

Training

Course calendar: April 2010 – March 2011

Open Training Courses*	Available dates	Duration	Page no.
Introduction to Monitoring and Evaluation	19-23 April 2010 27 September–1 October 2010	5 days	4
Advanced Monitoring and Evaluation	26-30 April 2010 18-22 October 2010 14-18 March 2011	5 days	5
Impact Assessment	26-28 May 2010 6-8 October 2010 23-25 March 2011	3 days	5
Introduction to Partner Capacity Building	10-14 May 2010	5 days	6
Advanced Partner Capacity Building	31 January–4 February 2011	5 days	6
Toolkit for Organisational Change	7-9 July 2010	3 days	7
Organisational Development	21-25 June 2010 8-12 November 2010	5 days	7
Advocacy and Policy Influencing	19-23 July 2010 7-11 February 2011	5 days	8
Supporting Southern Advocacy	7-9 June 2010 24-26 November 2010	3 days	8
Gender Analysis and Planning	15-17 September 2010	3 days	9
Strategic Planning	19-21 January 2011	3 days	9
Train the Trainer	26-28 January 2011	3 days	9

*All of these courses and more are available as tailor-made courses which we can deliver at a time and place convenient for you. See page 11 for more details.



Welcome to INTRAC

INTRAC is a non-profit organisation working in the international development and relief sector. The services which INTRAC provides include:

- Open training
- Tailor-made training
- Consultancies
- Research
- Publications
- Regional and thematic programmes (including Central and South East Asia)

See page 12 for more information about our areas of work.

What does INTRAC training offer?

As an international NGO, we are committed to offering high quality training that will strengthen civil society. We offer:

- Valuable learning, support and guidance from our highly experienced trainers and practitioners
- A rich multi-cultural environment for exchanging experiences with others working in the sector
- Models and practical tools which can be used in the workplace – tried and tested by our consultants and practitioners
- Participatory methods of learning as well as opportunities to input into the content of the course

We evaluate our courses regularly to ensure that the content, methodology and delivery are of a high standard.

Where do our courses take place?

Most of INTRAC's courses are based in university colleges or hotels in Oxford, the "City of Dreaming Spires". Famed around the world as an historic centre for learning, Oxford provides the perfect environment for participants to take time away from their busy lives, reflect on their work and learn. Oxford is small enough to walk around, but big enough to contain a wealth of activities!

Oxford is just one hour from central London on the train and there are direct coaches from Gatwick and Heathrow airports. All course accommodation is ensuite and with easy access to the city centre.



How much do the courses cost?

Course duration	Non-residential (includes training materials, lunch and refreshments)	Residential (Includes training materials, meals and accommodation for the duration of the course)
3 days	£550	£700 (includes accommodation for two nights)
5 days (Monday-Friday)	£999	£1250 (includes accommodation for four nights: Monday to Thursday inclusive)





Who comes on our courses?

Our open training courses have attracted participants from **111 countries** and **324 organisations** in the last three years alone!

Course participants include staff from international and local NGOs from all over the world, donor organisations, civil society umbrella bodies, university students and consultants wishing to sharpen their skills. Typically, a quarter of our participants come from the UK, with three quarters based internationally.



What preparation do I need to do before the course?

- If you tell us what you need in the application form, our trainers will tailor the course as much as they can to suit your needs and the needs of the group.
- Occasionally, the trainer will require you to undertake some preparation work for the course. If this is required, we will let you know this a couple of weeks before the course.
- We recommend doing some complimentary reading before the course. INTRAC publishes many papers every year on current issues that are free to download. We also hold conferences and post the highlights on our website. Visit www.intrac.org for more information.
- We find that the benefit of the training is maximised when participants work with their manager and colleagues before and after the training to agree what they need and what they will do with the learning.
- Training can be less effective if learners don't get the opportunity to put their learning into practice soon enough after the training. If you can, agree opportunities to use the learning before coming!

What support is available after the training?

We can often arrange one-to-one support for you from the trainer after the course. This can help to accelerate the process of applying your learning to the workplace. From a half day session to several days support, the trainer can work with you over the phone, skype, email or can come to your organisation.

We can also give follow-up tailor-made training to a whole team or can work with you to help design systems, support the strategic planning process, set up capacity building initiatives or carry out evaluations.

How do I apply for a course?

To apply for a course, visit our website where you can either apply online, or download an application form and send it to us. Early booking is recommended as numbers are limited. You can also telephone or email us about our courses or our tailor made training and consultancy services and we'll be happy to help you.

Training Tel: +44 (0)1865 263040

Email: training@intrac.org

General Tel: +44 (0)1865 201851

Fax: +44 (0) 1865 201852

Address: Oxbridge Court, Osney Mead, Oxford, OX2 0ES, UK*

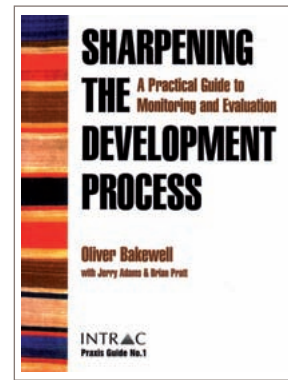
* Please note that INTRAC courses do not take place at the head office.



Monitoring and evaluation

Since INTRAC was set up we have recognised the importance of effective monitoring and evaluation (M&E) in civil society. For civil society to remain a key player in the rapidly changing development field, particularly within the present harmonisation agenda, it is essential we are able to show we are making a difference in the lives of the poor.

INTRAC continues to explore the most comprehensive monitoring and evaluation methodologies and tools. We run several open training courses each year on M&E and provide consultancy support to a wide range of organisations, helping them to develop their own M&E systems. To find out more visit www.intrac.org/pages/en/monitoring-and-evaluation.html



Over the years we have hosted large international conferences and written numerous books and papers on M&E such as 'Sharpening the Development Process: A Practical Guide to Monitoring and Evaluation'.

All our papers can be downloaded for free from our resources database, including:

- 'Developing M&E Systems for Complex Organisations: A Methodology' by Nigel Simister, (November 2009)
- 'Dealing with the Dilemmas in Monitoring and Evaluating Capacity Building' by Rick James (October 2009)
- 'Monitoring Flexible Funding: Navigating the challenges' by Anne Garbutt, Brian Pratt and Katie Wright (September 2009)

Introduction to Monitoring and Evaluation

19-23 April 2010

27 September–1 October 2010

Monitoring and Evaluation (M&E) is an essential component of international NGOs, NGOs and civil society organisations striving for greater accountability in their work. There is an increasing demand in the sector for staff to understand what M&E entails, why it is so vital, and how to do it well and in a participatory way. This course will give a thorough introduction to the concepts and practical knowledge and skills needed by new staff, or staff new to M&E. Participants will learn to conduct monitoring and evaluation activities that will help their projects and programmes improve accountability, learning and effectiveness.

Objectives of the course

At the end of the course, participants will be able to:

- Define the main terms and concepts associated with the processes of monitoring and evaluating projects and programmes
- Articulate the key purposes of M&E and be able to prioritise according to the context
- Select and use a range of tools with confidence
- Apply results of M&E processes to both accountability and organisational learning.

“My trip to Burundi was fantastic and I really felt I went into it with open eyes after the training...I just wanted you to know how much your training has really helped me launch into monitoring and evaluation. It was just so exciting to finally apply this in the field.”

Danielle Tirello Givens, Program Associate, Africa and the Middle East, Episcopal Relief & Development – a participant on an Introduction to Monitoring and Evaluation course

Advanced Monitoring and Evaluation

26-30 April 2010

18-22 October 2010

14-18 March 2011

This course explores M&E in greater depth than the introductory course. It is particularly relevant for staff that have a responsibility for those who are either managing or coordinating M&E in projects/programmes, trying to improve and enhance current M&E systems, and/or supporting partners to develop and implement effective M&E. The focus is on building coherent, effective and realistic systems that will serve to improve organisational learning and accountability.

Objectives of the course

At the end of the course, participants will:

- Have consolidated their understanding of terms and concepts in M&E
- Be able to identify characteristics of an effective M&E system
- Be able to design and implement an effective and contextually appropriate M&E system
- Be better equipped to address challenges faced by their organisation and their partners in developing effective M&E systems.



Impact Assessment

26-28 May 2010

6-8 October 2010

23-25 March 2011

With increased pressure on delivery and accountability, the need has never been greater for development and civil society organisations to assess the longer-term impact of their work. This three-day course explores the challenge of measuring impact and attribution and provides very practical tools and methods.

Objectives of the course

At the end of the course, participants will:

- Have developed conceptual clarity of impact assessment and its purpose
- Be able to select and apply appropriate methods and tools of assessing impact from a range of approaches
- Have considered the relevance of their organisation's theory of change in relation to impact assessment
- Be better equipped to ensure that impact assessments contribute effectively to organisational learning and accountability.

“Excellent! As a facilitator myself, I’m really impressed.”

Anna Rambe, Programme Development Officer, Forum Syd – a participant on INTRAC’s Impact Assessment course

Partner capacity building

Introduction to Partner Capacity Building

10-14 May 2010

Over recent years, international development organisations have been placing an increasing emphasis on supporting the capacity development of the local organisations with whom they work. In order to do this effectively, it is necessary to be clear on the main concepts and approaches that are associated with capacity building at different levels. This course will introduce the core concepts of capacity building, as well as explore practical tools and skills. It will also provide an opportunity for shared reflection on the realities of undertaking this work with partners.

Objectives of the course

At the end of the course, participants will be able to:

- Articulate what capacity building is, the different levels at which it occurs and what constitutes good practice
- Identify the nature of their partner relationships and the issues that may affect their capacity building work together
- Select and use the basic tools and skills to design a partner capacity building programme with a strong and explicit values base
- Be better equipped to engage in capacity building initiatives, having worked through live case studies from participants in the training.



Advanced Partner Capacity Building

31 January–4 February 2011

The need to effectively support the capacity development of a range of different types of partners means tailoring capacity building initiatives to their specific needs. This advanced level course is for individuals who already have experience in the design or implementation of capacity building initiatives, and will focus on the challenge of effectively responding to diverse capacity building needs. It will explore the methods and challenges of capacity building networks, federative bodies and grass roots community organisations amongst others.

Objectives of the course

At the end of the course, participants will:

- Have explored the latest capacity building trends and debates and how they relate to their own practice
- Have considered different capacity building methods and the issues for consideration when working with different types of partners (social movements/federations, networks, community based, faith-based)
- Be able to use a values-based framework to reflect upon the degree to which 'good practice principles' are being put into practice.

“The more I attend INTRAC training the more I feel I need to return and keep on learning.”

Jose Rizal Santos, Associate Professor, Nanzan Junior College, Japan – a regular participant on INTRAC's training courses

Organisational development

Toolkit for Organisational Change

7-9 July 2010

This practical course will deepen your understanding of your organisation, of organisational change, and of organisational development. You will have the opportunity to expand your toolkit and practice creative methods and techniques for facilitating change in organisations, teams and individuals.

Objectives of the course

At the end of the course, participants will be able to:

- Apply an understanding of organisational development to complex organisational change processes
- Select and use creative tools for facilitating change and development in organisations and individuals with confidence
- Develop creative strategies for challenging resistance to change
- Stimulate learning to support change in individuals, teams and organisations.



Organisational Development

21-25 June 2010

8-12 November 2010

A current concern and priority for managers and senior practitioners in civil society organisations is how to develop the capacity of their organisations and their partner organisations. This course is designed for those with experience of organisational capacity building who wish to explore organisational development as a planned learning process aimed at improving organisational performance and self-awareness. The course will help you to design and facilitate organisational change processes.

Objectives of the course

At the end of the course, participants will be able to:

- Define the main terms and concepts associated with organisational development and articulate how organisational development links to capacity building
- Use their understanding of the organisational development cycle to design appropriate organisational development processes
- Select and use a variety of organisational development tools relevant to the circumstances, including how to move from the diagnosis phase of an organisational assessment into producing an organisational development plan
- Examine the role change agents can play in organisational development
- Recognise and address the challenges of monitoring and evaluating organisational development work.

“Very pleased with it all – the interactive instruction sessions added real depth.”

Grace Stewart, African Leadership and Reconciliation Ministries - a participant on our Organisational Development course.

Advocacy

Advocacy and Policy Influencing

19-23 July 2010

7-11 February 2011

This course gives participants, from Northern and Southern NGOs, a thorough understanding of how to influence the policy making process in their own context to achieve policy change. You will learn skills to help you plan and deliver effective advocacy strategies; enhance your ability to lobby decision makers; and gain confidence in the ways in which you relate to different audiences.

Objectives of the course

At the end of the course, participants will:

- Be able to identify different approaches to advocacy and the values and strategies that underlie them
- Be familiar with the stages of the advocacy planning cycle and be better equipped to build an advocacy strategy
- Be able to analyse the external environment and policy processes in order to identify appropriate 'levers of influence'
- Have examined how an integrated campaign can successfully combine lobbying, media work and popular mobilisation
- Have reviewed appropriate tools and methods for monitoring and evaluating advocacy initiatives.



Supporting Southern Advocacy

7-9 June 2010

24-26 November 2010

The course is designed to help Southern and Northern NGOs build successful South–North advocacy partnerships and identify approaches for building capacity for effective southern advocacy. It will explore methods for the joint identification of issues and solutions; review approaches to achieving policy change in different socio-political contexts; and reflect on the causes and solutions to common problems in North–South advocacy relationships. There will be space to consider capacity building options as well as effective methods for monitoring and evaluating advocacy.

Objectives of the course

At the end of the course, participants will:

- Be better equipped to support partners to integrate advocacy work into their programmes
- Be more sensitive to the needs and perceptions of advocacy partners and how to respond to these
- Be able to incorporate different advocacy approaches as appropriate to different socio-political settings
- Have reviewed options for advocacy support and capacity building
- Be aware of methods for monitoring and evaluating advocacy initiatives.

“Training style and methodology was excellent. The balance between theory and practical application was just right. Simply great – well done.”

Davidson Solanki, Country Representative, Tearfund – participant on Supporting Southern Advocacy course

Gender Analysis and Planning

15-17 September 2010

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

Objectives of the course

At the end of the course, participants will:

- Have explored the relationship between gender and development
- Be better equipped to select and use gender analysis frameworks and tools, and to plan their work taking into account gender roles and needs
- Have acquired methods of creating gender awareness within development practice.

Strategic Planning

19-21 January 2011

Strategic planning has become an essential tool for organisations to define their direction and communicate that direction to others. However, there are different views as to how best to approach strategic planning, how to involve different stakeholders, identify and review options, and ultimately take and implement strategic decisions. This course covers both the conceptual debates underpinning strategic planning as well as the practicalities of developing and implementing a strategic plan. The focus is on combining the best of creative and analytical thinking to develop strategic plans that are suited to particular organisations.

Objectives of the course

At the end of the course, participants will:

- Be able to articulate current thinking around strategic planning
- Better understand different approaches to strategic planning and their advantages and disadvantages
- Be able to select and use a range of tools to assist the process of developing and using strategic planning
- Be better equipped to deal with the challenges of strategic planning and delivery.



Train the Trainer

26-28 January 2011

The course is designed for those who have little or no experience of being a trainer. It will equip you with the skills, tools, and creative techniques to design and deliver an effective training event. You will also improve your presentation and facilitation skills in order to help build capacity in others.

Objectives of the course

At the end of the course, participants will be able to:

- Identify the principles of adult learning cycle and training cycle
- Plan and design training events for the NGO sector using appropriate training materials
- Define the skills needed to be an effective trainer and group facilitator
- Better address the challenges that arise when planning, delivering and evaluating training for NGOs.



INTRAC trainers

All INTRAC trainers are experienced, well known within their fields and deliver high quality and dynamic courses. The trainers that deliver INTRAC courses include:

Max Peberdy	Cornelius Murombedzi
Bruce Britton	Brenda Lipson
Nigel Simister	Maureen O'Flynn
Rick James	Valli Yanni
Chris Stalker	Rod MacLeod
Bill Crooks	Raj Patel
Hilary Coulby	Bryan Michell
Anne Garbutt	Jan Knight
Elsa Dawson	Charlie Buxton
Janice Giffen	John Cammack
Brian Pratt	Jonathan Ellis
Tess Kingham	Catherine Squire



To read about our trainers and members of staff, read their biographies at:
www.intrac.org/pages/en/meet-the-team

INTRAC in Central Asia

In 2009, INTRAC celebrated 15 years of work supporting the development of civil society in Central Asia. INTRAC delivers training and consultancies from a regional office in Bishkek, Kyrgyzstan, with established and new partners across five countries within the region – Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

In 2010, we are offering courses on the following topics:

- Effective Management of People and Programs
- Strategic Relations and Partnership Development
- Organisation Development and Change Management
- Modern Training and Facilitation Skills
- Advanced Monitoring and Evaluation

For more details about our Open Training programme in Central Asia contact our Central Asia Team: icap@intrac.kg or visit www.intrac.org/pages/en/training-in-central-asia.html



Tailor-made training

INTRAC offers tailor-made training courses based on the subjects covered in the Open Training programme as well as other topics within our thematic framework. These courses can be one to three-day courses, one-week courses or modular courses staggered over a period of time, and can have built-in follow-up programmes. Many of our courses can also be delivered in Arabic, Spanish or French.

Benefits include:

- Tailored course design focusing on your organisation's objectives and programmes.
- Total flexibility of when and where the course is run and optimum use of your employees' time.
- Substantial savings on delegates' time, travel, and accommodation.
- Training advice from our experienced team of consultants who have in-depth knowledge of the subjects we cover
- Facilitated discussion and exchange of ideas which are relevant to your specific issues.



Courses INTRAC can provide:

- Monitoring and evaluation
- Impact assessment
- Advanced log frames
- Evaluating empowerment
- Rights-based approaches
- Organisational development
- Organisational assessment
- Managing change within organisations
- Capacity building
- Power and partnerships
- Advocacy evaluations
- Supporting southern advocacy
- Advocacy and policy influencing
- Facilitator skills
- Train the trainer
- Effective management for development
- Participatory development
- Civil society strengthening
- Negotiation skills
- Financial management
- Project management
- Human resource management for NGOs
- Strategic planning
- Creative and strategic thinking
- Gender analysis and planning

If you are interested in tailor-made training for staff in your organisation please contact Paula Haddock, Training Manager, on +44 (0)1865 263055 or email phaddock@intrac.org to discuss how we can best meet your needs.

“We are very happy with the training and we all feel inspired and better prepared to work within this field.”

Lars Kingsbo, International Coordinator, PMU InterLife – participant on tailor-made advocacy training with Chris Stalker in Tanzania, November 2009

Other INTRAC services

Consultancy

INTRAC offers specialist consultancy services for international NGOs, NGO support organisations, and donors involved in international development and relief work, dedicated to strengthening civil society. We also have experience of working within sectoral approaches and many of our consultants and associates have individual areas of expertise:

- Monitoring and evaluation
- Civil society strengthening
- Rights-based approaches
- Strategic planning
- Organisational development
- HIV and AIDS response
- Advocacy
- Disability as a rights issue

Many of our consultancies can be carried out in Arabic, Spanish and French. To get in touch with us about consultancy work, email: consultancy@intrac.org

Research

INTRAC's research team publicise and build on ongoing INTRAC work while also analysing new developments in civil society policy and practice. The core themes of research at INTRAC are:

- The architecture of aid
- Civil society
- Monitoring and evaluation
- Working in fragile states
- Faith-based organisations and development
- HIV/AIDS in the workplace

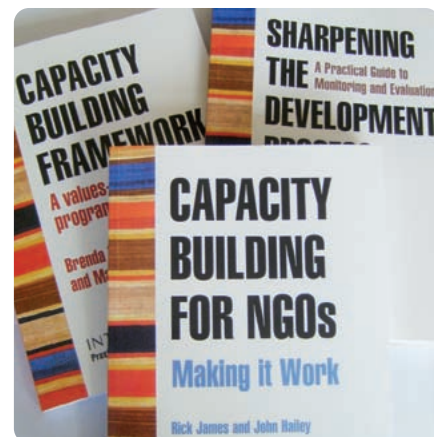
Documents on these themes are available at www.intrac.org/resources.php



Publications and resources

We publish a wealth of materials that are useful for development practitioners both out in the field and engaged in policy making and research. These cover a broad range of topics in the areas of civil society strengthening and aid policy, developed from our research, training and consultancy programmes. Many of our publications can support and reinforce the knowledge participants gain through our training courses.

As well as printed books and papers we also produce many free downloadable resources. Visit www.intrac.org/resources.php for details of our publications, and to browse our resources database.



INTRAC

Oxbridge Court, Osney Mead, Oxford, OX2 0ES, UK*

Training Tel: +44 (0)1865 263040

General Tel: +44 (0)1865 201851

Fax: +44 (0) 1865 201852

Email: training@intrac.org

www.intrac.org

*Please note that INTRAC courses do not take place at the head office.

INTRAC is a company limited by guarantee and registered in England, No. 2663769. Registered Charity No. 1016676