

NOTES

Introduction: The Promises and Perils of Network Governance

1. At the time of writing this book, Kosovo was a UN-administered territory and not a state. It declared independence on February 17, 2008, which Serbia refuses to recognize. The territory is still run by the interim United Nations Interim Administration Mission in Kosovo (UNMIK).
2. “International Organizations” at times are used interchangeably with “donors” throughout this manuscript.
3. In this book, “peace-building” as defined in this chapter, should not be confused with “peacebuilding,” which is a more general concept that broadly refers to peace operations. “Peacebuilding” also is used in the literature to describe extensive peacekeeping operations that also include social and economic instruments of intervention.
4. “Professionalization” here refers to the institution-building approach to microfinance as advocated by epistemic communities in microfinance. It is discussed in greater detail in subsequent chapters.

One NGOs, IGOs, and Global Public Policies

1. See the previous chapter for clarification concerning the use of this concept in this work.

Two Transnationalism of Networks in Bosnia and Herzegovina

1. Interestingly, war experience can also be ethnically crosscutting. Serbs who stayed in Bosnian areas are trusted more than Serbs who fled. They are referred to as “our Serbs” by the locals (The World Bank 2002b). Demobilized soldiers have lost the status that they used to enjoy during the war, and many now even struggle to get the needed social benefits from the state. Locals have emerged as a distinct social group, regardless of their ethnic background. They have a strong sense of entitlement because of their tough war experiences often resenting the returnees and refugees who not only fled the war, but now are getting significant financial aid from the international community (The World Bank 2002b), to which the locals have no access.

2. Similarly, the support for targeted peace-building policies that place a strong premium on equity is prevalent in respect to excombatants and soldier demobilization programs (Barakat and Ozerdem 2005). Even when institution-building policies are considered, their ability to produce broad-based economic development that can absorb ex-combatants is specifically highlighted (Adams 2007).
3. The Mercy Corps office in Scotland carries out most of the lobbying for Mercy Corps at the European Union level. The second major source of financing is the United States, where, according to Sasha Minch (2002), Mercy Corps has been more successful than in the European Union. Mercy Corps already has its lobbying networks in place in the United States, and has been working in the United States much longer than in the European Union, where it is still learning the politics of lobbying and developing the necessary infrastructure to do so effectively. Currently, one of the key agencies through which Mercy Corps, and most of the other American NGOs, operates is InterAction, an umbrella organization representing over 100 NGOs. InterAction is a visible organization lobbying for the NGO sector in the government of the United States, and most of the NGOs interviewed for this study have highlighted the importance of InterAction for lobbying purposes.
4. Integrating organizations from other countries has greatly enhanced the lobbying capacities of CARE International, and has effectively linked the organization to alternative sources of financing outside of the United States. For instance, one of the major sources of support for CARE Canada is the Canadian International Development Agency. CARE Netherlands receives support from the Dutch Government and the European Union. CARE Österreich (Austria) has been founded by the Austrian government, and is supported by the Austrian government, UN organizations, and European Union among others. CARE International UK is also closely intertwined with other governmental agencies. CARE International UK was founded by the British government's Department for International Development, the European Union, and the Community Fund. The value of building links with foreign-based organizations around the world is in enhancing advocacy impact and expanded resource base. This strategy, although on a smaller scale, was also utilized by Mercy Corps.
5. Such institution-building application of microfinance as advanced by the World Bank and Mikrofin has been criticized on the grounds that after the war a level of poverty among people transpires during which they need grants and not loans in order to meet basic needs of food and shelter, and that microfinance may not be a preferred instrument of poverty alleviation under all circumstances (Goronja 1999).
6. UNHCR had a field presence in BiH; however, it was limited in terms of its functional capacities and served primarily as an intermediary between the field office and headquarters. In the Mikrofin network, UNHCR, while it did possess internal capacities and expertise in microfinance, substantially followed program implementation as defined by the NGO with all of its NGO partners. In an interview, one of the respondents highlighted that UNHCR has been the hardest one to work with because of their close monitoring as to

whether the funding has been used for refugees, minorities, and returnees. To compensate for the lack of internal expertise in microfinance, UNHCR used services of independent consultants for the purposes of project evaluation.

7. Unlike other NGOs that targeted women, access to credit with MI-BOSPO was merit based. This is different from credit provided to women based on gender. Therefore, although MI-BOSPO worked only with women, its organizational goals coincided with those of the World Bank due to its strong emphasis on financial sustainability.
8. The following four guidelines are applied by CWS when identifying implementing partners that are quite telling of the Level of Policy Coherence between CWS and MI-BOSPO: (1) prior experience of microfinance delivery to the CWS target community/clientele and a good knowledge of the local needs; (2) acceptance of the CWS program implementation methods and availability to operate within the required framework; (3) representation of all major ethnic and religious groups; and (4) capacity to cover operational expenses and to invest own resources, time, and commitment (Church World Services 2003).
9. WWB expects all affiliates to (1) adhere to the WWB mission and principles; (2) make progress in reaching agreed standards of performance, reach, and impact; (3) share costs of institution building services provided to affiliates by the WWB; and (4) participate in and complete Partnership Agreement and Action Program process, and Affiliate Performance updates that are key network instruments to build mutual accountability for results (Women's World Banking 2003).
10. This type of activity in particular interestingly exemplifies a case in which a microfinance NGO (EKI in this case) spawned by its parent organization (World Vision) achieves a sufficient level of specialization to subsequently provide technical assistance to its parent organization.

Three Local Politics of Transnational Networks in Bosnia and Herzegovina

1. In this study, work focused on rural areas is considered one of the attributes of the social performance metric. Rural markets are generally underserved by NGOs, and the lack of financial and physical infrastructures makes rural poverty a prevalent phenomenon.

Four Afghanistan: How Policies Travel

1. Epistemic communities are defined as "a network of professionals with recognized expertise and competence in a particular policy domain and an authoritative claim to policy-relevant knowledge within that domain or issue-area" (Haas 1992, 3).
2. Evelyn Stark (2007) points out that Women for Women International, an American microfinance NGO with transnational bases, received funding to work in Iraq, but refused to go.

3. Apex institution is defined as “a second-tier or wholesale organization that channels funding (grants, loans, guarantees) to multiple microfinance institutions in a single country or region. Funding may be provided with or without supporting technical services” (Consultative Group to Assist the Poor 2002).
4. Donor organizations, particularly the ones with a public mandate, are responsive to their immediate constituencies, such as individual donors, taxpayers, and voters. National governments tend to favor microfinance projects that offer the most political capital, such as building microfinance in a village but where microfinance project has little chance of survival and financial sustainability (Nourse 2007).
5. However, it also should be noted that some of these organizations, WOCCU and FINCA International, for instance, predominantly utilize group models of microcredit around the world, and such models have proven effective in the case of Afghanistan as well.
6. Indeed, beyond microfinance, women in conflict and post-conflict areas are being identified as key political stakeholders of peace and potential partners in providing security and stability. Microfinance is among the instruments of women’s empowerment in societies recovering from war.
7. The existence of this particular community in microfinance does not negate the emergence of other, smaller, communities in microfinance, which may envision other, more social and distinctly humanitarian, uses of microfinance in post-conflict countries, as highlighted by Harild (2007).

Five Kosovo: Lost in Translation

1. Commercial banks define “microcredit” as loans less than US\$5,000.
2. Seventy-three percent of clients served by downscaling commercial banks in Central and Eastern Europe and the Newly Independent States are in cities, while 69 percent of the clients of microfinance banks are in the cities. The indicator is 34 percent for NGOs and 27 percent for credit unions. By extension, only 20 percent of clients served by downscaling commercial banks are in rural areas, 12 percent for microfinance banks, 36 percent for NGOs, and 49 percent for credit unions (Forster et al. 2003).
3. One measure of sectoral consolidation that has emerged as a key element within the microfinance policymaking structures is the Association of Microfinance Institutions of Kosovo (AMIK) established in February 2002. As in BiH and Afghanistan, this microfinance association in Kosovo is an important voice of advocacy to the government in terms of integrating microfinance into the long-term planning of socioeconomic development in the entity. NGOs played a central role in creating AMIK (El-Zoghbi 2007; Anadulli 2007; Greenwood 2007), a practice transferred from other post-conflict settings, particularly BiH. The Canadian International Development Agency (CIDA) provided the initial seed funding for the establishment of AMIK, which was supplemented by the contributions of the first AMIK members. CIDA has been a prominent supporter of microfinance institutions, particularly in Afghanistan, and therefore, an important transfer agent in microfinance practices in post-conflict settings.

4. Interestingly, the existence of microfinance banks in Kosovo was a consideration in WfW's decision not to provide microfinance in this setting (Sherman 2007).

Six Is All Policy Portability Progressive?

1. Learning also applies at the level of a single organization, in which case it is described as a process of "cognitive change through the questioning of the means and/or ends of addressing problems. The process manifests itself in the development and implementation of new rules and routines guiding the organization's actions" (Benner, Binder et al. 2007).
2. This entails policy formulation and broader strategic thinking concerning issues such as the rationale of microfinance sector as a whole in a given country, possible tensions between financial sustainability versus social development, rural versus urban divides of microfinance use, and other issues dealing with prioritization and targeting in microfinance in a given setting.

Seven Network Mechanisms of Global Governance

1. Moreover, while treating networks as political structures and assessing their democratic credentials is theoretically valuable, this discussion on the democratic deficit of international organizations that compose these networks should not obscure equally important questions concerning "instrumental rationality" (Barnett and Finnemore 2001) and effectiveness of policy networks. Toward this end, research on how network involvement shapes the performance of international organizations in various issue areas should be furthered. This study has focused on assessing the way networks condition the performance of NGOs, but the research design for this study can be replicated to focus on the network effects on IGO performance.

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