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viewpoint:

Small is Beautiful; Big is Better?

Is it realistic to believe that small European-based NGOs have a future as serious development actors?

A number of recent evaluations have raised issues about whether there is a correlation between the size of a European NGO and the quality of its work. As a small agency itself, INTRAC - which has about 20 staff and a total income of around one million pounds - might be expected to be prejudiced in favour of the "small is beautiful" thesis. In the interests of objectivity, however, this article will open up the debate before jumping to conclusions.

There is evidence that problems do arise when very small, often lone-project agencies have limited resources with which to manage relief and development projects. At a recent public meeting in Denmark, the representative of one such group with a project in Central America explained how difficult it was to meet normal standards of administration and monitoring. The work had to be done on a voluntary basis at the end of the working day and after the children had been put to bed! Nevertheless, his agency was managing several hundred thousand dollars of taxpayers money, and the obligations which come along with that responsibility.

One of the characteristics of the very small agencies is that they often grow from a sense of solidarity with a specific community. This can become an issue if these sentiments are translated into project form. Thus, many very small agencies may become entangled in the project cycle - with all its formal monitoring and financial reporting requirements - in order to gain access to tax-based funds available through government schemes. They may lack the experience and capacity to manage a funding relationship, resulting in project management difficulties.

Similarly, many church groups can risk falling into the same trap. It is one thing for a church congregation to have a collection on Sunday to send to Pastor Joe in India or Sister Mary in South Africa. But problems can arise when far larger funds are raised for such programmes from government sources, as is possible in some European countries. This situation can lead to confusion between aims: the aim of supporting the local school via Pastor Joe can be blurred with providing general funds for the broader work of the local church.

This raises the question: is it always necessary for such a sense of solidarity to be “projectised”? There seems to be a shortage of experiences of “solidarity” or “partnership” that are not dominated by project funding. Small groups could explore creative ways of engaging with similar groups in the developing world without necessarily becoming constrained by project cycles and official funding. There is real scope for such groups to develop alternative forms of solidarity and partnership. Likewise, northern governments themselves could consider setting up small partnership funds in order to promote linkages between civil society groups from their countries with others around the globe. This could become a productive use of public money.

So does this mean that all funds should be channelled through the large agencies? Not at all, because in fact many small agencies are now leading both thinking and practice in many specialised areas of work whilst many large agencies are suffering from the arthritic slowness of late middle age. Previously, we have drawn a parallel with the problems facing the declining all-purpose department store as it tries to offer all types of goods and services to an undifferentiated clientele. Thus, the large agencies face a weakening impact as they try to satisfy traditional partners in over 80 countries with limited specialist experience and technical skills. Meanwhile, many small to medium sized agencies have built up expertise in technical areas such as water and health or in organisation-based approaches to capacity building. The boutique is able to offer a wider range of goods within a specific niche market: perhaps that is why it is becoming more attractive as a partner than the department store?

To be fair, some of the large NGOs are trying to re-establish their own comparative advantages by focusing on a certain area or by developing a particular expertise. Some organisations believe that large size and global reach are the best ways of ensuring their continued survival. For example, some church-related organisations in The Netherlands and Germany are going through mergers. Other agencies are trying to create international alliances as a way of maintaining their funding base in the face of competition from agencies (often with US roots) who have more aggressive funding approaches.

Where will all this lead? We could possibly face a future dominated by a few large NGO chains and a group of dynamic niche agencies who are still able to be flexible, responsive and innovative...

Written by Brian Pratt, Executive Director, INTRAC.

Evaluation of European Union Co-Financing Operations with NGOs

The European Union has recently invited a Consortium of five agencies - INTRAC, Particip (Germany), South Research, RUCA and Prospect C&S (the latter three from Belgium) - to undertake the evaluation of its co-financing operations with NGOs. The evaluation will analyse the co-financing budget line within the framework of the European Commission's programme of development co-operation, with a view to improving the mechanisms, practices and procedures of co-financing. Overall, the evaluation will attempt to assess the performance of the budget line in terms of issues such as: the needs of poor people, the strengthening of local NGOs and civil society and the strengthening of democracy and human rights.

The evaluation will be undertaken in relation to the co-financing operations at both the EC headquarters and at the field level. It is expected that the evaluation will include a selected number of co-financed projects in some eight countries. At the project level, the emphasis will be on assessing the relevance, efficiency, effectiveness and impact of NGO funded projects. Phase One of the evaluation - looking at the overall framework of the co-financing budget line - will begin in early 2000. The Consortium will report on this phase to the General Assembly of European NGOs in April 2000. Phase Two will involve country visits and will be undertaken in May and June 2000. It is expected that the overall findings will be ready by late summer.

For further information please contact Peter Oakley, who will be a member of the Core Team and the Leader of Phase Two, at INTRAC.

New Publications

Financial Management for Development: Accounting and Finance for the Non-Specialist in Development Organisations, by John Cammack

(NGO Management and Policy Series No. 10, December 1999, 192 pages, ISBN 1-897748-52-3, £13.95)

Written for non-financial staff and members of governing bodies of NGOs who need to understand financial systems and statements, this book shows records and statements used within organisations and how to interpret them. Chapters on audit and financial controls are also included, with checklists for analysing accounts and assessing financial systems. International variations in terminology and format and a comprehensive glossary are shown in the appendices.

NGOs and the Private Sector: Better Together Than Apart, by Simon Heap
(NGO Management and Policy Series No. 11, *forthcoming February 2000*, ISBN 1-897748-53-1)

This book presents the findings of INTRAC's inquiry into the changing nature of relationships between NGOs and the private sector. By learning the lessons of such engagements, this two year research - mainly funded by the Ford and Soros Foundations - has explored the potential for the two sectors to work together for global development in the future. To help both NGOs and businesses in their dealings with each other, the book systematises the benefits and drawbacks of engaging. It analyses the processes of advocacy and direct action in areas such as codes of conduct, environmental management, social equity and human rights, and collates the lessons of engagement. For organisations having to make strategic and operational decisions about the nature of their external relations, this book's analysis of the issues is of key strategic importance to both NGOs and the private sector.

For further information about INTRAC's publications, please contact Carolyn Lawrence.

NGOs Win, Companies Lose: A Good Result

Relationships between NGOs and the private sector are like a game of chess: a few pieces, billions of moves. Are development NGOs getting themselves stalemated, pursuing hopelessly lost end-games or actually pressing home their advantages to win? INTRAC's current research programme on 'NGOs and the Private Sector' suggests few NGOs know the rules; even fewer are Grandmasters.

References to "stakeholder dialogues" and "win-win partnerships" for businesses and NGOs have become very fashionable recently. The company "win" in terms of profits and enhanced reputation seems clear; the NGO win is less clear. So why do NGOs bother engaging with business at all? And what about those "win-lose" situations? In fact, direct action, public campaigns, boycotts and litigation all have their place in NGOs winning and companies losing, no matter whether it is a question of supermarkets' sound sourcing questioned, unethical manufacturers boycotted or companies shown up in court for operating double standards. With a few notable exceptions, development NGOs under-exploit these tools.

At the moment, some NGOs are engaging in "dialogue politics" and "principled negotiations" with companies; but how long can the general moratorium on action rather than words last?¹ Action is effective, it engages the media, generates publicity and advances causes far more than the slow, foot-dragging mechanisms of roundtable discussions. NGOs who engage solely in dialogue handicap themselves by lacking recourse to action. Furthermore, they assist companies that are trying to play the "time game", hoping that enough time will elapse to kill off the issue.

Development NGOs will have to look for inspiration and strategies from their environmentalist cousins, who are a decade - maybe even a generation - ahead in terms of organisational capacity and outlook towards the private sector. Environmental NGOs (ENGOs) rarely get drawn into the talk shops of trade or industrial associations. They nearly always single out individual companies in order to get good leverage.

Recent events suggest that some manufacturers are genuinely interested in ENGOs' solutions for cleaner, greener production and that if one manufacturer changes, then the whole sector re-evaluates its position. The tenacious, campaigning environmentalist approach causes companies to fear what ENGOs might do to affect their market base. Clear, concise language undoubtedly helps. *Frankenstein Foods*, *Terminator Seeds* and *Cremate Monsanto* capture campaigns more succinctly and understandably than "poverty alleviation" or "the tragedy of the commons".

Most development NGOs have only recently started to address the complex issue of how they should relate to business in promoting their development objectives. Their relationships with companies are primarily based around development projects rather than campaigns. This creates a project-related funding relationship with business that restrains their ability to engage companies critically.

Why do environmental NGOs have a longer history of engaging businesses to promote their objectives than development NGOs? Clearly, there are more direct causal links between business and the environment than between business and social justice. Environmentalists have a reasoned, articulate view of why companies are key actors in global environmental affairs; they see ENGO-business relations as an engine for change. ENGO agendas are closer to business agendas because business increasingly sees its long term future as being dependent on environmental sustainability. Development NGO agendas are more remote because business does not yet consider that social inequity threatens its long term financial sustainability.

The challenge is clear: since the business case for social responsibility is less obvious than that for environmental responsibility, development NGOs need to consider not what they can offer companies, but what they can win from companies for their constituents.

For further information about 'NGOs and the Private Sector', please contact Simon Heap, INTRAC.

References and Further Reading

¹Giddens, A. (1998), The Third Way: the Renewal of Social Democracy (Oxford: Polity Press); Edwards, M. (1999), Future Positive (London: Earthscan).

Heap, S. (1998), NGOs and the Private Sector: Potential for Partnerships?, INTRAC OPS No. 27.

Heap (forthcoming February 2000), NGOs and the Private Sector: Better Together Than Apart, INTRAC - see 'New Publications').

Fowler, P. and Heap (1998), 'Learning from the Marine Stewardship Council: a business-NGO partnership for sustainable marine fisheries', Greener Management International, 24 (part of a special issue on Business-NGO Relations and Sustainable Development; available from Greenleaf Publishing; fax: 0114-282-3476; e-mail: gleaf.info@easynet.co.uk).

Capacity Building News

Welcome to *Capacity Building News No. 4*. In this issue, Rick James reflects on his work in Malawi. INTRAC has been working to strengthen local NGO Support Organisations in Malawi since 1997. ONTRAC will continue to monitor the work in Malawi, with contributions from some of the Support Organisations themselves in future editions. Meanwhile, Varihi Scott provides an update on capacity building resources and information available on the Internet.

Reflections from Malawi Capacity Building of NGO Support Organisations

INTRAC firmly believes that the development of local NGO providers of capacity building services is a pre-condition for the development of the local NGO sector.

There are two main reasons for this. Firstly, local providers can offer better quality services because of their understanding of the cultural context of their clients. Secondly, these organisations are themselves part of local civil society and so their development is part and parcel of local institutional development.

On this basis, INTRAC established a programme in Malawi in 1997 with the aim of strengthening local NGO Support Organisations in their ability to provide high quality capacity building services for local NGOs. This will in turn enable local NGOs to be stronger and more effective in fulfilling their vital roles in Malawi's development. This programme has been funded largely through consultancy fees, and in 1999 three northern NGOs (Bilance, DanChurchAid and Oxfam) have started to provide the local Support Organisations with subsidies towards these costs.

INTRAC has worked with local Support Organisations such as CABUNGO (which is in the process of becoming independent from Concern Universal), CONGOMA, CSC and CURE.¹ INTRAC's support has primarily consisted of:

- organisation development (OD) interventions: strategic planning; dealing with organisational change; team-building; conflict resolution; values clarification and leadership counselling
- developing staff skills for providing OD and capacity building services (including a 20-month training programme for OD practitioners)
- on-going technical advice to the capacity building programmes of NGO Support Organisations.

Learning Points

The main principles that have been learnt through the programme to date are:

- **The openness and commitment of the NGO's leadership is a critical part of capacity building.**² In order for major organisational change to occur, it is often necessary for the leader to change her/his mind about how best the organisation should function. This may require a major personal change in the leader. As this is no simple thing, it often does not take place and therefore undermines the NGO capacity building process. For this reason, INTRAC's programme is increasingly including the provision of leadership counselling services.
- **Capacity building needs to be extremely sensitive to the local culture.** Every culture has its own views about change and how people should behave and relate. These views have a major influence on how organisations function and therefore how capacity building should be undertaken. An understanding of the nuances of local culture can be used to reinforce capacity building activities. For example, in Malawi the use of proverbs and the articulation of fears have proved to be powerful tools. By contrast, organisation development interventions which step outside what is culturally acceptable undermine capacity building initiatives.
- **The dream and vision for developing local capacity to provide effective organisation development support to the NGO sector is achievable.** Organisation development (OD) is not just a western approach to change. The Malawi programme has been able to train staff of local NGO Support Organisations to provide OD services themselves, using a well-designed programme involving a number of different institutions and methods. Retaining trained staff remains a challenge for these support organisations.

The Future

The Malawi programme is currently in the process of expanding beyond its country focus to cover other countries in Eastern and Southern Africa. At the moment, work is taking place to develop East African OD providers who can support NGOs in Southern Sudan. Also, international NGO staff throughout the region are being trained in understanding OD and capacity building. The programme will be evaluated in 2000.

For further information about this programme, please contact Rick James (e-mail: INTRAC@malawi.net).

Notes and Abbreviations

¹ CABUNGO	Capacity Building for NGOs
CONGOMA	Council for NGOs in Malawi
CSC	Christian Service Committee
CURE	Co-ordination Unit for the Rehabilitation of the Environment

² See Rick James "Up Close and Personal": Leadership and Change in NGOs', *ontrac* No. 13, September 1999, page 3.

Capacity Building Resources on the Internet

Websites

International Forum for Capacity Building (IFCB) is an initiative launched by southern NGOs from Asia-Pacific, Africa and Latin America that focuses on key priorities for capacity building. Their site includes interactive discussion areas, the IFCB quarterly newsletter and details of IFCB activities.

<http://ifcb-ngo.org/index.html>

Capacity.org is an initiative of European Centre for Development Policy and Management (ECDPM) that aims to advance the policy and practice of capacity building in development. Their site has a very good news and events section; the links page contains a comprehensive list of organisations. The subject divisions of their reading lists are particularly helpful.

<http://www.capacity.org>

Based in Cape Town, the **Community Development Resource Association (CDRA)** is an NGO that aims to build the capacity of organisations and individuals engaged in development and social transformation. Their website gives details of consultancies, training programmes and other activities as well as publications, articles and links to related sites.

<http://www.cdra.org.za/index.htm>

The Southern African **Programme for Development Research (PRODDER)** collects and disseminates information on development issues. Their database on South African Training and Capacity Building Providers is available on their site and may be accessed for a small annual fee.

<http://www.hsrc.ac.za/prodder.html>

Olive is a development organisation based in South Africa. Olive provides organisation development and training services for NGOs. Their site gives details of their activities and publications.

<http://www.oliveodt.co.za>

ODNet is a rich source of information provided by Organisation Development Network in the USA. Their website gives details of e-mail discussion lists, electronic conferences and events. The 'Organisation Development Resources Directory' is particularly useful.

<http://www.odnet.org/index.html>

Resources to Download

'The Development of Capacity' by Allan Kaplan is a highly recommended publication:

<http://ngls.tad.ch/english/pubs/dd/dccontents.htm>

'Capacity Development Resource Book' from UNDP:

<http://magnet.undp.org/cdrb/>

'ELDIS Research Guide on Participatory Monitoring and Evaluation' is another excellent resource from the Institute of Development Studies:

<http://nt1.ids.ac.uk/eldis/hot/pme.htm>

Webliographies

The following sites contain bibliographies of resources on capacity building and related subjects:

<http://www.stanford.edu/group/SLOW/further.htm>

<http://www.miis.edu/gsips/faculty/blevinger/MIIS96SB.htm>

<http://engineering.uow.edu.au/Resources/Murat/olref.html>

For further information, please contact Varihi Scott at INTRAC.

End of Capacity Building News ***

INTRAC Information Services

Visitors to INTRAC's office are often struck by the fact that the library contains a comprehensive collection of important publications about NGOs grouped together in one place. It also contains a substantial collection of grey literature, much of which is difficult to obtain elsewhere. Cataloguing of this valuable resource has been underway for almost a year now and details of most of the books in the library will be available on our website (www.intrac.org) - and searchable by subject - by the end of the year. There is also a growing collection of electronic journals and e-mail newsletters in INTRAC's electronic library. There are plans to recruit volunteers in the near future to help index this material so that it may also be made available. To reflect these new developments, the INTRAC website now features a section dedicated to the library.

Indeed INTRAC's website has also been developing steadily in its first ten months, having doubled in size and attracted well over six thousand visitors from most parts of the world. The library and website are both funded through the NGO Sector Analysis Programme by a group of 10 European NGOs. This is part of a wider initiative to make information for NGOs more accessible.

To arrange a visit to the library or if you have any queries concerning the library and website, please contact Varihi Scott, INTRAC's Information Manager.

New Urban Development Website

<http://www.intrac.org/UrbanDevelopmentForum>

In response to the growing demand for a **website devoted to the exchange of urban-focused research**, INTRAC, with the help of volunteers Paul Bartlett and John Bywater, is set to launch an urban website on 29th February 2000. Urban development and urban poverty alleviation research - across the NGO sector - is currently under-represented on the world wide web. This reflects the relatively low profile of urban research and the informal nature of urban research forums and networks. Designed specifically for researchers and practitioners with an interest in urban development, this interactive web-forum aims to **innovate the way in which research ideas and findings are presented and discussed on the web** . The website will emphasise the work of southern NGOs and the projects of local researchers. It will also include relevant examples of projects undertaken by non-profit organisations operating in the North.

If you would like to find out more about any of the research on the site or if you would like to make a written contribution, please contact Jon Taylor at INTRAC.

Whose Ideas? NGOs and Development Information Flows

A team of British, Ghanaian, Indian and Mexican researchers are tracing **the movement of ideas about development**. Many local development workers have difficulties in accessing funding and support for the kind of work they want to do. They often feel that they do not have much influence in decisions about development. Is this because there is not enough information about how to access funding or how to influence the development agenda, or is it because these local development NGOs are marginalised in decision-making processes?

The research is looking at the following questions:

- Within international development NGOs, what value is placed on grassroots knowledge and experience?
- How do northern and southern NGOs build up their knowledge on a particular topic?
- What communication takes place between northern and southern NGOs, particularly in the context of development partnerships?
- How do NGOs learn from their own experience and from others?

In order to assess these processes and channels of communication, the research involves extensive fieldwork and interviews with NGOs in Ghana, India and Mexico and with European partner-related NGOs. It looks at how ideas move from NGO workers at the grassroots to others in the development community at the regional, national and international levels.

The research is being carried out by the Department of Geography, University of Durham, in collaboration with INTRAC and with the support of senior academics at Osmania University, India, the University of Ghana, the Jawaharlal Nehru University, India and the Colegio de Postgraduados en Ciencias Agrícolas y Forestales, Mexico.

The research team is being led by Janet Townsend with colleagues Gina Porter and Emma Mawdsley, and with Peter Oakley of INTRAC.

The research started early in 1999 and so far field visits to India, Mexico and Ghana have been completed. Interviews with European NGOs are due to take place over the coming months. The research aims to produce materials that will show where ideas about development come from and which of these ideas have the greatest influence on decision-making processes.

For further information, please contact Peter Oakley at INTRAC.

Fourth International Workshop on the Evaluation of Social Development: Evaluating Empowerment 3rd to 7th April 2000

The four Regional Workshops on the Evaluation of Social Development in Dhaka, Managua, Arusha and Amman will be completed by the end of February 2000. The findings from these will be presented at the International Workshop along with key note addresses, institutional presentations and a range of papers based on current practice. Registration for the International Workshop is now open. For details, please contact Jon Taylor at INTRAC.

Approaches towards NGOs in the Former Soviet Union

The rapid development of a third sector in the states formerly known as the USSR has provided a valuable opportunity for INTRAC to witness the emergence of new NGOs in a context where Northern concepts have been transferred into a region in transition. The collapse of a monolithic state into fifteen different states has led to tremendous variety; the new states are all developing at a different pace and in different ways. This article raises the question: "Have we, as international NGOs, muddied the waters and created confusion?"

No one was sure what to expect when the republics had independence thrust upon them in 1991. Redefining social, economic and political structures all at once has proved a major challenge. This has particularly been the case for the entrepreneurs who have established the concept of NGOs. These organisations are developing during a time of total insecurity, facing the antagonistic attitudes of the state. Meanwhile regional, ethnic and social group differences are creating tensions as the newly formed states embark on the complicated task of building national identity, often rejecting Russian culture and language.

These new local NGOs have been targeted by international agencies in order to fulfil their own agendas: initially focusing on 'democratisation', later moving towards poverty alleviation and development. The effect of all these conflicting factors has

been the emergence of NGOs who are not just confused about their role but are also beginning to resist external influences.

The fifteen republics that comprised the USSR are labelled “Former Soviet Union” yet their experiences have varied greatly. Turkmenistan and Azerbaijan, for instance, have become partners of the Economic Co-operation Organisation which unifies Northern Asian interests (members include Iran, Pakistan, Turkey, and Afghanistan as well as the other Central Asian republics). At the other extreme, the Baltics have so completely rejected former Soviet ties that they have anchored their currency to the Deutschmark and have only recently begun to reconcile their previous hostility towards Russia.

Ethnic tensions that spill over (sometimes arbitrarily drawn) borders have complicated social and political consequences in several republics. Ethnic Tajiks, for example, live in sizeable numbers in both Kyrgyzstan and Uzbekistan. The instability within the state of Tajikistan has contributed to terrorist activities in both neighbouring republics. The influence of Islamic fundamentalism in the rebuilding of national identities is also little documented or understood, but has had a tremendous effect on how social and political orders have been reinstated. Many of the problems arising around the borders between Uzbekistan and Kyrgyzstan have been blamed on Islamic fundamentalism and yet there is very little evidence to support this. Russia itself, which covers 11 time zones, is struggling to maintain a strong central authority. In contrast, Uzbekistan and Belarus have resorted to becoming police states in order to control and measure the pace of reform.

None of these forces is unique to the region, but it has become clear that the rebuilding of the Former Soviet Union is not as clear cut as many thought it would be. Seventy years of Soviet domination is giving way to a multitude of peoples reasserting their identity and territorial sovereignty.

The 1998 crash of the Russian economy reverberated across the region and caused, for the first time, a critical analysis of Western imported models. NGOs are only now beginning to identify their own “way” of coping with State-NGO tensions, and their lack of self-sustainability. NGOs need to develop with their own definition of what constitutes civil society, democracy, partnership and development. In Kazakhstan, some NGOs see their role as temporary, waiting for the state to re-establish the role of social provider, whilst others have started to campaign for “social partnership” whereby NGOs would be contracted to perform the role previously performed by the state.

As governments find themselves in retreat, NGOs are expanding into former domains of state responsibility. Civil society initiatives, which have been based on Western models, are beginning to adapt to a more appropriate method of engagement in many of these transitional countries. NGOs need to take up this challenge, whilst international agencies such as INTRAC should be wary of further confusing the context within which NGOs are developing. We have to recognise their need to develop home grown models rather than import external practices.

INTRAC is developing a research project to look into the issues raised in this article. If you would like to know more about the work in the Former Soviet Union, please contact Anne Garbutt, INTRAC's Programme Manager for Central Asia.

INTRAC Open Training Programme 2000

INTRAC's new Open Training Programme will begin in March 2000 with a new series of Programme Officer Workshops. These one-day workshops are designed for Programme Officers and other NGO workers who may have the dual role of providing support to partner organisations and liaising with back donors. Workshops will take place in London and, for the first time, INTRAC is trying out a sliding scale of fees which varies according to the size of the organisation. (INTRAC receives no core funding and therefore has to cover its costs on all Open Training events. We are keen to monitor whether the new fee policy for this series will enable us to do so.)

Topics covered by the **Programme Officer Workshops** will be:

Financial Reporting to Donors	Fri. 3rd March
Project Cycle Management	Fri. 10th March
Evaluating Capacity Building	Fri. 17th March
Participation: an Overview	Thurs. 23rd March
Log Framing and Beyond	Tues. 28th March

INTRAC's **Short Course Programme** for 2000 will take place in Oxford, UK and will be as follows:

Capacity Building: an Organisational Approach	10th to 14th April
Managing a Participative Monitoring and Evaluation Process	5th to 9th June
Financial Management for Non-Financial Managers	11th to 13th July
Planning, Programming and Research with Children	2nd to 6th October
Organisation Development and Change	6th to 10th November

INTRAC will also be repeating the successful **Seminar Series**, which began last year. This series, which takes place in London, is designed to enable sharing and discussion around some of INTRAC's research projects and practical experience in the field. This year's topics are as follows:

Decentralisation: Evidence from the Front Line	Wed. 3rd May
Impact Assessment	Wed. 17th May
Strengthening Civil Society in Central Asia	Thurs. 25th May
NGOs and the Private Sector	Wed. 31st May
Organisation Development:	
Experiences in Building Local Capacity	Tues. 6th June
NGOs and New Forms of Partnership	Wed. 14th June
Direct Funding: a Challenge or an Opportunity?	Tues. 20th June
Beyond 'Do No Harm': Working in Areas of Conflict	Wed. 28th June

In addition to these events in the UK, INTRAC will be offering some courses regionally in 2000. A course entitled 'Capacity Building through Partnerships: Implications for International NGOs' will be held in Arusha, Tanzania from 23rd to 28th January. We also hope to hold our 'Working in Long Term Conflict: the Organisational Challenge' course in South Asia in July.

For further details of the Open Training Programme, please contact Janice Giffen at INTRAC.

INTRAC People

We are pleased to welcome several new staff members to the INTRAC team this winter, and at the same time we would like to thank all the volunteers who have assisted us with our projects and with the library.

Brenda Lipson, formerly of Oxfam, will take the post of Director of Training and Capacity Building later this month.

Meryl Newbould has joined us as part-time Administrative Assistant providing support to the Central Asia programme, and **Tasnim Alam** is our new Administrator.

Shortly before Christmas, we said goodbye to **Natasha Gya**, a much valued staff member. Natasha started working for INTRAC in June 1998 as Training and Consultancy Programme Assistant and has left to take up a new position with the UNHCR in Moscow.

Written by Susan Owen, INTRAC.

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