

The Ethical Trading Initiative (ETI) is an alliance of retailers and brands, trade unions, international development charities and campaigning organisations, working together to improve conditions for workers in global supply chains.



This year, NGO and trade union members of ETI will continue to play a key role in influencing individual member companies' ethical trade strategies and in contributing to the development of shared approaches to critical issues, such as reaching informal sector workers, and ending discrimination and harassment.

For example, NGO, trade union and company members of ETI will be fully revising and updating a set of guidelines that capture the latest thinking on how companies should exercise their responsibilities towards homeworkers. Our work in this area has already catalysed the creation in India of the first ever national multi-stakeholder organisation focused on improving homeworkers' conditions.

In Kenya, we will shortly conclude piloting a training programme for site supervisors, aimed at improving the treatment of workers, particularly in the areas of discrimination and harassment. We will work with local organisations to roll out the programme throughout Africa and beyond.

The global recession will hit the poorest hardest and in many countries, workers' wages are already falling in real terms as the cost of basic staples increases. So a major priority this year will be to develop sustainable approaches to increasing wages. As part of this drive, we will also challenge companies to embed ethical trade into the way they do business – including making sure they pay their suppliers a price that enables them to pay their workers a wage they can afford to live on.

For further information: [www.ethicaltrade.org](http://www.ethicaltrade.org)

## World Day for Cultural Diversity, for Dialogue and Development

Thursday 21 May 2009

The Universal Declaration on Cultural Diversity, proclaimed in 2001 by UNESCO, has been celebrated each year for six years by a World Day for Cultural Diversity for Dialogue and Development.

This major event provides an opportunity to deepen understanding of the values of Cultural Diversity and to learn to 'live together' better.

For more information: [www.un.org/Depts/dhl/cultural\\_diversity/index.html](http://www.un.org/Depts/dhl/cultural_diversity/index.html)



## Mauvais Air photo exhibition

22 April-10 May 2009  
Oxo Tower Wharf, London

To mark World Malaria Day on 25 April 2009, Malaria Consortium is launching a photographic exhibition at [the.gallery@oxo](mailto:the.gallery@oxo). The exhibition by William Daniels is a powerful exploration of people and places affected by malaria.

For more information: [s.pickwick@malariaconsortium.org](mailto:s.pickwick@malariaconsortium.org)



## Charity Fair 2009

24-25 June 2009  
London

Charity Fair 2009 provides the opportunity to gain new skills, update knowledge and make useful contacts. There are a number of free events which includes Financial Health Check, Campaigning Advice and Mentoring Service for Leaders.

For more information: [www.charityfair.org.uk](http://www.charityfair.org.uk)

## Ralph Miliband lecture series on Sustainability, Social Justice, and Global Order

Changing Values for a Just and Sustainable World

Wednesday 1 April 2009  
6.30-8.00pm at LSE, London



Speaker: Professor Peter Singer  
Chair: Professor David Held

This event is free and open to all however a ticket is required.

For more information: [pressoffice@lse.ac.uk](mailto:pressoffice@lse.ac.uk)

## Collaboration without Borders: What can UK organisations learn about collaboration from international NGOs

This free publication is a summary of the presentations and discussions of an NGPA/NCVO seminar which aimed to explore the implications of working collaboratively and engaging with a range of partners and stakeholders at local, national and global levels.

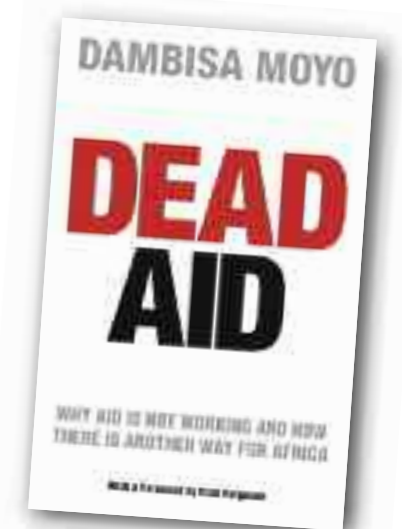


This report can be downloaded at [www.ncvo-vol.org.uk/collaboration\\_publication](http://www.ncvo-vol.org.uk/collaboration_publication) or you can obtain a free hard copy by emailing [olivia.hirst@ncvo-vol.org.uk](mailto:olivia.hirst@ncvo-vol.org.uk)

## What's on offer: books for NGOs

### Deadline Aid: why aid is not working and how there is another way for Africa

Dambisa Moyo  
Allen Lane, 2009



Dambisa Moyo's book, *Dead Aid*, with its main thesis that we need to look past aid for solutions to development, has received significant coverage, inspired by the optimism of hearing a female African voice on these issues.

However, whilst the book is well written and offers much of substance (although little new) in critiquing aid, it gives aid little credit, arguably blames it for too much and offers solutions which will trouble many.

Most agree that aid is not the solution to development; but this does not stop Moyo from blaming aid for everything from corruption, to conflict to poor growth. This thesis rightly raises these issues for discussion, but fails to recognise any successes of aid and positive new trends (PRSPs are not mentioned once!), and is based on a naïve assumption that without aid complex issues around governance and conflict disappear.

Her solutions – private finance, FDI from China and phasing out government aid in 5 years – also offer food for thought but their weaknesses are not addressed sufficiently and they will also alarm many. This book will help to keep questions around aid fresh, which is always positive, but in polemically addressing the issue of aid it fails to offer much new for debate.

Written by Gideon Rabinowitz, UK Aid Network

CIVICUS Secretary General **Ingrid Srinath** and BOND Chief Executive **Nick Roseveare** in conversation.

# A global community of active citizens

**Nick Roseveare** How do you see CIVICUS growing and realising its potential over the next few years?

**Ingrid Srinath** Last year the Board adopted what we call the new strategic directions: protecting civil society's rights, sharing civil society good practice and enhancing civil society's capacity to influence policy.

It has allowed us to be much more focused. It's very easy at CIVICUS to achieve 'mission creep' - this has given us a set of criteria for what we ought to say 'yes' to and what we should say 'no' to.

It has also allowed us to discover the synergies between CIVICUS's programme departments - how all the pieces connect, how they overlap, and how they can work cohesively rather than as unconnected initiatives.

**NR** I noticed you have launched a '1 for 1' campaign to ensure that CIVICUS has national representation from every nation state.

**IS** It's the first step towards a complete overhaul of our approach to membership. The goal is to put membership at the centre of everything CIVICUS does - everything from our programming priorities to our governance.

To start with, we want to make sure that when we say we are 'a voice of civil society globally' that we *are* in fact a global group of members. Step one is closing the geographical gaps.

We will go a step further looking at *who* should be members. We aim to be truly representative of the spectrum of civil society - not just NGOs, but trades unions, faith-based organisations, community groups, marginalised communities and so on - well beyond the traditional development NGO definition of civil society.

That kind of representation is the basis of our legitimacy to make any kind of representation on behalf of global civil society.

Ingrid Srinath was appointed Secretary General and CEO of CIVICUS in May 2008. Previously, she was Chief Executive of the Indian NGO Child Rights and You (CRY). Before CRY, Ms Srinath worked extensively within the private sector.



**NR** There are some big issues around confidence in civil society organisations if they're not demonstrably accountable and open and transparent about their effectiveness.

And UK NGOs are waking up to the fact that one of our weaknesses is around not so much around legitimacy as whether or not we're 'worth it'. People are questioning the impact of our activity?

**IS** Accountability was the top issue that emerged from the last round of Civil Society Index work, conducted in 54 countries - in 67% of the countries the topmost issue was accountability.

Shouldn't we be delivering at least as much accountability as we are demanding from states and the private sector? It's only natural that as we get more assertive in demanding a place at decision-making fora, the private sector and government are going to ask 'who exactly are you speaking on behalf of? Who are you accountable to?'

**NR** And as NGOs and civil society quite rightly seek greater leverage and expect to be listened to more, we are naive if we don't expect to be challenged harder.

**IS** And we have a unique contribution to make to the accountability debate. We understand downward accountability better than the private sector does, we understand that accountability is not just about financial metrics. Upping our stake in the debate has huge benefits to society at large and not just to us.

**NR** In terms of active citizenship, CIVICUS has led the charge on a lot of important initiatives like GCAP. For BOND's members, active citizenship is an increasingly important part of what we're seeking to do - to mobilise public opinion in this country about the importance of international development and poverty eradication, especially in the financial crisis. What do you think active citizenship will look and feel like in the future? Where do you think the big mobilising forces will be?

**IS** I think the real reason we are in this global crisis is because we have outsourced citizenship. We cast a vote and then hope that that 'somebody out there' is going to take care of big things that matter in our lives, the state of the climate, the amount of inequality in our society, and so on.

There's a disconnect between average people and politics. It's critical that we create a global community of informed, inspired, active people who care about what's happening in their communities locally but also about what impact they're having on other people in other communities.

I actually think we have a window of opportunity now to do this. Never in my lifetime have as many people been affected by something as by this. So you have the opportunity to say to blue collar workers in the north that they have something in common with a displaced community in Indonesia, for



Ingrid Srinath (far right) at Every Human Has Rights march and rally

example. There's suddenly a connection there that we haven't had for a very, very long time.

**NR** One of the fundamental threads that runs through Oxfam's book *From Poverty to Power* is the notion of active citizens and effective states - effective in delivering but effective in their articulation of democratic responsibility as well.

**IS** When the people who are supposedly the beneficiaries are aware of what they are entitled to, and therefore can exercise accountability at their local level, programmes work. It's the most effective form of accountability.

**NR** Do you see the private sector playing a role in the articulation of that relationship? There's a lively debate in civil society about whether there are advantages or not to working closely with the private sector - some of it highly ideological and some of it highly pragmatic.

**IS** I'm deeply worried about how this engagement is progressing. Until this financial crisis hit, civil society was at risk of being completely encircled by the private sector. They already own some governments and most of the media, it would be scary if they were also a dominant player in civil society. You don't want one sector to dominate all the watchdogs that citizens count on to protect them.

The private sector brings a technocratic approach to philanthropy that I am not sure is productive at all. The disproportionate influence the private sector has had on shaping policy and then in sustaining large

parts of the non-profit sector has been dangerous in my view.

On the other hand we are not going to figure our way out of this mess without the private sector. At the moment we lack the forums, language and dialogue skills to actually have a meaningful conversation. Understanding and respect are missing, on both sides. We're going to have to find those ends of both sectors that can trust each other enough and are willing to commit the time, energy and resources to actually make that conversation happen.

And the lines are not quite as sharply defined as they used to be. There is such a range of models, from NGOs that run enterprises to for-profit enterprises whose purpose is social.

If I had a wish it would be that all enterprises would be social enterprises, there would be no such thing as *unsocial* or *antisocial* enterprises. You would be judged by what you achieve socially and money would be a happy by-product.

**NR** The civil society sector is extraordinarily diverse, with some very small, very niche, very local organisations and others which have grown exponentially to become very large, very influential, transnational NGOs, commanding turnover the size of small nation states.

Both CIVICUS and BOND bracket this diversity together in our memberships. How do we span that enormous diversity? How do we bring people together who have very different vocabularies even within civil society?

**IS** CIVICUS is unashamedly biased on this one. We deliberately bias ourselves towards smaller, more community based, more grassroots, more Southern voices, simply because that really is the value that we can add.

I think there's a realisation in the large international NGO world that their size, as measured by money, does not necessarily grant them credibility or legitimacy in many fora. And therefore they recognise the need to take a more balanced approach. In all the networks that CIVICUS participates in, and from the UN as well, one of the demands on CIVICUS is to bring those voices to the table. It is a key role for us.

**NR** There are indications that some donors are questioning the role of Northern organisations as intermediaries for relationships with Southern partners.

Comic Relief for instance is thinking about whether it should be funding some Southern organisations directly rather than through UK organisations. Where do you think the opportunities lie for Northern organisations to develop their roles in the future if they may be less useful as a delivery channel?

**IS** It would be easy to take an idealistic position and say that every little organisation in the remotest part of the planet should be able to independently access donors everywhere - yet that doesn't necessarily result in the most effective distribution of resources.

The large NGOs are certainly going to have to work much harder to demonstrate to their donors what the particular value they are adding is - but on the whole they ought to be encouraging capacity in the South to function independently of them.

**NR** That's the ultimate goal.

BOND and CIVICUS have been very strong allies around GCAP and other initiatives and I'm sure that there will be an even stronger relationship going forward.

**IS** For us one of the unanswered questions is what value, if any, CIVICUS can bring to civil society in the North. It's very clear what we can offer in the South. By partnering with BOND and other organisations we hope to figure out what we could bring that's of value to you and vice versa.

**NR** I look forward to continuing our work together, Ingrid. Thank you.

The 2009 Civicus World Assembly will take place in Montreal from August 28-31.  
[www.civicus.org](http://www.civicus.org)

Culture has historically been seen as subservient to development objectives, but new movements are calling for more meaningful integration of the two agendas, say **Andrew Firmin** and **Mark Nowotny**.



Carnival in Trinidad and Tobago: cultural expression helps people negotiate complex identities

## the missing pillar of development

**Culture has a low profile on development agendas – but not because of any lack of effort on the part of its advocates.**

In 1982, the World Conference on Cultural Policies declared that, 'the aim of genuine development is the continuing well-being and fulfilment of each and every individual' and noted that 'culture constitutes a fundamental dimension of the development process'.

Since then, there have been attempts to develop this line of thinking on the global stage. These included the World Decade for Culture and Development (1988–1997) and the United Nations Human Development Report 2004, which had a central focus on 'cultural liberty' as a critical component of human development.

Yet while there is increasing recognition that culture and development must surely be intrinsically linked, this thinking has struggled to make real inroads into the priorities of governments and donors. Compared with the looming spectres of climate change, conflict, poverty and HIV and AIDS, how can culture assert its importance?

### A means to an end...

Governments and development donors have been most willing to accept culture's significance when cultural expression is seen primarily as a means to an end.

Development organisations and practitioners are increasingly recognising the potential of culture-based methods, such as participatory street theatre, in sharing messages and kick-starting debates about good governance and

HIV and AIDS. Traditional knowledge is being identified as valuable in asserting community control over natural resources, for example in environmental and fisheries management. Governments are acknowledging the economic value of cultural products and supporting their creative industries. The 2008 United Nations and UNCTAD Creative Economy Report spearheaded new discussions on the significance for developing countries of the creative industries, including film, music, and fashion.

The advantages of engaging with cultural methods are therefore beginning to gain ground in development discourses. Although questions of how to make the most of culture in development remain highly contested – and are sometimes obscured by broad and unhelpful theoretical debates – there is nevertheless emerging practical guidance on the tangible benefits that such engagement can bring.

### Or an end in itself?

Cultural practitioners and some civil society organisations have grown sceptical of simply using culture as a tool, subservient to others' objectives and priorities. The idea that theatre's value might lie solely in its ability to spread messages about health or governance implies an uncomfortable hierarchy for cultural practitioners, and one that reduces culture, as authors Helen Gould and Mary Marsh put it, to a 'rather elaborate megaphone for development messages'. Instead, advocates are arguing that development may be failing in part because of a failure to engage in sufficient depth with culture.

Similarly, international movements are emerging to press for recognition that cultural products and expressions do not only have economic value, but also intrinsic human value. The 2005 UNESCO Convention on the Protection and the Promotion of the Diversity of Cultural Expressions has been particularly influential in this regard. It establishes that the diversity of cultural expressions is a global asset which signatory states are obliged to protect and promote. The Convention also has significant implications for trade, and stipulates that in the exchange of cultural products between countries with creative industries of differing strengths, preference must be given to developing countries.

In 2008, the Commonwealth Foundation undertook research and consultation, which revealed a widespread view that cultural expression should be a fundamental objective of human development.

When people are able to hear stories from their own and other cultures they are better empowered, both to make confident choices about their identity and to respect and understand others' cultures. When people feel free to express themselves within the safe space culture offers and to articulate their concerns and needs, participatory development can prosper.

Increasingly, culture is being viewed in relation to rights-based approaches to development, with particular emphasis on the rights of peoples to live within and express their cultures and to access a range of different cultures. Given that rights represent aspirations to equality and power, this dimension cannot be ignored.

### Challenges and opportunities

There is, then, emerging recognition that cultural expression is both a human development goal in itself and also a means to achieve other forms of development.

Challenges remain around how to meaningfully integrate culture into development strategies and practices. Specifically, there is the question of how to assess and evaluate the contribution of cultural expression. Traditional indices of development – for example those that relate to economic growth, poverty, or health – cannot necessarily capture the significance and long-term potential of cultural expression for development. Investment in cultural spaces and opportunities is essentially an investment in process, which implies the need to take a long term view. How can this be done within a development discourse dominated by short-term goals and a donor-driven need to demonstrate 'impact'? A closer engagement with culture forces us to consider the current values of donor-driven development.

This is part of a wider challenge to make the case at the political level. Despite some recent shifts in development discourses, there remain notably few organisations open to the notion of working meaningfully with culture.

The 2005 Commission for Africa Report supported by the UK Department for International Development (DFID), for example, explicitly acknowledges the role of culture in development. Nevertheless, DFID does not currently have a specific focus on working with culture.

Nor are development organisations the only ones at risk of failing to engage with other

perspectives. Cultural practitioners and producers are often unwilling to recognise either the social value of their work or its potential to contribute to development processes and social transformation. This failure, often borne out of fears about governments' attempts to instrumentalise cultural expressions, can undermine efforts to engage culture and development practitioners and audiences in meaningful cooperation and debate.

### Putting culture first

Recent research by the Commonwealth Foundation, published in the report *Putting culture first*, suggests that there is emerging recognition and momentum among civil society and governments of the need to make the most of the connections between culture and development.

Some donors, notably outside the Anglophone world, such as Spain's Agencia Española de Cooperación Internacional para Desarrollo (AECID) and the Swedish International Development Agency (SIDA) have committed significant funding to making more of culture in development. International NGOs such as Hivos and the Ford Foundation are making valuable connections between culture and development.

Where the debate has been most lacking to date has been within the 53 countries that form the Commonwealth. To address this, the Commonwealth Foundation is launching a working group on culture and development which will seek government support for raising culture's profile on development agendas, including at the Commonwealth Heads of Government Meeting taking place in Trinidad and Tobago in November 2009.

There is a need to develop partnership activities to demonstrate the impact that a cultural approach can have for development. Part of the challenge will be to navigate a route through a theoretical field that, historically, has been particularly prone to obfuscation, and also to bring together a coalition of willing partners, presently scattered, underneath a wider umbrella of culture and development.

Ultimately, the success of making the most of culture in development will hinge upon this capacity to move beyond rhetoric, make connections, and turn into practice the promise of decades of discussion.

Andrew Firmin is Manager of the Commonwealth Foundation's Culture Programme.  
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Mark Nowotny is Project Officer for the Culture Programme, charged with supporting civil society and government interaction on issues of culture, cultural policy and development.  
Email: [m.nowotny@commonwealth.int](mailto:m.nowotny@commonwealth.int)

The Commonwealth Foundation's report, *Putting culture first: Commonwealth perspectives on culture and development*, is available for download at <http://tinyurl.com/c4knz5>

Hard copies can be requested free of charge from [geninfo@commonwealth.int](mailto:geninfo@commonwealth.int)

On 28 March 2009, thousands marched against poverty through the streets of London, under the banner 'Put People First: March for Jobs Justice and Climate'. What is coming up next?



# World Day for the Eradication of Poverty

On Saturday 17 October 2009, the anti-poverty movement will organise a national mass lobby of MPs and lead opponents in their constituencies. The 'asks' will be based on the Put People First policy paper, the international development civil society manifesto and the demands for climate change meeting in Copenhagen at the end of November.

The mass lobby coincides with UN International Day for the Eradication of Poverty when millions of people across the world take action against poverty. In 2008, over 100 million people across the world took part, including 50,000 in the UK.

The Global Call to Action Against Poverty (the world's largest civil society anti-poverty alliance) has declared 16 – 18 October 2009 as a moment for collective global action that is not just symbolic, but political.

### EU elections 2009: Vote Global

In June 2009 half a billion EU residents in all 27 Member States will elect 736 Members of the European Parliament (MEPs) in the biggest trans-national election in history. BOND is working with campaigners to encourage voters and MEPs alike to use their votes against poverty, injustice and environmental degradation. BOND has also produced an international development manifesto outlining the issues and asking MEPs to take action.

For more information go to 'Campaigning' page on the website and click on 'Campaigning in Europe'.



October is a critical time for decision-making. In this month, key negotiations will take place ahead of the G20 finance minister's meeting in November and the UN Conference of Parties (CoP) summit in December.

This also links into the General Election, which may be in autumn 2009 or, more likely, spring 2010.

If the election falls in autumn 2009, 17 October will be in the height of the election campaign. If the election is to be in spring 2010, election candidates will be known, and a prime opportunity is opened for anti-poverty campaigners to be amongst the first potential constituents to lobby prospective parliamentary candidates.

The international development sector holds the record for the biggest public lobby ever – the Trade Justice Movement lobby in 2003. This lobby has the potential to break that record, and to help win the change that we urgently need, to deliver secure jobs, global justice and a safe climate.

To register your interest in taking part, please email Tim Gee, BOND Campaigns Communications Officer: [tgee@bond.org.uk](mailto:tgee@bond.org.uk)

### Campaigning for a safe climate

This year is one of the most important years in human history. In Copenhagen in December, the world's leaders will decide if we head towards a future of a safe climate for ourselves, and future generations, or we head for a hot, glowering planet with greater poverty and conflict than we have ever seen. They must make the right choice.

Throughout 2009, NGOs and other civil society organisations will demand government action to end dirty coal and deliver renewable energy. Working together through the Stop Climate Chaos Coalition, they are building towards a mass demonstration in central London on Saturday 5 December 2009 to express the demand for a deal in Copenhagen that will radically cut global emissions, and will provide the support needed by poor countries that are already struggling to cope with a changing climate.

Find out more: [info@stopclimatechaos.org](mailto:info@stopclimatechaos.org)

### Campaigning together for change

BOND provides the space for organisations to network, share information and organise effective campaigns. We hope that by campaigning together to eradicate poverty, major changes will be made to the policies of rich and poor countries alike. UK collective campaigning is overseen by the Campaigning Coordination Team and the Global Economic Justice Networks, supported by BOND.

BOND is also the UK national platform link to CONCORD (European NGO Confederation for Relief and Development) and the UK link to the global anti-poverty alliance GCAP (Global Call to Action Against Poverty). More information about how BOND engages with CONCORD can be found on pages 14-15.

Full details of all our campaigning work can be found on the 'Campaigning' pages of the website. Go to [www.bond.org.uk](http://www.bond.org.uk) for more information.

DFID will publish a new White Paper on International Development in the summer of 2009. BOND is actively involved in the consultation process to ensure that BOND members are properly consulted and have an opportunity to feedback their views and perspectives. The deadline for submissions to DFID is 27 May 2009.

Influence the debate  
engage in the DFID White  
Paper consultation



To ensure that the voice of members is heard, BOND is coordinating a joint submission to DFID reflecting the different themes of the White Paper. But we will also go further and look beyond the themes DFID has set out and explore which aspects of development need to be addressed in the view of UK NGOs. The role and contribution of civil society in international development in the UK, across Europe, globally and in the South will be a significant part of the BOND submission.

To discuss the priority areas and key messages for in more detail, BOND held a major meeting with members on 13 March.

Many BOND groups are engaging with DFID on the consultation process. Over the coming weeks BOND is planning a series of meetings of BOND members with DFID and relevant experts to give members the opportunity to get involved and discuss their ideas.

If you would like more information on the BOND process, or contribute to the joint submission, please contact Elvira Groll, Network Policy Officer: Email: [egroll@bond.org.uk](mailto:egroll@bond.org.uk)

Full details can be found on the 'Consultations' page on the website.

*'DFID will receive a myriad of viewpoints in this consultation, each representing and promulgating the interest and agenda of the person being consulted. BOND's role is to make sure we speak with one strong voice'*

*'This process is a great opportunity to shape the UK development agenda and push new alternatives'*

*'Now is the time for a paradigm shift'*

*'In the White Paper, the importance of DFID's partnerships both with civil society in the UK and in developing countries needs to be highlighted – equal and beneficiary to all partners'*



**Regional consultation events**  
DFID is holding a series of public events around the UK between 18 March and 18 May. For more details and to register: [www.coievents.co.uk/dfidwhitepaperconsultation](http://www.coievents.co.uk/dfidwhitepaperconsultation)

Struggles to achieve gender equality are far more effective when they originate within a culture, rather than coming from outside, say **Reineira Arguello** and **Ceri Hayes**.

# Gender, culture & development: a perspective from Bolivia

Three decades ago, the role of women and gender relations were virtually ignored in the theory and practice of development. While some progress has been made in addressing this problem, largely as a result of the social and political struggles of women's organisations and movements in many countries, women continue to be systematically excluded from different aspects of development. Gender equality and women's empowerment are often add-ons, rather than meaningfully integrated into measures to tackle poverty and social exclusion.

The factors that contribute to women's marginalisation in society are numerous and complex. The socially constructed norms and expectations that shape how women and men should behave and think have implications for both women and men. However, the overall pattern of gender norms favours men in the distribution of power, resources and opportunities. Men's privileged position also gives them greater power in determining the values that prevail.

### Cultural context is key

Culture, broadly defined as the beliefs, values and practices of a society, is hugely powerful in shaping the expectations of how women and men should behave. For instance, the expectation that women should stay at home and do domestic chores, rather than go out to work, will often be justified by cultural explanations of why this should be so.

Cultural traditions and norms can often perpetuate gender inequality. For instance, the harmful traditional practice of female genital mutilation leads to death, disability and physical and psychological harm for millions of women annually. Yet rejecting the practice can lead to a loss of status and acceptance of women and girls in the community, because men may refuse to marry a woman who has not undergone the procedure.



©William Daniels

Patients wait in the children's ward

However, culture can also be a positive force for change. Furthermore, culture is not static and changes in gender norms and behaviours can be brought about through deliberate measures to influence values and attitudes, as well as through economic, social and political shifts arising from conflict, environmental pressures and development projects. 'Western' interventions have often been criticised for being too heavy-handed. Rather, as the following example shows, positive, long-term changes are most effective when they originate within the culture itself.

### Bolivia shows the way

A sense of cultural identity informed the social movement that brought Evo Morales, Bolivia's first-ever indigenous President, to power in 2006. The same sense of identity has enabled indigenous women to challenge the strong links between gender and cultural discrimination that have pervaded the country since colonial times.

Discrimination against indigenous people has left Bolivia with one of the highest poverty index ratings in Latin America. The vast majority of the population (63%) lives in poverty, and income distribution is among the most unequal in Latin America. Historical prejudice towards indigenous people that stems from colonisation has led to serious human rights violations. For instance, indigenous people were only granted the right to vote in 1952, when the government of the Nationalist Revolutionary Movement abolished a system of serfdom and forced labour which kept indigenous people in rural areas in conditions of semi-slavery.

Indigenous women have experienced triple discrimination, because of their ethnicity, because they are women and they are poor. Or, in the words of author bell hooks, 'a woman's

fate is the result of the interlocking nature of gender, race and class'. For example, as Minority Rights Group has reported, indigenous women employed as domestic helpers are often physically abused by their non-indigenous employers. They are also mistreated and discriminated against by cattle-ranch owners, who often ignore their labour rights.

Bolivia's indigenous people have been struggling to right these wrongs for 500 years. But, according to Karin Monsterios, adviser on indigenous and gender issues to the Morales Government, it is only recently that the mainstream Bolivian women's movement has started to reflect the needs and concerns of indigenous women. Until the momentum created by the election of an indigenous President, it had largely been informed by the dominant discourse of gender and development originating from UN conventions and prevailing development thinking.

### Challenging race and class biases

WOMANKIND Worldwide's work with indigenous women's organisations in Bolivia has taught us that an essential pre-requisite for them to exercise their rights is the need to secure land rights and access to natural resources, which they see as the basis of their identity, culture and tradition. They see the current political momentum as a real opportunity for indigenous women and the mainstream women's movement in Bolivia to work together to challenge race and class biases within and outside the women's movement, to find a new way of working that embraces diversity, and to ensure that voices of the most marginalised get heard in the debates about equal opportunities for all in Bolivian society.

Indigenous women's organisations' engagement in the recent process to adopt a new Bolivian Constitution is a good example

of the progress that has already been made in translating these ideals into reality.

When the new Constitution was adopted on 25 January 2009, it rolled back 500 years of colonialism by favouring the country's indigenous majority. Women from different classes and backgrounds and from across the country understood that, in spite of their differences, this was a real opportunity to act collectively to secure greater rights for women. Indigenous women's groups, in liaison with other women, accepted the challenge to participate in the creation of a 'new Bolivia', collating their views around discrimination and exclusion through a movement known as *Presentes en la Historia*, where gender, culture and ethnicity became the core of the discussions that consolidated women's position in the new process generated by the draft of the new Constitution.

As a result, the constitution contains 33 individual articles relating to women's rights, including the protection of women against all forms of violence, a veto on discrimination against women on the basis of sexual orientation and recognition of women's contribution to economic growth. Of course, the challenge now is to ensure that these rights are implemented, but these gains are remarkable and an important achievement for Bolivian women's rights activists.

### Culture can empower

Bolivia's historical transition to a more democratic society and the engagement of indigenous women – and men – in this process contain important lessons for development practitioners. Arguments about defending culture are often made to prolong existing gender and race inequalities and it is important that we do not ignore this. But at the same time, we also need to make greater efforts to understand the cultural context within which we're working, rather than try to shape the culture ourselves.

While not all cultural beliefs benefit women's rights, this example from Bolivia shows us that culture can also empower and help to challenge the existing power structures. In this way thousands of women who were formerly silenced only gained a voice when the struggle for democracy came from within.

Reineira Arguello is Programme and Policy Manager for Latin America at WOMANKIND Worldwide and Ceri Hayes is Head of Policy and Advocacy at WOMANKIND Worldwide.

WOMANKIND Worldwide is an international women's human rights organisation, which works in 13 countries to make women's voices heard and secure their rights. To find out more, go to: [www.womankind.org.uk](http://www.womankind.org.uk)

# Europe update

## EU ELECTIONS 2009 VOTE GLOBAL

In June 2009 half a billion EU residents in all 27 Member States will elect 736 Members of the European Parliament (MEPs) in the biggest trans-national election in history. From the UK, 72 MEPs will be elected. Voters are being asked to **Vote Global** by keeping global issues in mind when voting. BOND has produced an international development manifesto which was launched on 30 March 2009 at the Foreign Press Association.

BOND has also taken the lead on a campaigning and lobby strategy, including:

- BOND members will meet several MEP candidates from all major parties for lobby meetings
- BOND has created a database of all MEP candidates and their contact details which is available on the BOND website
- BOND has prepared short case files with background information on the MEP candidates and their positions on development and climate change issues

The campaign will also have a citizen engagement element and BOND members and partner networks are organising regional hustings or public debates where MEPs debate international development and climate change related issues.

To find out more about this and all of BOND's other EU election activities, please go to the BOND website and click on 'Europe'.

If you are a BOND member and would like a copy of the strategy email: [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)



## BOND - YOUR EUROPEAN PORTAL

In addition to the learning and training events that we run on the EU and the policy work carried out through the BOND European Policy Group, BOND also co-ordinates representation of UK non-governmental organisations (NGOs) to the pan-European NGO confederation CONCORD.

### What is CONCORD?

CONCORD has over 40 members, including national platforms like BOND and large networks such as the European development and debt network EURODAD and the European networks of international NGOs. In total, CONCORD represents over 1,600 NGOs, if all the members of CONCORD's members are counted. As such, CONCORD has strong, respected and influential voice on development at EU level.

CONCORD carries out a substantive amount of lobby work at EU level based on the policies formulated by its thematic groups. UK civil society is represented in the majority of CONCORD groups, either by BOND staff, BOND members or by partner networks such as the UK Food Group or the UK Aid Network.

### How BOND engages with CONCORD

To ensure that its work with CONCORD is coherent and co-ordinated, BOND has devised an engagement strategy that includes clear guidelines for when BOND chooses to engage with CONCORD, who can represent BOND in CONCORD groups, and how those representatives are mandated, report back to the wider BOND membership and are held accountable.

### How to get involved

As an increasing amount of decisions affecting development issues are taken at EU level, getting involved in CONCORD's work through BOND is an excellent way of ensuring that EU decision makers are influenced to make the decisions you are lobbying for. The best way for BOND members to do this is to join one of the relevant BOND groups, including the **BOND European Policy Group**, or one of our partner networks who represent UK civil society at CONCORD level.

Don't miss the chance to get your voice heard in the EU through BOND.

To find out more about how BOND engages with CONCORD go to the BOND website and click on 'Europe' then 'BOND groups and partner networks in Europe'

Alternatively, contact Anders Dahlbeck, European Campaigns Officer:  
Email: [adahbeck@bond.org.uk](mailto:adahbeck@bond.org.uk)

If you are a BOND member and wish to join the BOND European Policy Group, please contact Romina Vegro, EU Policy Officer:  
Email: [rvegro@bond.org.uk](mailto:rvegro@bond.org.uk)

## Cotonou Partnership Agreement review

The second review of the Cotonou Partnership Agreement between the European Union (EU) and the African, Caribbean and Pacific states (ACP) will take place in 2010. This means that both parties, the EU and the ACP group, have to prepare their negotiating mandate for the review by the end of April 2009.

### What is the Cotonou Partnership Agreement?

The Agreement is aimed at the reduction and eventual eradication of poverty, while contributing to sustainable development and to the gradual integration of ACP countries into the world economy.

The Cotonou Partnership Agreement was signed in 2000 by 79 ACP countries and the then 15 Member States of the European Union to replace the Lomé Convention. The Agreement covers a period of 20 years and came into force in 2002.

The agreement governs political dialogue, development cooperation and trade between the EU and the ACP countries. It includes political and financial commitments on a broad range of issues among which a few are binding.

### The review process

Every five years the Cotonou Partnership Agreement is reviewed in a process that has far-reaching consequences on the quality of the cooperation between the EU and the ACP states and on the utilisation of the most important cooperation budget of the EC, the European Development Fund.

To enter into force, the reviewed agreement, and the five-year European Development Fund envelope that accompanies it, has to be ratified by the Parliaments of the EU and ACP states. The 10th EDF only became operational in July 2008, a few months before the EC started drafting its proposals for the next review, and so it is difficult to imagine that the 2010 review will be based on a proper assessment of the relevance and success of the previous one.

### Wider debate on range of issues is needed

So far, the debate within the EU institutions seems to ignore a number of essential issues. They include climate change, food security and agriculture policies, disaster risk reduction, management of natural resources and access to raw material, tax evasion and the financial crisis, which presently strongly determine the context in which ACP countries evolve and on which coordinated policies and actions at international level are so important. EU actors prefer to concentrate on security, migration and trade issues.

This review must concentrate on addressing the contradictions, gaps and shortcomings at all levels of implementation of the agreement that prevent its full potential as an effective, democratic and participative poverty reduction and development instrument to materialise.

### Cotonou Partnership Agreement and the EU-Africa Strategy

The signature of the Joint Africa-EU Strategy in Lisbon in December 2007 is certainly the most significant political move that took place since 2005 in the context of EU-ACP relations.

In particular, the EU has the objective with the Cotonou Partnership Agreement review to reinforce the role of the African Union as a political actor in the Cotonou Partnership Agreement and to use the European Development Fund as a funding instrument for pan-African programmes and projects (including aid to non ACP countries) while upgrading the political role of and dialogue with regional (Africa, Caribbean and Pacific) and sub-regional economic integration groupings.

In that view, the political dimension of the Cotonou Partnership Agreement has to be aligned as far as possible with the priorities of the Africa-EU. Such an approach also legitimises the use of European Development Fund resources for non-Official Development Assistance eligible expenditures in the areas of border control or security, best illustrated by the African Peace Facility financed since 2003 with European Development Fund resources.

### Cotonou Partnership Agreement and the Economic Partnership Agreements

Another declared objective of the EU is to replace existing provisions on trade by references to the Economic Partnership Agreements (EPAs) that have been signed so far or are expected to be signed. However, in 2009, the majority of the ACP countries have not yet signed an interim or comprehensive EPA, and it may well be that individual or regional groupings of ACP countries decide not to do so in the near future. Trade relations with these ACP countries therefore remain fully subject to the existing Cotonou Partnership Agreement provisions.

The suppression of the existing articles on trade would mean that fundamental principles that affirm special and differential treatment for ACP countries, which provide legal basis for CSO involvement in economic and trade policy making or that affirm that EPAs built on existing regional initiatives, would disappear.

For these reasons many civil society actors think that the revision process on economic and trade cooperation should follow its own and lower pace and not be tackled in this general review. Such a separate process for trade provisions is in fact foreseen in the Cotonou Partnership Agreement.

Written by Karine Sohet, Policy Officer, APRODEV.



# complexity and uncertainty

## adapting aid to new challenges



**NGOs have much to learn from the concepts of the complexity sciences, argues Ben Ramalingam.**

For many, 2008 will be remembered as the year of interlocking global crises. While climate change loomed over much of the years proceedings, it was the three 'F's' - finance, fuel and food - that were at the top of the agenda at the Japan G8, and the UN and World Bank Annual Meetings. For many developing countries, the consequences of these simultaneous crises were dire: declines in exports, trade and investment as a result of financial turmoil proved hardest for those countries already suffering from food and fuel price inflation.

### Uncertainty brings both risk and opportunity

One clear result of these crises is a new aid landscape characterised by tremendous strategic and operational uncertainty. As well as risks and downsides, this uncertainty brings with it a range of new opportunities. A variety of tools and frameworks are being considered to help minimise future risks and take advantage of new emerging opportunities. Popular science notions such as the 'tipping point' (which explain the factors underlying sudden, unpredictable social or economic change) or the 'black swan' (which explains the prevalence of large-impact,

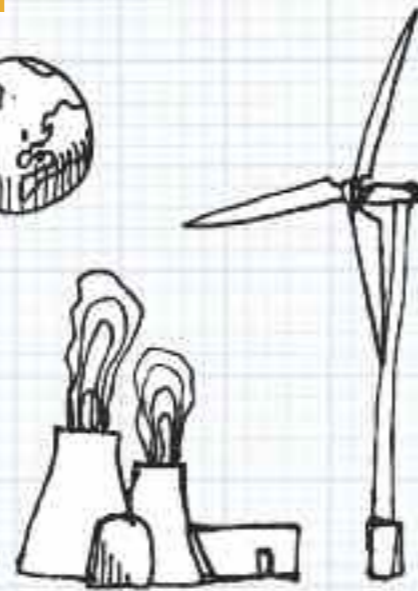
hard-to-predict, and rare events in human history) are being increasingly used by policy makers and practitioners in dialogue and debate.

Both of these concepts arise from the complexity sciences, which are gaining increasing recognition in private and public sector practices.

The ideas of complexity focus on how interconnectedness within complex systems gives rise to dynamic, non-linear change processes, and on how intelligent actors adapt and change to these systems and processes. Emerging from the physical sciences, ideas of complexity have now seen application in diverse fields of human endeavour, from economics, business strategy, military science, political science and information technology. But what implications do these ideas carry for aid agencies working in increasingly turbulent and uncertain contexts?

### Ideas of complexity and implications for aid agencies: a brief summary

Work led by ODI identified three broad sets of ideas that are at the heart of complexity thinking, which were used to explore the relevance of complexity science for international development and humanitarian problems<sup>1</sup>.



**1. The world is characterised by complex systems of elements that are interdependent and interconnected by multiple feedback processes. System-wide behaviours emerge unpredictably from the interactions between the parts.**

Recent work highlighted in the New Scientist suggests that the ongoing financial crises resulted from assumptions about the global economic system as a series of simple, largely separate transaction-based markets. There was an accepted way of calculating risk, which involved separately assessing the risk of different sets of transactions, and then simply adding up the individual risks to arrive at assessments of total risk. This made the whole system look more secure than it actually was. The credit crunch was caused because those working in the system were blind to the complex interconnections between two areas of risk that were traditionally treated in isolation.

The lesson is stark: serious mistakes in public and political life are increasingly being attributed to a bias of seeing interconnected, messy problems as simple and straightforward, and the ill-advised actions that are taken as a result of such biases. Although this bias is ubiquitous, transcending sectors and geographies with ease, it arguably finds some of its most startling manifestations in the aid world.

It is important for actors in aid agencies to use the lens of complexity science to better understand different aspects of the complex systems in which they increasingly operate. The range of phenomena which complexity principles can illuminate is wide ranging, which means accepting and working with complexity as a norm.

**2. In complex systems, change processes are non-linear, discontinuous and highly sensitive to initial conditions.**

One powerful illustration can be found in the Stern review of the economic implications of climate change which estimated that the cost to the world of not tackling climate change would amount to 5% of global GDP, in perpetuity. This was based on the assumption that carbon emissions and global temperature change have a linear, one-way relationship. However, it is known that there are dynamic non-linear interconnections between rising temperatures and carbon emission levels - when temperature rises, it can contribute to further rises in CO2 levels. When such complexity is taken into account, the long term economic cost of climate change triples from 5% of global consumption in perpetuity to about 15%.

Despite the fact that much real-world change is in fact non-linear, aid work is still largely informed by linear, reductionist frameworks such as the logical framework. These and other existing tools may need to be radically adapted if they are not to become irrelevant and symbolic exercises. If they are serious about operating in dynamically changing contexts, aid agencies should try to take a more collective and systematic and shared view of the uncertainty that the future holds.

Tools such as scenario planning are a good starting point, as is building a realistic understanding of the uncertainty inherent in development processes in order to produce programmes and projects that are robust under a variety of feasible circumstances.



**3. Complex systems are populated by 'adaptive agents' that act in their own interests with their own view of the situation, and react to and influence other actors and the wider system.**

The 2008 food crisis was the result of a number of factors, including rising demand for food and feed, biofuels, high oil prices, climate change, stagnant agricultural productivity growth, all of which fed back into and reinforced each other. Importantly, reactions to the crisis - including restrictions on grain exports and retail price controls - created further feedback loops with adverse consequences for the poor.

Given this, aid agencies need to become more aware of the vital importance of human agency in effective international development and humanitarian work, and understand better the ways in which their organisations (and indeed the system as a whole) enable or inhibit adaptive behaviours. This requires a focus on the extensive adaptive capacities that are present and arguably under-utilised: from beneficiary communities and local partner organisations to often-overlooked and administrative staff working in headquarter offices. Donors in particular should also consider whether their policies and practices inhibit adaptation and innovation across the sector as a whole.

Aid agencies may do well to consider adaptive management approaches as a means of enabling decision making processes and management systems that are more flexible and responsive to local context and changing relationships. Aid programmes would need to be re-framed as collective learning processes in which diverse stakeholders can express their respective interests, and achieve mutually beneficial goals. As such, aid agencies need to move towards becoming facilitators and brokers, enabling representatives of beneficiary communities to best apply their own adaptive capacities to solve the problems they face.



### A time to reflect

The most important implication of complexity science is that it suggests that all of us working in the aid system - practitioners, policy makers, leaders, managers, researchers - need to stop and reflect on how we are trying to solve aid problems.

Are we using inappropriate mental models and frameworks? Are we continuing to act in inflexible, top-down ways? Are we using too many off-the-peg approaches? Are we driven by naïve expectations of impact? Do we simplify complexities for the sake of convenience? Do we continue to treat the aid system as though it is there for 'us' rather than those who are supposedly its ultimate beneficiaries?

These questions are not new, but they are ever more necessary and need to be confronted head on. The value of complexity science is to generate new ideas and insights around these and other such questions, enabling us to explore and understand the problems in a more realistic manner, thereby supporting more useful intuitions and ideas about how to do aid work.

The overall approach suggested by the ODI paper resonates with the words of Marcel Proust: the real voyage of discovery lies not in seeking new landscapes, but in having new eyes.

In a world where the landscapes are changing on a daily basis, this may be more necessary than ever.

**Written by Ben Ramalingam, Head of Research and Development, ALNAP.**

If you are interested and would like to find out more: Email: [b.ramalingam@alnapp.org](mailto:b.ramalingam@alnapp.org)

For more information Download Exploring the Science of Complexity: Ideas and implications for development and humanitarian efforts from the ODI website:

[www.odi.org.uk/resources/odi-publications/working-papers/285-science-complexity.pdf](http://www.odi.org.uk/resources/odi-publications/working-papers/285-science-complexity.pdf)

The BOND Learning and Training team is planning to run a workshop on complexity and development. For more information email Sofia Angidou: [sangidou@bond.org.uk](mailto:sangidou@bond.org.uk)

<sup>1</sup>Ramalingam, B. and Jones, H. with Young, J. and Reba, T. (2008) *Exploring the science of complexity: Ideas and implications for development and humanitarian efforts*, ODI Working Paper 285, London: ODI

The face of social networking might be Facebook, Flickr, YouTube and Comment is free, but these are just the labels. Underneath, dramatic changes in communications are the real stories of social networking, as **Matt Morris** explains.

# Social networking what's in it for NGOs?



Never before has it been so easy to form a new group of people. Never have so many people been able to communicate with each other. Never has it been possible for the individual to publish to millions of people. These changes are forming the dynamic of how people will work - do work - together, how ideas spread, and how stories that would never have been told find audiences in the most surprising places.

The cost of communicating to, and with, a large number of people has crashed. Imagine, just 20 years ago, the effort that it would have taken to cooperate with just 20 people from 20 cities. Now the effort is insignificant and this is opening up new ways for people to form groups, organise and tell stories.

New media is here and social networking is commonplace, but how will these changes affect the NGO environment?

## New and innovative NGOs will spring into existence

NGOs that might never have formed, because of high barriers of setup, will spring into existence as forums turn conversations into collaborations, and ideas into action. Such 'communities of interest', which have been proliferating across the internet since its inception, now find homes in more sophisticated email lists, web discussions, wiki's, social networking sites, blogs, and medium specific sites. As the ease by which people find rich sources of content increases, so does the quality of the communication. It has never been easier to find someone else with the same ideas as you.

## Existing NGOs will work more collaboratively

Sharing knowledge, skills and effort makes sense for NGOs that are continually overwhelmed by demand and are under resourced. However, the main problem with inter-organisational cooperation is finding exactly the right people to work with.

## BOND has recently moved its active groups' communities from an email list system to its own bespoke social networking site

NGOs that facilitate collaborative work are starting to discover that social networking is a powerful means through which sharing and cooperation can be promoted. For instance, BOND has recently moved its active groups communities from an email list system to its own bespoke social networking site. This new site not only allows active discussion around group subject areas, but also provides event calendars, group meeting administration, and document uploading.

## NGOs will be able to reach out to the public more easily

Campaigners have been quick to exploit new forms of communication to target groups that are active online users. What has proved more difficult is to translate simple communication with active participation and commitment.

ActionAid is one of the more creative NGOs using digital campaigning techniques. Their recent campaign action and viral targeting of Tesco aimed to be edgy, funny and compelling appealing to a particular online community that wouldn't exist if it wasn't for video sites such as YouTube. They also promoted the campaign video through a network of socially conscious bloggers who placed the video on relevant websites and communities causing the content to go viral through peer-to-peer interaction. Watch it yourself at [www.actionaid.org.uk/5p](http://www.actionaid.org.uk/5p)

## Social networking as development

An area which is has been slower to develop is the use of social networking as a means to meet development goals. The objectives could be around communicating with beneficiaries, project evaluation, education, campaigning, and mapping and reporting.

Recently, mobile phone technology has been cited as the next big thing in providing poor people access to banking facilities. Text messages have also been used by health organisations in Africa and Asia to convey health messages to the public. Viral communication can be used to reach the broadest audience, especially as the number of mobile phone users is increasing globally and advances are being made in the richness of content available.

An example of social networking is the Ushahidi website, which mapped reports of violence in the aftermath of the Kenyan elections in 2008. The website is built on the premise that 'gathering crisis information from the general public provides new insights into events happening in near real-time'. Since then the underlining technology has been used elsewhere to map real-time information to inform NGO activities. Find out more at [www.ushahidi.com](http://www.ushahidi.com)

Simply, there are plenty of opportunities for NGOs to use mobile technology and other forms of social networking. It is up to us to take advantage of them.

Matt Morris is Database and Website Development Officer at BOND.

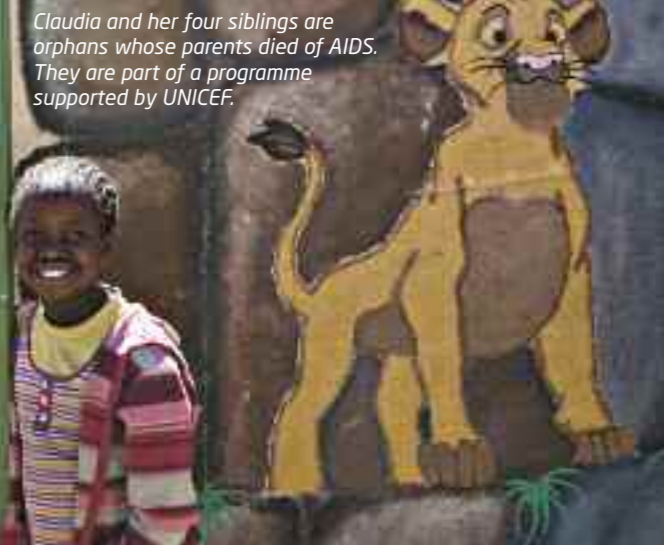
BOND is introducing an exciting new members' area on the BOND website in April 2009. Full details will be available on the website soon: [www.bond.org.uk](http://www.bond.org.uk)

To find out more about BOND groups visit: [www.bond.org.uk/groups](http://www.bond.org.uk/groups)

As the global financial crisis deepens, many developing nations are finding that the desire to give greater weight to social policies promoting equity, livelihoods and human security has suddenly been replaced by the need to rescue fragile economies from systematic collapse. **Marie Staunton** and **Angela Penrose** discuss.

# PROTECTING THE POOREST

through social protection in the global recession



Claudia and her four siblings are orphans whose parents died of AIDS. They are part of a programme supported by UNICEF.

## This is not the time for poor countries to back track on much needed changes to their social protection and welfare policies.

Social security is a fundamental human right enshrined in the Universal Declaration of Human Rights. However, these rights have yet to be translated into global standards and some 80% of the world's population do not have access to a minimum level of social security.

Whilst most OECD countries take social security systems, which provide a cushion in times of recession, for granted for the majority in low and middle income countries these systems do not exist.

In the past three years much has been achieved and a number of African countries have begun to develop social protection schemes. DFID has shown strong leadership in supporting pan-African political processes and building civil society engagement, both essential underpinnings in building nationally owned social security systems.

Meanwhile, the new White Paper affords the Government an opportunity to build on progress and to take even bolder steps in supporting the expansion of social protection as a critical element of a strategy to 'eliminate world poverty'.

All these developments are to be applauded but the poorest of the poor need help right now. The international community needs to act fast to avert irreparable damage to the health, nutrition, education and livelihoods of the most vulnerable by providing emergency financial support.

The Vulnerability Financing Facility (VFF), proposed by the World Bank, includes a Rapid Social Response Facility Fund accessible to low-income countries that would enable governments to implement a broad range of immediate social protection measures, which could include special nutrition supplements for mothers, young children and those with HIV and AIDS, and employment guarantee schemes.

Social protection interventions can help address the financial crisis in several ways. Firstly, by supporting families they reinforce economic policies aimed at tackling the macroeconomic impacts. Secondly, by building human capital and reducing risk they promote longer-term human capital development, livelihoods, employment and economic growth.

However, the implementation of the fund must be based on the principle that short-term interventions must be linked to a feasible and pragmatic path for the establishment of a national social security system. In particular, African governments should be given full support in their efforts to implement the AU Social Policy Framework for Africa, recently ratified by African Heads of Government. The section on social protection states:

'There is an emerging consensus that a minimum package of essential social protection should cover: essential health care and benefits for children, informal workers, the unemployed, older persons and persons with disabilities. This minimum package provides the platform for broadening and extending social protection as more fiscal space is created'

As social security systems are developed, the 'minimum package' must be determined by a debate in on national priorities: what is affordable and what is appropriate for each country.

Civil society has a clear role in building that national consensus. In September 2008, the Africa Civil Society Platform for Social Protection was launched. Now, many national networks are initiating debates at national and community level and strengthening their engagement with governments. As citizens' groups they are expressing the demand for social protection based on the rights to social security and access to health.

The new social protection agenda challenges all stakeholders; the issues are relatively complex and technical aspect still being worked out. Many NGOs are engaged with social protection but the long-term social protection agenda of building national social security systems entails a different way of working, focusing on systems rather than projects.

Influencing national policy requires understanding sophisticated analysis of the political and financial aspects of the policy process, nurturing relationships with government and donors plus the flexibility and patience to keep pace with a dynamic process.

**Marie Staunton** is Chair of the Grow Up Free From Poverty Coalition and CEO at Plan UK. **Angela Penrose** is Coordinator of the Grow Up Free From Poverty Coalition.

For more information: [www.grow-up-free-from-poverty.org](http://www.grow-up-free-from-poverty.org) [info@grow-up-free-from-poverty.org](mailto:info@grow-up-free-from-poverty.org)

**A partnership should be based on more than trust, says Vanessa Giadom from Advocates for International Development. Here she offers her advice for NGOs considering a joint venture.**



# LET'S SHAKE ON IT

**Question**

We are a UK-based charity that would like to establish a new partnership with an African organisation. This organisation will be responsible for executing part of one of our international programmes and for overseeing the relevant sections of the budget. Should we have a formal agreement with them? If so, what key points should be included?

**Answer**

However informal the relationship between participants proposing to enter into a joint venture or partnership, it is always advisable that they enter into a formal written agreement. Participants should agree their respective legal rights and obligations from the outset - each then knows what is expected of them and what to expect from the others. If there is a dispute between the participants the agreement may be the only thing to rely upon to resolve the matter.

There is no set format for a joint venture (JV) or partnership agreement. Some JVs are structured as a company jointly owned by the participants and the governing documents of the company and a shareholders' agreement set out the terms agreed between them. Others just use a joint venture agreement. Whatever the structure, most JVs will contain, amongst other things, the following:

**Responsibilities and duties**

A detailed and exhaustive list of each participants' duties ensures that everyone knows the scope of their respective responsibilities.

**The business of the JV**

As well as describing the nature of the JV's activities (it may be useful to append a budget or business plan) the agreement should address any limitations on the objects of the JV. This is particularly important for charity-participants whose own objects may prevent them from undertaking certain activities.

**Management**

How will the JV be managed? For example, what decisions must be made by all the participants and which ones can be delegated? How will major decisions be made? Should one participant have an entrenched veto right? If so, will participants with minority interests be protected?

**Funding, resources and assets**

How will the JV be funded? Participants may also contribute non-cash resources, such as personnel, property, know-how and equipment. As well as detailing these contributions, the agreement should address whether these resources are the property of the JV or whether they remain the property of the contributing participant. Also, how will funds be used?

**Reporting**

Each participant may require regular access to JV information such as financial details, records and notification of any material changes.

**Confidentiality and other restrictive undertakings**

The JV may necessitate disclosure of confidential information. The agreement should clearly set out how confidential information should be treated both during and after the lifetime of the JV. Other restrictive undertakings include anti-poaching undertakings, and non-competition undertakings.

**Termination and winding up**

Participants should agree from the outset the events that trigger the termination and subsequent end of the JV and what happens upon termination.

**Communications**

After taking into account factors such as the languages spoken, forms of communication available to the participants, for instance email, telephone, fax or post, and the applicable time zones, the agreement should detail the form and method of delivering any communications.

**Governing law and jurisdiction**

Participants must decide which law governs the agreement and any non-contractual obligations that arise in relation to it. Whilst it could be the governing law of the country where the JV primarily operates, it may be more appropriate to choose the law of another country. For example if your organisation is registered in England you could choose English law for ease of dealing with any disputes and enforcement of remedies. Similarly, the participants must also decide whether they wish to submit to the exclusive jurisdiction of one country's courts.

Vanessa Giadom is a solicitor at Dechert LLP.

This article is designed to provide an introduction to joint venture and partnership agreements and should not be used as a substitute for specific legal advice.

Advocates for International Development (A4ID) is a BOND member that facilitates the provision of free legal advice to development organisations. For more information: [www.a4id.org](http://www.a4id.org)



## Libel laws threaten NGOs' campaigning work



A number of BOND members have expressed concerns about the impact of UK libel and privacy laws on their ability to further their campaigning work. The Parliamentary Select Committee on Culture, Media and Sport is conducting an inquiry into press standards, privacy and libel, and BOND made a submission to the inquiry to ensure that the committee considers NGOs' perspectives on the issues.

In order to address the root causes of poverty, injustice and exclusion, NGOs often need to expose cases of corruption, exploitation or wrongdoing by individuals, governments or corporations. Bringing these cases to public attention plays an important role in raising awareness and holding individuals or organisations to account. It also exerts pressure on them to remedy such abuses, and on the relevant authorities to take any necessary action against them.

However, the publication of such reports has prompted some of these powerful individuals to sue NGOs for abuse of privacy or libel. Even if a judge finds in favour of the NGO's right to publish information, deeming it to be in the public interest, the NGO concerned still has to

incur substantial legal costs and is dependent on the discretion of an individual judge. Legislative reform in order to deter litigants from taking such cases to court in the first place would protect the ability of NGOs to carry out their legitimate campaigning work.

Because of NGOs' limited budgets, it is important that any financial penalties applied in cases of libel or invasion of privacy be restricted. Similarly, the high fees charged by some lawyers could be extremely damaging to an NGO if it loses a case and costs are awarded against it. The no-win, no-fee basis on which advice is often offered to litigants exacerbates this problem, as it encourages cases to be taken up without regard to the potential costs. For these reasons, restrictions on legal fees ought to be considered.

Please email Clare Palmer, Sector Advocacy Officer, to get involved with lobbying on this issue: [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)

For more information on BOND's sector advocacy work visit the 'Sector' pages on the BOND website.

**Early warning system for threats to NGO space**

CIVICUS, the world alliance of civil society organisations (CSOs), is piloting a system aiming to predict threats to civil society around the world at an early stage. Currently working in seven countries, researchers are reporting on any early signs of restrictions on civil society activity by governments and powerful non-state actors, including proposed legislation, harassment of activists, and restrictions on the media.

CSOs should then be able to organise prompt advocacy before changes are enacted, meaning such threats will be countered more effectively. For more information, see 'Civil Society Watch' on the CIVICUS website. Go to [www.civicus.org](http://www.civicus.org) and click on 'Early Warning System'.

**Europe and US act on fears of charities' links to terrorism**

More changes in counter-terrorism regulation are on the horizon, in Europe and the US, which could affect UK NGOs. A meeting took place in February 2009 between staff of the European Commission's Directorate-General Justice, Freedom and Security and civil society groups, to advance progress on a European Code of Conduct on protecting non-profit groups from terrorist abuse, as previously reported in Sector News. NGOs are hoping for regulation to remain on a national level, rather than having to face new requirements.

In the US, the new administration has reopened consultation on its proposals for increased vetting of NGOs' employees and partners against its list of designated terrorists - the Partner Vetting System. This new system, currently being piloted in West Bank and Gaza, affects all NGOs receiving USAID funding. Concerns have been raised about both the administrative burden of the system and its impact on the rights of individuals. NGOs also fear that communities may become distrustful of perceived links between relief and development work and intelligence-gathering for security purposes.

BOND is planning a meeting in June with expert speakers on the latest developments in international counter-terrorism measures and their impacts on civil society.

Visit the 'Sector' pages of our website for more information nearer the time, and to find out more about BOND's work in this area and how you can get involved.

The BOND Development and Environment Group outline the potentially complex set of policy debates that are emerging around the question of reduced emissions from deforestation and degradation.

## REDD: hot debates and how to avoid getting burned



Forests play a complex role in the context of REDD

At its simplest, reduced emissions from deforestation and degradation (REDD) means keeping carbon in trees and, increasingly, how to get more carbon back into trees. And, since much of the forests of the world are in poorer countries, who should pay for the actions required. But of course nothing is so simple. As with almost every other issue linked to climate change, the debate on REDD has become part of a highly politicised process.

There are few parts of the climate change agenda that so clearly links development and environmental concerns, so REDD should be a core issue for a group like the Development and Environment Group (DEG), but to date this has been seen almost exclusively as the policy domain of the environmental organisations, mostly because the discussions focus around technicalities rather than outcomes.

REDD has been included as an official part of the UNFCCC negotiations since the Bali COP in 2007 and with almost 20% of global emissions linked to deforestation, an agreement to halt this loss is essentially a 'non-negotiable' part of any effective global deal on climate change.

### Forests play a complex role

There is a huge amount of expertise in the NGO community on issues relating to REDD. While many will welcome the 'rediscovery' of the importance of forests by DFID and other parts of the development system, there is also concern that forests must be seen as more than simply carbon trapped in trees. Forests play a critical role as homes to millions of people, as a vital part of livelihood strategies for many millions more, and in terms of the ecosystem services they provide beyond carbon. Any strategies to deal with forest carbon must take account of these other services that forests provide, for both practical and ethical reasons.

In addition to the wider social and environmental concerns, many of the 'crunchy' problems associated with the debates on climate change are felt even more strongly in the context of REDD. Who takes responsibility for what? What will the costs be of dealing with climate change? Who will pay and how will payments be handled? What's the role of the carbon market?

### DEG seminar on REDD

With this in mind, DEG hosted a seminar in February 2009 to provide 'user friendly' information about the definitions and policy issues associated with the REDD debate, with presentations from WWF (definitions and outline of the policy debates), ODI (REDD and potential social impacts) and RSPB (REDD and biodiversity and other potential environmental impacts).

This was followed by a more detailed and interactive policy discussion. Greenpeace helped chair this session and also provided a stirring presentation on the politics of REDD and where the big questions lie. How do we take a step back, away from the technocratic discussions, and ensure we are in agreement on the goals we want from REDD? This session provided an excellent opportunity for NGOs to understand, and get involved in, some of the debates. It was also a chance to understand how our various areas of expertise and experience relate to REDD and can be brought to bear on a constructive dialogue about the best ways forward, at both global and local level.

In order to decide if and how to proceed as an NGO group in terms of coordinating policy discussion and advocacy on REDD, a google-group has been set up to provide a mailing list and a website space for sharing documents and to initially focus efforts on:

- 1 Continuing to share information as a group
- 2 Seeking to develop a common set of principles, based on existing work already developed by a small group of NGOs (available on the google group site)

### Get involved

Please join the group and check the documents already available. The presentations from the seminar will be available very soon and any future joint DEG member activity on REDD is likely to be coordinated via this group: <http://groups.google.com/group/deg-redd-policy-sub-group-/members?hl=en>

### Join us!

For more information on the BOND Development and Environment Group go to the 'Groups' page on the BOND website.

## Group Spotlight:

### Voluntary Income Fundraising Group

The BOND Voluntary Income Fundraising Group was formed in the summer of 2008 in response to the needs of BOND members to examine areas of funding not covered by other BOND groups. The group primarily focuses on the following:

- Trusts and foundations
- Corporate giving
- Individual giving

The group also provides opportunities for BOND members to network, share experiences and support each other.

In 2009 the group will be working on several issues relating to trust and foundation fundraising, including promoting genuine full cost recovery, calling for greater transparency amongst trusts and improved communications between trusts and NGOs.

The group conducted a survey amongst its members and several trusts to get a clearer picture of the principle challenges each group faced when working together. The results showed a need for a better understanding of international development NGOs and their needs by trusts and foundations but also for NGOs to tailor their applications more carefully to the guidelines and eligibility criteria set out by trusts. The group hopes to hold an informal meeting with representatives of trusts and foundations in order to improve working practices and communication.

Given the current economic climate, the group has also been looking at the impact of the credit crunch on voluntary income and supporting each other by sharing survival tips and experiences.

For more information on the Voluntary Income Fundraising Group and resources from meetings please go to the appropriate page on the 'Groups' pages of the BOND website.

## Organisational Learning Group update

The Donor Engagement and Learning sub-group has been exploring the effects of donors' accountability and conditionality requirements on NGOs' ability to learn effectively and improve development practice. The sub-group has been looking at how donors might change some of their practices around grant applications, funding and reporting and has also been examining underlying assumptions about monitoring, evaluation, learning and impact assessment and about how change actually happens.

The sub-group has prepared a submission to DFID's new policy on evaluation which was endorsed by other members of the Organisational Learning sub-group. The submission paper presents a lot of challenges that DFID as well as the wider sector is up to in relation to evaluation, learning and change.

To find out more visit the BOND website: [www.bond.org.uk/pages/past-consultations.html](http://www.bond.org.uk/pages/past-consultations.html)

## Upcoming BOND groups meetings

### UK Water Network

Thursday 23 April 2009, 2.00pm – 5.00pm

For more information or to register: [groups@bond.org.uk](mailto:groups@bond.org.uk)

### Funding Working Group

Friday 1 May 2009, 10.00am – 1.00pm

For more information or to register: [jhillman@bond.org.uk](mailto:jhillman@bond.org.uk)

### EC Funding Group

Friday 1 May 2009, 2.00pm – 5.00pm

For more information or to register: [jhillman@bond.org.uk](mailto:jhillman@bond.org.uk)

### Latin American & Caribbean NGO Working Group

Thursday 21 May 2009, time to be confirmed

For more information or to register: [groups@bond.org.uk](mailto:groups@bond.org.uk)

### Quality Group

Thursday 11 June 2009, 1.30pm – 5.00pm

The Great Debate: The Strengths and Weaknesses of Logframes.

For more information or to register: [sangidou@bond.org.uk](mailto:sangidou@bond.org.uk)

### Voluntary Income Fundraising Group

Wednesday 17 June 2009, 2.00pm – 5.00pm

For more information or to register: [jhillman@bond.org.uk](mailto:jhillman@bond.org.uk)

### Advocacy Capacity Building Group

Wednesday 17 June 2009, 2.00pm – 5.00pm

For more information or to register: [groups@bond.org.uk](mailto:groups@bond.org.uk)

### Organisational Learning Group

Wednesday 17 June 2009, 10.00am – 5.00pm

For more information or to register: [sangidou@bond.org.uk](mailto:sangidou@bond.org.uk)

## Small NGOs Group consultation next steps



The BOND secretariat, together with the recently formed Small NGOs Advisory Panel, is planning to launch a series of events and an interactive online space for small NGOs. In order to ensure that these services meet the needs of our small members, BOND held a consultation event and sent out an electronic survey at the end of February.

In the consultation, small NGO representatives were asked what would attract them to come to workshops and exchange events and what other creative ideas they had for enabling small NGOs to have a stronger voice in the sector and how BOND can best meet their needs. The consultation responses have allowed us to identify clear themes for the Small NGOs Group and some really interesting ideas for membership as a whole. The outcome of the consultation, as well as updates on the development of the group programme, will be on the group's pages of the BOND website shortly: [www.bond.org.uk/groups](http://www.bond.org.uk/groups)



## INTERNATIONAL

### Spring meetings of World Bank and IMF

This year's annual spring meetings of the World Bank and the IMF, taking place on 25-26 April, will be of particular relevance.

Happening only a few weeks after the London G20 Summit where the reform of both institutions will be a major issue on the agenda, the spring meetings will need to discuss the Bank's and IMF's response to the financial and economic crisis.

UK and international civil society have been calling for reforms of the structure and conditionalities used by both World Bank and IMF and are urging leaders to now finally tackle these reforms.

For more information:  
[www.brettonwoodsproject.org](http://www.brettonwoodsproject.org)

### The road to the G8 Summit

Preparations for the G8 Summit in Italy in July this year are gearing up.

The G8 Summit is planned to discuss global economy following the outcomes of the London Summit, but will also focus on climate change and development and Africa.

On 4-5 May, the third Sherpa meeting will take place preparing the outcome documents for the summit. There is a meeting between G8 Sherpas and international civil society planned following this meeting.

Development ministers of the G8 countries are meeting on 21-23 May to discuss the issues around development in Africa.

For more information: [www.g8italia2009.it](http://www.g8italia2009.it)

### UN conference on the financial crisis

The UN Conference on the Global Financial and Economic Crisis and Its Impact on Development on 1-4 June 2009 in New York focuses on finding solutions to the crisis at an international level. The conference represents an opportunity for all countries to take part in the discussions, instead of being limited to the G8 or the G20 countries.

For more information: [www.un.org](http://www.un.org)

### New development co-operation report

The OECD's annual Development Co-operation Report provides key statistics and analysis of the latest trends in international aid. The report highlights the need to step up our efforts to make aid work better for developing countries in this time of economic crisis.

For more information, or to purchase the report: <http://tinyurl.com/cpcjhl>



## UK

### G20 summit in London

On 2 April, the leaders of the G20 will come together in London to discuss ways out of the financial and economic crisis.

UK civil society has come together under the platform Put People First – Jobs, Justice, Climate organised by BOND to challenge leaders urging for strong reforms and genuine changes of the international economic system. The platform has met with several politicians including Alistair Darling, Douglas Alexander and Ed Miliband. A policy paper with detailed demands has been published.

Download the policy paper from the BOND website:  
[www.bond.org.uk/pages/financial-crisis.html](http://www.bond.org.uk/pages/financial-crisis.html)

If you want to get involved in the joint lobbying around the G20 Summit, contact Elvira Groll, Network Policy Officer:  
[advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)

### Release of the 2008 UK aid figures

UK ODA (Official Development Assistance) fell in 2007 instead of increasing as promised. For 2008, the figures slightly increased to 0.43% of GNI. According to the last Comprehensive Spending Review, the UK is on track to meet the international target of 0.7% by 2013.

For more information on 2008 UK aid please refer to the DFID website:  
[www.dfid.gov.uk/news/files/pressreleases/statsrelease-2009.asp](http://www.dfid.gov.uk/news/files/pressreleases/statsrelease-2009.asp)



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## EU

### Launch of 2009 Aidwatch Report

The annual CONCORD Europe Aidwatch report will be launched in Europe in May 2009. The aim of the report is to assess the state of European aid performance and identify the actions needed from EU member states regarding aid quality and quantity.

For more information, visit the CONCORD website and click on 'Aidwatch':  
[www.concordeurope.org](http://www.concordeurope.org)

### European Commission allocates nearly quarter of a billion euro in humanitarian aid to 12 African countries

The European Commission will provide nearly a quarter of a billion euro in humanitarian aid to vulnerable people in twelve African countries, with €8.5 additional specifically allocated for ECHO Flight, a special humanitarian air service. All funds are channelled through the Commission's Humanitarian Aid department (ECHO) under the direct responsibility of Commissioner Louis Michel.

For more information about the allocations of money: <http://tinyurl.com/ctwlyb>

## New joint DFID-Comic Relief fund for small or Diaspora-led organisations

DFID and Comic Relief are to launch a new joint fund for small or Diaspora led-organisations. The fund will provide up to 80 grants for innovative projects in Africa over the next two years across three lines of support:

- **Research and development grants** of up to £25,000 for baselines studies, needs analysis and related work to develop a well thought-through proposal
- **Project grants** of up to £100,000 per year for up to three years for innovative projects in Africa
- **Organisational development grants** of around £10,000 per year for up to three years. These are top-up grants, offering a package of support to strengthen the UK organisations in areas such as governance, financial systems, project development, management and learning

The fund is a joint DFID-Comic Relief initiative but will be managed in its entirety by Comic Relief who has a track record of supporting small and Diaspora-led organisations. DFID will provide programme funding at an estimated cost of £18 million over five years.

On 19 February DFID and Comic Relief held meetings at BOND with representatives from small and Diaspora-led organisations to introduce plans for the new fund. This was the first part of a consultation process which will also include focus groups, interviews with key stakeholders and literature reviews, all of which will inform the final strategy for the initiative.

The consultation will run until April. The plan is to formally launch the initiative in May, with the first funding round starting in June or July.

For more information about the initiative:  
Email: [cscf@dfid.gov.uk](mailto:cscf@dfid.gov.uk)

## New round of DFID's CHASE Conflict, Humanitarian and Security Fund

A new round of the Conflict, Humanitarian and Security Fund was launched on 9 March, the majority of which will be for two year programme funding up to 2011. Post-2011, CHASE will hold competitions for programme funding every three years to come in line with the Government's three-year Resource Allocation Rounds, as well to align with current PPA arrangements.

CHASE has committed to providing up to £5 million per year in core grants to strengthen NGOs' ability to respond to sudden-onset humanitarian emergencies and this forms a significant part of the competition. CHASE may provide this funding in one lump sum to a consortium or separately to a number of individual organisations, depending on the bids they receive. Contrary to previous practice, PPA holders will now be eligible to apply for funding from the Conflict, Humanitarian and Security Fund.

For more information on the Conflict, Humanitarian and Security Fund:  
[www.dfid.gov.uk/funding/conflict-humanitarian.asp](http://www.dfid.gov.uk/funding/conflict-humanitarian.asp)



## Evaluation of EC Aid Delivery through CSOs

The EC recently released an evaluation report of aid channelled through civil society organisations between 2000 and 2006, showing a clear increase in funding delivered in this way to €5.3 billion, with 76% going to Northern CSOs and 24% through Southern organisations, during this period.

On more qualitative areas, the evaluation raised some interesting points regarding the EC's approach to, and understanding of, development practice, implementation and paradigms.

The main conclusions of the evaluation were:

- The participatory development agenda, adopted by the EC, is gradually changing the use of the CSO channel
- The EC has not yet developed a clear and consistent strategy to using the CSO channel in line with stated policy objectives
- The added value of the CSO channel is not optimally used by the EC.
- The prevailing institutional culture within the EC is not conducive to a strategic management of the CSO channel

To read the full report:  
<http://tinyurl.com/dz9zyv>

## Big Lottery Fund Big Thinking consultation

On 19 February, staff and board members from the Big Lottery Fund met with BOND members as part of the Big Thinking consultation. Small discussion groups looked at grant-making practices, challenges, barriers and opportunities in the international development sector, and the future focus and priorities of BIG's International Programme. 45 BOND member organisations were represented, giving BIG a rich picture of the work that their grants contribute to and the different kinds of organisations and development approaches that they support.

A key area of discussion was how BIG and international programme grantees can work together to best communicate the complexities and successes of BIG-funded international work and use this to build support amongst the UK public for continued resourcing of vital international development work.

For more information on this meeting and BOND's donor advocacy work, please contact Joni Hillman, Donor Advocacy Officer:  
Email: [jhillman@bond.org.uk](mailto:jhillman@bond.org.uk)

Funding trained health workers is vital to improved health outcomes, says **Carolyn Miller**, Chief Executive at Merlin

# Development People



**What inspired you to work in the sector?**

I put a lot of it down to my geography teacher. She really helped me realise the importance of having an international perspective and how different global issues are interrelated. I have always been interested in working in the social field and from an early age wanted to add value to society by supporting people with less than others.

Getting to where I wanted to be was a struggle as you need the right skills. There's a lack of opportunity for first timers in international development. This is why I am especially proud of Merlin's Internship Programme as it enables people to gain the hands-on skills needed, through work experience in head office then the field, to go on to do valuable jobs in the sector.

**What is your role at Merlin?**

I am lucky enough to work with some exceedingly talented and creative people who have skills across a broad range of areas. My job, as Chief Executive, is to harness those skills and pull them together so that, as a team and an organisation, we can meet our goals. Working together is key to our success.

My job involves both making sure the organisation delivers effectively and promoting the value of what we do. Sharing learning on what works best and encouraging people to support our work is really important if we are to increase the value of the organisation.

**What motivates you to go to work every day?**

I find working with a group of very committed people who are determined to get things done, and then being able to pinpoint our achievements, very motivating. Working together with such a diverse range of people is very important to me.

**What projects are you are working on at the moment?**

Our campaign, Hands Up for Health Workers, highlights the need for trained health workers throughout the world who are adequately supported. There are practical reasons why this is so important. There are currently many health initiatives globally but all need a functioning health system and skilled workers. Global players need to buy into this if we are going to see the massive increase in health workers that is needed.

Merlin can demonstrate how many more health workers it has helped train but it is equally important to promote an overall increase in the workforce in different countries. I will play my part by using evidence from our work to convince others that funding trained health workers is vital to improved health outcomes.

**What impact do you hope this work will have?**

That there will be more health workers at primary level in particular but also more skilled managers and planners. Ensuring that health staff get paid a living wage, have access to the training that they are entitled to, and have secure working conditions, as they often work in dangerous areas, is of great importance.

**What are the main challenges of Merlin's work at the moment?**

One increasing challenge is the deteriorating security situation in many of the countries we work in such as Afghanistan, Somalia and Darfur. This means that in some countries we have to work in different ways – typically more remotely – as we can't put staff lives in danger. We need extra security and our movements can be severely restricted.



*Olga Yetikou (standing, centre) is Merlin's Nurse Supervisor, overseeing the training of 30 health staff at three Merlin-supported clinics in Nana Gribizi, a remote district of the Central African Republic.*



*A mobile maternal child health clinic in Nepal: Suman attends a Merlin antenatal check-up four months into her pregnancy.*

In addition whilst donors increasingly acknowledge the need to give priority to fragile states, many initiatives still focus on countries that are further ahead. Donors want us to respond immediately to emergencies but are less willing to commit funding to countries with weak governments or ongoing conflict. Actions don't always follow the rhetoric and we need to keep reminding agencies of the great need that exists.

**What achievement at Merlin are you most proud of?**

Last year, Merlin played a significant role in responding to the devastating earthquake in Myanmar. We were able to undertake a massive operation against all the odds and are still meeting key health needs.

Equally important was our role in helping the coordination. The 'global health cluster', made up of health organisations that are able to respond to any disaster, is lead by the UN, through the WHO, and there is always an NGO that will co-lead the operation. Merlin was the co-lead for the Myanmar response. We also worked closely with the tripartite group of Association of Southeast Asian Nations, the UN and Myanmar government in assessment and monitoring. Thus we were able to play our part in the international coordination at a senior level, and also respond to scale on the ground.

**Are there specific skills that you need to do your job well?**

Optimism is vital when faced with all of these challenges. In addition I need to have the ability to work out how to get things done quickly and when needed to roll up my sleeves and make things happen. Between two and four times a year I visit programmes overseas. My role then is to talk to key decision-makers so that I can get our key messages across to them. Strong influencing skills are vital in this line of work.

**What lessons have you learnt from your career so far?**

It always takes longer to do something than you think even in a fast moving organisation like Merlin – though I'm not sure that I will ever really accept this!

I therefore often need to take one step back and give myself time to adjust to reality; I can then see what can be done in what timescale.

**What is the best professional advice you have been given?**

A piece of advice given to me by my manager before starting work as a country director springs to mind. He said do what you think best but never do programmes with animals because they are too risky. I ignored the advice but he was right!

Another useful piece of advice I have been given is to stop and ask myself if I am expecting too much of other people.

**What is the key challenge for the sector in the coming year?**

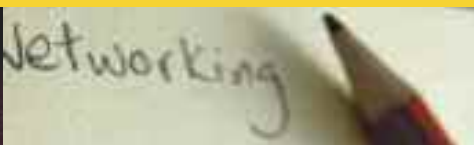
As a sector we need to work more collaboratively. This is already happening on some levels but often to a limited extent. It's easy to give up. We need to determine then action more meaningful ways of working together. In many ways it is crucial to our survival. This is partly because of the current funding challenges but I believe we need to do it anyway. We need to work alongside each other, rather than all promoting our own work, so that as a sector we can have a greater impact.

I am optimistic that it can happen, and as a specialist agency, Merlin is already collaborating in a range of areas. It's imperative if we are to progress further.

Carolyn Miller joined Merlin as Chief Executive in January 2005, just days after the Asian tsunami prompted the organisation's largest ever emergency response. Since then, she has built on Merlin's longer-term programmes and policy work, as well as overseeing other emergency responses, including Cyclone Nargis in Myanmar. Carolyn has more than 20 years experience in international development and humanitarian work.

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### Introduction to EC funding

28 April / 5 November

This course introduces the complexities of EU funding and enables you to make an informed decision on whether to go for it. It is for people who want to apply for EC funding or decide whether or not it is appropriate for their organisation.

### Reporting on EC grants

6-7 May / 25-26 November

This course acts as a guide to key ideas and skills and a forum to network with other organisations involved in EC co-finance grant reporting. It is for people who are responsible for managing EC grants and for writing reports, both narrative and financial.

### Introduction to advocacy

21 May / 16 September / 10 December

If you are new to advocacy and campaigning or are looking for an overview of best practice in the area, this workshop will explore the reasons for and against engaging in advocacy projects and the specific set of skills and techniques you will draw on.

### Project planning using a logical framework approach

3-4 June / 9-10 September

2-3 December

Logical frameworks encourage transparency and flexibility in planning a project with stakeholders and can provide a whole new perspective on project planning, management and evaluation. This course is for people who are new to using the logical framework approach to plan and develop projects.

### Monitoring and evaluation for accountability

10 June / 22 October

If you are responsible for developing monitoring and evaluation systems, or need to improve an existing system to record and analyse project information, this workshop will help you understand the purposes of monitoring and evaluation and how to set up systems that satisfy multiple stakeholders.

### Introduction to project budgeting

16 June / 13 October

This workshop, for people new to budgeting or who want to understand and use financial information, sets the foundations for sound financial management. It will develop your confidence and skills in analysing financial information and using the budgeting process to increase your project's success.

### EU corridors of power

25-26 June / 24-25 September

If you are new to advocacy and lobbying at the EU level or would like an overview of the latest developments, this course explains how the European Union works and how decisions are made. It highlights where NGOs can have the greatest influence and how your organisation can use the EU to get across its message on behalf of your partners and beneficiaries.

### Putting together a funding proposal

1-2 July / 30 Sept - 1 Oct

This course will equip you with the skills and knowledge to assemble a good international development project proposal. It emphasises the narrative sections of concept notes and full proposals, and assumes that you know the basics of logical framework analysis.

### UK corridors of power

6-7 July / 9-10 November

If you want your advocacy work to change government policy, you need to know how the UK decision-making process works and who the key political players are. This course will help you develop your knowledge and understanding of Westminster and Whitehall and find your way round the UK policy-making arena. It includes a visit to the UK Parliament.

### Managing your finances

14 July

Sound financial management is crucial to the sustainability of any project or organisation. This workshop, which builds on the Introduction to project budgeting workshop, will improve your capacity to manage your organisation's finances to help you to achieve your NGO's objectives more effectively.

### Impact assessment: what difference did we make?

21-22 July / 17-18 November

NGOs are increasingly required to report on the impact of their development or humanitarian interventions. However, there is often confusion about what impact really entails and how it is different from evaluations. This course gives clear answers to these questions and enables you to design impact assessments which fit your own organisation's needs.

*'This is one of the best courses I have attended due to a great facilitator'*

Mehreen Jaswal, Village Aid - Introduction to Project Budgeting

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