

Networks: An Annotated Bibliography

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AFRODAD (2003) 'Joint programming on debt', Report on Meeting facilitated by African Forum & Network on Debt and Development, Harare, 28–29 November, online at: <http://www.afrodad.org/archive/ECSA%20Joint%20Programming%20Report.pdf>

Representatives from seven national debt coalitions: Angola, Kenya, Malawi, Mozambique, Rwanda, Tanzania and Zimbabwe, namely, Jubilee 2000 Angola, Kenya Debt Relief Network, Malawi Economic Justice Network, Mozambique Debt Group, Rwanda Debt Group, Tanzania Debt Network and Zimbabwe Coalition on Debt and Development (ZIMCODD), met in order to take the first step in creating a more cohesive and coordinated Forum and Network for advocating policy change on the debt crisis, not only in their respective countries, but also at the level of the sub-region and the entire African continent.

All the coalitions on debt agreed that strengthening the network was essential for combining efforts to find sustainable solutions to the crisis. Joint programming is essential to identifying key issues on debt and sustainable development, and to identifying common areas of concern and therefore for action in clusters or as a collective. The major goal of the meeting was therefore to review the current and planned programmes of work for 2003 and to define how best to strengthen the African Forum and Network on Debt and Development and the affiliate organisations: the coalitions. In view of costs, this particular meeting was to limit itself to Eastern and Southern Africa region. One meeting in West Africa and the other in Central Africa are planned for early 2003.

This product is therefore a working document and framework for strengthening the African Forum and Network on Debt and Development.

(From foreword)

Arquilla, J. and D. F. Ronfeldt eds (2001) *Networks and Netwars: the future of terror, crime, and militancy*, Santa Monica, CA: RAND.

This volume studies major instances of netwar that have occurred over the past several years and finds, among other things, that netwar works very well. Whether the protagonists are civil-society activists or 'uncivil-society' criminals and terrorists, their netwars have generally been successful. In part, the success of netwar may be explained by its very novelty – much as earlier periods of innovation in military affairs have seen new practices triumphant until an appropriate response is discovered. But there is more at work here: the network form of organisation has re-enlivened old forms of licit and illicit activity, posing serious challenges to those mainly the militaries, constabularies, and governing officials of nation states – whose duty is to cope with the threats this new generation of largely non-state actors poses.

In this volume, we and our colleagues examine various types of netwar, from the most violent to the most socially activist. In so doing, we find that, despite the variety, all networks that have been built for waging netwar may be analysed in terms of a common analytic framework. There are five levels of theory and practice that matter: the technological, social, narrative, organisational, and doctrinal levels. A netwar actor must get all five right to be fully effective.

(From introduction)

Ashman, D. (2001) 'Building alliances with civil society: a draft synthesis report', International Forum on Capacity Building of Southern NGOs.

Strengthening the capacity of Southern non-governmental organisations (SNGOs) to build alliances, coalitions, networks, North South partnerships, and intersectoral partnerships was selected during the founding conference of the International Forum on Capacity Building (IFCB, Brussels 1998: 11) as one of five priority areas for new capacity-building initiatives. Subsequently, a process for identifying 'lessons learned' from best practices was coordinated, with a specific focus on civil society alliances, coalitions, and networks (CAN). From 1999 to 2001, nine examples were selected by SNGOs on the IFCB steering committee and then documented by national case writers. This report presents a synthesis of 'lessons learned' across the cases and suggests some of their implications for capacity-building.

The final section of the paper includes a 'partial list' of capacities desirable in a successful alliance:

- The capacity to initiate joint action on social issues that are meaningful within the national context.
- The capacity for 'collective leadership'.
- The capacity to organise a connected and flexible alliance.

- The capacity to mobilise external resources that complement and supplement alliance objectives and activities.
- The capacity to sustain social change visions, cooperative relationships, and experience-based knowledge of building alliances.

(From introduction)

Baga, E. (2002) 'Civic involvement and social capital creation: evidence from the environmental sector in the republic of Cyprus', *Cyprus Review* 14(1): 55–66.

This article breaks from the dominant theoretical paradigms that link the efficient institutionalization of democracy with historically created social capital. Drawing on the approach put forward by Jonathan Fox and Douglas Chalmers, the author explores the possibilities for civic involvement and the creation of a social capital stock under less than democratic conditions. The approach is applied to the question of environment protection in the Republic of Cyprus.

Cypriot society is characterised by competitive behaviour – in the economic realm, behaviour can even be described as aggressive. Civic involvement for the public good is not understood as a mechanism for increasing prestige or wealth, and is therefore regarded with suspicion. For this and other reasons, those involved in civic matters – including environmental protection efforts – are rejected. The author describes the conflict lines and tensions that exist between government, community, and organisations on environmental issues. Patterns of cooperation nevertheless emerge as new forms of social interaction are established by individuals involved in the field of environment protection. The author provides an assessment of how far the new policy-making patterns observed in the environmental field improve Cypriot society's potential for democratisation. Through this analysis, the unique characteristics of associative networks when compared with social movements are revealed. Associative networks are described as networks of individuals or organisations integrated through their common preoccupation with certain issues. They utilise non-hierarchical modes of interaction, and allow for the establishment of the preconditions required for cognitive politics. Associative networks are favourable for the production of social capital, and allow for the establishment of relationship between state and societal actors.

(from PovertyNet)

Beall, J. (1997) 'Policy arena: social capital in waste – a solid investment?', *Journal of International Development* 9(7): 951–61.

This article examines the role of social capital in solid waste management in southern Asia. Two case studies are presented, and the effects of using social capital to mobilise the community to provide for solid waste management are described. The two cases take place in Bangalore India and Faisalabad, Pakistan. In both cases extensive horizontal networks were used in an attempt to mobilise community resources to develop adequate solid waste management programs. In both cases the use of social capital has failed to yield increases in equity among various segment of the communities.

In India, the organisation of neighbourhood waste collection schemes was accomplished by horizontal networks among NGOs, the informal waste collecting sector of the economy, and a local Catholic women's organisation. In India useful waste is collected and recycled and sold by the poor as a way to obtain income. In the city of Bangalore, an NGO instituted a programme through which poor youths would collect household waste which could either be resold directly (dry waste) or composted and resold in its new form. It was thought that this programme would provide a job skill training programme for the youths and a valuable service to the neighbourhoods. The author outlines the many problems faced by the NGO, and how it used horizontal networks to deal with the problems. Eventually, the programme was considered for citywide implementation, but it was realised that the system perpetuated income inequalities, and that implementing it throughout the city would increase the scale and further cement these inequalities into the social system.

In Pakistan, the author notes that municipal services are distributed unevenly to different segments of the community. The wealthy and middle class are provided with reliable service, but the poor are excluded from provision as a general rule. Horizontal networks among different income groups were fairly extensive in the city. Nevertheless, the poorer communities were unable, despite civic organisation and participation, to obtain reliable solid waste management service. During a strike of waste management workers, special provision for waste disposal service was provided only to the wealthy neighbourhoods. Despite substantial civic participation, neither middle class nor poor neighbourhoods had enough political clout to obtain special provisionary service. Social capital in this case seems to have cemented clientelism and patronage of certain segments of the population – namely the wealthy. Mobilising community resources and greater synergy increased inequalities in the provision of services.

These two cases are related to work done by Putnam. They seem to contradict his assertion that civic engagement automatically leads to more effective government and greater equality. The author discusses the idea that structural issues should not be ignored when analysing the effects of civic engagement and collective action.
(From PovertyNet)

Bebbington, A. and T. Carroll (2000) *Induced social capital and federations of the rural poor*, Social Capital Initiative (SCI) Working Paper 19, online at <http://128.8.56.108/iris-data/docs/SCI-WPS-19.pdf>

Poor people's organisations embody a particular and important form of structural social capital. However, the nature of these organisations varies greatly: by scale, by role, by effectiveness and by degree of inclusiveness and exclusiveness. This diversity cautions against any tendency to talk generically and romantically about organisations of the rural poor. Federated forms of organisation that bridge some of these differences are therefore of particular interest. This paper reports on a study comparing such federations across sites in the Andes of Bolivia, Ecuador and Peru. The study discusses a methodology for assessing the different dimensions of social capital embodied in these organisations. It also presents findings that show that: i) the strength and quality of these different dimensions of social capital varies considerably among different organisations; ii) the ability to build links among member organisations and with external actors are each critical for organisational effectiveness; and iii) organisations with strong social capital have, *inter alia*, contributed to more inclusive forms of municipal governance, helped build local negotiating capacity and linkages with product and input markets, and in some cases fostered cultural revitalisation. Importantly, the study also concludes that federations constitute an important form of social capital that, given moderately favourable policy contexts, can be induced by long-term, knowledge-intensive – though not necessarily costly – forms of external intervention.

(Abstract)

Bebbington, Kopp and Rubinoff (1997) 'From chaos to strength? Social capital, rural people's organizations and sustainable rural development', Paper presented at the UN FAO Workshop on Pluralism and Sustainable Forestry and Rural Development, FAO, Rome, 9–12 December.

This paper aims to build on debates relating to pluralism and institutions, in particular those linked to social capital, sustainability and rural peoples' organisations. It first discusses the linkages between social capital, institutional pluralism and frameworks for sustainable development; it then asks more specifically what role rural peoples' organisations in particular might play in fostering sustainable resource use and poverty alleviation within such pluralistic environments. The paper then presents cases of rural people's organisations (RPOs) activities in rural development and forest management, and considers strategies through which the role of such organisations might be strengthened within an institutionally plural environment.

The discussion is set in the context of rural development and forestry in Latin America. It focuses attention on several important issues:

- The role that strong civil society actors can play in making state and market institutions work more effectively for local development; the very positive role that networks linking people who work in these different institutional spheres can play in making inter-institutional relationships more productive.
- The role that strong social relationships of these types can play in keeping accountable the use and distribution of other forms of capital.

The research consistently testifies to the importance of individuals inside government. This implies seeking out and working with these people, rather than simply with programmes and departments.

(From PovertyNet)

Behringer, J. (2003) 'Nationale und transnationale Städtenetzwerke in der Alpenregion' Social Science Research Centre, Berlin, online at <http://skylla.wz-berlin.de/pdf/2003/iv03-104.pdf>

This study focuses on two networks, namely, the 'Alliance in the Alps' and the 'Austrian Climate Alliance' (the Austrian national organisation within the European network 'Climate Alliance of European Cities with Indigenous Rainforest Peoples/Alianza del Clima'). The development of both networks can be interpreted primarily as a reaction to a specific dilemma of sustainable development. Thus, these networks can be said to be problem oriented. At present, both networks are in growth phase, with their respective memberships increasing slowly but steadily. From country to country, however, development varies: in some countries, for instance, a fair amount of municipalities are network members; in other countries only very few communities are networked. Both organisations boast successful network structures. The Austrian Climate Alliance, for instance, has a national and regional secretariat.

Regarding policy performance, both networks have been only moderately successful. Most of the aims of the Austrian Climate Alliance cannot be achieved within their stated time frame. Although the Alliance in the Alps can point to a number of 'best practice' projects, the extent to which these have actually contributed qualitatively to sustainable development is not altogether clear. It is easier to gauge the success of the Austrian Climate Alliance because it has a set of unambiguous criteria by which their accomplishments can be measured quantitatively.

For both networks, some core indicators can be named, by which success can be measured:

- The representation of native languages as working languages within the network.
- Mutual social learning via personal encounter between actors.
- Counselling of the municipalities/local authorities.
- Dynamic individuals within local communities or municipalities who assume responsibility and actively promote the aims of network on the local community-policy level.

(Condensed from abstract)

Benner, T., W. Reinicke and J-M. Witte (2003) 'Global public policy networks lessons learned and challenges ahead', *The Brookings Review* 21(2): 18–21, online at <http://www.brookings.edu/press/review/spring2003/benner.htm>

This paper identifies an 'ongoing transition to a broader notion of networked governance involving not only governments and international organisations but also businesses and nongovernmental organisations'. This transition is taking place in the context of a broader phenomenon that has emerged over the past decade. In response to a wide range of contemporary challenges (such as: protecting the environment; fighting diseases such as malaria and HIV/AIDS; implementing labour standards and combating corruption), participants from civil society, business, international organisations, and national governments are joining forces in an innovative form of governance: Global Public Policy Networks (GPPNs).

The authors go on to identify three types of GPPN: 'As they have developed so far, the networks fulfil three primary functions. Some are negotiation platforms that facilitate the setting of global standards and regulations. Others focus on coordinating resources and correcting market failures. Still others focus on implementing existing international treaties.' Finally, they list three key ways in which GPPNs should strive to become more effective:

- To mainstream cross-sectoral networking by promoting organisational change.
- To strengthen network accountability.
- To build capacity through a learning forum.

Bernard, A. (1996) *IDRC networks: an ethnographic perspective*, Ottawa: International Development Research Centre.

A review conducted by the International Development Research Centre into the effectiveness of its own investments in development policy research networks:

'The term network has become a catch-all for any activity that links people who share a common concern for a specific topic or issue. However, the success of any network depends on how its members relate to one another, and in turn, how they relate the network to their personal motivations, their culture and to the broader socio-political and economic contexts in which they function. Unfortunately, it is common to find networks which waste resources because they operate without ensuring that there is congruence between network goals and member expectations. Efforts must be made to allow users to realise their networking goals efficiently.

This review concentrates on the process of networking more than its structures. We talked with network members about the concept of membership and the capacity of donors to catalyse and facilitate networks. The aim was to increase understanding of what makes networking effective, for both members and donors, as a facilitator of development.

Among the principal themes and lessons which emerged is the idea that those networks which succeed in fostering sustained social change inevitably do more than simply link discrete units; they are more than associated data-bases or Internet connections. They are social exchange arrangements. While they may use new technologies to manage and facilitate communication, at the base they involve people actively sharing and collaborating toward concrete goals. In the rush toward technology-based networks, it is important to keep in mind that the potential of these systems to improve human well-being will be realised to the extent

they promote and assist joint action. Effective networks add value to individual action by providing a platform for shared experimentation and learning across sectors, geography, professions and cultures.'

The paper judges that networks tend to possess the following characteristics. ('The networks which succeed will be those which achieve a constructive balance among them [the characteristics], one suited to the purposes they seek and the environments in which they function.')

Network characteristics:

- Social arrangements.
- Forums for social exchange.
- Opportunistic – and hence capable of achieving more than specified mandate.
- Sustain capacities.
- Enable creativity and risk-taking.

Several 'network types' are then identified:

- Interface networks – especially good for linking small NGOs with international donors.
- Projective networks – encouraging members to pursue new lines of research.
- 'Platforms for action' – facilitating both implementation and advocacy.
- Non-traditional networks – playing on the capacity of networks to shift their form and function with great flexibility.
- Access networks – linking different sectors.

'Conditions of success' are listed as:

- Flexible internal management.
- Learning through diversity.
- Creating shared agreement.
- Managing change.

Ultimately, the review concludes that networks are certain to become increasingly significant 'as means of advocating, facilitating and rationalising (making more cost effective) the development agenda'. Nevertheless, there are many potential pitfalls relating to factors such as the structure, scope and sustainability of the network concept. It is important for donors such as the IDRC to support networks with a sensitive and long-term commitment.

Attached to this paper is a series of short background reports and case studies that offer concrete, specific conclusions.

Bigg, T. (2002) 'The impact of civil society on perceptions of sustainable development in global politics', PhD thesis, City University, London.

This thesis presents a novel consideration of ways in which interaction between NGOs collaborating internationally is significant. It explores the different functions international NGO networks exist to perform, and the ways in which these challenge established understandings of the role of non-governmental actors in global governance. Attention is also given to the distinctions between issue-specific networks, established to enhance collaboration in particular policy areas, and broader networks which attempt to transcend these divisions. Problems and tensions which can arise within international NGO networks are also addressed.

(From Abstract)

Borgoyary, M. (2003) *Implications of research on policy reforms in the forestry sector in India: the case of joint forest management*, ODI-GDN Case Studies 38, online at http://www.gdnet.org/rapnet/research/studies/case_studies/Case_Study_38_Full.html

For any research to be able to feed into policy-making processes the findings, besides being scientifically sound, need to be communicated and accepted in networks where policy-makers are not only members, but also there is the 'factor of trust and respect' between them. In fact, networks have played important role in strengthening JFM in the country, by bringing the voice of the marginalised closer to the decision-making and policy levels.

In the initial stage of JFM, national-level networks such as the SPWD (Society for Promotion of Wasteland Development) National JFM (Joint Forest Management) Network and the WWF-India Foresters JFM Network had provided direction by holding national-level discussions on JFM. These forums enabled local level

issues to be discussed and debated so as to strengthen JFM policies in the country. However, as there was no institutional ownership of this body by the MoEF, these institutions petered out after a while.

Meanwhile a wide range of marginalised stakeholders expressed the need for a neutral forum to influence policy-makers to come up with more people-friendly policies. The MoEF was also looking for an institutional mechanism to monitor the progress of JFM. Responding to these needs, a neutral stakeholders forum – Resource Unit for Participatory Forestry (RUPFOR), was initiated with support from Ford Foundation and is at present housed in Winrock International India.

Since its formation in 2001, RUPFOR has had considerable success in making the policy-making process a more participatory and inclusive one, however one cannot ignore the fact that it is a relatively new experiment that is still very much work-in-progress.

Börzel, T. (1997) 'What's so special about policy networks? An exploration of the concept and its usefulness in studying European governance', *European Integration Online Papers (EIoP) 1(16)*, online at <http://eiop.or.at/eiop/texte/1997-016a.htm>

A 'Babylonian' variety of policy network concepts and applications can be found in the literature. Neither is there a common understanding of what a policy networks actually is, nor has it been agreed upon whether policy networks constitute a mere metaphor, a method, an analytical tool or a proper theory. The aim of this paper is to review the state of the art in the field of policy networks and to explore their usefulness in studying European policy-making and European governance. It is argued that policy networks are more than an analytical tool box for studying these phenomena. What is so special then about policy networks? They constitute arenas for non-strategic, communicative action providing solutions for collective action problems and accounting for more efficient and legitimate policy-making. Yet, a theoretically ambitious policy network approach has to, first, show that policy networks do not only exist but are relevant for policy process and policy outcome, and second, tackle the problem of the ambiguity of policy networks, which can do both enhance *and* reduce the efficiency and legitimacy of policy-making.

(Abstract)

Bosco, F. (2001) 'Place, space, networks, and the sustainability of collective action: the *Madres de Plaza de Mayo*', *Global Networks 1(4)*: 307–29.

This article provides a framework for analysing social movements and explaining how collective action can be sustained through networks. Drawing on current relational views of place and space, I offer a spatialised conception of social networks that critically synthesises network theory, research on social movements, and the literature on the spatial dimensions of collective action. I examine the historic and contemporary network geographies of a group of human rights activists in Argentina (the *Madres de Plaza de Mayo*) and explain the duration of their activism over a period of more than two decades with regard to the concept of geographic flexibility. To be specific, first I show how, through the practice of place-based collective rituals, activists have maintained network cohesion and social proximity despite physical distance. Second, I examine how the construction of strategic networks that have operated at a variety of spatial scales has allowed the *Madres* to access resources that are important for sustaining mobilisation strategies. Finally, I discuss how the symbolic depiction of places has been used as a tool to build and sustain network connections among different groups. I conclude by arguing that these three dimensions of the *Madres'* activism account for their successful development of geographically flexible networks, and that the concept of geographic flexibility provides a useful template for studies of the duration and continuity of collective action.

(Abstract)

Brown, L. D. (1991) 'Bridging organizations and sustainable development', *Human Relations, 4(8)* 807–31.

This article concerns bridging organisations and their role in creating networks of horizontal and vertical linkages among organisations in order to improve the sustainability of development projects. Brown begins by discussing the role of network formation, horizontal and vertical linkages, and institutional factors in improving project sustainability. He then outlines three important organisational roles in determining project sustainability:

- The effectiveness of local organisations to maintain local effort.
- The ability of local organisers to form horizontal linkages with other organisations whose cooperation may be essential to the project.
- The ability of grassroots organisations to form vertical linkages that enable them to influence national or regional policies that shape long term development incentives.

He then presents several examples of bridging organisations that have improved the success of development projects. The different types of relationships fostered by these organisations are discussed. These relationships range in intensity from loose associations of similar organisations for information-sharing to the formation of coalitions and social movements that impact national policy formulation. In between these two extremes are horizontal networks of different types of organisations that are focused on addressing a particular issue, and the formation of partnerships that enable organisations to cooperate and solve problems which no one of them could solve alone.

There follows a discussion of various aspects of bridging organisations that may present challenges to successful linkage building. The role of shared vision and values in facilitating formation of networks among organisations is outlined. The impact of the diversity of organisations involved in a network is discussed, as is the ability to deal with external threats to members of the network. The extent to which network members are required to commit resources is examined as well. (*Adapted from PovertyNet*)

Brown, L. D (1999) 'Social learning in South-North coalitions: constructing knowledge systems across social chasms' in D. Lewis ed. *International perspectives on voluntary action: reshaping the third sector*, London: Earthscan.

The creation of knowledge systems requires input from both researchers and activists. Furthermore, in an increasingly globalised world, there is a need to draw on the experiences of both Northern and Southern actors. However, cultural and methodological differences between both activists and researchers, and also between North and South, mean that in practice it is challenging to develop integrated knowledge systems that combine these various elements in a constructive manner.

Three case studies are presented with a view to analysing the processes of network creation and network decision-making. Conclusions include the following observations:

The potential for creating a learning network increases as:

- Members are recruited who are appropriate to network learning goals.
- Mutually acceptable goals can be articulated and negotiated.
- Member representatives adapt their roles to fit network needs

The potential for network learning increases as:

- Mutual influence replaces initially perceived power differences.
- Differences are managed by mutually accepted processes and structures.
- Bridging roles and relationships emerge to mediate conflicts

Network knowledge acquisition is facilitated as:

- Networks focus attention and resources on critical issues.
- Differences in information and perspective are recognised, valued and explored.
- Differences are synthesised into new perspectives and knowledge.

Any attempt to bridge the North-South or researcher-activist boundaries risks provoking conflict. However, the potential benefits of knowledge-sharing are too great to overlook. Hence, the challenge is to bridge these boundaries whilst avoiding conflict.

Brown, L. D., S. Khagram, M. H. Moore and P. Frumkin (2000) *Globalization, NGOs and multi-sectoral relations*, Working Paper 1, Cambridge, MA: Hauser Center for Nonprofit Organizations.

This paper seeks to make sense of the impact of globalisation on non-profit, non-governmental organisations. The authors argue that globalisation processes have contributed to the rising numbers and influence of NGOs in many countries, and particularly in the international arena. Brown et al. describe the new force at Seattle of 1,300 NGOs in shaping global governance in a highly visible manner. They question whether this blossoming is coincident with globalisation or whether the processes of globalisation themselves stimulate these new forms of organisation. Similarly, their impact on globalisation, or on the extent to which citizen interests are met, is not yet clear.

Initiatives launched by NGOs – such as the Grameen bank in Bangladesh; the Narmada Bachao Andolan in India; the International Coalition to Ban Landmines; or the CSO-WHO efforts to restrict babyfood sales – have achieved not only national, but also international visibility. The questions that arise around such actions are: How are the networks organised – internationally or transnationally as networks or social movements, with what dynamics with an impact on local and national NGOs? How representative are CSO networks? Do

CSOs increase democratic accountability of global governance institutions?·What resources are supporting the growth of transnational CSO networks How has globalisation expanded the political space for CSO activity and with what impact on values?·How have the casualties of globalisation strengthened the role of international organisations in emergency relief and service delivery?

The authors observe that CSO networks have identified problems or consequences of globalisation that may have been ignored; articulated norms and values in the process; disseminated social innovation; negotiated resolutions to transnational conflicts; and mobilised resources to act on public problems. They note the difficulty states have in isolating CSOs from information, and the powerful nexus of social values and external resource inflows in stimulating civil society voice. The international links made by CSOs are noted to be top down and bottom up. For example indigenous people's movements have sought international allies, while human rights or environmental advocacy networks may have been launched by international NGOs. *(Condensed from WHO/TARSC)*

Callaghy, T., R. Kassimir and R. Latham (2001) *Intervention and transnationalism in Africa global-local networks of power*, Cambridge, UK: Cambridge University Press.

As the idea of globalisation emerges as a key concept in social sciences in the twenty-first century, understanding how external forces and phenomena shape the politics of nation-states and communities is imperative. This volume calls attention to 'transboundary formations' – intersections of cross-border, national and local forces that produce, destroy or transform local order and political authority, significantly impacting on ordinary people's lives. It analyses the intervention of external forces in political life, both deepening and broadening the concept of international 'intervention' and the complex contexts within which it unfolds. While transboundary formations can emerge anywhere, they have a particular salience in sub-Saharan Africa where the limits to state power make them especially pervasive and consequential. Including conceptual contributions and theoretically informed case studies, the volume considers global-local connections, taking a fresh perspective on contemporary Africa's political constraints and possibilities, with important implications for other parts of the world. *(From the publisher)*

Castells, M. (1998) *The information age: economy, society and culture Vols I and II* Oxford: Blackwell.

In *The Rise of the Network Society*, the first book of this much-vaunted trilogy, sociologist Manuel Castells argues that power in the 21st century will rest in the hands not of governments, corporations or even NGOs, but rather, within the amorphous virtual networks that have developed as a result of advances in information technology. He uses the phrase 'space of flows' to depict a global environment where the significance of physical location has given way to a new emphasis on timeless, placeless 'flows'. Hence, for Castells, the Network Society 'is made up of networks of production, power and experience, which construct a culture of virtuality in the global flows that transcend time and space'. It follows that the role of national government should become less relevant and that, instead, there should be an increasingly apparent dichotomy between on the one hand global-level networks, and on the other hand, the individual's perception of identity.

In the second volume, *The Power of Identity*, Castells goes on to analyse several global social movements in the context of the Network Society outlined in Volume I. He examines a broad spectrum of social movements, ranging from the murderous Japanese cult, Aum Shinrikyo, to the (far more benevolent) environmental movement. His conclusion revises the concept of blurred identities within the 'information age', and ends with a simple and salient observation: 'The main agency detected in our journey across the lands inhabited by social movements is a networking, centred form of organisation and intervention, characteristic of the new social movements, mirroring, and counteracting, the networking logic of domination in the information society.' He goes on to note: 'Their [the social movements'] impact on society rarely stems from a concerted strategy, masterminded by a centre. Their most successful campaigns, their most striking initiatives, often result from 'turbulences' in the interactive network of multilayered communication.'

Chapman, J. and T. Fisher (1999) *Effective campaigning*, London: New Economics Foundation.

INGOs are devoting more energy to policy influence work without knowing much about what makes a campaign effective. Based on research conducted by the New Economics Foundation, and focusing on case studies of child labour in India and the promotion of breast feeding in Ghana, the authors recommend:

- Effective campaigns require a long-term commitment and take place at many different levels: international, national/regional, and grassroots. To achieve the reach and mix of skills required, collaboration is essential while individuals (or champions) with drive and commitment are also key.
- Campaigns are not enough on their own; implementation and change at the grassroots should never be assumed and require additional activity.

- A narrow focus can be effective in getting an issue formulated but problems caused by poverty are more complex; if the campaign is not widened out at a later stage it is unlikely to achieve effective change.
- Effectiveness is an art not a science: but organisations can learn from past and present experience using frameworks and other evaluative processes.

In evaluating different structures for collaboration, they identify three types: 'pyramid' (quick, helps get access to top level of policy, but can ignore grassroots), 'wheel' (slow but good for information exchange and development of centres of specialisation), 'web' (like a wheel but with no focal NGO, could be too slow for campaigning).

(ODI bibs)

Church, M. et al. (2002) *Participation, relationships and dynamic change: new thinking on evaluating the work of international networks*, Working Paper 121, London: Development Planning Unit, University College London, online at <http://www.ucl.ac.uk/dpu/publications/working%20papers%20pdf/WP121.pdf>

This paper reviews central issues concerning the use of networks in the field of international development. Formal networks today have become a preferred organisational form for cooperation on a range of issues, and there are many advantages to a networked structure – not least the network's capacity to challenge and change unequal power relations. The authors therefore begin by stating that: 'If we are to find our way to counteracting the negative effects of economic liberalisation and globalisation, especially on the marginal and under-represented on the world stage, we need a greater understanding of how to build and sustain powerful networks based on the values of dignity in development for all.'

They continue by discussing problems and solutions for networks based on the four Ds used by Chambers in his participatory approach to development: diversity, dynamism, democracy and decentralisation. The paper then draws on several case studies and illustrative examples to highlight topics such as network relationships, trust, structure, and participation. They argue that trust grows as network members work together. They also argue that networks will benefit from evaluation of these various relationships and processes, and suggest a number of angles that can be used when evaluating networks:

- **Contributions Assessment** can be used to see where the resources lie in the network and whether the network processes have facilitated circulation of these resources.
- **Channels of Participation** mapping can help the network to understand how and where the members are interacting with the network, and what their priorities are.
- **Monitoring Networking at the Edges** will highlight how much 'networking' is being stimulated by the secretariat function and helps to assess the level of independent exchange that is going on.

A two-page checklist for networks is provided, with suggested evaluation questions covering the issues raised above. The authors then show why networked linking and coordinating can bring much added value to advocacy work, and summarise the reasons as follows:

- The improved quality and sophistication of joint analysis that underpins the advocacy.
- The extended reach to key actors in key contexts through which that improved analysis can be channelled.
- The capacity to act simultaneously, with shared ideas, in many places at once.
- The space for competing views to be discussed and consensus positions achieved.
- The opportunity for those with few other avenues to powerful decision-makers to gain access through the networked relationships. (ODI bibs)

Clark, J. ed. (2003a) *Globalizing civic engagement*, London: Earthscan.

This book looks at what civil society organisations can achieve and the barriers they face, when they break through national boundaries and out of sectoral moulds to work with others in global networks. Civil society organisations work mostly at national or local levels, but new global organisations and networks are emerging at a rapidly increasing rate. The case studies presented in this book, written by researchers who specialise in civil society, focus on such initiatives, showing how, in an era of globalisation, action at the transnational level can yield impressive results – especially when it comes to influencing and changing government policies and public attitudes.

The range of civil society organisations studied is diverse – embracing formal NGOs (Amnesty International and Oxfam), public advocacy (Consumers' Association and Jubilee 2000), modern forms of citizen mobilisation (World Social Forum and contemporary protest movements) and international trade union federations – but all reveal a remarkably similar array of practical challenges, from structure and leadership

issues to governance dilemmas. This book offers practical guidance and theoretical insight to those engaged with civil society organisations in a world of rapid structural and ideological change.
(From LSE press release)

Clark, J. (2003b) 'How global change affects civil society' Part II in *Worlds apart: civil society and the battle for ethical globalization*, West Hartford, CT: Kumarian Press.

In this book, John Clark presents the findings of the London School of Economics' Centre for Civil Society after several years of research in the field of globalisation and civil society. The result is a simple and authoritative description of the challenges faced by CSOs at the beginning of the 21st century. Part II – in particular, Chapter 6 – addresses the question of how CSOs might use networks to redress the 'democracy deficit' associated with globalisation. The underlying argument is that if CSOs are to be successful in influencing pro-poor policy, then they must make the shift from *competition* to *cooperation* – and networking is highly relevant to this task.

In Chapter 6 ('Civil society in the network era'), Clark applies business sector organisational theory to the world of CSOs. He identifies three stages of organisational development: 'unitary form', 'multi-dimensional form'; and 'network form', where network form is the highest state of existence for an organisation. Although not without risks (revealed in a case study on Amnesty International), achieving network form offers great potential benefits to CSOs – particularly in four areas: working globally; managing information; managing strategic partnerships with new allies; and responding rapidly. In order to succeed in reaping these benefits, a network must overcome internal cultural divides and also draw a balance between micro and macro incentives. Hence: 'The network age does not just mean working with like-minded groups in neighbouring countries, it means building radically new partnerships – inside or outside civil society – to tackle issues that would be immovable without those alliances.'

Cohen, R. and S. Rai eds (2000) *Global social movements*, London: The Athlone Press.

Globalisation has more than one face. Global cultural and economic forces, particularly through the dynamics of huge corporations, shape the picture from above, but a new global consciousness, through the activities of social movements, is emerging from below. While states remain important power containers, the development of these global social movements demonstrates that we are entering a post-national phase, with political action becoming more unconventional, open, participatory, direct and focused. The book provides a very broad and systematic analysis of social movements in a globalising world, integrating case material from a range of fields. Human rights, women's, peace, labour, religious and green movements are all discussed.
(From the publisher)

Coleman, J. (1990) *Foundations of social theory*, Cambridge, MA: The Belknap Press of Harvard University Press.

Combining principles of individual rational choice with a sociological conception of collective action, James Coleman recasts social theory in a bold new way. The result is a landmark in sociological theory, capable of describing both stability and change in social systems.

This book provides for the first time a sound theoretical foundation for linking the behaviour of individuals to organisational behaviour and then to society as a whole. The power of the theory is especially apparent when Coleman analyses corporate actors, such as large corporations and trade unions. He examines the creation of these institutions, collective decision-making, and the processes through which authority is revoked in revolts and revolutions.

Coleman discusses the problems of holding institutions responsible for their actions as well as their incompatibility with the family. He also provides a simple mathematical analysis corresponding to and carrying further the verbal formulations of the theory. Finally, he generates research techniques that will permit quantitative testing of the theory.
(From the publisher)

Creech, H. and T. Willard (2001) 'Strategic intentions: managing knowledge networks for sustainable development. How to manage a successful knowledge network', Manitoba, Canada: International Institute for Sustainable Development (IISD)/Linkages/IISDnet.

Guide written for practitioners who are working with different models of individual and institutional knowledge collaboration. It aims to capture the details of network operations and management: what it really takes to help knowledge networks achieve their potential. Highlighted lessons for networkers include:

- Most knowledge networks are initiated through the efforts of one or two lead organisations. Before bringing a network together, the lead organisation should ask the following questions:
 - What is its intention in setting up the network? What policy or practice does the lead organisation want to change?
 - Are partners needed to move that change forward, and if so, why? Will they contribute knowledge, or legitimacy, or access to decision-makers, or access to funding?
 - What advantage, if any, will the lead organisation lose or gain by not working in a network with others? Will partners water down rather than strengthen its efforts?

In answering these questions, the lead organisation can begin to define the strategic intentions of the network.

- The advantages of network include both joint value creation, capacity strengthening (of both the network and its component parts) and the ability to engage decision-makers more directly.
- Networks are complex, institutional relationships that require regular attention to be effective. Organisational management skills are essential for building and maintaining networks. They need decision-making mechanisms among the partners for choosing and approving areas of work, research results, and funding proposals for further work.
- Networks require a network manager, someone who is a business process manager.
- Communications and engagement strategies are essential. From the beginning, network members must build relationships with those they seek to inform, influence, and work together with for change. The network must constantly look at how it will move its knowledge not just outward to broad audiences, but directly into practice.
- More research is needed to develop simple but effective means for evaluating networks. A network needs to be able to determine what changes it has effected through its research and communications work. It needs to monitor whether it is fully realising its potential. This requires evaluation methods that not only assess individual activities, but provide some means for identifying changes as a result of its combination of efforts.

The report includes an experimental framework for network evaluation and also includes a series of working papers:

- Strategic Intentions: Principles for Formal Knowledge Networks.
- Dating the Decision Makers: Moving from Communications to Engagement Strategies.
- Form Follows Function: Management and Governance of Knowledge Networks.
- Helping Knowledge Networks Work.
- Hidden Assets: Young Professionals in Knowledge Networks.
- Measuring While You Manage.

(from Eldis)

Diani, M. and D. McAdam (2003) *Social movements and networks: relational approaches to collective action*, Oxford: Oxford University Press.

This text examines the extent to which a network approach should inform research on collective action. Leading social movement researchers systematically map out and assess the contribution of social network approaches to their field of enquiry in light of broader theoretical perspective. By exploring how networks affect individual contributions to collective action in both democratic and non-democratic organisations, and how patterns of inter-organisational linkages affect the circulation of resources within and between movements, the authors show how network concepts improve our grasp of the relationship between social movements and elites and of the dynamics of the political processes.

Note: this book does not relate to the specific context of networks in the field of international development, and case studies are drawn from either episodes in history or from developed countries.

(From the publisher)

Dicken, P. et al. (2001) 'Chains and networks, territories and scales: towards a relational framework for analysing the global economy', *Global Networks* 1(2): 99–123.

A vast and continually expanding literature on economic globalisation continues to generate a miasma of conflicting viewpoints and alternative discourses. This article argues that any understanding of the global economy must be sensitive to four considerations: i) conceptual categories and labels carry with them the discursive power to shape material processes; ii) multiple scales of analysis must be incorporated in recognition of the contemporary 'relativisation of scale'; iii) no single institutional or organisational locus of analysis should be privileged; and iv) extrapolations from specific case studies and instances must be treated with caution, but this should not preclude the option of discussing the global economy, and power relations within it, as a structural whole. This paper advocates a network methodology as a potential framework to incorporate these concerns. Such a methodology requires us to identify actors in networks, their ongoing relations and the structural outcomes of these relations. Networks thus become the foundational unit of analysis for our understanding of the global economy, rather than individuals, firms or nation states. In presenting this argument we critically examine two examples of network methodology that have been used to provide frameworks for analysing the global economy: global commodity chains and actor-network theory. We suggest that, while they fall short of fulfilling the promise of a network methodology in some respects, they do provide indications of the utility of such a methodology as a basis for understanding the global economy.

(Abstract)

Edelman, M. (2003a) 'Transnational peasant and farmer movements and networks' in H. Anheier, M. Glasius and M. Kaldor eds *Global Civil Society 2003*, London: Oxford University Press: 185–220, online at <http://www.lse.ac.uk/Depts/global/Yearbook/outline2003.htm>

This chapter addresses the question: 'Who speaks for the peasant and farmer, and through what political processes are such claims to legitimacy established or contested?' Edelman charts the history of regional and transnational peasant networks in their struggle to influence high-level policy in their favour. He points out that although such networks in fact predate modern technology, they have nevertheless mushroomed over the past two decades in response to the 'worldwide farm crisis'. He concludes:

- To an extent, the networks have allowed the farmers themselves to have a powerful political voice: 'participants in the peasant and farmer networks have also come to have a dynamic sense of themselves as political actors, empowered with new knowledge, conceptions of solidarity and tools of struggle, and surprisingly unlike the sophisticated rustics that urban elites often imagine them to be'.
- There is an underlying tension between the transnational and regional dimensions. This leads him to suggest that as more countries become more democratic, then national-level action will become an increasingly viable option for campaigners – whereas previously they were forced to enter the transnational arena in order to be heard. Campaigning on a national level is functionally and conceptually simpler and hence the already visible trend of regional retrenchment among peasant networks.
- He invokes Riles (2001) in stressing the inherent contradictions within the concept of a 'network'. Networks, says Riles, are 'both a means to an end and an end in itself'. Thus there is a tendency for networks to focus not on tangible impacts, but rather simply on the exercise of validating their own existence.
- Finally, he reminds us that although transnational peasant networks have made great strides in terms of representing themselves on the world stage, the challenge that they face is nevertheless huge and, as yet, their power is far too meagre to really shape the macro-policies that govern their livelihoods.

Edelman, M. (2003b) 'When networks don't work: the rise and fall and rise of civil society initiatives in Central America', prepared for the 2003 Meeting of the Latin American Studies Association, Dallas, Texas, March 27–29, online at <http://136.142.158.105/Lasa2003/EdelmanMarc.pdf>

'Civil society,' 'network,' and 'social movement' are imprecise, frequently contested terms. Many social scientific discussions of collective action are characterised by considerable slippage in the use of these and other, similar concepts. To a large extent, this reflects the emergence of new, hybrid organisational forms, as contemporary social movements network with one another, form coalitions, and seek to establish claims to constitute part of national and global civil society. While this paper indicates that it may be heuristically helpful to refine distinctions between these categories, it argues that it is probably more useful to integrate insights from the too often separate streams of scholarship that focus respectively on civil society, networks, and social movements.

In particular, the rise in the 1990s of transnational Central America-wide civil society initiatives (and their decline and re-emergence) suggests that:

- Contested notions of civil society have a real-world impact on the shape and activities of diverse social movements and NGOs.
- 'Networks' – far from being durable and potent organisational forms, as scholars of the right and left have forcefully maintained – are at times quite fragile and ephemeral and are characterised by periodic cycles like those of social movements (Arquilla and Ronfeldt 2001a; Castells 1996; Tarrow 1998).
- The new prominence of 'networks', whether as political claims or as linked computers or social movements, exacerbates a problem with profound methodological, political, ethical, and representational dimensions that is acknowledged only occasionally in the social movements literature – the appearance of 'fictitious' or 'shell' organisations and, more recently, 'dot causes' or Internet-based advocacy organisations with minuscule or indeterminate constituencies (Tilly 1984: 311; Anheier and Themudo 2002:209–10).

(Introduction)

Edwards, M. and J. Gaventa (2001) *Global citizen action*, London: Earthscan and Boulder, CO: Lynne Rienner Publishers.

Is civil society the driving force of progressive politics? Are global institutions ready to open up to meaningful non-state participation in their deliberations? Can transnational networks of social activists challenge the Washington Consensus that market liberalisation and Western democracy are a one-size-fits-all development model?

Global Citizen Action takes a broad look at the rights and responsibilities of global citizenship. A range of contributors bring together experience from the cutting edge of contemporary thinking about non-state participation in the international system. Analyses of new forms of North-South dialogue in the international financial institutions and global campaigns around such diverse issues as debt, landmines, environmental degradation, children's rights, gender, the rights of the urban poor and promotion of breast-milk substitutes show that civil society is becoming a counterweight to the expanding power of markets. After the civil society demonstrations at the WTO meeting in Seattle in December 1999, non-government voices can no longer be silenced.

The studies show that international institutions will continue to lose legitimacy without stronger public and political constituencies to support them. The challenge for the 20,000 transnational civic networks active on the global stage is to evolve democratic structures of governance and accountability in an increasingly pluralistic world where authority is no longer defined according to territorial sovereignty. For citizens of recalcitrant non-democratic regimes, transnational civil society may provide the only meaningful avenue for voice and participation. Among the many cited instances of successful civil society mobilisation are: the emergence of Shack/Slum Dwellers International, bringing together 650,000 shanty-town dwellers in 11 countries to share experience and develop tactics; the success of NGO research in stimulating an informed understanding of child labour, accepting that children may often be better in work than denied the opportunity to earn; the partnership of local and international NGOs advocating for ratification of the International Convention on the Rights of the Child; women's networking around UN conferences showing the scope for coordinated, but decentralised, non-hierarchical action around common goals; and Jubilee 2000, which has achieved some debt cancellation and brought about a focus on poverty reduction unthinkable in the 1990s.

Civil society and international policy-makers are reminded that:

- Northern NGOs focusing on advocacy with international policy elites must not neglect national and grassroots partners.
- The rush to mandated participation seen in the World Bank's new insistence on national contributions to Poverty Reduction Strategy Papers runs the risk of obscuring genuine bottom-up participation.
- The commercialisation of Participatory Rural Appraisal (PRA) threatens notions of sharing and learning which should underpin participatory development.

As they learn to make an operational reality of participatory rhetoric, multilateral development banks need to engage with trade unions and economic interests groups, not just with NGOs, (many of which are vertically linked with governments).

(From the authors)

EEPSEA (2000) *EEPSEA impact report 1993–2000*, Singapore: EEPSEA, online at <http://web.idrc.ca/uploads/user-S/10305406510ir9300.pdf>

This paper is a donor-oriented impact report, describing how the Economy and Environment Program for South-East Asia (EEPSEA) has succeeded in using a network approach to build the capacity of researchers

to influence policy. It presents a series of case studies, drawing attention to the effectiveness of EEPSEA's support for individual researchers to influence various stages of the policy process from both a short and a long-term perspective. Key tools are highlighted as: careful packaging of research and strategic use of the media; nurturing dialogue between researchers by means of a communications network; and building long-term research capacity through teaching and training.

Farah, I. (2003) 'Creating new partnerships for research in developing countries', Papers from NETREED Conference on Disseminating and Using Research Results from the South, Gausdal, Norway, 8–10 December, online at http://www.netreed.uio.no/articles/Papers_final/farah.pdf

This paper proposes that transnational development research networks, such as NETREED (Network for Research and Evaluation on Education and Development), offer a solution to the problem of the under-representation of research in the policy process. The author focuses on education research in Pakistan, describing a dilemma: on the one hand, there is little capacity for domestically led research; but on the other hand, foreign researchers are perceived as either threatening or unqualified, and are thus ignored.

Networks such as NETREED are therefore valuable in several ways:

- Contribute to the development of a national research agenda.
- Review/collate research findings from around the world and disseminate them to other situations where they might also be relevant.
- Bring developing country research initiatives into the international mainstream.
- Involve policy-makers.
- Build research capacity in developing countries.

Florini, A. ed. (2000) *The third force: the rise of transnational civil society*, Tokyo and Washington, DC: Japan Center for International Exchange and Carnegie Endowment for International Peace.

The rapid growth in transnational advocacy groups has led some scholars to foresee the emergence of a global civil society. This book provides a useful overview of the activities and potential significance of these non-governmental policy networks. Case histories explore the activities of prominent transnational movements focused on such issues as corruption, human rights, land mines, and sustainable development. The book finds that these groups' impact varies dramatically with their influence on policy agendas, hinging primarily on their ability to marshal information and moral authority. Florini resists the view that these groups are merely extensions of domestic policy movements within the rich democracies; even though they are rarely truly global, many of them do extend beyond the West. But she gives only passing treatment to the book's most important and vexing question: how transnational civil society might ultimately help provide global governance. Nor does she satisfactorily explain how disparate groups aggregate into transnational civil society. But she does make clear that existing international institutions, organised around governments and state sovereignty, will increasingly be pressed to make room at the table for these new entities.
(Review by G. John Ikenberry, *Foreign Affairs*, March/April 2001)

Foster, M. and A. Meinhard (2004) 'Women's voluntary organizations: bridgers, bonders or both?' Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

Within the context of the classic 'bridges and bonds' analytical methodology, the authors survey all-female voluntary organisations in comparison to gender-neutral organisations in order to establish whether gender has an effect on the bridges/bonds phenomenon. They find a significant difference between the two types of organisation – which leads them to question the meaning of the terms 'bridging' and 'collaborating'.
(Condensed from abstract)

Giddens, A. (1976) *New rules of sociological method*, Cambridge, UK: Polity Press.

In this book, esteemed British sociologist, Anthony Giddens, first laid out his theory of 'structuration'. A prolific writer, his theories have since been expounded in many volumes, and a broad range of scholars have in turn applied his abstract methodologies to their specific fields. Hence, structuration exists as an underlying strain of theory in the study of policy networks.

Although *New Rules of Sociological Method* develops a highly complex argument, the basic tenet of structuration is in fact a simple, common-sense observation. Essentially, Giddens identifies a fundamental division within the social sciences between the notions of external 'structure' and human 'agency'. Giddens seeks to rationalise this dialectic by suggesting that social phenomena arise not from one or the other elements, but from both at once – in a mutually interacting duality. Furthermore, it follows that structure

cannot exist outside of human action. Giddens defines structuration as: 'conditions governing the continuity of transformation of structures, and therefore the reproduction of social systems'.

Governance Network, the (2003) *Bellanet evaluation, Review of activities and outcomes 1997–2002*, http://home.bellanet.org/modules/DownloadsPlus/uploads/Annual_Reports/REPORT-June-20-2003.pdf

Bellanet was created in 1995, as an International Secretariat housed IDRC, by a consortium of international agencies that recognised the need for better coordination and collaboration within the development community. Bellanet has learned that people and processes, not technology, were the key to successful collaboration and the effective use of ICTs within the development context. From Bellanet's early beginnings, it learned that technologies should be simple, accessible, and based on open technical standards.

As Bellanet moved into its second phase (2000–04), awareness among development partners about ICTs and their application was increasing. Bellanet made strategic decisions to focus more energy on the dynamics of collaborative processes, learning and knowledge sharing, and a move toward increased direct engagement with Southern partners. Successful initiatives in training for development, workspace collaboration, open standards, and knowledge management have attracted strategic partners.

Granovetter, M. S. (1973) 'The strength of weak ties', *American Journal of Sociology* 78: 1360–80 and (1983) *Sociological theory*, Volume 1.

The argument asserts that our acquaintances (*weak ties*) are less likely to be socially involved with one another than are our close friends (*strong ties*). Thus the set of people made up of any individual and his or her acquaintances comprises a low density network (one in which many of the possible relational lines are absent) whereas the set consisting of the same individual and his or her *close* friends will be densely knit (many of the possible lines are present).

The overall social structural picture suggested by this argument can be seen by considering the situation of some arbitrarily selected individual – call him Ego. Ego will have a collection of close friends, most of whom are in touch with one another – a densely knit clump of social structure. Moreover, Ego will have a collection of acquaintances, few of whom know one another. Each of these acquaintances, however, is likely to have close friends in his own right and therefore to be enmeshed in a closely knit clump of social structure, but one different from Ego's. The weak tie between Ego and his acquaintance, therefore, becomes not merely a trivial acquaintance tie but rather a crucial bridge between the two densely knit clumps of close friends. To the extent that the assertion of the previous paragraph is correct, these clumps would not, in fact, be connected to one another at all were it not for the existence of weak ties (SWT: 1363).

It follows, then, that individuals with few weak ties will be deprived of information from distant parts of the social system and will be confined to the provincial news and views of their close friends. This deprivation will not only insulate them from the latest ideas and fashions but may put them in a disadvantaged position in the labour market, where advancement can depend, as I have documented else (1974), on knowing about appropriate job openings at just the right time. Furthermore, such individuals may be difficult to organise or integrate into political movements of any kind, since membership in movements or goal-oriented organisations typically results from being recruited by friends. While members of one or two cliques may be efficiently recruited, the problem is that, without weak ties, any momentum generated in this way does not spread *beyond* the clique. As a result, most of the population will be untouched. The macroscopic side of this communications argument is that social systems lacking in weak ties will be fragmented and incoherent. New ideas will spread slowly, scientific endeavours will be handicapped, and subgroups separated by race, ethnicity, geography, or other characteristics will have difficulty reaching a *modus vivendi*.

Haas, H. (1991) *When knowledge is power: three models of change in international organizations*, Berkley, CA: University of California Press.

Frequently, informal networks are as important in linking research and policy, and effecting policy change, as formal structures. Informal networks may take the form of advocacy coalitions, or friendly relationships between researchers and decision-makers. Haas adds an important point to this list by introducing the concept of 'epistemic community'. An epistemic community consists of colleagues who share a similar approach, or a similar position on an issue. They maintain contact with each other across their various locations and fields, thus creating valuable channels for information flow. These informal fora can be used to discuss and pass on alternative perspectives on current issues, and if the network comprises prominent and respected individuals, pronouncements from these can force policy-makers to engage with an issue. The conclusion is that such an epistemic community provides a potent means of circumventing tedious public

bureaucracies or the normal chain of command, and it is also a counter-balance to the conservatism of policy networks.

(ODI bibs)

Hajnal, P. L. ed. (2002) *Civil society in the information age*, Aldershot, Hampshire: Ashgate.

How have information and information and communications technology affected the way civil society organisations behave, in their relationships with each other and with major multilateral organisations? This book of case studies 'examines...the principle goals, programmes, aspects of governance and working methods of selected major NGOs and civil society coalitions'. It examines 'the relationship of civil society and intergovernmental institutions and, in one case, civil society and a national government.' The cases touch many of the most well known and, frequently, controversial themes of contemporary civil society organisations (CSO). Among the international NGOs under the microscope are Amnesty International, Oxfam and Médecins Sans Frontières. The international struggles against land-mines and for the International Criminal Court are profiled, and the specific challenges confronting South-North NGO relationships are opened up.

The examinations of CSO-multilateral institution relations break some new ground. Hajnal himself examines encounters with the G7-G8 and Canadian officials Marc Lortie and Sylvie Bedard examine events around the Summit of the Americas in Quebec City 2001. Heidi Ullrich examines the information dynamic in the WTO-civil society interaction. Barbara Adams brings intelligent reflections on the UN-civil society engagements and Benjamin Rivlin looks at the specific case of religious organisations at the world body. The book includes an extensive bibliography and a detailed list of electronic sources.

Hajnal concludes with some useful reminders, among them that 'governments, IGOs and the business sector cannot take it for granted that civil society will act on their terms'. Civil society organisations, in good part, embody the demands of the world's dispossessed, who cannot be expected in all cases 'to await the beneficence of the rich'.

(From the publisher)

Hassen, E. (2004) *Unions, democracy and restructuring of public service*, Johannesburg: Naledi.

This book deals with a variety of issues surrounding unions, democracy and the reconstruction of public services. In particular, the book deals with an exploration of trade union strategies under different sets of conditions, evaluating the role that trade unions need to play in making public services work for the poor, and issues of deepening democracy and redistributing incomes.

Individual chapters of the book deal with a variety of topics, including:

- Unions, democracy and restructuring of public service.
- Building a new form of local state: participatory budgeting in Porto Alegre, Brazil.
- Working class movements and state responses: the case of Kerala, India.
- Fragmenting the state: restructuring in New Zealand (1986–96).
- Privatisation and union responses: lessons from South Africa.
- Building alliances, building alternatives: lessons for the trade union movement.

(Adapted from author)

International Council of AIDS Service Organisations (ICASO) (1997) *HIV/AIDS networking guide*, ICASO, online at <http://www.icaso.org/docs/icasonetwknnguideng.pdf>

Among the major challenges faced by community-based organisations working in HIV/AIDS throughout the world are dwindling resources and rising expectations. In effect, we are expected to do more with less. Networking, by individuals and organisations at all levels – local, national, regional, and international – is one of the ways we are learning to operate more strategically. This is a powerful testament of our commitment to building solidarity and uniting in common cause. From this spirit of solidarity, and in response to hundreds of requests for practical assistance to establishing and maintaining networking approaches, ICASO decided to produce this guide. The guide is, essentially, a tool to enable individuals and organisations to improve their ability to build and sustain a successful networking approach.

(From preface)

James, R. (2002) *What makes CSO coalitions effective? Lessons from Malawi*, Occasional Papers Series 38, Oxford: INTRAC.

Civil society networks are recognised almost universally as essential promoters of democratisation. What makes a coalition of civil society organisations (CSOs) effective? What role should international NGOs play in fostering alliances of local CSOs? Should local networks pursue international advocacy? A report from the International NGO Training and Research Centre (INTRAC) highlights lessons learned by emerging CSO coalitions in Malawi. The experience of alliances campaigning around issues of education, economic justice and land reform is used to draw out implications for other developing countries where groups of civil society activists are similarly working to promote participation, transparency and democracy.

Although multi-party democracy came to Malawi in 1994, the former dictatorial rule of Hastings Banda still influences the climate in which CSOs work to expand the space for advocacy work. Malawi's government would, it appears, prefer civil society to focus on disseminating policy, not shaping it. Powerful vested interests are threatened by the CSO promotion of debate on land issues. There is a fear of speaking out, taking responsibility, questioning regulations and openly confronting authority. Information, sometimes even among CSOs, is closely guarded.

Education levels and analytical skills among CSO staff are limited. The most gifted local NGO staff are often poached by international NGOs able to offer them higher salaries. As most CSOs struggle to survive, they have little time or money to invest in CSO coalitions and few have yet managed to mainstream their advocacy work into funded proposals that allow them to dedicate the necessary time to advocacy.

Foreign involvement in local CSO coalitions has costs and benefits. While expats may have the eloquence and writing skills in dealing with policy-makers, their prominence can fuel government suspicions that CSOs are the pawns of 'troublesome white men from Oxfam'. CSOs can feel the need to be accountable to the North, rather than to the local poor they attempt to represent.

Recommendations of global relevance to coalition-building include:

- Coalitions require shared motivations and goals: too much diversity at the level of values is unproductive; half-hearted members should not join.
- Successful coalitions focus on one issue at a time, target key people and propose credible policy recommendations rather than generalised criticisms.
- The establishment of a secretariat must be carefully managed so that it does not lead to a fall-off in member involvement.
- Coalitions need to balance dynamic, charismatic leadership and participatory decision-making, allowing for membership diversity while striving for a single voice, and ensuring a rapid response without compromising representation of members.
- The importance of coherent, transparent and participatory management and short, well chaired and minuted meetings.
- Developing the ability to present information in different formats to different targets.
- Maintain an ongoing process of redefining the coalition's mission.
- INGOs should be members, not leaders, keep a low public profile and provide flexible funding to allow coalitions to adjust to new situations.

Karekezi, S. and J. Muthui (2003) *Case study of the African energy policy research network (AFREPREN)*, ODI-GDN Case Studies 23, online at http://www.gdnet.org/rapnet/research/studies/case_studies/Case_Study_23_Full.html

GDN has identified the following three key factors that are crucial to understanding the linkages between research and policy:

- Scientific determinacy;
- Political determinacy;
- Extent of trust between users and researchers.

With respect to scientific determinacy and as mentioned earlier, the documented evidence of AFREPREN's impact on policy is available but is far from conclusive. The evaluation reports underline that difficulty of measuring impact and identifying conclusively a causal link between AFREPREN research and policy changes. The available documentation, however, is indicative of some level of impact.

The available evidence is stronger on political determinacy. The active participation of senior decision-makers in the identification of research themes and in actually undertaking the research work provides very

concrete evidence that policy-makers are in some way 'commissioning' AFREPREN research work and are therefore more likely to use its results.

The extent of trust between users and researchers is particularly strong within AFREPREN primarily due to the involvement of users (policy-makers) in research work. In addition, the longevity of AFREPREN (from 1987 to-date) has strengthened its credibility with decision-makers in the region and provided the time for researchers to cultivate and establish relationships of trust with key decision-makers in the region's energy sector. The level of trust that AFREPREN has engendered is demonstrated by numerous cases where AFREPREN researchers have been able to secure confidential documents that are not available in the public domain.

(From conclusion)

Karl, M. et al. (1999) 'Measuring the immeasurable: planning, monitoring and evaluation of networks', Women's Feature Service, India, online at www.wfsnews.org/book2.html

Networks and networking have come to be significant ways of organising and taking action by people and groups active in influencing complex social, economic and political forces that shape lives and society. It is the search for measurement of networking that led to this book. This book's aim is to provide a greater understanding of the nature of networks and networking; to share experiences of networks and networking organisations in planning, monitoring and evaluation; examine problems, challenges, practices and successes; lessons and guidelines to strengthen the PME in networks and networking organisations; and, promote greater understanding and cooperation between funding agencies, networks and networking organisations that they support.

The book recognises that relationships between funding agencies and networks/networking organisations are often not smooth with regard to planning, monitoring and evaluation. It suggests that funding agencies need to understand better the nature of networking and networks; that networks and networking organisations need to understand better the importance of planning, monitoring and evaluation to their work; and finding appropriate planning, monitoring and evaluation methodologies are important so networks and networking organisations can 'measure the unmeasurable'. It highlights the need to reconcile sometimes differing needs and demands, and to build understanding and cooperative relationships.

(From the publisher)

Keck, M. and K. Sikkink (1998) *Activists beyond borders*, Cornell: Cornell University Press.

Margaret E. Keck and Kathryn Sikkink examine a type of pressure group that has been largely ignored by political analysts: networks of activists that coalesce and operate across national frontiers. The targets of these networks may be international organisations or the policies of particular states. Historical examples of such transborder alliances include anti-slavery and woman suffrage campaigns. In the past two decades, transnational activism has had a significant impact in human rights, especially in Latin America, and advocacy networks have strongly influenced environmental politics as well. The authors also examine the emergence of an international campaign around violence against women. The conventions of the nation-state have shaped our contemporary understanding of the process and politics of social movements. Keck and Sikkink sketch for the first time the dynamics of emergence, strategies, and impact of activists from different nationalities working together on particular issues. This eagerly awaited work will alter the way scholars conceptualise the making of international society and the practice of international politics.

Transnational advocacy networks build new links among actors in civil societies, states and international organisations, and thus multiply the channels of access to the international system. They 'blur the boundaries between a state's relations with its own nationals and the recourse both citizens have to the international system, and hence are helping to transform the practice of national sovereignty'. This book contrasts four historical forerunners to modern advocacy networks with three contemporary cases where transnational organisations are very prominent, identifying several common characteristics:

- Centrality of values or principled ideas.
- The belief that individuals can make a difference.
- The creative use of information.
- The employment by non-governmental actors of sophisticated political strategies in targeting their campaigns.

Transnational advocacy networks are characterised by voluntary reciprocal and horizontal patterns of communication and exchange, and can include international and domestic research and advocacy organisations, local social movements, foundations, the media, churches, trade unions, consumer organisations, NGOS, etc. or even part so the executive or branches of government. They have emerged for

many years, but by a proxy measurement of the number of NGOs – we can see that they have exploded in the last 50 years. Strategies for policy influence are listed as:

- **The boomerang pattern:** where NGOs are trying to influence State A, but are blocked, and so pass information to NGOs in State B. These NGOs influence State B, which then influences State A. They may also enlist an intergovernmental organisation to help influence state A.
- **Political entrepreneurs:** activists who care enough about an issue that they are prepared to incur significant costs to act and meet their goal. Participation in transnational networks has become an essential component of the collective identities of the activists involved, networking part of their common repertoire.
- **The growth of international contact:** increased air travel and easier communication has simplified personal contact between activists. Cultural shift has created a kind of global public across the world, lots of exchanges and new internationalism in last few years.

How do transnational advocacy networks work?

They must use the power of their information, ideas and strategies to alter the information and value contexts within which states make policies. A typology of network tactics:

- **Information politics:** the ability to quickly and credibly generate politically usable information and move it to where it will have most impact.
- **Symbolic politics:** the ability to call up on symbols, actions or stories that make sense of a situation for an audience that is frequently far away.
- **Leverage politics:** or the ability to call upon powerful actors to affect a situation where weaker members of a network are unlikely to have influence.
- **Accountability politics:** the effort to hold powerful actors to their previously stated policies or principles.

Under what conditions to advocacy networks have influence?

There are five types or stages of network influence:

- Issue creation and agenda setting.
- Influence on discursive positions of states and international organisations.
- Influence on institutional procedures.
- Influence on policy change in 'target actors' – states, international organisations or companies.
- Influence on state behaviour.

Different categories of transnational networks can be separated by their motivations:

- Those with instrumental goals (eg. transnational corporations and banks).
- Those motivated primarily by shared causal ideas (e.g. scientific groups or epistemic communities).
- Those motivated primarily by shared principled ideas or values (transnational advocacy networks).

(From the publisher)

Kern, K. (2003) 'Global governance through transnational network organizations – the scope and limitations of civil society self-organization, in German version in D. Gosewinkel, D. Rucht, W. van den Daele and J. Kocka eds (2004) *Zivilgesellschaft – national und transnational, WZB-Jahrbuch*, Berlin: Edition Sigma: 285–307; online in English at <http://skylla.wz-berlin.de/pdf/2004/iv04-102.pdf>

The aim of this paper is to demonstrate the scope and limitations of global governance through civil society self-organisation. The case of the Forest Stewardship Council (FSC), which is now deemed a success, has been selected to demonstrate this phenomenon at work. What is involved here is a globally distributed environmental label for the certification of sustainably managed forests. The FSC shows how a private civil society regime can be implemented, how its implementation can be controlled and how violations can be sanctioned. It may be stated that the case of the Forest Stewardship Council is a form of global governance without nation-state involvement that can be viewed as a complete alternative to global governance through nation states. The rapid spread of the FSC system was enhanced by the dynamic combination of civil society self-organisation with market mechanisms. Moreover, the FSC system fills a gap that arose from the political failure at the level of international regimes. However, it has become clear that national forest protection standards are needed for the FSC system to function smoothly. The FSC system cannot replace national legislation and its implementation by an effective administration. The fact that the FSC not only can rely on its own internal means of sanction (i.e. withdrawal of certification), but also can resort to boycotts as a potential external instrument of sanction is undoubtedly a key factor behind the success of the FSC. However, the analysis also shows the limits of global governance through self-organisation: as no nation state has the norm-setting monopoly, the FSC system competes with other certification systems in many countries throughout the world.

(From abstract)

Khagram, S., K. Sikkink and J. Riker (2002) *Restructuring world politics: transnational social movements, networks, and norms*, Social Movements, Protest, and Contention Series 14, Minneapolis: University of Minnesota Press.

From the earliest campaign against Augusto Pinochet's repressive practices to the recent massive demonstrations against the World Trade Organization, transnational collective action involving non-governmental organisations has been restructuring politics and changing the world. Ranging from Santiago to Seattle and covering over twenty-five years of transnational advocacy, the essays in *Restructuring World Politics* offer a clear, richly nuanced picture of this process and its far-reaching implications in an increasingly globalised political economy. The book brings together scholars, activists, and policy-makers to show how such advocacy addresses-and reshapes-key issues in the areas of labour, human rights, gender justice, democratization, and sustainable development throughout the world.

A primary goal of transnational advocacy is to create, strengthen, implement, and monitor international norms. How transnational networks go about doing this, why and when they succeed, and what problems and complications they face are the main themes of this book. Looking at a wide range of cases where non-governmental actors attempt to change norms and the practices of states, international organisations, and firms in the private sector – from debt restructuring to protecting human rights, from anti-dam projects in India to the pro-democracy movement in Indonesia – the authors compellingly depict international non-governmental organisations and transnational social movements as considerable, emerging powers in international politics, initiating, facilitating, and directing the transformation of global norms and practices.
(From the publisher)

Kickert et al. (1997) 'A management perspective on policy networks', in *Managing complex networks*, London: Sage.

This article deals broadly with the idea of policy networks as an opportunity for public policy-making. It starts by explaining the move away from an anti-statist approach to an increasing recognition of the need for government involvement. It is, however, also clear that government cannot reclaim its post-war welfare state position as the central governing authority in society. These observations necessitate reflection upon the relation between government and society. In social science this reflection has contributed to the rise of a new idea which is becoming increasingly popular: the concept of policy networks.

The concept 'policy network' connects public policies with their strategic and institutionalised context: the network of public, semi-public, and private actors participating in certain policy fields. The main argument of the book is that public policy is made and implemented in networks of interdependent actors. Public management should therefore be seen as network management, and interdependency is the key word in the network approach. Interdependency is based on the distribution of resources between various actors, the goals they pursue and their perceptions of their resource dependencies. Information, goals and resources are exchanged in interactions, these are frequent and some formalisation and institutionalisation occurs. The policy networks take shape around policy problems and/or policy programmes.

The authors seek to move away from the network analyses that focus on the failure and incompetence of governments. They rather focus on the potentials of policy networks for problem resolution and governmental steering. Network management is described as an example of governance and public management in situations of interdependencies. It is aimed as coordinating strategies of actors with different goals and preferences with regard to a certain problem or policy measure, within an existing network of inter-organisational relations. Network management aims at initiating and facilitating interaction processes between actors, creating and changing network arrangements for better coordination.
(From ODI bibs)

Kirton, C. and A. Bailey (2003) 'Establishment and development of a regional agricultural policy network in the Caribbean', Wageningen, Netherlands: Technical Centre for Agricultural and Rural Cooperation (CTA), online at <http://www.eldis.org/fulltext/CTAStudyReportFinalMay20031.pdf>

This study from the University of the West Indies for CTA, aims to develop a networking strategy geared towards improving access to relevant information by regional agricultural policy stakeholders in the CARIFORUM/CARICOM countries of the Caribbean. It presents:

- An assessment of the environment in which Caribbean regional agricultural policies are being conducted.
- A description of regional agricultural policy processes.
- A listing and description of the major stakeholder groups involved in regional agricultural policy development.

- An analysis of the information and communication requirements and issues for regional agricultural policies.
- A set of recommendations for regional policy networking.

Resource constraints at a national level, weak national and regional networks and differences in the administrative and geographic levels at which regional decisions are made are identified as factors resulting in a number of deficiencies with regard to communication and information exchange between stakeholders in the region. These include limited opportunities for information exchange and consultation outside of formal meetings and limited collection, availability and sharing of relevant data and other information.

The authors argue that the national and regional institutions involved must make a common commitment to establishing a sustainable regional network, with agreed objectives and goals, fed by national networks in member countries. The final sections of the report go on to make specific recommendations for the structure, management priorities and principle themes of this network in order to make it effective, relevant and sustainable.

(From Eldis)

Korten, D. (1990) 'NGO strategic networks: from community projects to global transformation', Report for Global Development Research Center.

Korten notes that the small size and limited financial resources of most NGOs make them unlikely challengers of economic and political systems sustained by prevailing interests of big government and big business. Voluntary associations are, however, coalescing smaller NGOs through evolving networks that lack identifiable structures, but create new institutional realities with value driven action and through broadly shared social visions. They can influence bureaucracies, and using electronic communication, rapidly mobilise significant political forces on a global scale. The process often depends on one or more individuals or organisations assuming strategic and catalytic roles. This can be done by even small organisations with very limited resources, if they are able to forge alliances, network and communicate.

The author cites examples such as the Thailand NGO campaign against the Nam Choan Dam, which organised existing traditional groups representing people likely to be affected by the dam, students who demonstrated against the dam from an ideological perspective, environmental professionals and journalists. The networking NGO maintained a low profile, did not take functions that could be done by member groups, did not set up its own publicity but worked through the media of its members and maintained a low resource base, tapping and supporting the resources of the network members. It also used protest actions to build a proactive agenda.

Korten notes that NGO alliances that influence policy are also driven by analyses of poverty that go beyond welfarist models to an understanding of how development is defined. The further upstream the analysis of cause, the more complex the issues and the more powerful the vested interests. This creates a temptation to widen networks and to tap new skills. The author raises questions of the balance between 'activist' and 'service provision' roles, in mobilizing funding, in maintaining acceptability to government, and taking up citizen action.

(From WHO/TARSC)

Krizsán, A. and V. Zentai (2003) *From civil society to policy research: the case of the Soros Network and its Roma policies*, ODI-GDN Case Studies 16, online at <http://www.gdnet.org/rapnet/pdf/Rio%20Paper%20-%20final.doc>

This paper explores the process of policy-making in the transition countries of Central and Eastern Europe by examining the role of the Soros Network in relation to the protection of Roma rights. The paper argues that in the transition economies, many policy fields are still considerably undeveloped and in need of conceptually sound, efficient and consistent public policies. These areas include health care, education, reform of the judiciary and law enforcement mechanisms, policies relating to vulnerable groups of the population, including different national or ethnic minorities, woman, and mentally disabled. However the experience, expertise for research, definition, implementation, and monitoring of appropriate policies are often not available to the policy-makers. In these sensitive sectors the activity of state actors has come to be complemented by other actors, most notably the international community and the non-governmental sector.

The Soros Network is identified as one of the most important non-governmental actors in the countries of the region. It takes an active involvement in the policy process particularly in priority areas of public health, education, and minority protection. This involves the following activities:

- Professional capacity development for civil servants, the judiciary, and service providers in different policy areas.
- Institution-building both for governmental units responsible for policy analysis and non-governmental groups engaged in research and advocacy.
- Support for international NGOs that could meaningfully participate in the policy process.
- Commissioning, generating and undertaking policy research.
- Sponsoring social research with policy implication through grants and fellowship schemes.

The paper draws the following conclusions:

- On sub-national level, states are not the only actors participating in the formation and implementation of policies. Cooperation among different stakeholders is often hindered by different drawbacks and weaknesses yet good practices could be explored and even generated.
- Financing research is not enough – connecting the recipients of policy research grants to local and regional think tanks, transnational NGOs and organisation is another tool for improving the grantees' capacities to influence the policy debates.
- State capacities in the respective policy fields need to be upgraded both in terms of professional and financial resources.
- The policy-making process is complicated; better understanding of its complexities could help to design research so that it makes a difference with respect to the policy process and to the actors of the process.
- The Soros Network has developed a large and diversified body of knowledge from its first-hand contact, support, and monitoring of various projects pursued by its units and grantees but the Network is far from having a well developed framework and practice for processing and sharing all these knowledge within the Network and among major partners.

(From Eldis)

Law, J. and J. Hassard (1999) *Actor network theory and after*, Oxford: Blackwell Publishers/Sociological Review.

This edited volume brings together some of the central figures within Actor Network Theory; Michel Callon, Bruno Latour, John Law with authors from other theoretical perspectives; Kevin Hetherington, Annemarie Moll, Marilyn Strathern, and Helen Verran. Actor Network Theory was one of the major theoretical perspectives that emerged within social theory in the 1990s. Taking a lead from post-structuralist thinking, ANT is concerned with finding new ways to configure two of the central oppositions which have dominated social theory for centuries; that of 'subject' and 'object'; 'structure' and 'agency'. Broadly speaking, ANT argues that the complexity of contemporary organisation forms such as networks mean that the binary oppositions of 'subject' and 'object'; 'structure' and 'agency' no longer hold. Instead, actors negotiate the social world where power is not possessed by individuals, nor by institutions, but is constructed by the relations between these things. Here, we see the influence of thinkers such as Foucault on ANT. This theoretical lens is used to examine a range of social spaces; from laughter in Nigerian classrooms, to Western financial markets, to art galleries and museums. The book tracks how ANT has become a central force within sociology and technoscience studies, anthropology, economics, feminism, geography, philosophy and organisational studies.

Leavitt, J. and A. Yonder (2002) 'The case of the Huairou Commission: local organizing and global networking campaigns', Paper presented at the International Research Group on Land and Urban Space (IRGLUS) Conference in Porto Alegre, Brazil, 17–19 July, online at http://www.huairou.org/assets/download/Case_of_Huairou.pdf

In less than seven years, the Huairou Commission has gone from an informal, loose coalition representing an international spectrum into a global network, reaching upwards of 11,000bn grassroots women's groups. Up until 1995, women, especially from the grassroots, were locked out of discussions at the global level. They had to rely on intermediaries within formal government delegations and or within the women's movement to make their voices heard. As good as those relationships might have been, the existence of the Huairou Commission has resulted in deeper collaborations and provided a platform that grassroots women's groups can call their own. As intersecting shifts changed within the UN and in its relation to NGOs, the Huairou Commission emerged as a unique opportunity, offering a forum in which ideas are exchanged, projects jointly undertaken, and policies crafted.

The networking started in 1995 at the United Nation's (UN) Fourth World Conference on Women, held in Beijing, China. Calling themselves the Women and Shelter Strategizing Groups, women meeting in the grassroots women's tent in Huairou – 30 miles away from the main conference where the Chinese government had moved them – issued a statement that urged recognition and respect for the central role

women play in families and communities. Immediately after Beijing, the groups came together around a Women, Homes and Community Super Coalition (SC) in order to prepare for the UN Habitat II Conference in 1996 in Istanbul, Turkey. There, as in subsequent campaigns, network members drove the campaigns and established the principle that the Huairou Commission would be accountable to the local groups. In this and other ways, Huairou can be seen as a process institution with an emphasis on process. The leaders see themselves as a 'movement' rather than an organisation.

(From introduction)

Lin, N. (2001) 'Building a network theory of social capital' in N. Lin, K. Cook and R. Burt eds *Social capital: theory and research*, New York: Aldine de Gruyter: 3–30.

Recently, social capital has become one of the most important concepts in the social sciences. It is now necessary to define it, review it, identify controversies and debates, consider critical issues, and propose conceptual and research strategies in building a theory.

The basic assumption behind social capital is that there are investments in social relations with expected returns. Through debate and clarification it is learned that social capital can be defined as resources embedded in a social structure which are accessed or mobilised in purposive actions. Social capital contains three ingredients: resources embedded in a social structure; accessibility to such social resources by individuals; and the use of social resources in purposeful actions. It can be defined as: an investment in social relations by individuals through which they gain access to embedded resources to enhance expected returns of instrumented or expressive actions.

Cybernetworks, defined as social networks in cyberspace, have an enormous impact on social capital. Because of it, there is a revolutionary rise of social capital. We are encountering an era where social capital far outpaces personal capital in significance and effect. Communication and networking through the computer indicates that this new form of social networks and social relations involves a significant amount of creation and use of social capital. With this new discovery, new topics and new theories need to be developed regarding social capital. Much work is needed to explore the relations and embedded resources – forms of social capital – to understand how cybernetworks build and segment social capital.

(Condensed from PovertyNet)

Lin, F. K., G-M. Comini and M. Tyszler (2004) 'Challenges and threats for civil society organized as networks: a case study of local social and electronic networks for organizations dealing with children and adolescents in Brazil', Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

A study of the various civil society, governmental and hybrid networks working in Brazil since 1990 to implement the ECA, defined as: 'a process of change in the way children and adolescents were seen by law and society as a whole'. The article begins by presenting the context and implications of the emergence of the ECA in Brazil. There follows a brief literature review on social and electronic networks. The authors then summarise the outcomes of an action-research carried out in 2001–02 with local networks. In the first stage, two virtual workshops were conducted with representatives of all the 17 existent networks. In the second stage, these representatives acted as research partners handing questionnaires to all of their affiliated organisations, in a universe of 2,159 public and private institutions.

Key findings are as follows:

- The vast majority of networks were recent.
- Only 12% had accomplished 'electronic networking'.
- Less than half contained a legal public institution related to children.
- Even after 12 years, the full understanding and uniformisation of concepts based on the ECA was not completed.
- Although more than 70% of the organisations have computers, the number of computer per organisation is low as well as the number of computer with access to the Internet. From all the 752 organisations, 45% stated that they hardly ever access the internet and 45% access quite often. From the group that uses the internet, 90% go for the Internet just for searching of information.

(Condensed from abstract)

Lipnack, J. and J. Stamps (1994) *The age of the network*, Essex Junction, Vermont: Oliver Wight Publications, Inc.

The Age of the Network offers leaders, managers, and teams a new, practical view of how to think about their companies and reinvent them without losing the value and knowledge that's embedded in their current organisation. Lipnack and Stamps contend that only truly 'networked' organisations can move beyond mere survival to consistent success. Based on proven concepts developed by the authors and employed in organisations such as Hyatt Hotels and Malcolm Baldrige award winner Eastman Chemical, *The Age of the Network* reveals how today's leaders can create organisations and teams that are defined by speed, agility, and a web of interconnected relationships.

In this new 'age of the network', organisations can break through impenetrable challenges and recognise entirely new business opportunities through the creation of interlocking, boundary-crossing teams. From Eastman Chemical's 'pizza and pepperoni' organisation to Al Gore's National Performance Review, leaders are learning the incredible value of creating 'links' inside and outside their organisations. *The Age of the Network* delivers a rich array of advice and insights for starting the vital process of creating a networked enterprise. Lipnack and Stamps show managers how to focus on five essential teamnet (networks of teams) principles which include establishing a clear purpose and creating communication links. Next, they offer a guided tour describing how organisations can turn these principles into practice and evaluate their real potential for creating a networked organisation.

Leaders are challenged to create 'islands of trust' through the careful design and development of networked teams. This new 'social capital' will be essential to maintaining the critical connections in every networked organisation. Lipnack and Stamps also offer a glimpse of the future in the current trends driving change in almost every enterprise. Their advice on navigating rapid change will give leaders new insights on sustaining their networked organisations well into the 21st century.
(From the publishers)

Loewenson, R. (2003) 'Civil society influence on global health policy' Annotated Bibliography for WHO/TARSC, online at <http://www.tarsc.org/WHOCSE/globalhealth.php>

CSOs have become increasingly influential in global policy processes. The UN draws information and expertise from CSOs and increasingly integrates CSO inputs and collaboration in UN processes. In relation to global health policy, CSOs have intervened around trade agreements; drug prices and treatment access; tobacco control; patient rights; promotion of breastfeeding and control of infant formula; rights of people with HIV/AIDS, and primary health care. Civil society visibility and influence in health policy has grown, with the growth in capacity and increasingly widely connected networks of civil society, supported by an expansion in access to information and increased concerted action.

This paper reviews literature on CSO influence on global health policy. While this paper followed the search criteria used in other papers, viz. publicly accessible or published research on the theme area, it also included review and position papers on global policies from CSOs and descriptions of global policy processes, given the nature of the theme, the paucity of traditional research and the wider use of social science and content analysis in this area. This paper discusses the findings on how civil society is intervening in global policy processes, from what sections of civil society, through what processes, using what evidence and with what impact. The overview discusses the knowledge gained and the knowledge gaps in our understanding of civil society influences on global health policy processes. (*Introduction*)

The largely descriptive research to date provides general insights, but leaves largely unanswered the analysis of the determinants of effective outcomes of CSO intervention in global health policy. Most importantly, the literature signals a need for research to explore further the differential access by different types of CSOs to policy processes and its impact on policy interests and outcomes. In particular, evidence of the differential access to global health policy processes between CSOs (largely Northern) that comment greater access to processes, power and resources compared to those without (largely Southern) needs to be further explored. This raises research questions in terms of the impact on gender, economic and political equity in CSO participation in health policy and on global health policy outcomes.
(*Conclusion*)

Lundin, B. and F. Soderbaum (2002) 'Blocking human potential: how formal policies block the informal sector in the Maputo corridor' in Ngai-Ling Sum and Markus Perkmann eds *Globalization, regionalization and the building of cross-border regions*, Basingstoke: Macmillan, online at <http://www.cris.unu.edu/pdf/Soderbaum%20working%20paper.pdf>

This paper focuses on one of the most interesting cross-border regions in Africa, the so-called Maputo corridor. For more than a century, the Maputo corridor has been an informal cross-border micro-region, constructed by migrants, extensive informal trading as well as dense socio-ethnic interactions. Since the mid-1990s there is a formal project, officially known as the Maputo Development Corridor (MDC), which seeks to reconstruct and revitalise this rather informal cross-border relationship, which effectively has existed for more than a century.

The aim of this paper is to relate the formal policies of the MDC with the underlying informal social fabric of this cross-border corridor, and determine to what extent the formal policies block or unlock the human potential of the micro-region. In the second section, I outline and discuss the informal and historical corridor, which is mainly built around migration and informal trade. The third section discusses the main characteristics and policies of the formal MDC initiative, primarily its objectives, institutions and planning strategies. In the fourth part of the paper, I relate the formal with the informal. I concentrate first and foremost on two main aspects: the development strategy and the governance mechanisms. In the final section I discuss ways and policy options whereby the formal and informal can become mutually reinforcing instead of competitive.

(From introduction)

McCarthy, H., P. Miller and P. Skidmore eds (2004) *Network logic: who governs in an interconnected world?* London: Demos, online at http://www.demos.co.uk/catalogue/networks_page404.aspx

From the Internet to Al Qaeda, the teetering electricity grid to old school ties, we live in a world of networks. A profoundly disruptive shift has occurred in our societies, making networks the most important organisational form of our time and reshaping the activities of families, governments and businesses. This collection of essays tries to understand the patterns and impacts of networks, their potential for organisation and decision-making, and how they make possible new forms of coordination and collective action. It looks at important lessons from the study of networks and addresses some of the critical questions that our 'network society' presents: from the distribution of power and inequality to the future of civic participation and the impact of new technologies. Essays include:

- Living Networks – Fritjof Capra.
- Towards a Theory of Government – Karen Stephenson.
- Connexity Revisited – Geoff Mulgan.
- Untangling the Threads – Ann Lieberman and Diane Wood.
- Networks, Knowledge and Innovation – David H. Hargreaves.
- Leading Between – Paul Skidmore.
- The Science of Inequality – Mark Buchanan.
- Old Boys and New Girls – Helen McCarthy.
- Your Friendship Networks – Perri 6.
- Developing the Well Connected Community – Alison Gilchrist.
- Networks and Neighbourhoods – Robert J. Sampson.
- Organising for Success – Diane Coyle.
- The Information Utility – John Taylor.
- Smart Mobs – Howard Rheingold.
- The Rise of Network Campaigning – Paul Miller.
- Why Networks Matter – Manuel Castells.

(From *Eldis*)

Madonn S. (2000) *International NGOs: networking, information flows and learning*, Development Informatics Working Paper Series 8, Manchester: IDPM.

International non-government organisations (INGOs) are increasingly regarded as important in their capacity to influence global policy on development issues such as poverty alleviation, sustainable development, and human rights. This has been possible through their simultaneous attachment to local places and cultures on the one hand, and their critical engagement with global institutions on the other. With recent advances in information and communication technologies, an increasingly connected INGO community is finding considerable scope for networking and information sharing at multiple levels.

However, despite the strategic advantage of INGOs in terms of their multi-level reach, their contribution to date remains limited more to small-scale success stories than to affecting development directions more broadly. In this paper, we emphasise the need for INGOs to learn from the field in their quest to influence wider policy-making and to improve local accountability. It is argued that, as their role changes from operational work to international advocacy, INGOs will have to strengthen institutional structures and learning skills to achieve a greater developmental impact.

(Abstract)

Nanavaty, R. (1994) 'We can, we will: women's empowerment and DWRCRA programme', SEWA Academy, online at [http://www.sewaresearch.org/pdf/researches/we can we will.pdf](http://www.sewaresearch.org/pdf/researches/we_can_we_will.pdf)

This paper presents the experience of SEWA (Self Employed Women's Association), an Indian female labourers' civil society network, in facilitating the implementation of the DWRCRA (Development of Women and Children in Rural Areas), a government-directed poverty alleviation programme.

It remarks that, although the government has committed considerable funding to poverty alleviation, projects often turn out to be wasteful or irrelevant. The involvement of civil society networks empowers the stakeholders to influence the formulation and implementation of the programme. In other words, the network plays a crucial role in linking the policy-process to the experience of the poor women themselves.

The paper notes: 'The single government department may not be able to perform the multiple roles needed for the viability of the programme such as organising, selection of activity, linking with the markets. However, the non-governmental organisations working for these objectives, functioning in rural areas, and working with poor women and communities can perform these roles. They can establish rapport with the women, leading to group formation without much difficulty and the economic activity; voluntary organisations should be involved more in the implementation of the programme. For the rural, poor, illiterate women it becomes extremely difficult to organise on their own to fight the social, political and economic forces at the local level. It is difficult for them to come out of the village and approach the block level offices and organise on their own. Therefore, it is the duty of the Government to facilitate the groups in establishing backward and forward linkages. SEWA has prepared the guidelines for involvement of NGOs in implementation of DWRCRA programme at the instance of the State Government, which highlights on some of these important aspects. The Government should accept full and comprehensive involvement of the NGOs. The NGOs may strengthen the programme by taking up [various specific measures].'

Narayan, R. and R. H. Shah (2000) 'Connecting the local to the global: voices of the poor', Paper prepared for Workshop on Local to Global Connectivity for Voices of the Poor, World Bank, Washington, DC, 11–13 December.

Institutional innovations are beginning to emerge in different parts of the world that promise to give voice and representation to poor people. This paper offers examples of such innovations from very different fields, drawing out the common features and the lessons that should guide the design of new mechanisms, and suggesting actions to close the large gap between the local and global level.

It first describes the nature of the gap, and then examines possible solutions from two perspectives: from local to global, and from global to local. Under the local to global heading, the paper identifies three factors that make it possible to close the gap – strong networks of poor people's organisations; the vision and skills of social entrepreneurs; and the availability of information and communication technology, which has the power to decrease poor people's social exclusion and create new economic opportunities for them even in the presence of structural inequities.

Examples are given of organisations and programmes that build on each of the three factors. Turning to the global to local perspective, the paper describes three other types of networks that help connect global resources to local initiative and issues – the emergence of transnational people's movements, global policy networks, and the use of the Internet to connect grassroots producers to the global marketplace through e-commerce. Again, examples are given. Finally, the paper suggests strategies for action.

(From the authors)

Nelson, J. and J. Farrington (1994) *Information exchange networking for agricultural development: a review of concepts and practices*, Wageningen, Netherlands: Technical Centre for Agricultural and Rural Cooperation (CTA).

Nelson and Farrington identify two types of networks: information exchange networks (IEN), and organisations with a networking function (ONF). IENs usually have a flatter structure than ONFs, as IENs

tend to share information through mutual communication, increasingly via the Internet. ONFs have a more centralised structure and therefore more often provide one-way information services such as CD ROMs and databases. There are also large variations within each of these two types of networks, and Nelson and Farrington give several illustrations of this. For example, networks can function in a hub-and-spoke formation, where various members have multiple objectives, thus requiring an element of centralisation in order to coordinate these different interests. Alternatively, the rim-effect network relies much less on a central institution, and instead the members profit from the opportunity of linking up with each other. The book concludes that there are some tensions inherent in networking which are important to address. The three tensions identified are leadership versus responsiveness, degree of formalisation, and defining boundaries. (From Chapman, Slaymaker, Young (2003) *Livelihoods approaches to information and communication in support of rural poverty elimination and food security*, London: ODI: 52)

Niombo, S. (2003) 'Online mobilization and publishing for African civil society', Information Technology and International Cooperation (ITIC) Programme, SSRC, New York.

African civil society organisations have begun slowly to appropriate the Internet. Some of them have experienced on line mobilisation and publishing. What are the challenges they meet in disseminating information through Internet? What is the contribution of 'social tech organisations' in these online activities? What audience is reached with what impact? Do African civil society organisations on line activities effectively influence a global audience? This short paper concludes that:

- Problems are numerous and they relate mostly to the funding of the infrastructure and the reduction of the digital divide between social layers and urban and rural zones. Accessing the internet which is not yet a reality for most Africans who live in poverty, are unemployed and are confronted with a pandemic of HIV/AIDS.
- Civil society organisations could increase the use of the Internet to handle and resolve issues that consume this continent. Online mobilisation and publishing has a real impact on different audiences: the North public, the African Diaspora, the African and international organisations. However, impact on governments' officials is difficult to prove.
- Strategies for mobilisation and political action should take into account disparities of audiences on the Internet. It will be absolutely necessary to work jointly with traditional media and new ones, to pursue physical contacts with government's officials, but also to advocate for better community development politics to enable access of most African to ICTs.

African civil society organisations' networking is an innovating solution which should be further explored. It enables them to participate in policy-making at a regional and international level and they can play an intermediate role between donors and grassroots. North organisation will play a supportive role to empower African civil society organisations for this purpose.

(From Eldis)

O'Brien, R. (2002) 'Global civil society networks online: Zapatistas, the MAI and landmines', Paper from Faculty of Information Studies, University of Toronto, Civil Societies Online, online at <http://www.web.net/~robrien/papers/civsocnets.html>

This paper provides some background into the research literature concerning social change activism as it has been influenced by the new online communications technologies. It briefly reviews CMC and CSCW; community networks and virtual communities; online governance and the public sphere; and Internet activism. This is followed by an elucidation of networking, the fundamental concept underlying the collaborations of civil society.

In the latter half of the paper, three case studies are given that exemplify the empowerment of global civil society through computer-enhanced networking - the Zapatistas' 'net war', the anti-MAI (Multi-lateral Agreement on Investment) campaign, and the International Treaty to Ban Landmines. Ensuing discussions reflect upon the relationship between online and offline networking. It is argued that these three cases are evidence that online networking has made social change activists more effective in influencing policy at an international level.

(Abstract)

Ottaway, M. (2001) 'Corporatism goes global: international organizations, NGO networks and transnational business', *Global Governance* 7(3): 1-22.

Ottaway presents an evaluation of the UN Global Compact, which was launched in 1999 to bring big business, labour, civil society and government together to deal with contentious issues of human and

workers rights, environment etc. In this the UN used corporatism to complement representative and participatory democracy. Observations:

- Tying different organisations into cooperative relations can weaken the contribution of each and create a new bureaucracy, particularly in that cooperation between essentially unrepresentative organisations is of doubtful representational benefit to people.
- Tripartite councils are good for temporary responses to tensions but are not successful in the long run for meaningful representation of interest groups.
- Corporatism is supposed to bring a reconciliation of views, but the state can dominate, hand pick groups, and is not neutral. Hence, corporatism can be used as system of control, with government as gate keeper, bringing compliant organisations to the table and excluding others. However, *global corporatism* is emerging more strongly as NGOs are challenging the international system – and is thus both innovative and defensive.

In summary, Ottawa notes that there are opportunities in new information and inputs and the enhancement of pluralism, but risks in the inequality in partnerships, their lack of representativeness, the costs of bureaucratisation, and the fact that they may give disproportionate influence to well organised, astute NGOs. (Adapted from WHO/TARSC)

Pal, L. (1997) 'Virtual policy networks: the internet as a model of contemporary governance?' Paper presented to INET '97, online at http://www.isoc.org/inet97/proceedings/G7/G7_1.HTM

The public policy literature has recently emphasised the importance of 'networks' in the policy process and has also argued that the new dynamics of policy networks are redefining contemporary forms of governance. Surprisingly, this literature has largely ignored the Internet as an exemplar of these new network forms and new governance practices. This paper tries to bring these two areas of research together. It reviews the policy literature to establish the point that the network concept is increasingly central to contemporary discussions. It then provides an overview of what various authors have identified as the key characteristics of the Internet and the networks that operate through it. The paper concludes with several suggestions for further research on virtual policy networks.

(Abstract)

Pattberg, P. (2004) *The institutionalisation of private governance: conceptualising an emerging trend in global environmental politics*, Global Governance Working Paper 9, Potsdam, Amsterdam, Berlin, Oldenburg: the Global Governance Project, online at <http://www.glogov.org>

The concept of global governance denotes a fundamental change in the steering mechanisms employed by governments and international organisations as well as in the relation between public and private interests in the provision of global public goods. Next to public-private partnerships and public policy networks, private governance institutions, involving civil society organisations and business actors, enter the centre stage of global governance research within the wider context of international relations theory.

This paper develops a conceptual framework to understand the emergence and impact of private transnational governance institutions in global environmental politics. This phenomenon, referred to as the 'institutionalisation of private governance', has not received as much attention in academic debate as public-private partnerships or global public policy networks have. I argue that private governance institutions can be understood as systems of rules, norms, and obligations prescribing the behaviour of transnational actors in a specific issue area. They emerge as the result of close cooperation between companies, business associations, and a wide range of non-profit organisations. As a result, 'governance without government' becomes more and more institutionalised in global environmental politics. But what precisely is the role of private institutions in global governance, why do they emerge, and what is their impact?

To answer this set of questions, the first part of this paper introduces global governance as an analytical concept to understand the profound changes in the nature of the global political system. The second part proposes a clarification of the concept of private governance institutions by comparing it to rival concepts, such as private inter-firm regimes, green alliances or private organisations. Afterwards, the paper assesses five private governance institutions in the field of environmental politics according to their function and impact. The remainder of the paper discusses different approaches that address the puzzle of private governance institutions' emergence. Preliminary empirical evidence suggests that further research is necessary, especially on the phenomenon of business-civil society cooperation.

(Abstract)

Pollard, A. and R. Driscoll (2004) 'Strategic communications in PRSPs: Bolivia case study', ODI Consultation for the World Bank and DFID.

Communications initiatives in the Bolivian PRS have worked towards building constructive links between very diverse groups with fragile relationships. The Bolivian government as a whole has long-term problems with clientelism and corruption, and an acrimonious relationship with a very vocal and internally divided civil society sector. Steps towards bridging these gaps through the PRS process have been made in three ways: First, consultation processes and participative monitoring at the relatively stable and coherent level of municipalities were undertaken. Secondly, an independent consultation on the PRSP was conducted by the Catholic Church – an organisation which cuts across disparate civil society groups - and run in parallel to the government-led National Dialogue. Finally, think tanks, such as ILDIS, have worked to mediate between government and the general public by promoting more informed and constructive debate. Steps are also being taken within the donor community to develop closer collaboration among themselves, with DFID leading a new network of bilateral donors. The links between donors and other stakeholders however have room for improvement: there have been calls for donors to capitalise on the success of the Bolivian think tank sector, and invest in research and analysis which can promote a better match between donor expectations of government, and its practical capacities.

(Author's summary)

Portes, A. and P. Landolt (2000) 'Social capital: promise and pitfalls of its role in development', *Journal of Latin American Studies* 32(2:) 529–47.

This article reviews the use of the concept of social capital in recent literature and presents examples from the Latin American context. The origins and evolution of the concept – in particular its transformation from an individual trait to a characteristic of communities – are described. The authors note that there are problems with the definition of social capital and that the ability to secure resources is often confused with the resources themselves. Negative aspects of social capital are often excluded from research and literature, and motivations are not addressed. The 'stock' of social capital needs to be understood as different from the effect of social capital. The understanding of social capital as both an asset of individuals, as well as of communities or nations leads to further confusion.

The article includes examples from Latin America that reveal the importance of social networks and community monitoring in grassroots economic initiatives. Garment workshops in Guatemala and tropical fruit packing firms in Jamaica demonstrate the role of community monitoring. Salvadoran migration and hometown associations reveal the challenges encountered in efforts to build trust in areas recovering from armed conflict.

(From PovertyNet)

Portes, R. and S. Yeo (2001) 'Think-net: the CEPR model of a research network', CEPR http://www.cepr.org/aboutcepr/CEPR/CEPR_think.pdf

CEPR is organised very differently from most other 'think-tanks'. The Centre administers centrally a 'pure' network – no research is done at the London headquarters of CEPR, where a staff of 28 deals entirely with the development, funding and administration of research and related activities (publications, meetings). Researchers are based in their home institutions: universities, research institutes, central bank research departments, and international organisations. Thus CEPR is not a 'think-tank' at all: rather, it is a 'think-net', an 'invisible college' or 'multiversity'. We believe that one of our main achievements has been to create an active, functioning *community* of dispersed individual researchers throughout Europe, who collaborate through CEPR in research activities and dissemination. In that process, we have also convinced a large group of first-class economists that applied economics leading to policy analysis can be just as important as theory, and it too can enhance professional stature.

The key issues for the establishment of a nationally and internationally important 'think-tank' with global reach are the following:

- How to identify the supply of good researchers.
- How to identify, perhaps to *create*, the demand for policy research – who are the potential users, what do they want, what *should* they want?
- What structure will best bring them together?
- How to establish and maintain independence from both funders and policy-makers.
- How to maximise the policy impact of good research.

We believe that CEPR's experience suggests some answers to these questions. In particular, we have sought to innovate in:

- Organisation – creating an *international network* of top-ranking academics that functions as a research community.
- Orientation – inducing the participants in that network to devote part of their efforts to directly policy-relevant work.
- Dissemination – with an exceptional range of publications for different groups of users, including pure research papers and conference volumes, policy papers, three series of policy reports: the *Bulletin*, *European Economic Perspectives*, and *Economic Policy*.
- Funding – developing a unique mix of public (national research councils, European Commission, central banks), foundations and corporate support.

In the near-term future we shall focus on two priorities:

- A new form of interaction that we call the ‘Virtual Economics Department’ – using recent developments in computer hardware and software to create new forms of interaction among researchers and between them and our central administrative services.
- Further enhancing the policy relevance and impact of our research output through more sophisticated outreach to the policy community and media.

(Executive Summary)

Provan, K. and H. Brinton Milward (2001) ‘Do networks really work? A framework for evaluating public-sector organizational networks’, *Public Administration Review* 61(4): 414–23.

Provan and Milward start with the question: Do networks for community-based, publicly funded health services deliver what they promise? How do we evaluate network effectiveness? In principle, community-based networks would seem to be logical mechanisms for providing public services that cannot or should not be centralised. Community-based networks in the health sector typically bring together a collection of programmes and services that span a range of cooperating but autonomous (frequently private or non-governmental) organisations. However, there is still a lack of comparative network data, and the authors state that in practice it is premature to conclude that networks are effective mechanisms for addressing complex policy problems. They then propose a framework for network evaluation that focuses on three different levels of analysis: community, network and organisational participant level.

- **Evaluation at the community level:** At this level, networks must be evaluated against the service contribution they make to the communities they are supposed to benefit, using criteria such as improved access, utilisation, responsiveness, integration, and cost effectiveness. Since the network's end users are frequently not a politically powerful interest group, Provan and Milward suggest that evaluation at community level should include consultation with representative consumer advocacy groups or local officials.
- **Evaluation at the network level:** To operate effectively, the collaborating organisations must recognise the need to act as part of a network. The simplest way of evaluating whether this is happening is to map the ebb and flow of organisations to and from the network, as compared to the maturity of the network. Newly established networks should be attracting new members who can offer new services, while mature networks should have a relatively stable core group of agents with a broad range of loose or informal ties. Frequently, a network will require a principal agent, or network administrative organisation, in order to manage the evolution of the network.
- **Evaluation at the organisational participant level:** This level considers the benefits that accrue to the organisational members of the network. Do the individual agencies feel that they stand to gain from participating in the network? The answer to this will mostly depend on four primary criteria: client outcomes and integration of services; legitimacy and status; resource acquisition and fundraising; and cost.

(ODI bibs)

Putnam, R. (1993) *Making democracy work*, Princeton: Princeton University Press.

Why do some democratic governments succeed and others fail? In a book that has received attention from policy-makers and civic activists in America and around the world, Robert Putnam and his collaborators offer empirical evidence for the importance of ‘civic community’ in developing successful institutions. Their focus is on a unique experiment begun in 1970 when Italy created new governments for each of its regions. After spending two decades analysing the efficacy of these governments in such fields as agriculture, housing, and health services, they reveal patterns of associationism, trust, and cooperation that facilitate good governance and economic prosperity.

(From the publisher)

Radcliffe, S. (2001) 'Development, the state, and transnational political connections: state and subject formations in Latin America', *Global Networks: A Journal of Transnational Affairs* 1(1):19.

Focusing on the processes of making and sustaining transnational political ties between actors, international actors and states, this paper reviews recent work from a number of disciplines on globalisation and politics, and outlines an agenda for future research. Rather than seeing transnational political linkages merely as forerunners to the loss of local sovereignty, the paper argues for a wider conceptualisation of transnational connections, embedded within processes of state formation in Latin America. Using a variety of examples, it is argued that transnational networks are associated with a wide range of meanings and a variety of responses by diverse actors. Drawing on recent work in political science, post-structuralism and anthropology, it is suggested that geographical concepts – related to scale, process and networks – offer a means through which to analyse and 'map out' these transnational political processes. (*Abstract*)

Rai, S. (2003) 'Networking across borders: the South Asian Research Network on gender, law and governance', *Global Networks* 3(1): 59–74.

In this article I focus on a subaltern approach to knowledge networks by examining the process of setting up such a network, the South Asia Research Network (SARN) on Gender, Law and Governance. I reflect on the construction of discourses about 'knowledge' and 'knowledge-makers' and the issues of access that emerge as a result of these discourses and practices. I outline three aspects of a 'politics of network(s)-ing': the politics of process; the politics of outcome; and the politics of framing. I conclude that the borders of which we need to be aware are not just national borders but also borders of power. Knowledge networks are politically heterogeneous and for subaltern networks to have sustainable organisations as well as critical politics they need to be self-reflective and deliberative.

Reinicke, D. et al. (2000) *Critical choices: the UN, networks, and the future of global governance*, Johannesburg, South Africa: GPPI, online at <http://www.gppi.net/index.php?page=cms&id=2>

Global Public Policy Networks (GPPNs) have risen to prominence recently thanks to the twin modern-day developments of liberalisation and technological revolution. The combination of these two developments has resulted in 'governance gaps' within the international system. Specifically, these 'governance gaps' are identified as an 'operational gap' (inability to deal with complexity) and a 'participatory gap' (a large-scale democratic deficit). GPPNs set out to plug these gaps.

The concept of a GPPN is difficult to define because such networks can adopt a variety of fluid forms. Nevertheless, the authors suggest six vague functions:

- Raising new issues to the global agenda. In particular, this relates to the subset of GPPNs known as 'Transnational advocacy networks' (eg. The Campaign to Ban Landmines).
- Facilitating the setting of global standards. In particular, this relates to trisectoral networks, such as the World Commission on Dams.
- Gathering and disseminating knowledge. The authors point out the need here for flexibility, citing The Consultative Group for International Agricultural Research as an example.
- Creating markets – specifically, linking demand for public goods with supply (e.g. Medicines for Malaria Venture).
- Implementing inter-governmental treaties – for example, the Global Environment Facility.
- Closing the 'participatory gap' – for example, Transparency International.

The authors then go on to lay out guidelines for successful network management, followed by suggestions as to how the UN might cast itself in the role of facilitator of GPPNs.

Reuter, M. (2004) 'Civil society networking across the old East-West divide: cross-border NGO cooperation in the Baltic Sea region', Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

The problem of structural inequality seems to occur fairly often in cooperation projects involving Western ('Northern') NGOs and their local partners in Third World countries. The aim of this paper is to discuss the relevance of this issue to regional NGO cooperation in the Baltic Sea area. Given the initial inequality between NGOs from the Western and from the Eastern countries of the region – not only in terms of material resources but also of know-how and experience – it is interesting to see whether the dynamics of their cooperation tends to reduce or to further reinforce this inequality. After all, for the development of a regional civil society in the Baltic Sea area it is important not only that cooperation between non-profit groups takes place, but also that it is based on mutual trust and reciprocity.

The paper is based on a research project on the cooperation climate in regional NGO networks, involving in-depth interviews with NGO representatives from Sweden, Poland, Germany and Estonia. Preliminary results of the study show that for NGOs both from the Eastern and Western parts of the region, factors other than material resources inequality define the cooperation within the NGO networks. Country-specific organisation culture and civil society traditions among others seem to play a more important role for the cooperation climate within the networks than the issue of resource inequality, indicating that the dynamics of the cooperation here follows a different pattern than what has been observed in many cases of cooperation between Western and Third World NGOs.

(Condensed from abstract)

Riker, J. (2004) 'Advancing democratic empowerment and governance in transnational civil society: toward meaningful North-South research collaborations', Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

With the growing importance of civil society actors engaged in advocacy beyond the state, there is a critical need for systematic theorization of transnational civil society that synthesises the ongoing scholarly research and goes beyond to take fuller account of the theoretical perspectives and practical experiences of researchers and practitioners around the world.

This comparative study will provide a synthesis of promising approaches and successful initiatives for advancing democratic empowerment and governance in transnational civil society in both the North and South. This study explores possible models for fostering mutually supportive and meaningful North-South research collaborations that advance theory and inform practice about democratic empowerment and governance in transnational civil society.

This study will provide vital knowledge, understanding and exchange about how to advance democratic empowerment and innovative forms of democratic governance that lead to durable mid- and macro-level social change; provide recognition of innovative democratic experiments underway in the South and North and build effective alliances for strengthening and sustaining these initiatives; and offer valuable insights and perspectives from other political contexts about the challenges and dynamics of how to deepen democracy that leads to social and systemic change at multiple levels of governance.

(Condensed from abstract)

Riles, A. (2001) *The network inside out*, Michigan: University of Michigan Press.

Riles' perspective is that of both international lawyer and anthropologist. In this meticulous study of feminist NGOs in the South Pacific preparing for the 1995 'Beijing Conference', she sets out to cast fresh light on structures that were previously overlooked as mundane fact.

In turning the network 'inside out', Riles invokes the analogy of layers of Fijian patterned mats in order to introduce a complex duality into a discourse that may have seemed simple. As regards personal relations within a network, she describes a notion of 'sociality seen twice', whereby network and personal relations constitute both the inside and outside of the other. Meanwhile, more broadly, she questions the distinction between what is classed as Reality, and what is classed as Technicality. In the end, networks harbour a paradox: although they do indeed exist, they are at the same time fundamentally vacuous.

Robinson, D., J. Harriss and T. Hewitt (1999) 'Why inter-organizational relationships matter', in *Managing development: understanding inter-organizational relationships*, London: Sage.

The chapter starts off by describing the way in which the development arena has moved from practices referred to as serial monogamy to more complex and polygamous behaviours. With more cooperation between aid agencies, a shift can be seen from aid-based to rules-based development. Attention is turned more towards defining sector-wide programmes and macro level change. In inter-organisational terms, this might be described as a move from interaction generated by operational needs, to attempts to build more enduring relationships. There are major challenges in place trying to make sense of the underlying politics of the notion of cooperation, with focus on the real conflicts of interest and agenda which persist in all areas, and how these are managed.

There are three 'ideal' modes of inter-organisational relationships: competition (market, firms), coordination (state, government at all levels), and cooperation (civil society, NGOs, trade unions). The authors recognise that often there are significant overlaps between what might be considered state, market and voluntary organisations, and often they work together in various arrangements.

- **Competition:** The institutional framework for organising competition is provided by the market, thus the World Bank is pointed out as one of the principal proponents of competition as the basis for development. The use of the term is broad, including competition for scarce resources, ideas, constituencies, values and definitions of needs.
- **Coordination:** The most common notion of coordination is rule-regulated and hierarchically organised, generally associated with the state as a legitimate controller and coercer. In its positive sense, coordination by the state is based on the notion of a liberal state deriving its legitimacy through systems of elected representation. However, coordination, generally associated with hierarchies, is a relationship of power, which can be used or abused. Coordination has been a key form for organising development practice, but the context is changing, and the central actor, the government, has changed from all encompassing provider to that of a regulator.
- **Cooperation:** Cooperation tends to be associated with voluntary organisations, as non-hierarchical and with all parties involved on an equal basis with each other. Cooperation assumes power based on knowledge, expertise, and/or contribution, rather than power derived from hierarchy. On its positive side it is seen as a process of consensus building and sharing in public action. However, as already indicated, talk of cooperation frequently disguises power relations in the name of equality.

(ODI bibs)

Rocha de Mendonça, F., C. Fedato and M. Tsutsui (2004) 'Monitoring of cross-sector alliances: a Brazilian proposal', Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

This article aims at raising the discussion on the challenge faced by organisations that keep social action partnerships. It also introduces the Instrument for Monitoring Cross-Sector Alliances, a tool developed from the research named 'Strategic Cross-Sector Alliances for Social Action'.

Among the results of this research is the fact that partner organisations and enterprises acknowledge the benefits inherent to the establishment of partnerships, mostly in which refers to the optimisation of complementary competencies and project results. However, there are challenges still arising, particularly related to the different organisational cultures, lingo and work styles of institutions from diverse sectors. There is also difficulty in which concerns to the alignment of objectives, strategies and value between allied organisations, which generates problems in the definition of result and alliance monitoring indicators.

(Condensed from abstract)

Rondfelt, D. F., J. Arquilla, G. E. Fuller and M. Fuller (1998) *The Zapatista social netwar in Mexico*, Santa Monica, CA: RAND, online at <http://www.rand.org/publications/MR/MR994/>

The information revolution is leading to the rise of network forms of organisation, whereby small, previously isolated groups can communicate, link up, and conduct coordinated joint actions as never before. This, in turn, is leading to a new mode of conflict – 'netwar' – in which the protagonists depend on using network forms of organisation, doctrine, strategy, and technology. Many actors across the spectrum of conflict – from terrorists, guerrillas, and criminals who pose security threats to social activists who do not – are developing netwar designs and capabilities.

The Zapatista movement in Mexico provides a seminal case of 'social netwar'. In January 1994, a guerrilla-like insurgency begun in Chiapas by the Zapatista National Liberation Army (EZLN), and the Mexican government's response to it aroused a multitude of civil society activists associated with a variety of non-governmental organisations (NGOs) to 'swarm' – electronically as well as physically – from the United States, Canada, and elsewhere into Mexico City and Chiapas. There, they linked up with Mexican NGOs to voice solidarity with the EZLN's demands and to press for non-violent change. Thus, what began as a violent insurgency in an isolated region mutated into a non-violent though no less disruptive 'social netwar' that engaged activists from far and wide and had both national and foreign repercussions for Mexico.

This study examines the rise of this netwar, the information-age behaviours that characterise it (e.g., use of the Internet), its effects on the Mexican military, its implications for Mexico's stability, and its implications for the occurrence of social netwars elsewhere around the world in the future.

(Summary from authors)

Rutherford, K. (2000) 'The landmine ban and NGOs: the role of communications technologies', *Journal of Transnational Associations* 2/2000: 60–73.

This paper contends that communications technologies facilitated the International Campaign to Ban Landmines. These technologies allowed ICBL members to disseminate research widely and, in most cases, publicise information quickly to influence state policies toward banning landmines. Furthermore, these technologies allowed the ICBL to communicate and coordinate among themselves and with the governments, media and public in a quickly and cost effective manner. Finally, these technologies reduce coalitional building costs, especially among Southern NGOs, and allow for information collection and dissemination over the issue of security – an area once monopolised by states. This paper concludes that the ICBL's effective application and utilisation of communications technologies provides a model for future NGO coalitional building and strategies toward working with or against state interest.

(Adapted from abstract)

Ryan, S. (2004) 'Initial trust formation in an online social action network', Paper presented to ISTR Sixth International Conference on Contesting Citizenship and Civil Society in a Divided World, Ryerson University and York University, Toronto, Canada, 11–14 July.

Social action groups play an important role in the non-profit sector through their advocacy for marginalised communities and through their opposition to hegemonic interests of governments and big business. Successful collective action involves both risk and interdependence, making trust between participants essential. Increasingly, social activists are turning to computer-mediated communication to support their work (Deibert 2000; Diani 2000).

Although online interaction creates new opportunities for activists, it also poses a challenge for the development of trust. In an environment where individual identities are difficult to verify and where actions cannot be easily sanctioned, text-based information may be insufficient for the development of the trust and commitment required for collective social action (Ayres 1999; Calhoun 1998; Tarrow 1998). This paper describes a study that explored initial trust formation in a computer-mediated social action network.

(From abstract)

Sabatier, P. and H. C. Jenkins-Smith (1999) 'The advocacy coalition framework: an assessment' in P. Sabatier ed. *Theories of the policy process*, Boulder, CO: Westview Press.

This chapter examines the link between research and policy in terms of an 'advocacy coalition' framework, which aims to take into account the importance of various coalitions between certain policy-makers, influential actors and pressure groups. The coalitions form on the basis of shared beliefs and values, as actors/institutions who share a similar perspective forge relationships with each other. Advocacy coalitions therefore consist of various different actors, including different government agencies, associations, civil society organisations, think tanks, academics, media institutions, and prominent individuals.

There are competing advocacy coalitions within each policy domain, and in general one of these coalitions will be dominant and wield greater power over the policy process than other coalitions. Sabatier and Jenkins-Smith argue that research findings will inevitably be shaped by the competition between the different coalitions. They also note that academics and think tanks have a far greater chance of being heard when there are like-minded influential politicians in the dominant advocacy coalition. When this is said, they see a productive and potentially influential role for research, particularly in assisting coalitions to produce better arguments and to monitor the claims of their opponents. While actors in advocacy coalitions do not usually relinquish their core values and beliefs, they are open to changes of 'secondary importance' such as specific policy formulations, and it is here that research has a role to play.

(ODI bibs)

Saguier, M. (2004) *Convergence in the making: transnational civil society and the Free Trade Area of the Americas*, University of Warwick: CSGR Working Papers 137/04.

This paper analyses the role of the Hemispheric Social Alliance network in its efforts to build a transnational coalition between labour unions, social movements, indigenous, environmental and citizen organisations throughout the Americas to oppose the establishment of a Free Trade Area of the Americas (FTAA). The prospects of hemispheric solidarity cannot be assumed in face of such heterogeneity of social actors. Drawing from social constructivism and the theory of structuration, the paper will propose a methodological approach to the study of transnational collective action in the Americas by stressing the political value of building discourse coalitions and embedding collective expectations. Defying the official *meanings* of the

FTAA project, the Hemispheric Social Alliance has been articulating a counterhegemonic critique to neo-liberal approaches to development in the Western Hemisphere.

(Abstract)

A central theme that articulates the argument of this paper is the co-determining relationship between structure and agency. On the one hand collective action is explained in terms of the interaction between various social movements and organisations along the Americas with an emerging structure of meanings and expectations embedded on critique to the FTAA. New political subjects are created through the appropriation of these expectations, visions and inspirations. On the other hand, initiatives of social actors like the HSA are contributing to reinforce this structure of meanings from which others derive expectations of social change. In an endless circle, agency creates and reinforces structures while structures open the possibilities for the emergence of new subjectivities. This dialectical relation is at the core of the collective action process.

(From conclusion)

Samuel, K. (2000) 'Civil society coalitions, alliances and networks: the movement for free and fair elections – Sri Lanka, a case study', online at IFCB <http://www.ifcb-ngo.org/publications/docs/Can-sl.doc>

This IFCB case study charts the recent history of the civil society networks and coalitions that developed in Sri Lanka in response to the need for free and fair elections. It describes the transition from an 'alliance' of human rights groups to a more formal 'coalition'. The networks were successful in raising the issue of election monitoring into the national consciousness. Key issues faced are listed as follows:

- Loose and flexible structure;
- Decentralised planning and decision making at local/district levels;
- Past links with the trade unions and other political movements;
- Diversity of members – individuals and organisations;
- No uniform systems for members;
- High degree of volunteerism;
- Periodic action vs. long-term stability;
- Loose structure vs. formalisation.

Smith, M. J. (1997) 'Policy networks' in Michael Hill ed *The policy process: a reader*, London: Prentice Hall.

Smith suggests various ways to distinguish between different policy networks. The first distinction is based on the theory that policy networks can be arranged along a continuum from a policy community to an issue network. At the policy community end one would find networks that were well defined, with formal membership and frequent interaction among the members. At the issue network end of the continuum, one would find a large and loosely defined network of various people, with fluctuating levels of activity and interaction.

Another way of distinguishing between policy networks is to look at them by policy sector. Smith's chapter focuses on the interaction between networks and government. The network's aim is to influence government policy, while the government wishes to use networks to achieve specific policy goals. The nature of this interaction will vary by sector, as different sectors operate with different levels of resources and prestige. The author also suggests that if networks wish to maintain a good relationship with the government they have to abide by certain 'rules of the game': they have to act constitutionally; accept the government's final decision; show that they can be trusted; and only make reasonable demands. High profile campaigns, for example, fall outside the rules of the game and will change the nature of the relationship to government.

The chapter also outlines differences between core members of a policy network and peripheral members. Some members will be active in the network for a longer period of time, and will have more resources and more contacts. However, this does not necessarily mean that they will take power away from other members. Instead, the author argues that in a policy network, power is positive-sum, i.e. the resources of one group also benefit the others.

(ODI bibs)

Söderbaum, F. (1999) *Understanding Regional Research Networks in Africa*, Sida Studies in Evaluation 99/3, Stockholm: Sida, online at <http://www.sida.se/Sida/articles/11100-11199/11101/STUD99-3.pdf>

The overall aim of this desk study is to contribute to a better understanding of regional research networks (RRNs) in international development cooperation, with special emphasis on those in Africa. The terms of reference specifies three overall objectives: i) a general review of literature on the concept of research networks and the support to research networks in developing and industrialised countries; ii) an inventory and analysis of different types of RRNs in international development cooperation, accompanied by an assessment of the frequency with which networks of different kinds figure in international development cooperation; and iii) preliminary analysis of Sida-funded RRNs in terms of the typology devised.

Key points:

- Networks emerge and are organised in order to increase communication, cooperation and the use, access and sharing of information and knowledge. As such they are vehicles for voluntary cooperation and the creation of dynamic research and education communities.
- In an increasingly globalised world in combination with the fact that the national education and research systems in the developing world are often extremely weak and small, there is a tendency that regional, interregional and global research networks are becoming increasingly important.
- There are some preliminary indications of that some RRNs have problems carrying out such a multitude of tasks, thus spreading themselves too much.
- All the RRNs [that is, the Sida-funded RRNs under examination] are heavily dependent on foreign aid, and without international development assistance there would be much fewer networks and they would most likely carry out a much more limited set of activities.
- The study reveals the great pluralism of RRNs and networking strategies, with both similarities and differences, fulfilling a host of functions and trying to build various types of research capacities.

(From summary)

Soeftestad, L. and P. Kashwan (2004) 'CBNRM Net: from managing natural resources to managing ecosystems, knowledge and people', CBNRM Net, Kristiansand, Norway, online at [http://www.cbnrm.net/pdf/soeftestad I 007 eoc.pdf](http://www.cbnrm.net/pdf/soeftestad%2007%20eoc.pdf)

This paper looks at how environmental online communication (EOC) could move beyond an emphasis on information to focus on knowledge (and to management of such knowledge) that can be instrumental in achieving the goals of more equitable and sustainable natural resource management.

Using the Community-Based Natural Resource Management Network (CBNRM Net) as a case study, it offers an assessment of the present and future role and scope of EOC in development cooperation, and in CBNRM in particular.

(From the author)

Stacey, R. (1995) 'The role of chaos and self-organization in the development of creative organizations' in Albert, A. ed. *Chaos and society*, Amsterdam: IOS Press.

From a management studies perspective, Stacey draws on chaos theory (transported from the physical sciences to social science issues) to discuss the possibilities of moving away from 'equilibria' models of organisation to models that focus on nonlinear networks. He argues that the 'nonlinearity' of networks – e.g. the spontaneous relations formed between people, the irregular sharing of information, the informal learning processes that occur through interaction, etc. – is precisely what makes networks such valuable sites for innovation. In formal institutions, the networks that form often function as 'shadow organisations' that creatively interpret and modify official strategies. More importantly, the informal networks continuously generate new and alternative strategies. Those unofficial strategies that survive and are picked up by various actors through the informal channels and networks will normally after a time become institutionalised, thus making them official. This reinforces the control of the formal management and provides some stability. However, new unofficial ideas and responses will already be forming. Stacey argues that this constant interaction between stable organisational elements and unstable informal networks is vital if an organisation wishes to succeed.

(ODI bibs)

Starkey, P. (1998) *Networking for development*, London: International Forum for Rural Transport and Development.

Networks are increasingly important, whether local, national or international. People talk about networks in development agencies, in research, in businesses and in many professional fields. For some people, networking seems just another jargon term. But many organisations now recognise networking as a valuable means to share information, further common objectives and make best use of limited resources.

Exactly what is a network? How do networks function? Why are some networks very successful, but others disappointing? Despite the growing number of development networks there is little accessible information about how different networks operate, the ingredients for their success or the problems that they face.

Networking for Development is a unique and groundbreaking book written specifically to meet this need. It provides a comprehensive survey and synthesis of networking issues. It offers concise, practical advice for people who are involved in networks or who are thinking of establishing one. It is based on the author's own experience of supporting national and international networks, as well as analyses of network successes and failures in many parts of the world.

The book is in two parts. Part I discusses the benefits and problems of networking and sets out guidelines for successful networking with examples from a range of development networks. Part II illustrates these points more fully with a detailed case study of animal traction networks in Africa.

(From the publisher)

Stone, D. and S. Maxwell eds (2004) *Global knowledge networks and international development: bridging research and policy in a globalising world*, London: Routledge.

This edited volume addresses the issue of whether and how networks can be effective in promoting research-based policy-making. In their introductory chapter, the editors conclude that although there are significant grounds for scepticism over the potential of networks, at the same time, there are equally grounds for optimism:

'Networks can play an important part in helping to create a policy process that is research rich, inclusive, and accountable – at least in theory. Even so, the virtues of networks are not straightforward. We find that access can be unequal, transactions costs high, and sustainability problematic. This is true even of well-funded and well-meaning initiatives like those taken by the World Bank. There is a way forward, but it requires development agencies and actors to think in new ways about knowledge management.'

Based on the evidence presented in the volume, grounds for optimism are listed as:

- Networks are never static.
- It is indeed possible to enfranchise disadvantaged communities through networks.
- It is indeed possible to influence Southern policy through networks.
- There is much to be gained if donors opt for a long-term commitment.

Struyk, R. (2000) 'Transnational think tank networks: purpose, membership and cohesion', Urban Institute, Washington, DC.

This short paper provides a brief overview over issues related to think tank networks. Think tank networks are different from public policy networks in that think tank networks are usually made up of organisations with more or less the same interests and fundamental views. In this respect they are similar to epistemic communities. Think tank networks are typically characterised by webs of relatively stable relationships and informal interactions based on these relations. They are also generally non-hierarchical, and attempt to pool and share resources in a mutual manner.

Struyk lists four criteria that can be used to classify different types of networks:

- **Objective:** this can be, for example, efficient flow of knowledge among members, or specific spheres of influence.
- **Incentives for participation:** the costs involved can be miniscule, or can increase as members are required to attend conferences and contribute regularly. These different types of effort required also bring different types of benefits, ranging from access to information to greater visibility and influence.
- **Basis for membership:** networks can be completely open, or restricted in various ways.
- **Network coherence:** this refers to the degree to which the network manages to build effective working relations and a sense of community among its members.

Struyk goes on to apply these criteria to various existing networks. He highlights the fact that two-thirds of the networks have a specifically regional focus, which may be an advantage as far as knowledge sharing and policy influence are concerned.

(ODI bibs)

Surman, M. and K. Reilly (2003) 'What will it take to catalyze a broader trend of appropriation and strategic use of networked technologies within civil society?', Information Technology and International Cooperation (ITIC) Programme, SSRC.

This paper looks at how to catalyse a broader trend of appropriation and strategic use of networked technologies within civil society. The ability of civil society organisations to control their own communications, and even their relationships and networks, is intimately intertwined with the question of appropriating networked technologies. The issue of appropriation (using networked technologies strategically, politically, creatively) is amongst the most pressing that civil society faces in the information society.

It reviews current activities which focus on:

- **Collaboration:** Cheap, global, many-to-many communications. The success and value of this collaboration is much more about clarity of purpose and sound social process than it is about software and networking protocols. While running virtual organisations and campaigns can increase reach, effectiveness and responsiveness, becoming virtual – even in part – can be a difficult process. There is a need not only for trust and social capital, but also for both network platforms that balance the different needs of Northern and Southern organisations and collaboration skills such as patience, clear writing and facilitation. There is clearly much potential for online collaboration within global civil society, but this success is tied up in the ability to develop more equitable networks and better online collaboration skills.
- **Publishing:** The ways that transnational civil society organisations produce and distribute information are very different than they were 10 years ago. They have not only taken advantage of the lower cost and higher speed of electronic publishing, but they have also developed innovative approaches to working with others, generating revenue and promoting media democracy. However, online publishing also brings its challenges – issues with financial sustainability, the problem of making publishing more strategic, equity between North and South, and the real impact of alternative media. As we move forward, there is a need for much better impact research and more innovative approaches sustaining civil society online publishing efforts.
- **Mobilisation:** A tension between grassroots and centralised organising has emerged. This is exemplified by the fact that some groups are still relying on the simple e-mail lists while others are moving to complex organising databases built on the model of corporate e-mail marketing. Questions are emerging about the effectiveness of certain kinds of online organising, especially online campaigns that use petitions and e-postcards to target policy-makers.
- **Observation:** The Internet has the potential to act as a platform for more equitable research approaches that both involve grassroots organisations in research design and move beyond the traditional paradigm of 'rich country help poor country' development research. At the same time, informal, e-mail based collective intelligence networks have formed across civil society to act as filters and radar systems amidst a world of information overload. Whole new kinds of research based on the dramatic repurposing of corporate and state technologies like online surveillance have begun to emerge. However, there are challenges with many of the online research techniques that have emerged in the past five years. Of most import is the perennial research issue of 'who gets to frame the questions?'

Looking across the strategic use continuum within civil society, a tension between 'working together' and 'working apart' is clearly emerging. This is reflected in ICT tools which are:

- **Formal/centralised:** Primarily used by large NGOs, unions and political parties. Tools in this area, such as e-newsletters, organisational web sites and e-membership systems, are based on a 'broadcast' model, with a high degree of value being placed on control over message, targeting and audience segmentation and ownership over information. More often than not, the dominant software in these areas is commercial.
- **Distributed/informal:** Used more heavily by informal social movements, research networks and 'virtual organisations'. They reflect the many-to-many communications model of the Internet, stressing the importance of collaboration and multiple voices. In many cases, the dominant tools in this area are open source.

The most significant challenges that lay ahead in strategic planning are:

- **Equity:** The biggest challenge to the strategic use of network technologies remains one of equity. Online networks promise – and sometimes deliver – inclusion. Yet there is a need for more conscious and concerted attempts to develop online spaces that are inviting and equitable.

- **Impact:** While there are good examples of organisations that are publishing and organising online, there is little research on the broader social, political and cultural ripples these activities are having. In To use these technologies to their potential, we need better information on the impact we are having.
- **Trust:** So much of what we have achieved – and hope to achieve – with networked technologies is tied into our ability to collaborate. As we move forward, there is a need both to preserve the social capital of civil society communities and to develop more effective cultures of collaboration online.
- **Sustainability:** With new media, as with old, sustainability is a challenge. While old strategies such grants and volunteerism continue to have value, there is also a need for new models to support civil society media projects. Donors and information producers alike must be willing to research and experiment with such new approaches.
- **Enclosure:** A number of trends are emerging to threaten the open nature of the Internet – closed and proprietary networks, repressive intellectual property regimes, increased use of surveillance. Alongside their efforts at strategic use, civil society must work against these threats.

Recommendations for future actions include efforts to:

- Build the social tech movement: creating better connections within this movement and, more importantly integrating more holistically with other spheres within civil society. Through more events by creating more cohesive platforms for collaboration on the development and appropriation of networked technologies within civil society. Also more research and documentation about the practices and potential of social tech groups.
- Focus on goals not gizmos: a concerted focus on strategic technology planning not on the technology itself.
- Experiment with more equitable network models: while online networks have changed the dynamics of collaboration within global civil society, they most often continue to reflect uneven and inequitable power flows.
- Collaborate with both thought and passion: successful collaboration is based on the principle that there are both collective benefits and benefits for individual participants.
- Embrace open source culture.
- Experiment and stretch: in figuring out how to best use technology to support political and social goals.
- Push the sustainability envelope: experimentation and research into new sustainability models that will support civil society communications and technology initiatives.
- Fight to keep networks open: advocate for open frameworks and technologies at forums like WSIS, within the context of international trade agreements and at Appropriating the Internet for Social Change the national level.
- Create better maps of civic cyberspace: frameworks for analysis, case studies that illustrate models that work and data the paints a picture of the overall landscape.

Sutton, R. (1999) *The policy process: an overview*, ODI Working Paper 118, London: ODI.

This paper offers an introduction to analysis of the policy process. It identifies and describes theoretical approaches in political science, sociology, anthropology, international relations and management. It then reviews five cross-cutting themes:

- The dichotomy between policy-making and implementation.
- The management of change.
- The role of interest groups in the policy process.
- Ownership of the policy process.
- The narrowing of policy alternatives.

The paper concludes with a 21-point check-list of ‘what makes policy happen’. A glossary of key terms is also provided. The key argument of the paper is that a ‘linear model’ of policy-making, characterised by objective analysis of options and separation of policy from implementation, is inadequate. Instead, policy and policy implementation are best understood as a ‘chaos of purposes and accidents’. A combination of concepts and tools from different disciplines can be deployed to put some order into the chaos, including policy narratives, policy communities, discourse analysis, regime theory, change management, and the role of street-level bureaucrats in implementation.

(Summary)

Tarrow, S. (1998) *Power in movement – social movements and contentious politics*, Cambridge, UK: Cambridge University Press.

Unlike political or economic institutions, social movements have an elusive power, but one that is no less real. From the French and American revolutions through the democratic and workers’ movements of the

nineteenth century to the totalitarian movements of today, movements exercise a fleeting but powerful influence on politics and society. This study surveys the history of the social movement, puts forward a theory of collective action to explain its surges and declines, and offers an interpretation of the power of movement that emphasises its effects on personal lives, policy reforms and political culture. While covering cultural, organisational and personal sources of movements' power, the book emphasises the rise and fall of social movements as part of political struggle and as the outcome of changes in political opportunity structure.

(From the publisher)

Tennyson, R. (2003) 'The partnering toolbox', International Business Leaders' Forum.

This booklet offers simple and practical advice to organisations seeking to enter into cross-sectoral 'partnership' agreements with other organisations in the field of international development. It presents basic diagrammatic representations of various models of partnership relationship, and also suggests a chronological process for conducting a working partnership. In this context, the author positions networks as "formal" partnership arrangements, describing the network as: 'A communications arrangement linking people who are engaged in similar activities.'

Tilley, V. (2002) 'New help or new hegemony? The transnational indigenous peoples' movement and "being Indian" in El Salvador', *Journal of Latin American Studies* 34(3): 525–54.

The transnational indigenous peoples' movement (TIPM) can convey important political leverage to local indigenous movements. Yet this study exposes a more problematic impact: the political authority gained by funding organisations who interpolate TIPM norms into new discourses regarding indigeneity, and deploy that discourse in local ethnic contests. In El Salvador the TIPM has encouraged the state to recognise the indigenous communities and has opened a political wedge for indigenous activism. Yet TIPM-inspired programmes by the European Union and UNESCO to support indigenous activism paradoxically weakened the Salvadorean movement by aggravating outside impressions that Salvadorean indigenous communities are 'not truly Indian'.

(Abstract)

Uganda Debt Network (2003) *UDN annual report 2003*, Kampala: UDN online at <http://www.udn.or.ug/index.html>

Uganda Debt Network is an advocacy and lobbying coalition of NGOs, Institutions and individuals formed in 1996. The network was formed as a result of civil society concerns that Uganda's debt burden had reached unsustainable levels, which had adverse implications for social economic development of the country. UDN now has a membership of over 100 NGOs, institutions and individuals.

(UDN website)

This short report describes the successes and failures of current UDN programmes, including: the community participation and empowerment programme; the political analysis and economic research programme; the budget advocacy initiative; and the governance and rights initiative. The authors make particularly insightful comments with regard to the community participation and empowerment programme, which aims to develop community capacity to monitor government's efficient use of debt relief. It is found that there are clear indications that community monitoring can have a positive influence both for nurturing community capacity and for forcing government to be more accountable. However, at the same time, there are also several problems: funding is scarce; it is difficult to sustain community involvement; some individual volunteers have been susceptible to bribery. A further general point arising from the report is that the network has earned seats on government policy working groups thanks to the integrity of its research.

UNESCO/CROP (2000) 'Publication of proceedings', from International Symposium on Social Capital and Poverty Reduction – Which Role for the Civil Society Organizations and the State?, UNESCO, Geneva, Switzerland, 28 June, online at http://www.unesco.org/most/soc_cap_symp.pdf

This international symposium was co-organised between UNESCO's Management of Social Transformations (MOST) Programme and the International Social Science Council's (ISSC) Comparative Research Programme on Poverty (CROP). It took place in the context of the 24th Special Session of the General Assembly on the Outcome of the World Summit for Social Development and Further Initiatives, Geneva (26 June – 1 July 2000).

Although social capital is more and more recognised as an important factor in poverty reduction, it is difficult to measure quantitatively. The presentations made by the panellists at the MOST/CROP Symposium also

illustrate that there are diverging views as to what extent social capital formation contributes to poverty reduction. This publication contains the papers presented at the MOST/CROP Symposium which reflect such different viewpoints.

(From foreword)

Wapner, P. (1997) *Environmental activism and world civic politics*, Albany: State University of New York Press.

Organised across national boundaries and with millions of supporters worldwide, transnational environmental activist groups such as Greenpeace, the World Wildlife Fund, and Friends of the Earth play a central role in the way the world addresses environmental issues. This book provides the most systematic and theoretically informed study to date of the strategies these organisations use to advance global environmental protection. Based on case studies of three transnational groups, it argues that in addition to lobbying governments, activists operate within and across societies to effect widespread change. They work through transnational social, economic, and cultural networks to alter corporate practices, educate vast numbers of people, pressure multilateral development banks, and shift standards of good conduct. Wapner argues that because this activity takes place outside the formal arena of inter-state politics, environmental activists practice 'world civic politics'; they politicise global civil society. The theoretical import of this book is to bring the practice of world civic politics into sharp relief and generalise its significance beyond environmental affairs to explain the efforts of all NGOs in world politics.

(From the publisher)

Wellman, B. ed. (1999) *Networks in the global Village: life in contemporary communities*, Boulder, CO: Westview Press.

Networks in the Global Village examines how people live through personal communities: their networks of friends, neighbours, relatives, and co-workers. It is the first book to compare the communities of people around the world. Major social differences between and within the First, Second, and Third Worlds affect the opportunities and insecurities with which individuals and households must deal, the supportive resources they seek, and the ways in which markets, institutions, and networks structure access to these resources. Each article written by a resident shows how living in a country affects the ways in which people use networks to access resources.

(From the publisher)

Woolcock, M. and D. Narayan (1999) 'Social capital: implications for development theory, research and policy', *World Bank Research Observer* 15(2): 225–49.

Together with Bebbington, the authors co-lead the World Bank's Social Capital Thematic Group. In this paper, they first define Social Capital as 'the norms and networks that enable people to act collectively', pointing out that social capital has both positive and negative potential. They then discuss various academic approaches to understanding its function from a development perspective.

The first three approaches are orthodox:

- The 'communitarian view'.
- The 'networks view', which perceives social capital as a *combination* of 'bridges and bonds', whereby bonds are the strong intra-community ties and bridges are the weak inter-community ties.
- The 'institutional view', which sees social capital as a dependent variable deriving from the institutional climate (state and private sector).

The second and third approaches are then drawn together into a fourth view: the 'synergy view', which acknowledges the importance of both institutions as well as links. This view in turn presents three tasks for the researcher or policy-maker:

- Identify the nature of social relationships and the institutional climate, and assess how they interact.
- Develop institutional strategies based on this analysis.
- Identify ways for the positive manifestations of social capital (e.g. trust, efficiency) to outweigh the negatives (e.g. sectarianism, corruption).

The paper ends by calling for further research and debate on the concept of social capital in a development context.

Yang, G. (2000) 'The co-evolution of the internet and civil society in China', *Asian Survey* 43(3): 405–22.

Civil society and the Internet energise each other in their co-evolutionary development in China. The Internet facilitates civil society activities by offering new possibilities for citizen participation [in the context of a non-democratic government]. Civil society facilitates the development of the Internet by providing the necessary social basis – citizens and citizen groups – for communication and interaction. These arguments are illustrated with an analysis of the discourse in *Qiangguo Luntan* [Strengthening the Nation Forum] and an ethnographic study of *Huaxia Zhiqing* [Chinese Educated Youth].

(Abstract)

Yeo, S. (2004) 'Creating, managing and sustaining Policy Research Networks', preliminary paper.

This paper addresses three specific issues with relation to Policy Research Networks (PRNs): classification, evaluation and sustainability.

- With regard to **classification**, Yeo identifies six functions that characterise networks, and suggests that these be used as an analytical framework for the purposes of classification. The six functions are: i) filter; ii) amplifier; iii) investor/provider; iv) facilitator; v) convenor; and vi) role in sustaining research communities.
- In a sub-section on the role of networks as capacity-builders for their member organisations, Yeo notes that bringing actors together in a network is not necessarily the best way of building capacity.
- As regards membership, it is important to recognise the different advantages of having members that are either individuals or large organisations – a balance must be drawn somewhere between the two.
- With regard to **evaluation**, he points out that it is very difficult to measure the impact of investments in capacity-building. IDRC has pioneered a technique of 'outcome-mapping' to help with this task.
- As regards **sustaining** PRNs, it is important that funding should be long term. Recent trends have seen a shift from single issue project-based funding to broader 'Sector-Wide Approaches to programming', which take a much more long-term view. This shift carries both advantages and disadvantages: on the plus side, increasing devolution of power will enhance the incentive for PRNs to conduct research at a local level. However, on the minus side, the diversity of funding sources will diminish and PRNs will become more dependent upon their own governments, and hence they will sacrifice some of their autonomy.

Young, O. ed. (1997) *Global governance: drawing insights from the environmental experience*, Cambridge, MA: MIT Press.

Much of our experience with innovative approaches to governance at the international level involves natural resources and the environment. Whereas the Cold War bred an intense concern with the preservation of existing institutions, the emerging environmental agenda has prompted an awareness of the need for new arrangements to achieve sustainable human/environment relations. Especially notable is the growth of specific regimes to deal with matters such as endangered plants and animals, migratory species, airborne pollutants, marine pollution, hazardous wastes, ozone depletion, and climate change. Non-state actors have made particularly striking advances in the creation and maintenance of these environmental regimes.

The contributors to this volume draw upon the experiences of environmental regimes to examine the problems of international governance in the absence of a world government. In the process, they address four central questions: Has regime analysis produced a distinctive conception of governance that can be applied to the solution of collective-action problems at the international level? Can we identify the conditions necessary for international 'governance without government' to succeed? Does the emergence of regimes in specific issue areas have broader consequences for the future of international society? Can we generalise from experience with environmental issues to a broader range of international governance problems?

(From the publisher)