

# Newsletter

December 2017



Visit to Merapi volcano, Jogjakarta, during an evaluation of GNDP's Frontline Programme © Dan James 2017.

Welcome to our December newsletter.

The last months of 2017 have been very busy at INTRAC. Staff, associates and trustees have taken part in strategic thinking days, sharing learning and ideas for innovative capacity development, new monitoring and evaluation products, and good practice in civil society funds.

This learning feeds into our ongoing work with numerous organisations around the world. For example, we recently supported the Oak Foundation to think through its approach to capacity development. Read on for more examples.

Learning also helps us to contribute to topical debates. Our Chief Executive, Helen Mealins, has just returned from a three-day Wilton Park conference on the [Future of Philanthropy](#) and its contribution to the SDGs. In mid-November we hosted a 'global virtual event' as part of CIVICUS International Civil Society Week 2017. We are delighted to include here a guest contribution from Kaustuv Kanti Bandyopadhyay of PRIA, which builds on his reflections during that event.

The Consultants for Change team have been completing the last activities of the programme; a final evaluation is underway, and we are already developing new, adapted versions in other contexts. Our latest blogs offer perspectives from C4C participants in Indonesia and Tanzania.

This time last year, INTRAC was celebrating its 25th Anniversary. In the last 12 months we have reconnected with many old friends and built relationships with new ones. We head into 2018 with a number of exciting new programmes and activities, as well as new Training offers.

We wish you all a happy and healthy 2018, and look forward to continuing to work with you to support strong civil society organisations around the world.

Guest  
contribution

Our work

Events & Training

Publications  
& Blogs

Trustee vacancy

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## Trying times for civil society in India

India is the largest democracy, the fastest growing economy, and demographically the youngest country in the world. India is emerging as a formidable global player, willing to play within the internationally established rules of the game. The global community has also acknowledged the rise of India in the global arena with hope, opportunity, and success. India has a rich history of a vibrant civil society which has contributed to social and economic development, deepened democracy, and improved governance accountability. India's record of electoral democracy is by and large impeccable. However, the health of democracy cannot be measured only through conduct of regular elections or functional organs of the State – legislature, executive, and judiciary. The vibrancy of democracy depends on the quality of civic space, which allows dissent and a strong civil society capable of addressing issues related to poverty and inequality.

Most economic pundits predict that the Indian economy will continue to grow. However, the quality of growth is questionable as it has not been able to create adequate new jobs. The aspiration of young people and the so-called demographic dividend might not work in India's favour unless the economy grows in an inclusive manner. All data suggest that India is one of the most unequal countries in South Asia. Feedback from civil society needs to be considered when setting economic and fiscal policies.

Over seven decades, India has built a robust institutional architecture to nurture and protect democratic governance. In recent years, however, there has been systematic decay of these institutions. The health of civic space is a serious concern. Freedoms of association, assembly, and expression – the pillars of any popular democracy – are frequently challenged. Any critic of public policies is seen as 'anti-government' or 'anti-national'. NGOs are labelled as serving foreign interests.

In the last three years, over 15,000 NGOs have been denied licenses (through registration under the Foreign Contribution Regulation Act (FCRA), 2010) to receive foreign funds. Some of the terms, such as 'political nature', 'economic interest of the State' or 'public interest' used in FCRA are too vague and wide, and have been used by State authorities selectively to implicate certain civil society groups. Many have been subjected to harassment by the income tax authorities. The Lokayukt and Lokpal Act of 2013, which were primarily formulated to ensure accountability of government officials and functionaries, were abruptly extended to CSOs. The amended law mandates the scrutiny of the income of representatives and officers of CSOs whose annual income exceeds a stipulated amount.

While liberal spaces for civil society are shrinking, religious fundamentalism has expanded spaces for 'uncivil' civil society, often protected by the state. Concerted attacks and physical threats to minorities by these uncivil elements have created an atmosphere of intolerance, fear and unruly politics. The mainstream media (electronic and print) are either aligned totally with the majority political party line or subjected to self-censoring in the face of parochial nationalism. There have been systematic efforts to capture the governance of higher education institutions thereby affecting academic independence.

Funding support from most international (particularly bilateral) donors has been declining since 2005. The existing donors have largely aligned their support to public service delivery, infrastructure development, and private sector engagement. It leaves little space and support for CSOs working on participatory democracy and human rights issues. The funding from Corporate Social Responsibilities (CSR) mainly focuses on service delivery which is also often appropriated by the governments.

Against this backdrop, critical questions remain about how CSOs can continue to push for greater political space in pursuing the agenda of inclusive development and deepening democracy. And about the role the international development community can play to provide funding and political support to local CSOs.



**Kaustuv K Bandyopadhyay** is the Director of the Society for Participatory Research in Asia (PRIA), a pioneer civil society organisation based in New Delhi, India.



## Our work

### C4C: Going forward and learning together

November and December have been exciting months for the Consultants for Change (C4C) team. We have recently completed follow-up visits with participants in Palestine, Tanzania, Indonesia, Kyrgyzstan and Lebanon. Each of the groups clearly valued the opportunity to be together again and devote time to planning future collaborations. These visits played a pivotal role in evaluating the programme as well as distributing the all-important graduation certificates. So congratulations to the C4C cohort of 2017!

We are busy working on a suite of publications to share key lessons from the programme, as well as to provide a platform for the participants to share their views. We have submitted an article to the journal *Development in Practice*, which will be published in the New Year. In our latest blogs, Tamim Amijee, Edna Chilimo and Elias Xavier from Tanzania share their reflections on INTRAC's Virtual Event as part of International Civil Society Week (ICSW) 2017; and Adi Wahyu Adji reflects on his personal learning journey, and along with fellow C4C participants, the need for "consultancy with soul" in the Indonesian context. It is great to see the increased confidence of the C4C participants playing out in global fora and we have a couple more blogs in the pipeline too.

And last but not least, we are thrilled to see that the C4C programme is included in the longlist for the Bond Innovation Awards. We feature alongside several other impressive projects so are excited to be in contention for this award.

You can watch the C4C submission at <https://www.youtube.com/watch?v=8ZxTSMjmwuo>; or to find out more about the Innovation Awards see <https://www.bond.org.uk/innovation-award>

### Evaluation of the Global Network of Civil Society Organisations for Disaster Risk Reduction's Frontline programme: an update

Anne Garbutt (INTRAC Fellow) and Dan James (Senior Research Consultant) travelled to Kampala, Uganda and Jogjakarta, Indonesia in November 2017 as part of a learning evaluation of the Global Network of Civil Society Organisations for Disaster Risk Reduction's (GNDR) *Frontline* programme.

*Frontline* aims to address the lack of inclusion of local knowledge and experiences in disaster risk reduction (DRR) strategies and action at both national and international levels by asking grassroots communities in 13 countries about the threats they face and the actions they think are needed, and then using these conversations as a stimulus for local action and local, national and international advocacy.

Their country visits included engagement with CSOs, INGOs and government bodies to review national level advocacy and coalition building. They also visited disaster risk zones and interviewed communities, local government officials and CSOs about local action.

Other evaluation data collection methods include: a secondary data review; survey with programme partner CSOs; and remote interviews with stakeholders.

## Partnership, Exit and Sustainability Learning Webinars for CBM

In November 2017, INTRAC designed and facilitated two learning webinars for the international Christian disability and development organisation, CBM International, on partnership, exit and sustainability.

The webinars provided an opportunity for CBM to exchange learning with other organisations on different approaches to strengthening the sustainability of activities and projects after phase out.

In the first webinar, guest speakers from Oxfam GB, The Leprosy Mission International and WWF-UK shared how their organisations have incorporated new thinking around exit and sustainability planning into their thinking on partnership and sustainability of impact. The second webinar enabled rich discussion around key considerations for responsible exit from CBM's perspective. It drew on participants' own experiences of exit to identify issues to incorporate into specific guidance for CBM.

Member Associations, Technical Advisors, regional and country offices, and International office staff participated in the calls.



## News from INTRAC's Central Asia office

In recent weeks, INTRAC's Bishkek office has launched a study of social enterprises in Kyrgyzstan, working with the British Council's Almaty office and Social Enterprise UK. An inception workshop was held with 25 local experts to define the main focus of the study. This is quite a complex issue, since while the term 'social enterprise' is used widely across the region, in law this form of registration does not yet exist. INTRAC will be collecting information in Bishkek and three regions of the country from CSOs and the private sector, aiming to estimate the main forms of social enterprise, how many bodies of this kind are active, and at what level of activity.

At the same time, we are beginning a consultancy on citizens' engagement in World Bank projects in Kyrgyzstan; and an organisational development consultancy with Consultants for Change (C4C) programme participant Inna Rakhmanova and the National Mediation Centre, Bishkek. In November, Charles Buxton (Senior Capacity Building Specialist) travelled to Georgia and ran two workshops on civil society development with local groups in Sukhumi, Abkhazia, an area torn apart by civil strife in the 1990s and still in an uncertain state now.

At the end of November, we held a meeting with C4C participants to review their progress in consultancy work, plan the publication of the C4C book in Russian, and consider joint activities in 2018. We hope that it will be possible to maintain a loose form of association next year.

## The Listening Zones of NGOs: research update

As a follow-up to our 'Translating development' seminar in October 2017, Research Assistant Wine Tesseur is guest-editing a Special Issue on 'Translation in NGOs' for the journal *Translation Spaces* Vol. 7(1) 2018. The issue will comprise a mix of academic and practitioner contributions, including from Oxfam GB, Solidarités International and Amnesty International.

In January 2018, the Listening Zones team will conduct fieldwork in Kyrgyzstan, Malawi and Peru to explore in more depth how NGOs listen to and learn from the people with whom they work, and what role languages and cultural knowledge play in supporting relationships in development programmes.

We plan to host an international summit in June 2018 as the final event of our research project, and will be circulating more information about this in due course! In the meantime, stay in touch by joining our project mailing list — email Wine at [w.tesseur@reading.ac.uk](mailto:w.tesseur@reading.ac.uk)

## Developing qualified consultants for the Saudi third sector: the first workshop

INTRAC's work with Rakeen on training Saudi consultants to work with non-profit organisations in Saudi Arabia is now in full swing. From 22-26 November, INTRAC associates John Beauclerk and Bill Crooks were in Jeddah delivering the first of three workshops to 29 participants. In this workshop, titled 'Being a Consultant and Engaging the Client', the participants explored change processes, the ethos of consultancy, and further honed their consultancy skills.

As part of workshop one, the participants are also undertaking a practical assignment where they approach 1-3 non-profit organisations in their region, explaining the Rakeen capacity development programme to them. They will explore with the potential clients how much they would like to get involved, what it will require of them, and how open they are to change (the motive for change). From these discussions, the consultants will develop a clear Terms of Reference and contract with at least one client.

Feedback from this workshop was very positive with most participants being very happy with the know-how and experience shared by both John and Bill. The second workshop takes place from 24-27 January 2018 and focuses on 'Diagnosing the Client Situation' and conducting organisational assessments.

## Making organisations more effective and sustainable: NGO Leadership Workshop offered by the Weiser Center for Europe & Eurasia, the William Davidson Institute and the Pontis Foundation

In October 2017, one of the largest Foundations in Slovakia, [Pontis](#) ("bridge" in Latin) partnered with two centres based at the University of Michigan – the Weiser Center for Europe & Eurasia (WCEE) and the William Davidson Institute – to run a third annual NGO Leadership Workshop for selected civic activists from 25 NGOs of Central and Eastern Europe and Central Asia. The purpose of the workshop was to build their capacities in advocacy and public policy building, as well as NGO management, marketing, planning and sustainability – all with the purpose of strengthening civil society in their 12



Participants at the NGO Leadership workshop, which is designed to be highly interactive © Marek Chalany 2017.

new democracies. INTRAC Associate John Beauclerk was among the trainers, joining a professor from Cornell University and an acclaimed Slovak civil society activist.

Former US Ambassador to Slovakia, Ron Weiser, also spoke at the workshop. To date there are 70 alumni linked via an e-Learning platform coordinated by the programme's academic lead, the William Davidson Institute of the University of Michigan. The donors are the WCEE and the National Endowment for Democracy. A fourth workshop is currently under consideration for autumn 2018.

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## Events

### Sustaining Civic Action: Join a collective global rethink



From 14-16 November, INTRAC with event partners ICD, Peace Direct and Y Care International ran the first ever Virtual Event as part of [International Civil Society Week](#) (ICSW) 2017. Over 120 people from all over the world and many types of organisation joined the live webinar and online discussion forum during the three days.

We came together to inspire international NGOs, intermediary organisations and funders to rethink how they support the independence, credibility and sustainability of civil society; to inspire CSOs to push for changes in partnerships and look beyond external funding.

#### Missed the event or want to revisit the discussions?

We invite you to:

- Read the event [summary](#).
- Access the [full webinar recording](#).
- Visit the [on-line discussion forum](#) to read written reflections and add to the debates.
- Share your thoughts on what should happen next.

Ideas for next steps were also explored at ICSW 2017 in Fiji (4-8 December), where ambassadors from the virtual event shared key messages in poster sessions and related events on partnership, fundraising and civil society resilience.

We want to encourage a collective global rethink around partnership, exit and sustainability and will be taking forward recommendations for action emerging from this virtual event. To get involved email [research@intrac.org](mailto:research@intrac.org)

### The UK's Global Challenges Research Fund: ensuring non-academic engagement

INTRAC is keeping a watching brief on the progress of the Global Challenges Research Fund (GCRF). This £1.5 billion fund from the UK aid budget aims to promote interdisciplinary, collaborative research on key issues related to the Sustainable Development Goals (SDGs) between 2016 and 2021. Over the past year INTRAC has engaged with various UK universities as they develop new research projects and programmes.

As the Fund heads towards its third year, the civil society sector could do more to ensure that the GCRF delivers on its ambitions. On 27<sup>th</sup> November, INTRAC contributed to a round table hosted by the UK Aid Network and the Overseas Development Institute to examine the findings of a [review into the GCRF by the Independent Commission on Aid Impact \(ICAI\)](#), which flagged up weaknesses in the strategy, architecture and processes of the Fund.

[INTRAC's message remains the same](#): the GCRF offers an amazing opportunity to shift the way that research contributes to tackling poverty and inequality. However, we need to push UK academics, universities, funding bodies, and the government to support creative and risky research built on truly [equitable partnerships](#); to deliver not just excellent research, but excellence in the use of international aid for research. This was the message INTRAC delivered at the [Engage Conference 2017](#), organised on 6-7 December by the National Co-ordinating Centre for Public Engagement (NCCPE), and is a message that we will continue to push.



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## INTRAC training

### **Online Monitoring, Evaluation and Learning**

17 January – 22 February 2018

This course will strengthen your skills in supporting the monitoring and evaluation (M&E) of projects and programmes from programme design through to evaluation and impact assessment, and help you to tackle M&E challenges that you may be facing. It provides approximately 25 hours of training over 5 weeks and consists of a blend of 'real time' interactive live sessions led by our highly experienced trainers, individual activities and personal feedback from the trainer, and collaborative group work. You will have the opportunity to interact with participants on the course through discussion forums on the INTRAC learning platform, and an individual coaching session to help you apply the learning to your work.

### **Advocacy and Policy Influencing**

19-23 February 2018

This course gives participants a thorough understanding of how to influence the policy making process in their own context to achieve policy change. You will learn skills to help you plan and deliver effective advocacy strategies; enhance your ability to influence decision makers; and gain confidence in the ways in which you relate to different audiences. You will also have a more thorough understanding of power dynamics in an advocacy context.

### **Gender Analysis and Planning**

5-7 March 2018

Development planners and NGOs are increasingly committed to incorporating a gender perspective into their programmes. However, many face challenges in its practical and systematic application to their work. This course will enable you to effectively and systematically analyse contexts and plan development and humanitarian programmes from a gender equality perspective.

### **Theory of Change for Planning and Impact Assessment**

12-16 March 2018

Interest in developing and using Theories of Change both for planning and assessing impact has grown rapidly over the last few years. As Theories of Change focus specifically on sequences of change for different target groups, they provide a clear and robust framework for monitoring and assessing the impact of our development efforts. This course introduces the elements of Theory of Change and offers the opportunity for participants to apply and experiment with the key ideas and processes using their own case studies, as well as examples presented by the course facilitator.

To apply for a training course, visit <https://www.intrac.org/how-we-work/training/application-form>



## Publications and blogs

### Development in Practice

INTRAC's editorship of the internationally renowned journal, *Development in Practice*, continues to go from strength to strength. *Development in Practice* offers practice-relevant analysis and research relating to development, providing a worldwide forum for the exchange of ideas and practical experiences. The journal publishes articles, practical notes, and viewpoints on all aspects of development practice and policy.

*Development in Practice* has a wide global reach, with over 100,000 articles being downloaded each year, and over 9,000 institutions having access to its back catalogue. The journal is committed to encouraging Southern authors and practitioners to publish their work, with around 60% of authors based outside of Europe and North America, and 35% of authors based outside of academic institutions.

If you are interested in submitting articles to *Development in Practice*, visit <http://www.tandfonline.com/toc/cdip20/current> to find out more. If you have any queries on what and how to submit, we'd be more than happy to help. Contact Adam Houlbrook, Deputy Editor, at [ahoulbrook@intrac.org](mailto:ahoulbrook@intrac.org)

The [next issue](#), 28.1, will be published in January 2018 and has articles on a broad range of topics, from climate change, savings groups, and women's empowerment, to agriculture in Uganda and Malawi, and ICT use in India.

As always, one article from the issue will be available to freely access and download. In 28.1, this is 'Accountability mechanisms in community-driven reconstruction in eastern Democratic Republic of Congo'.

You can also browse the whole back catalogue of open access articles from the journal [here](#).

### Three new guest blogs!

This month we are delighted to bring you three blogs by guest contributors from around the world:

'The crucial role of local actors in shaping Syria's future' by Abdulhamid Qabbani  
<https://www.intrac.org/crucial-role-local-actors-shaping-syrias-future/>

'Soul-searching and funding for local CSOs: reflections from Tanzania' by Tamim Amijee, Edna Chilimo and Elias Xavier  
<https://www.intrac.org/soul-searching-and-funding-local-csos-reflections-from-tanzania/>

'Graduating from consultancy 'school': reflections on C4C from Indonesia' by Adi Wahyu Adji with contributions from all the C4C Indonesia participants  
<https://www.intrac.org/graduating-consultancy-school-reflections-c4c-indonesia/>

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## Join our Board

### INTRAC Treasurer

As part of its succession planning, INTRAC wishes to recruit a Treasurer to join its Board. We are seeking someone with a strong empathy toward our mission – strengthening the effectiveness of civil society globally to challenge poverty and inequality – as well as the financial skills and interest in helping INTRAC to adapt and respond effectively to emerging sector challenges.

We would in addition be interested in a trustee who could support INTRAC to innovate in its financing and business model development.

We welcome expressions of interest from UK-based applicants from all backgrounds in society. Details of the Trustee role and appointment process are contained in the Appointment of Trustee as Treasurer information pack, available to download at: <https://www.intrac.org/intrac-treasurer-recruitment/>

If you would welcome a conversation to assist in considering this opportunity then please email Carolyn Miller, Chair of the INTRAC Board at [CMiller@intrac.org](mailto:CMiller@intrac.org) to arrange this.

To apply, please send a CV and a covering letter by email to Sue Weaver, Board Trustee and Chair of the Nominations Committee at [SWeaver@intrac.org](mailto:SWeaver@intrac.org) explaining how you would be able to contribute. Please include your contact details.



## News from Routledge Taylor & Francis Group



Routledge and the Editors of *Patterns of Prejudice* are delighted to announce the 50th anniversary of the journal, founded in 1967 as a 'survey' aiming 'to record, document and analyse world-wide manifestations of racial and religious prejudice'.

### Patterns of Prejudice

Patterns of Prejudice

A virtual special issue have been compiled to commemorate this – 60 articles that constitute, in our view, our greatest hits. The selected articles cover a wide range of subjects, disciplines and writers, including works by well-established authors and first-time publications by young scholars, and that we hope represent the wealth of material available. Click to access for free until the end of 2018 – [http://bit.ly/rpop\\_50](http://bit.ly/rpop_50)



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