Welcome to INTRAC’s new newsletter.

Our new bi-monthly newsletter provides updates on all the latest INTRAC news, publications and events. It is one of a new suite of publications that we have developed alongside our rebranding.

We have built on our most successful publications, given them a new focus and a fresh face. Keep an eye out for papers aimed at sharing learning amongst practitioners under a new-look Praxis Series. We are also introducing new Special Series and Discussion Papers, think pieces aimed at providing a space for deeper analysis and discussion of policy/research in an accessible way.

In this month’s newsletter, the Viewpoint is written by INTRAC’s Chair, Carolyn Miller, who introduces our brand new logo and website and reflects on INTRAC’s role moving forward.

Our guest contribution comes from Carolyn Kandusi, an independent consultant from Tanzania, who has just participated in our first innovative Consultants for Change training in Malaysia.

You will also find updates on our work, including recent projects in the Middle East North Africa and Southeast Asia. We have a busy autumn of INTRAC training, events, as well as new publications and blogs.

We’d also like to say a big ‘thank you’ to everyone who took part in our latest webinar on exit strategies and aid withdrawal. Read on for further information.

And last but not least: if you have an idea and would like to be our next guest newsletter contributor or blogger, get in touch, we’d love to hear from you!
Viewpoint: Not just a new logo

INTRAC has worked for over 25 years with civil society. It often seems that everywhere I look civil society is under pressure, from war and conflict or restrictive governments. Yet despite these threats, we continue to see local groups, organisations and individuals taking action and achieving positive impact. It feels more urgent now than ever to continue to stand alongside them in their efforts.

INTRAC has a wealth of experience in using investment creatively to strengthen civil society action and to build the skills and knowledge of practitioners. Yet when I talk to people about INTRAC they have only a partial idea of the breadth and depth of our work.

I was excited, therefore, when I took up the Chair of the Trustees a year ago to join with staff to refresh our website and branding to better tell the story of what INTRAC is and what it hopes to be for civil society in a rapidly changing world.

How we did it
The process was immensely valuable because it relied on the whole organisation – staff, board, associates and friends - to come together to really reflect on who we are and what we want to achieve.

Through the process, we reconnected with what makes INTRAC different, the deep values we hold about how we think change happens in organisations and individuals, our roots in practice, our experience, and our passion and commitment to civil society. That is why our new logo states that we are “for civil society”.

Key elements of the new brand and website
The logo represents working together across the globe. The rainbow colours reflects the wide and diverse range of civil society organisations and actors we interact with, as well as those who, like us, want to support and strengthen civil society action.

The website highlights thematic areas and geographic contexts where we feel INTRAC is making a significant contribution to practice and policy, and explores new trends that we believe are critical for civil society into the future. We hope this makes it easier to see what INTRAC has achieved, and the interconnections between the different types of work we do. More importantly, it provides a wealth of knowledge and learning that is freely available and accessible.

What next
The work doesn’t stop here. As we add more content to the website it will become increasingly useful to more people. We want to encourage greater interaction, more dialogue and debate across the world. INTRAC will move into new areas to complement what we already do and work together with others to build up more evidence.

The rebranding and website is only the first of many events you will see as INTRAC comes up to its 25th Anniversary; and as we look forward beyond 25 years.

Carolyn Miller has been INTRAC’s Chair of the Trustees since November 2015 and championed INTRAC’s rebranding process. Carolyn has more than 30 years experience of leadership and management in international development, both in the field and at global level.
Consultants for Change: unleashing the potential of local consultants in Tanzania

“You have less experience but your application was well written and I think you have potential” was the last sentence Rod MacLeod (INTRAC Principal Consultant) said to me as I was exiting the interview building in May 2016.

The word was potential - not experience or track record – potential. Potential backed up with passion, drive and commitment to civil society. Identifying potential signifies the outstanding role the Consultants for Change (C4C) program will play, enhancing and strengthening the consultancy sector to become a change agent.

Mistakes have been labelled as points of learning in my life and the more one learns from the mistakes the wiser they become. Unfortunately in the consultancy sector there is limited room for mistakes and learning opportunities. As a matter of fact one mistake can ruin your reputation regardless of your passion, drive and commitment. Despite this mentorship and coaching in the sector are rarely available and, when availed, it is often at a high price that can only be met by practicing rather than aspiring practitioners.

Take Tanzania as an example. In 2013 the Tanzania Association of Consultants published a fact sheet highlighting the main challenges that the consultancy industry faces, which included inadequate competence in marketing and consulting skills and insufficient institutional capacity. Yet very few opportunities are made available for local consultants to improve their skills and knowledge.

This leads to ineffective local delivery of consultancy services to civil society organisations and a foreign domination in the Tanzanian consultancy industry which translates into two things:

- Consultancy becomes an expensive service that cannot be afforded by small CSOs
- A failure to thoroughly grasp local context and pay attention to small but impactful dynamics of the beneficiaries

C4C provides an opportunity to close the skills gap that Tanzanian consultants have by offering sponsored training. Beyond improving the general quality of the work the programme will introduce a human centered approach, moving consultants from being mere service providers to become agents of change in their own communities. As a C4C participant I believe the program will empower us to become impact oriented versus task oriented: a virtue missing in some practitioners.

C4C is set to revolutionise the overall sector through laying the foundation for a new set of practitioners with a deeper understanding and wider view of the role consultancy can play and with skills in client and task management. This will help improve the situation in Tanzania and have great impact on smaller and local civil society organisations.

Carolyn Kandusi serves as a gender manager at PINGOs Forum—a national NGO that advocates for rights of pastoralists and hunter gathers in Tanzania. She is also co-founder of Obuntu Hub: a youth led social enterprise that trains youth on entrepreneurship and life skills knowledge in Arusha.
Our work

First Consultants for Change training in Malaysia

Over 30 participants from five geographical areas (Indonesia, Kyrgyzstan, Lebanon, Tanzania and the Occupied Palestinian Territories) are currently in Malaysia attending Consultants for Change Programme (C4C)’s first training.

This two week training, led by Rick James, Rod MacLeod and Bill Crooks, with support from Programme Coordinator Nicole Titera, is the first of three face-to-face trainings which will be delivered periodically through 2016 and 2017. Training will be complemented by action learning sets, feedback on associated coursework, mentoring, and access to online resources.

How were participants selected for the programme?

Over the past six months we recruited participants from each of the five countries. We were open to applications from anyone that met the eligibility and assessment criteria which were intentionally broad to ensure our cohort had varying experience levels. Applicants did not necessarily have to be someone who was already a full time civil society consultant. For example, they could be part-time or full-time employed with local NGOs, INGOs, UN or a government department, but would have the scope to take time off to do consultancy work.

INTRAC invited shortlisted candidates to attend an interview session which consisted of two INTRAC staff members and a senior civil society practitioner from the recruitment country.

What next?
The next C4C training will be in February 2017.

C4C is managed by INTRAC and is funded by Nama Foundation over a two year period from January 2016 to December 2017.
Webinar: monitoring and evaluation in Laos

INTRAC hosted a webinar on monitoring and evaluation in Laos with Anne Garbutt and Vera Scholz. The webinar examined some of the challenges faced when carrying out monitoring and evaluation and enabled participants to network and share learning with those working in Laos and the region.

A case study was presented by Bouapha Intavong from GIZ. Bouapha illustrated the challenges she faced in Laos, such as language barriers, and how she overcame these by developing crucial relationships with partners or developing interviewee skills.

The session rounded off by looking at new trends in monitoring and evaluation such as an increase in the use of ICTs as a method to obtain real time feedback and increasing the standards of evaluation skills.

Evaluation of Transparency International’s National Integrity Systems

INTRAC evaluated Transparency International’s National Integrity Systems (NIS) assessment project in the Middle East and North Africa (MENA) during summer 2016.

The European Commission funded project “Regional-based approach to NIS Assessments in European Neighbourhood South – Phase II” supported Transparency International’s local partners and Chapters in seven MENA countries in producing authoritative studies on corruption risks and in advocating for policy changes in public institutions, civil society and the private sector. The evaluation assessed the outcomes and impact of the project’s research and advocacy activities following the “DAC criteria”.

The evaluation team was led by INTRAC Principal Consultant for the MENA region, Floresca Karanàsou, and it included INTRAC Associates Ahmed Karoud, based in Tunisia, and Rifat Kassis, based in Palestine (West Bank). The methodology was based on semi-structured interviews and focus group discussions and a review of relevant project documents and audio-visual material.

Responsible exit and sustainability: a free webinar

In September 2016, INTRAC’s research team ran a free webinar on: ‘Whose responsibility is it to push for well-planned exit?’

The webinar built on work to date on how INGOs and donors approach exit, which reveals a big gap in evidence on the experience of partners.

We had a great response, with over 200 people from 110 organisations registering their interest. Around 80 people were able to join us on the day for excellent presentations from Christopher Pallas at Kennesaw State University on his research on aid reduction and local civil society organisations in Vietnam, and Jindra Cekan and Laurie Zivetz at Valuing Voices on post-closure evaluations.

Missed the webinar? Listen to the recording: https://www.intrac.org/resources/responsible-exit-sustainability-webinar/.
Phase 3 of a capacity building programme with the International Step by Step Association

Following the successful completion of Phase II in May 2016, INTRAC recently began work on Phase III of an Open Society Foundations (OSF) funded capacity building programme with the International Step by Step Association (ISSA) network. Building on our work in Phases I and II with 12 network members in Eastern Europe and Central Asia, the sustainability programme has now been joined by seven more organisations from Bosnia, Croatia, Estonia, Latvia, Moldova, Romania and Ukraine.

In September 2016, INTRAC consultants facilitated three-day day organisational assessment workshops with staff and board members from each of the organisations, using a tool developed by INTRAC for the ISSA network. Results from these assessments indicate that participating organisations would like to develop capacity in areas including strategic planning, resource mobilisation and ‘marketing the cause’, communications strategies and developing relationships with stakeholders.

Over the next 18 months we will be working alongside local consultancy providers to support these organisations in the capacity areas identified, in order to develop their organisational sustainability. We will be working closely with ISSA and OSF to ensure that learning from this programme is made accessible across the network through sharing resources, newsletter articles and webinars.

NGOs, Politics and Power, Development Studies Association conference 2016

For many years INTRAC has co-convened the NGOs in Development Study Group of the Development Studies Association of the UK (DSA). The group provides a perfect platform for academics and practitioners to share new research, and to subject that research to scrutiny about its policy relevance and practical application.

At the DSA annual conference in Oxford in September 2016, the Study Group delivered a dynamic series of panel sessions. We explored key questions around NGOs, politics and power, including: how NGOs are responding to critiques of their legitimacy and accountability; how NGOs are managing to straddle the difficult boundary between being perceived as political opponents of government, and remaining non-partisan to operate in complex political environments; how NGOs are addressing new challenges in resource mobilisation; and internal power and politics within NGOs and between NGOs and the people they claim to support.

We heard papers from PhD students, practitioners, and established scholars. Case studies and evidence came from India, Kazakhstan, Egypt, Vietnam, Haiti, Barbados and Grenada, as well as multi-country studies and reviews of international NGOs.

INTRAC gave a paper with World Vision on power dynamics within beneficiary feedback mechanisms, building on findings from our research study.
Upcoming events

INTRAC training

Monitoring and Evaluation
If you are looking to build your knowledge and skills of working through the complex challenges in carrying out M&E - alongside other practitioners from around the world, and a highly experienced trainer - then join one of our upcoming courses:

- **Advocacy, Planning, Monitoring and Evaluation**: 28 - 30 November, Oxford, UK
- **Advanced Monitoring and Evaluation**: 30 January - 3 February 2017, Oxford, UK

Facilitation
If you are working with groups and want to develop your facilitation skills for more energised events that are full of ideas, join us on this course to practice and improve your facilitation skills. See what the trainers of this course have said about their recent facilitation experience.

- **Facilitation Anywhere**: 14 (online), 22 - 24 November 2016 (face to face), Oxford, UK

Workshops/Events

Languages, power and inclusion: languages in development NGOs
Wednesday 2 November 2016, London, UK

How does language affect relationships between NGO workers and the people and communities with whom they work? What challenges are NGO workers confronted with when attempting to listen to people from different cultural backgrounds? Does the dominance of English in organisations influence power relationships on the ground?

As part of the Listening Zones project, this workshop by the Universities of Reading and Portsmouth and INTRAC offers participants the opportunity to: hear about the research so far, drawing on historic case studies; reflect on what we can learn from this for current practice; shape the next steps of the research; ensure outputs from the project are relevant and useful.

The workshop is now fully booked. To be added to the waiting list or project mailing list, contact Wine Tesseur: w.tesseur@reading.ac.uk.
Publications and blogs

New Praxis Series Paper on programming for sustainability

What makes a partner or programme more or less likely to survive following exit? This paper by Rowan Popplewell with Rick James and Sarah Lewis highlights the answers to this question that emerge from Phase II of a longitudinal evaluation of EveryChild’s responsible exit process. It suggests some concrete steps that development actors can take to increase the likelihood that their interventions will result in lasting change.

Praxis Series Paper No. 1 ‘What remains: programming for sustainability’ is available as a free downloadable PDF on our new resource centre: https://www.intrac.org/resources/what-remains-programming-for-sustainability/

INTRAC M&E manifesto

For the past 25 years, monitoring and evaluation (M&E) has been a core theme of INTRAC’s as we believe that at its best, M&E can contribute to learning and improvement to bring about social change.

Our M&E vision is for a world where people working as part of or with civil society across the world understand and value monitoring and evaluation; where they have the skills and confidence to implement it effectively; and have the power to actually use it to improve their projects and programmes. The M&E manifesto set out eight commitments that will guide our M&E work.

25 years of Development in Practice

Since 1991, the journal Development in Practice has offered practice-based analysis and research relating to development and humanitarianism, providing a worldwide forum for the exchange of ideas and experiences among practitioners, scholars, policy shapers, and activists.

To mark Development in Practice’s 25th anniversary, the journal Editors, provided by INTRAC, have put together a celebratory article collection; offering free access to 25 of the most popular and notable research articles published in the journal over the last 25 years.

We also celebrated this landmark anniversary at the recent Development Studies Association Conference. Thanks to everyone who stopped by our ‘Meet the Editor’ reception with Brian Pratt, and enjoyed a cupcake!

Explore the free access collection online now!
Routledge are proud to have three journals accepted into the Emerging Sources Citation Index (ESCI) for 2016: Development in Practice, The Journal of Agricultural Education and Extension, and Middle East Development Journal.

Launched in 2015 by Thomson Reuters’ Web of Science, the ESCI accepts high quality, peer-reviewed journals spanning the full range of subject areas.

To celebrate their achievement, we have made a collection of recent and noteworthy articles from our three newly listed journals free for a limited time.

Explore the free access collection online now!

Meet the team

Aline Filiot, Training Manager

Aline joined INTRAC in September 2016 as the Training Manager, overseeing INTRAC’s portfolio of open, in-house and online trainings. She has 17 years of field experience in training and international development acquired through various postings in Vietnam, Cambodia, the United States, Vanuatu and Rwanda.

Judith Chen, Training Officer

Judith joined INTRAC in September 2016 as the Training Officer, coordinating the logistics of open, in-house and online trainings. She has previously been involved in designing and delivering skills development initiatives, and is especially interested in e-learning and online training.

Learn more about our team: https://www.intrac.org/who-we-are/meet-the-team/