

**CONTENTS**

*viewpoint* Civil Society  
 Strengthening 1

INTRAC's 10th Anniversary  
 Conference 2

Publications and Resources  
 on Civil Society 2

*letters to the editor* 3

New Publications 3

*capacity building news*  
 'Wave Watching'?  
 The Monitoring and  
 Evaluation of Capacity  
 Building 4-5

Strengthening Civil Society  
 in Central Asia 6

Civil Society: Meeting the  
 Challenge in South Eastern  
 Europe 7

INTRAC Open Training  
 Programme 8

INTRAC People 8

*viewpoint* **Civil Society Strengthening**

Since the end of the Cold War and the reduction in the use of aid to support regimes according to their respective Cold War alliances, there has been a marked resurgence of interest in concepts such as governance, Civil Society, local democracy, accountability and transparency. Initially, NGOs were identified as the natural interlocutors for governmental and intergovernmental agencies wanting to promote Civil Society. However, in recent years many official agencies have recognised that NGOs alone are not synonymous with Civil Society. INTRAC has been keen to monitor and engage in the debate on appropriate and effective means of supporting Civil Society.

By the late 1990s, a new orthodoxy emerged which gave Civil Society a major role in development. Political scientists re-confirmed the role of Civil Society as a counterbalance to totalitarianism, whilst economists argued that Civil Society could ensure growth with greater equity. This led official agencies, private trusts, foundations and NGOs to support a range of programmes aimed at strengthening Civil Society. Indeed in some parts of the world the major source of external funding is now designated to Civil Society support, especially in the former Soviet Union and Central and Eastern Europe.

INTRAC has continued to research and assess activities related to the support of Civil Society. For example, we have analysed the link between local governments and NGOs and evaluated Civil Society programmes in countries such as India, Bangladesh, Nicaragua and Bolivia. At the moment INTRAC is commencing a new programme in conjunction with several agencies to review the link between theoretical approaches to Civil Society and their practical programme outcomes.

There is little evidence that the new Civil Society support programmes have been reviewed in any rigorous manner. Furthermore, are the many assumptions made about the positive impact of Civil Society on both development and political life valid? Does the rediscovery of the political element in development serve merely to undo the wrong approaches of the apolitical past or has it genuinely enabled poor people to gain a voice?

INTRAC will be exploring several cross-cutting themes:

- The nature of **the State** and its relation to Civil Society (whether the state is transitional, stable or engaged in internal conflict): previous studies have concluded that a weak State is not the ideal context for the emergence of a strong Civil Society. However, in many areas of the world Civil Society strengthening programmes have accompanied major transitions in the State.
- The theoretical **approaches** underpinning the practice of Civil Society strengthening programmes: there are considerable differences between the approaches of many donors. The greatest distinction is clearly between an 'American' approach, focusing on the formal aspects of democratisation (voting, political parties and interest group politics), and a 'European' approach that regards supporting Civil Society as a means of reducing poverty through better governance, accountability, transparency and providing a voice to poor people.
- The nature of **Capacity Building** in the context of Civil Society: many training programmes purport to support Civil Society, but in reality it is unclear whether they actually do so. Capacity Building has most commonly been interpreted as meaning training alone and other broader

*continued on next page*

**Also in this issue:** details of INTRAC's Conference 'False Expectations? Reviewing the Thinking and Practice of Civil Society Building in International Development'; John Beauclerk reflects on challenges facing the development of Civil Society in South Eastern Europe and Rick James writes about the monitoring and evaluation of capacity building.

## continued

approaches, that see Capacity Building as an organisation-wide intervention, continue to be neglected.

- How are Civil Society Strengthening Programmes being **monitored and evaluated**, if at all? Is much of what we all do based on simple acts of faith and unproven links? Can we really show that a strong Civil Society will lead to poverty reduction, or a more effective public sector? What has been the impact of Civil Society support programmes in transitional countries and what methods have been used to assess these impacts?

- What **Strategies and Methodologies** are being used to strengthen and support Civil Society? What are the strengths and weaknesses of different approaches and experiences? What factors have constrained or enhanced impact in different contexts?

This edition of **ontrac** explores further the concept and practice of Civil Society Strengthening. INTRAC plans to reflect upon progress made in relation to key aspects of the development of Civil Society in our forthcoming 10th Anniversary Conference: 'False Expectations? Reviewing the Thinking and Practice

of Civil Society Building in International Development'. At the Conference we hope to bring together INTRAC's wide network of Associates, NGOs in Northern, Eastern and Southern countries, academics, policy-makers, official aid agencies and private foundations in order to review progress and share experiences in this area. In preparation for December's Conference, we look forward to hearing from researchers, policy-makers and practitioners with their views on this subject and the questions it raises.

Written by **Brian Pratt**  
Email: [b.pratt@intrac.org](mailto:b.pratt@intrac.org)

## INTRAC's 10th Anniversary Conference

### 'False Expectations? Reviewing the Thinking and Practice of Civil Society Building in International Development'

INTRAC's 10th Anniversary International Conference will take place in Oxford between 13th and 15th December 2001 at Balliol College. The Conference will review the use and operationalisation of the concept of Civil Society and its strengthening in international development practice. INTRAC will provide overall reviews of current literature and practice, drawing on our own programme experience and research. In particular, we will incorporate our work on the relationships between Civil Society and the private sector, and also on the nature of Civil Society development in situations of conflict. The Conference will bring together the perspectives of both practitioners and academics in order to achieve a synergy between theory, programme and policy inputs.

For further information, please contact **Carolyn Blaxall** at INTRAC. Email: [c.blaxall@intrac.org](mailto:c.blaxall@intrac.org)

## Publications and Resources on Civil Society

### INTRAC Publications

#### NGOS, CIVIL SOCIETY AND THE STATE

##### **Building Democracy in Transitional Countries**

Andrew Clayton (ed.)

NGOMPS No. 5, 1996, 277 pages, ISBN 1-897748-17-5, £17.95

This book presents papers by practitioners and researchers that examine the role of NGOs in Civil Society. It includes thematic papers on Civil Society, case studies from Africa, Asia, Latin America and Eastern Europe and also papers that analyse initiatives undertaken by Northern NGOs and donors.

#### GOVERNANCE, DEMOCRACY AND CONDITIONALITY:

##### **What Role for NGOs?**

Andrew Clayton (ed.)

NGOMPS No. 2, 1994, 136 pages, ISBN 1-897748-01, £9.95

The first publication to address the issue of good governance and conditionality from the perspective of both Northern and Southern NGOs, this book includes case studies covering a range of issues related to the role of NGOs in Civil Society, advocacy, legal reform and democracy movements.

#### NGOS AND GOVERNMENTS:

##### **A Review of Current Practice for Southern and Eastern NGOs**

Jon Bennett (ed.)

**10th Anniversary Offer: reduced to £9.95 from £12.95**

ICVAS No. 3, 1997, 184 pages, ISBN 1-897748-25-6,

This important book assesses the complexities involved in NGO – Government dialogue, particularly the issue of governance. NGOs have increasingly assumed a political function in challenging and redressing the status quo in favour of

people-centred approaches to development. The book includes a rich variety of case studies and contributions from authors in Central America, Africa, Russia, Eastern Europe, Central and South Asia.

For further information about these publications, please contact **Linnea Ploen** at INTRAC.

Email: [l.ploen@intrac.org](mailto:l.ploen@intrac.org)

### Recommended Website e-Civicus

This weekly newsletter is compiled by the Programme for Development Research (PRODDER) in South Africa, on behalf of World Alliance for Citizen Participation (CIVICUS) in Washington, DC. To subscribe send an e-mail to [news@civicus.org](mailto:news@civicus.org). Visit their website: <http://www.civicus.org>

# letters to the editor

## Trust in North – South NGO Partnerships

Dear *ontrac*,

'Effective partnership between Northern and local NGOs in Africa can only be achieved in an environment of mutual respect, trust, shared governance, dialogue and learning'. (*ontrac* No. 16 September 2000.) What Charles Kazibwe writes is also true in Tanzania where I've been working for the past 20 years. The crucial point is indeed the **lack of trust** felt by Northern donors and NGOs in respect of local NGOs. Trust is the foundation of human relationships, and a lack of trust means there can be no future for any kind of collaboration. Accountability is indeed a key issue and lack of trust leads to bureaucratic measures imposed on local NGOs by the North in order to monitor the progress of work and the utilisation of funds. This costs time, money and energy, and flexibility is also impaired.

Northern donors have good reasons to be cautious. Local NGOs are often staffed by ex-government employees who have left the government in search of a better salary and therefore may well try and access funding for their personal benefit. On the other

hand, Northern NGOs often pay expatriates very well, with salaries 20 to 30 times higher than that of a national. The question is: could the manager of a local NGO do a similar job of that done by the expatriate if paid the same salary? I suspect that the answer is probably yes! And he or she would run the local NGO in a much better way than before when working for the government. If as an expatriate I wish to come to Tanzania and help its people through my work and skills I should be ready to give my service at the same level of pay as my local colleagues.

Dr. Massimo Serventi  
Box 1498, Dodoma  
Tanzania

## NGOs and Codes of Conduct

Dear *ontrac*,

I read the interesting papers by Simon Heap and Julie Gale about NGO Codes of Conduct (*ontrac* 17, January 2001). Both raise serious issues that deserve further consideration. I agree that NGOs should adopt codes of conduct, but the real issue is their **enforceability**. In looking at various kinds of mechanisms around the world, we have

seen various approaches. In fact, we have written some articles about this issue in the *International Journal of Non-Profit Law*, which are accessible at [www.icnl.org](http://www.icnl.org). One approach is to provide sanctions and dispute resolution mechanisms, which allow those aggrieved by the conduct of an NGO to bring a 'case' against them (for example in Kenya). Another is to provide only for certification, and for de-certification in the event of inappropriate activity (for example Maryland Association of Nonprofits).

Karla Simon, *International Centre for Non-Profit Law*  
Email: [ksimon@icnl.org](mailto:ksimon@icnl.org)

## Erratum in *ontrac* Number 17, January 2001

On page 6, under 'Acronyms', ICFM should stand for the Institute of Charity Fundraising Managers. Thanks to Doug Wakeling, Executive Officer of Food for the Hungry UK, for spotting the error.

*The opinions expressed in 'letters to the editor' are those of the contributors and not necessarily of INTRAC. Contributions are welcome from ontrac readers. INTRAC reserves the right to edit letters for brevity.* ■

---

## New Publications

### THE MONITORING AND EVALUATION OF EMPOWERMENT:

#### Reviewing the Concept and Practice

Peter Oakley (ed.)

NGOMPS No. 13, forthcoming June 2001

This book is based on the Fourth International Workshop on the Evaluation of Social Development held in Oxford in April 2000. It comprises a number of commissioned papers by Peter Oakley, Anisur Rahman, Musimbi Kanyoro and Frits Wils as well as papers presented by participants. It also includes regional presentations from Southern Africa, Asia, Central America and the

Middle East and institutional statements by DFID, SIDA, ActionAid and Cordaid. The book concludes by drawing together participants' perceptions in terms of the current state of practice in the monitoring and evaluation of empowerment.

### Promoting Effective North-South NGO Partnerships

Vicky Mancuso Brehm

OPS No. 35, May 2001,

ISBN 1897748-61-2, £7.95

Partnerships between NGOs based in the 'North' and the 'South' have become a key part of international development processes. Although there is now an extensive literature on the concept of partnership, there has been little empirical research on

partnerships in practice. In order to bridge this gap, INTRAC is carrying out research into North-South NGO Partnerships. The first phase of the research compared and analysed the views and practices of ten European NGOs in Denmark, Ireland, the Netherlands, Norway, Sweden and the UK. This paper presents the research findings, illustrating the complex and varied nature of partnerships between NGOs. It suggests ways in which Northern NGOs can develop more systematic approaches to 'good practice' in partnerships.

**For further information about INTRAC's publications, please contact Linnea Ploen.**

Email: [lploen@intrac.org](mailto:lploen@intrac.org) ■

Welcome to Capacity Building News No. 8. This edition of *ontrac* assesses the concept and practice of 'Civil Society Strengthening', outlining questions related to the effectiveness of approaches undertaken. This theme is developed further here by Rick James, who explores the critical question of how to evaluate the effectiveness of capacity-building interventions. Rick proposes a framework for the monitoring and evaluation of capacity building.

## 'Wave Watching': The Monitoring and Evaluation of Capacity Building

Organisations are complex, ambiguous and paradoxical and any attempt to measure organisational change is, therefore, fraught with difficulties (Morgan 1998). However, questions are increasingly being raised by donors concerning their support for capacity-building initiatives. Thus, despite the inherent difficulties, it is no longer an option for practitioners to avoid the monitoring and evaluation of capacity building. Unless some evidence of the attributable impact of capacity-building programmes is presented, donor support for capacity building will be severely reduced (Cracknell 2000).

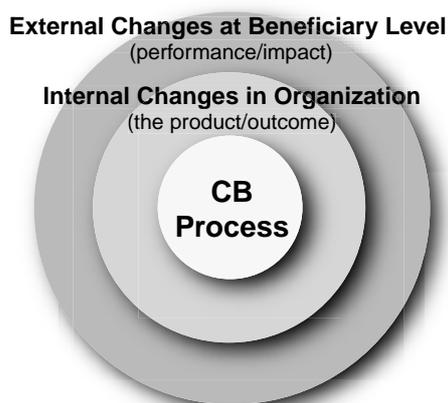
### Plausible Association, not Attribution

It is important to be realistic in developing approaches to the monitoring and evaluation of capacity building. There are a number of inherent issues related to definition, measurement and attribution that can never be fully overcome, only mitigated to a degree. The precise measurement and attribution of cause and effect is neither possible nor cost-effective, and so the best we can hope for is 'plausible association'. Nevertheless, there is a need

to develop minimum but effective systems which will provide evidence of what is happening. Such systems can enable us to confront difficult issues and questions such as: 'Why are we not seeing the hoped-for change?'

### Watching Waves: The Wave Model

An effective monitoring and evaluation system sets out the conceptual framework upon which it is based and demonstrates clearly how inputs are eventually linked to outcomes and impacts. One such framework is to see the **impact** of capacity building as **waves** or ripples. In its most basic form, this model illustrates the three main levels at which to monitor and evaluate a capacity-building intervention: the intervention itself, internal organisational change and finally external changes at the 'beneficiary' level. The capacity-building intervention can be compared to a drop of rain that lands in water; the waves or ripples flow outwards to bring about changes at the organisational level and then ultimately to the level of the beneficiaries.



The wave becomes smaller and less visible the further out it goes. It becomes more and more difficult to attribute changes at beneficiary level to the original capacity-building intervention: 'The influence of non-project factors becomes increasingly felt thus making it more difficult for the indicators to measure change brought about by the [intervention]' (Oakley and Clayton 2000). The further away from the capacity-building intervention, the less control the original capacity-building provider has on what happens. This seems to be a more realistic analogy for how change may occur than a linear inputs-outputs-outcomes-impact chain.

### Developing Systems for Measuring Capacity Changes

In developing systems for monitoring and evaluating capacity building, changes need to be looked at from a number of levels. In addition, it is important to understand how changes in the context have influenced the impact of the intervention.

#### Level 1: The Capacity-Building Intervention

A monitoring and evaluation system must undoubtedly be able to measure the quality of the capacity-building **process** itself. In many ways it is only fair to measure the quality of the capacity-building process as this is the only part which the capacity-builder can control (and even then only to a degree). This is because the ultimate responsibility for implementing change lies with the client organisation itself. However, the measurement of the quality of the capacity-building process is not enough. Capacity-building interventions assume that there will be a connection between the process itself, the development of capacities and actual changes at beneficiary level. Any evaluation

must therefore set out to assess whether these assumptions actually hold true.

### Level 2: Internal Organisational Changes

The first assumption is that capacity-building processes do in fact bring about positive changes in the organisation. A monitoring and evaluation system has to gather information about such changes. Over the last few years, significant work has been done in developing organisational assessment tools which identify key organisational indicators for NGOs. The indicators relate to the following aspects of the organisation:

- learning, open-ness and ability to **manage change**;
- **identity** and assertiveness;
- governance: having a **Board** of trustees who are involved and committed to making the NGO effective;
- **mission**: having a purpose which is clearly stated, understood and shared;
- having a clear **strategy** to guide decisions about activities;
- having established **systems** for decision-making, communication, monitoring and evaluation, personnel, administration, finance and so forth;
- having **structures** which are suited to the NGO's mission and strategy;
- having competent and committed **staff**;
- internal relationships and morale;
- finances and physical **resources**: having adequate resources to reach objectives in both the short and long term.

These indicators also need to take into account the different capacities required by NGOs at various stages of their development.

### Level 3: External Changes at Beneficiary Level

It is clear that the capacity building of NGOs is not an end in itself, but a means of improving the well-being of poor people. Effective monitoring and evaluation of capacity building must therefore look at the ultimate impact on beneficiaries. It must articulate and test hypotheses, justifying the links and logic between outputs and the overall objective. For example, do stronger NGOs really lead to greater poverty alleviation? Does participation really lead to ownership and sustainability?

There are legitimate concerns that the changes resulting from capacity-building interventions remain at the organisational level and are never translated into changes at the level of beneficiaries. It is important therefore that rigorous evaluation of organisation development processes should elicit the views of the ultimate beneficiaries, though this can be costly and is not easy. The Community Development Resource Network (CDRN) in Uganda has managed to do this in a fairly cost-effective way. Firstly, it asked the NGO it had been working with what differences had taken place in the community as a result of the capacity-building intervention. Then CDRN staff visited the community itself to ask the same question.

In conclusion, systems for monitoring and evaluating capacity building must collect information at all three levels, recognising that capacity-building is not just an end in itself, but also a means to an end. The systems must also provide evidence of how the context has affected the situation.

**Written by Rick James**

Email: [intrac@malawi.net](mailto:intrac@malawi.net)

This article is adapted from the forthcoming INTRAC Occasional Paper 'Guidelines for the Monitoring and Evaluation of Capacity Building'.

### References

- Cracknell, B. E. (2000) *Evaluating Development Aid: Issues, Problems and Solutions*. London: Sage.
- James, R. (1998) *Demystifying Organisation Development*. Oxford: INTRAC.
- Morgan, P. (1998) *Capacity and Capacity Development: Some Strategies*. Hull, Canada: Policy Branch CIDA.
- Oakley, P. and Clayton, A. (2000) *The Monitoring and Evaluation of Empowerment: Resource Document*. Oxford: INTRAC.



Children in North Africa. Photo: Gerhard Lichtenthaler

# Strengthening Civil Society in Central Asia

**INTRAC is conducting a three-year research project on Civil Society in Central Asia with a grant from the UK's Economic and Social Committee for Overseas Research (ESCOR). The aim is to continue to strengthen INTRAC's on-going analysis of the emergence of Civil Society in Central Asia in order to understand better the dynamics of Civil Society Organisations (CSOs) in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan.**

By identifying the factors that encourage and constrain the development of CSOs, specific attention will be placed on the role of external donors. The fundamental question is whether 'the tens of millions of dollars, pounds, marks and francs' (Starr 1999) spent by Western governments in the past ten years strengthening Civil Society in Central Asia have gone to waste in view of the authoritarian regimes in place, and increasingly securely in place?

Ask external donors in the region what they fund and virtually all will reply, NGOs, only NGOs. No other form of CSO gets a look in. Skewed in favour of legally registered NGOs, Civil Society strengthening in Central Asia, like so many other parts of the world, is partial and lopsided. American organisations often take a political view of support for Civil Society stressing good governance, democracy, the free market and civic duty, through both official programmes of USAID and private initiatives such as those of the Soros Foundation. European organisations and UN agencies, on the other hand, look to NGOs as partners or vehicles for humanitarian relief and refugee assistance, and for development activities such as credit schemes, poverty reduction and advocacy campaigns.

An issue that will be assessed in INTRAC's research is the degree to which NGOs form themselves into the image expected by external donors. This "mirror effect" causes NGOs to project themselves in ways

which meet external expectations and obtain resources, despite not always fitting their own view of what their mission should be.

There is more to Civil Society than just NGOs: non-organisational forms as well as political parties, borrowers' groups; Community Based Organisations; co-operatives; student, professional and consumer associations; cultural organisations; foundations; interest groups; religious groups; social and sports clubs; trade unions; organisations involved with youth, women and pensioners, and those working in the fields of human rights, education, welfare, environment and service delivery. INTRAC and its local researchers<sup>1</sup> are therefore seeking to ensure that the current mapping exercises of Civil Society in Kazakhstan and Kyrgyzstan are as wide as possible in scope.

## **Does Civil Society even exist in Central Asia? According to the UNDP:**

*Even in the late 1990s, many of the [ex-Soviet] countries lack strong institutions on which Civil Society is usually based: a confident, well-functioning parliament, accountable local government, a responsible and well-established press, strong independent and well-respected trade unions and so on (UNDP 1997).*

Abdumannob Polat, the chair of the local Human Rights Society, believes 'the basis for creating Civil Society does not yet exist in Uzbekistan' (Polat 1999). In Kazakhstan, the

underlining philosophical conception of Civil Society appears locked into Marxist-Leninist ideology and Kazakh consciousness. So the creation of Civil Society in Kazakhstan has to overcome years of ideological indoctrination that continues to persist in the public discourse, and ethnic loyalties. But do ethnic loyalties have to be destroyed, or could they constitute a foundation for the formation of a unique Kazakh Civil Society? (KIMEP 2001). The research will seek to test such claims across Central Asia.

**Written by Simon Heap**

Email: [s.heap@intrac.org](mailto:s.heap@intrac.org) ■

## **Notes and References**

1 Ata Hoodashtian, Richard Faillace, Aliya Kabdieva and Aigerim Ibrayeva, based at the Centre for Research and Development at KIMEP, Almaty, Kazakhstan; and Bakyt Baimatov and Bermet Stakeeva, Women's Forum, Bishkek, Kyrgyzstan. Tajik and Uzbek researchers will be chosen soon.

KIMEP Center for Research and Development (2001), *Civil Society, NGOs and the Republic of Kazakhstan*, February. Mimeo.

Polat, A, (1999), in M. H. Ruffin and D. Waugh (eds), *Civil Society in Central Asia*. Seattle: University of Washington Press, p. 135.

Regional Bureau for Europe and CIS (1997), *The Shrinking State. Governance and Sustainable Development*, New York: UNDP, p. 103.

Starr S. F. in Ruffin and Waugh, *Civil Society in Central Asia*, p. 29.

# Civil Society: Meeting the Challenge in South Eastern Europe

**The international trend in the 1990s that assigned Civil Society (especially NGOs) a key role in development has been as evident in South Eastern Europe as in other regions that are undergoing transition. This has raised high expectations concerning the emergence of the sector. These expectations have not always been fulfilled, leading in many cases to frustration on the part of donors and NGOs. A decade of intensive effort in support of Civil Society in this sub-region has produced mixed results when measured against such criteria as an independent voice, impact, sustainability, and accountability to constituents. Although donor support has been generous, it has tended to regard Civil Society as an instrument of externally-driven policy and to create NGOs for specific programme purposes.**

**B**ecause progress on stabilisation and institutional reforms has often been blocked at a political level, donors have relied on NGOs to push for change through a range of democratisation and governance programmes. This has proved most effective when confronting clear adversaries as was the case in Serbia, where the situation demanded a high degree of mutual co-operation and co-ordination with other Civil Society actors such as the media.

NGOs in particular have mushroomed in all countries of the sub-region, whether they have been affected by both conflict and transition, or simply by transition. But the sheer numbers of NGOs alone do not necessarily make for a vibrant Civil Society. Large numbers of these new NGOs, especially those created by international “partners” to implement humanitarian relief work, have been compelled either to restructure or to fold when the immediate task is deemed to have been fulfilled or when resources dry up. While many of these relief NGOs have performed valuable – often heroic – work among the victims of war and displacement, they have had too little support to adapt to longer term development strategies and may have displaced or pre-empted more enduring local forms of organisation. The popularity of new concepts of

global governance that have a broad agenda of humanitarian aid, international security and development (often motivated by the fear of mass immigration from the region to the European Union) has raised excessive expectations of these new NGOs.

Another large and influential category of South Eastern European NGOs has developed to undertake civic advocacy, responding to the even broader concept of democratisation which assigns Civil Society varied governance roles. Many of these NGOs originated in civic movements based on peace campaigns, human rights and environmental concerns, and so have strong representational claims. However, their focus on “vanguard” activities creates a divide between organisations of urban élites and other forms of association more rooted in the community.

Another category of NGO that has emerged in great numbers from the mid-90s onwards has filled service provision roles as the ability of the transitional State to meet its legal welfare obligations has declined. The disproportionate reliance on NGOs – rather than local government – providing basic services has created a further divide. Donor policies are now seeking to redress

this within decentralisation frameworks in which NGOs play a supporting role. The scale of social exclusion and discrimination in many regions of South Eastern Europe presents a significant challenge in the development of mutual trust and effective working relationships between local government and NGOs.

The high level of Civil Society activity therefore belies the fragility of the sector in the region. Donor priorities change rapidly making it impossible for all but a few, select NGOs to adapt to new circumstances. Shifting donor trends prevent NGOs from long-term planning and developing focus and expertise. Training is too often limited to project implementation goals rather than developing strong organisations capable of identifying and supporting constituencies with particular needs. Despite the range of NGO activity, its reach is still relatively limited and focused on capital cities. The challenge is to overcome these distortions and adopt more realistic expectations of Civil Society.

**For further information about INTRAC's work in South Eastern Europe, please contact John Beauclerk, INTRAC.**

E-mail: [j.beauclerk@intrac.org](mailto:j.beauclerk@intrac.org) ■

## INTRAC People

We have had several notable changes within our Research Department this year. We were pleased to welcome back Jon Taylor, who has returned to INTRAC following a six-month placement with the European Union in Brussels. He will be working on an ESCOR-funded project to develop a framework for evaluating urban development websites. In March Emma Harris-Curtis joined us as Information Officer, and will be responsible for developing INTRAC's library and information management. At the same time, we were sad to say goodbye to Debora Kleyn and would like to thank her for all her hard work as Researcher over the past six months. We wish her the very best for the future.

Our new Finance and Contracts Administrator, Linnea Ploen, was appointed in January. We have a new Administrative Assistant, Natasha Thurlow, who joined the team in February.

INTRAC also extends thanks to our Programme Assistants in Central Asia: Natasha Laptieva in Kazakhstan and Nazira Toktalieva in Kyrgyzstan who continue to do a wonderful job of supporting the Programme while we prepare to appoint a Regional Programme Manager and two Country Managers.

**Written by Susan Owen**

Email: [s.owen@intrac.org](mailto:s.owen@intrac.org)

### ontrac

**Editor:** Vicky Brehm, Researcher, INTRAC  
**Design:** Sophie Johnson, Colophon Media  
**Printing:** Litho and Digital Impressions Ltd., Oxford

**ontrac** is the newsletter of INTRAC (the International NGO Training and Research Centre). It is published three times a year. The contents of the newsletter may be freely reproduced and translated, providing the source is acknowledged. INTRAC wishes to thank the following organisations for their contributions towards the production of ontrac: APSO, Concern Worldwide, Cordaid, DanChurchAid, MS Denmark, Norwegian Church Aid, Novib, Rädda Barnen, Redd Barna and SCF UK.

## INTRAC OPEN TRAINING COURSES

We are currently taking bookings for the following courses:

### NON RESIDENTIAL THREE-DAY WORKSHOP

#### **Relations with the Private Sector**

**10 to 12 July**

This workshop is for NGOs who are exploring the possibility of working with the private sector

### RESIDENTIAL WORKSHOPS

#### **Marketing the Cause: Social Marketing for NGOs**

**15 to 17 May**

How to build support for your work and develop your constituency

#### **Financial Management for Non-Financial Managers**

**6 to 8 June**

#### **Capacity Building: An Organisational Approach**

**25 to 29 June**

#### **Maintaining a Humanitarian Perspective in the 21st Century: Personal Perspectives and Organisational Issues**

**10 to 14 September**

#### **Organisation Development and Change**

**19 to 23 November**

**For further information and application forms, please contact Susan Owen at INTRAC.**

**Email: [s.owen@intrac.org](mailto:s.owen@intrac.org)**

## ontrac Readership Survey

Many thanks to all our readers who completed the ontrac Readership Survey. All the questionnaires were entered in a prize draw. Congratulations to Michael Ofoe Duodo of Ghana, who was the winner of two INTRAC publications.

**Visit our website:**

<http://www.intrac.org>



INTRAC  
PO Box 563  
Oxford OX2 6RZ  
United Kingdom

Tel: +44 (0) 1865 201 851  
Fax: +44 (0) 1865 201 852  
E-mail: [intrac@gn.apc.org](mailto:intrac@gn.apc.org)  
Website: [www.intrac.org](http://www.intrac.org)

INTRAC is a limited company No. 2663796 and a registered charity No. 1016676

INTRAC

ontrac 18 8