

ONTRAC

No. 13 September 1999

The Newsletter of the International NGO Training and Research Centre

Advocacy, Official Agencies and the Angry NGO Director: Misplaced passion, confusion of roles or a new generation?

At a recent international conference, I was approached by an angry NGO director from a Nordic country. He complained that the host UN agency sounded more like an NGO than most of the NGOs present. He felt that the UN agency had stolen his thunder, and that there was nothing left for him to say!

In fact, official agencies continue to adopt the language of NGOs, using terms such as participation, programmes for the socially excluded, gender equity, human rights, environmental sustainability, poverty reduction, good governance, debt relief and support for democratisation and civil society. However, it is still unclear whether this is just rhetoric or whether it is evidence of an actual major shift in the aid agencies. Does this mean that the campaigns of the 1960s, '70s and '80s - for those of us who can remember them - have finally succeeded, and that the long battle against a view of development dominated by macro-economics, infrastructure programmes and the trickle-down effect has been won?

Does all of this constitute a policy revolution at the official aid agency level, and does it mean that NGOs are no longer addressing the major issues, but are confined to the small print? For example, the donor community agrees to write off international debt and the NGOs work out by how much and on what conditions. Similarly, all agree that women should have social equality with men, and NGOs try to ensure that anti-discrimination laws are enforced. Are NGO campaigners now pushing on open doors, in an almost indecent rush to sign up to a variety of campaigns? How far have those NGOs advocating debt relief and the banning of landmines been more concerned about joining the winning side than the issues at stake?

This raises the question of whether we are all too concerned about our income sources. As one retired NGO director told me, "We have already been bought by the large donors, and so we are no longer willing to challenge official agencies on issues that they feel strongly about". Does this mean that many issues are quietly dropped by NGOs, fearing that they might upset their institutional donors? Is this why it now takes a princess or a pop star to set the agenda?

In addition, several of the larger northern NGOs are facing a second dilemma. The issues that their European-based staff are able to work on may not be the same given priority by their partners in developing countries. The dilemma is fed by the tension between advocacy as a soft form of fund-raising and marketing - important for maintaining the profile of the agency - or advocacy as a means of achieving long-term social change. This may also explain why, closer to home, there has been such

an absence of serious debate and criticism over the European Commission's aid policies (or lack of them) and the recent evidence of inefficient use of funds.

On the other hand, it may well be that as NGOs we are not well equipped to deal with a more sophisticated level of argument and to undertake the research needed to substantiate our positions. It was surely easier in the past to take the high moral ground on behalf of the poor than it now is to carry out the necessary detailed research into poor people's real needs. One policy officer recently admitted to having been embarrassed by the weakness of the evidence presented by her organisation in recent discussions with employers and official agencies on the subject of child labour. A recognition in this case that indeed the emperor had no clothes!

Clearly, there is a need for NGOs to improve their research capacity or to ally themselves with others who already possess such a capacity. Inevitably, this raises questions as to whom research centres regard as their first loyalty. In many cases, this will also be determined by their own financial dependence on certain sources and will in turn have an impact on the research themes that they take up.

Over the next few years INTRAC will be looking at these and other related questions. We will be identifying the different pressures that are affecting the changing roles and relationships between the main actors in development. We would like to find out whether many of the battles of the past have indeed been won. In this case, the level of interaction between governmental and non-governmental organisations will rightly move from confrontation to collaboration.

If, on the other hand, NGOs have been neutralised by their greater interest in obtaining funds than pursuing controversial goals, then alternatives will need to be sought. This will be particularly relevant for NGOs in developing countries who rely upon the themes they have identified as important being taken up by northern NGOs. As the issues to address become increasingly complex, a very different set of skills will be needed in order for northern NGOs to live up to the challenges they are presented with. Longer-term research and advocacy programmes will be required rather than short-term, relatively superficial statements.

If you are interested in being involved in this debate, please write to us and look out for details of our forthcoming workshops, including the 'Organisational Implications of Advocacy Programmes'.

Written by Brian Pratt

New Publications

From INTRAC's Urban Programme

A major INTRAC publication entitled 'Partners in Urban Poverty Alleviation' is now scheduled to be published in December of this year as part of our well-subscribed Management and Policy Series. The book will undertake a comparative analysis of the work done by urban NGOs, considering the roles, relationships, internal organisation and programme performance of urban NGOs in Bangladesh, Ethiopia,

India, Peru and South Africa. The aim of the study is to illuminate the critical factors necessary for effective NGO performance in cities, with particular reference to the issue of partnership.

Related to this publication is a series of five Occasional Papers based on INTRAC's 'NGOs in the City' research project. The research was undertaken over 2 years, concentrating on the cities of Addis Ababa, Ahmedabad, Dhaka, Johannesburg and Lima. These papers examine the roles, nature and performance of urban NGOs and raise important questions concerning their ability to form workable relationships with other institutional actors in an urban environment. The papers on NGO performance in Ahmedabad and Lima¹ are now available for purchase, whilst those focusing on Addis Ababa and Johannesburg are due to be published in October. The Dhaka paper will be made available towards the end of the year.

¹ OPS No. 22 Finding a Pathway: Understanding the Work and Performance of NGOs in Ahmedabad, India.

OPS No. 25 Rising to the Urban Challenge? The Roles, Strategies and Performance of NGOs in Lima, Peru.

If you are interested in these new publications, please contact Carolyn Lawrence at INTRAC.

New Consultancies for United Nations Volunteers

INTRAC is currently undertaking two consultancies for United Nations Volunteers (UNV). The first consultancy involves developing the briefing of new volunteers prior to assignment. For some time, UNV has been aware of the need to standardise and improve the briefing of new volunteers, building on previous work that had already been undertaken in this regard. INTRAC will prepare general briefing materials for all new volunteers, including aspects such as UNV's mandate and mode of operation and its practice in promoting participatory development, human rights and gender. Furthermore, a framework will be developed for undertaking briefings on country and assignment-specific issues.

The second consultancy is a review of UNV's Fieldworker programme. The review will assess the contribution of fieldworkers, who work at the community level, to the promotion of participatory approaches in UNV programmes. This will involve field visits to Bangladesh, Ecuador, Guinea, Indonesia and Malawi.

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CAPACITY BUILDING NEWS

Welcome to **Capacity Building News No. 3**. This issue looks at the theme of leadership and change in NGOs, exploring the need for a personalised approach to change. Liz Goold gives an update on work in Nigeria as part of the Capacity

Building for Decentralised Development Project and Theresa Mellon writes about an Education, Training and Support Programme for NGO Workers in Central Asia.

“Up Close and Personal” Leadership and Change in NGOs

Despite the plethora of NGO capacity building programmes which have become available in the last few years, the impact of much capacity building remains limited. There are undoubtedly a number of factors underlying this, but a major concern seems to be that insufficient emphasis has been given to the very personal nature of organisational change.

In capacity building, there is a tendency to talk, think and act in terms of “impersonal” organisational interventions such as strategic planning or systems development. Change has been depersonalised into something relatively neutral and unthreatening, yet the truism holds that organisations are made up of people. From their long experience of capacity building, CDRA (Community Development Resource Association, South Africa) concluded that: “If no-one changes nothing will change. If one person or position or perception changes then everything shifts.” (Kaplan and Msoki 1995:14).

The need for personal change to promote organisational change is most conspicuous at the level of leadership. Particularly in their founder phase (though not exclusively), organisations tend to be very much moulded in the image of their leaders. Entrepreneurial founder leaders tend to be self-confident and determined, with strong assumptions about what the organisation should do to be successful and how it should be run. If the leader’s ideas are wrong then the organisation quickly dies; if it succeeds, then the organisation grows and develops with even greater belief in its original assumptions and solutions. It is therefore no wonder that the leadership/senior management’s commitment to change has been clearly identified as a key success factor in organisational change (Kotter 1995; James 1998). However, this bland and relatively impersonal phrase covers and camouflages a hot-bed of political and personal issues which we ignore at our peril.

As organisations tend to be set up in ways the leader (leaders) thinks best, any proposed organisational change requires the leader to change their assumptions about what is best. *Leadership commitment to change is in fact synonymous with leadership commitment to their own personal change:* “Leaders often have to go through the most major changes, which often means letting go of past perceptions, which is difficult. If leadership cannot shift, then no organisational process can succeed.” (Interview with Allan Kaplan in Crockett, 1996).

There is a need, therefore, to personalise the process of organisational change. Many capacity building initiatives fail because the leader is not prepared to change their views, attitudes or behaviour. One experienced organisation development practitioner reflected recently, “In all my interventions I find I have to give leadership feedback that they have stopped receiving from staff. This often entails us going for walks together.” Capacity building interventions need to be complemented by much more personal, individual interventions such as leadership counselling. Capacity building

practitioners need to recognise the very specific skills and responsibilities this demands.

This article is a summary of a longer piece of work that can be obtained from Rick James (e-mail: INTRAC@malawi.net).

References

Crockett, P. (1996) 'OD Useful in Changing Times: Interview with Allan Kaplan', Mott Exchange, Vol 11, No. 3 December, Charles Stewart Mott Foundation, Flint.

James, R. (1998) Demystifying Organisation Development: Practical Capacity-Building Experiences of African NGOs, INTRAC, Oxford.

Kaplan, A. and Msoki, M. (1995) CDRA Report on Organisational Survey, Unpublished.

Kotter, J. (1995) 'Leading Change: Why Transformation Efforts Fail', Harvard Business Review, March-April, pp. 59-67.

Strengthening Organisation Development Consultants in Nigeria

INTRAC recognises the importance of developing local capacity to provide organisation development support to the NGO sector, and has already been involved in such work in Malawi, Kenya and Central Asia. INTRAC has had the opportunity to develop organisation development (OD) capacity in Nigeria this year through a training programme for OD consultants. This is part of the Capacity Building for Decentralised Development Project, a wider capacity building initiative supported by the Department for International Development.

The overall aim of the project is to improve the performance of NGOs in Nigeria by strengthening the capacity of organisation development providers. This will in turn help NGOs to address their deeper organisational and managerial issues so that they can become more effective, healthier organisations, able to tackle issues of poverty and human rights. It is a particularly interesting time to do such work given the changing political context in Nigeria today.

The INTRAC team - Dave Harding and Liz Goold - has been greatly enriched by the involvement of Ben Arikpo, a Nigerian consultant. As well as a depth of understanding and experience, he also offers contextual and cultural insights which are critical to any organisation development process.

The ten Nigerian consultants, who already have extensive NGO experience, are now half-way through the training programme. The programme has involved a mixture of methods and approaches, including several workshops on the principles of organisation assessment and development. Some input has been given to the consultants, but, more importantly, they have been engaged in actual practice through conducting organisation assessment exercises with NGOs. This has been backed up with intensive mentoring support from INTRAC.

So far, three teams have worked with three NGOs in the South West of the country. The teams have offered each NGO the opportunity to take a step back and look at itself as a whole in a participatory way. This provides the basis for helping the NGO to identify the key issues it is facing in terms of organisational health and effectiveness and to agree ways to move forward, including any support that may be needed. Teams of consultants will work with three more NGOs in the South-East of the country in October 1999.

The experiential nature of the programme has led to significant shifts in attitude and approach for the consultants involved, moving away from a model of the consultant as “expert” to an approach based on process. The emphasis has been on internalising ways of working and the ability to make the right judgement at the right time, rather than an over-emphasis on tools and techniques. This has been illustrated in the feedback received from the NGOs concerned, stressing ownership and commitment to the issues identified and the process used.

The programme will be reviewed in January 2000 to ascertain what sort of follow-up and ongoing support is needed. Much has been learnt; strengthening OD capacity is an intensive and complex process that raises important strategic challenges for any Northern agency involved.

For more information about this programme, please contact Liz Goold, INTRAC.

Education, Training and Support for NGO Workers in Central Asia

In Central Asia, the emerging NGO sector requires considerable inputs and support in order to develop fully its role in working alongside vulnerable people and in contributing to policy development in the context of emerging democracies (see ONTRAC, No. 12, May '99).

In countries where NGOs have been established for many years, extensive sources of local support - such as rural extension staff, community development workers, university departments and many other institutions - have developed. By contrast, the Central Asian NGO sector and the very concept of participatory development are so recent that such sources of support are not available. There are a number of local NGO support organisations carrying out valuable work, however they themselves are relatively new and are still developing their own capacities to enable NGOs to operate more effectively. As a result, a large proportion of support to the sector, in terms of finance, training and consultancy, comes from foreign agencies. Inevitably, there are drawbacks to this reliance on foreign support in the long-term: questions of sustainability, cultural appropriateness and external influence on local issues, to name but a few.

In response to this situation, INTRAC's Institutional Development of NGOs in Central Asia Programme has sought to address the question : “What kind of intervention is likely to be effective in developing the capacity of local NGO support

workers to strengthen the sector?" In collaboration with local partners, INTRAC has developed a tailor-made programme of education, training and support for NGO workers. The aim of the programme is to strengthen the capacity of the people who support NGOs and ultimately to increase the effectiveness of Central Asian NGOs.

NGO support workers in Central Asia generally have excellent training skills but lack the practical experience to offer advice and consultancy on the organisational and programmatic issues that rapidly developing NGOs are encountering. INTRAC and its partners have therefore developed a programme to help NGO support workers to identify the gaps in their knowledge and skills, to address those gaps and to encourage them to continue developing their skills once the programme has ended.

Key Features of the Education, Training and Support Programme

The Education, Training and Support Programme was set up to meet these requirements of NGO support workers. It was piloted in Kyrgyzstan from January to July 1999. The pilot programme included a number of features:

- INTRAC worked in partnership with a local NGO support organisation in designing and implementing the programme.
- In order to help participants to forge links with one another and to support each other's learning, five residential modules were held.
- Emphasis was placed on learning-into-practice through workplace assignments for each module. The INTRAC consultant and two local facilitators visited participants to assist them with workplace assignments.
- Materials were tailored to local circumstances using local case studies and examples. All the materials were presented in Russian, which is the working language of the region.
- The evaluation will seek to include the views of the participants' actual clients (i.e. local NGOs) as to whether changes and improvements in the participants' practice have taken place.
- Fees were charged on a sliding scale in order to encourage commitment from participants and their organisations.

The programme included topics such as participatory development, working with clients, financial management, monitoring and evaluation and personal development. Participants were carefully selected from a pool of senior NGO workers who had worked with INTRAC on other initiatives. Some younger, less experienced people with a high level of commitment and potential were also included.

Whilst it is too early to assess the programme's impact, some immediate results have been observed. The NGO workers say they are able to apply ideas and knowledge from the programme in their everyday work and the facilitators have confirmed this from follow-up visits. They also want to continue meeting as a group on a regular basis to explore themes relating to how to support NGOs. The four participants invited from neighbouring countries, Kazakstan and Uzbekistan, now want the programme to be offered to NGO support workers in those countries.

A second training programme will be offered in Kazakhstan beginning at the end of 1999. For further information about this programme, please contact Anne Garbutt, Central Asia Programme Manager, INTRAC.

INTRAC holds its first regional training course in Africa

INTRAC's first regional training course in Africa took place at the MS Training Centre in Arusha, Tanzania, in May of this year. Facilitated by Alan Fowler and Martina Hunt, the week-long course was entitled 'Capacity Building through Partnerships - Implications for International NGOs'. Twenty senior managers from international NGOs based in East Africa attended the event, including participants from Oxfam, Redd Barna, IFRC, Care, Coopibo, VSO and other agencies. Participants came from Tanzania, Kenya, Zambia, Zimbabwe and Rwanda.

The course aimed to develop an understanding of an organisational approach to capacity building and the implications for international organisations and their relationships. Participants were encouraged to draw on one another's experiences and, in particular, to share their understanding of the similar issues they face in the East African context. This prompted a wide-range of responses and questions from the group and made the course both challenging and enriching. With positive feedback from the course, INTRAC plans to run a second course in the region in the year 2000.

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Danish NGO Impact Study

INTRAC has recently completed a major study for DANIDA on the Impact of Danish Development NGOs. The two-part study was based upon a selected sample of 45 projects in three countries: Bangladesh, Tanzania and Nicaragua. The first part consisted of three Country Studies made up of the selected projects in each of the above countries. The second part contained three In-Depth Studies; the Bangladeshi and Tanzanian studies assessed a single, large project whilst the Nicaraguan study assessed the impact of capacity building with Danish NGO partners.

This Impact Study had two overall purposes:

1. to assess the impact of development projects supported by Danish NGOs across a range of variables and key issues: poverty, relevance, effectiveness, efficiency, gender, environment, sustainability and democratisation;
2. to test a number of key methods and instruments (tools) which could be useful in monitoring and evaluating the impact of development projects.

In terms of the latter, the study used three main methods: documentation analysis, beneficiary assessment and self-assessment. In addition, various instruments were used including group interviews, key informants, questionnaires, family profiles and direct observation.

Whilst the study as a whole illustrated the elusive nature of the concept of “impact”, it also suggested that the development interventions had probably had more of an effect on the lives of the beneficiaries than had been formally recorded. As with other similar exercises, the study underlined the critical importance of an effective monitoring system in order to capture the changes taking place and also of a means of formally building local people’s views into such a system. In terms of methods and instruments, the study suggested that the range available was more than adequate to begin to track a project’s progress. What remains a critical issue is how to build their use into established reporting practices.

For more information about this programme, please contact Peter Oakley or Andy Clayton, INTRAC.

Workshops on the Evaluation of Social Development

The evaluation of social development continues to be a critical issue in development practice. With the growing importance of concepts such as participation, capacity building and empowerment, there is an increasing concern as to how to monitor and assess the effect and impact of these qualitative processes. This has been part of a broader trend amongst NGOs and other development agencies to assess the impact of development interventions. As a result, a greater emphasis is placed on how poor people see the changes which development agencies are trying to bring to their lives.

Since 1989 three International Workshops on the Evaluation of Social Development have taken place. The first, held in 1989 at the Centre for Development Studies, University of Swansea, explored the conceptual basis of the evaluation of social development. The second workshop, held in the Netherlands in 1992, examined the methodological basis for the qualitative evaluation of social development. In 1996, the third workshop looked at the theme of the outcomes and impact of social development programmes and projects. The discussions and contributions from each of these workshops were published as books.¹

INTRAC is now preparing a series of Regional and International Workshops which together will make up the Fourth International Workshop. The workshops will be built around the following two inter-related themes:

- the core concept of **empowerment**, which in theory lies at the heart of most strategies of social development. NGOs, bilateral and multilateral agencies argue that the empowering of powerless and excluded groups is the fundamental aim of their interventions. In this context, it would therefore seem appropriate to take this core concept and examine in detail how its impact could be evaluated. In other words, how do we know or how can we judge that a previously powerless group has been empowered?
- issues and problems related to bringing the monitoring and evaluation of social development processes such as empowerment into the **mainstream**. Single evaluation exercises remain the norm in most development agencies amidst an

increasing recognition of the need to institutionalise monitoring and evaluation practice. An organisation's ability to learn from practice and to incorporate the necessary knowledge and skills for monitoring and evaluating social development into mainstream practice will be crucial to achieving accountability to stakeholders in terms of the outcomes and impact of social development.

INTRAC proposes to regionalise this next workshop so that research into the evaluation of social development can take place in regions of the world that are most involved with its practice and to extend the range of practice included. The Regional Workshops will be held at strategic locations in the South. This will provide the opportunity for the maximum number of programme and project staff to attend at minimum cost and in a context that will be more directly related to their work. Up to 50 participants are expected at each of the Regional Workshops and 100 at the International Workshop. It is hoped that a small number of bursaries will be available for students from the South - who are studying in Europe at the time - to attend the International Workshop.

Programme of Workshops

21st - 24th November 1999

Asia

PRIP Trust, Dhaka, Bangladesh

Contact: Joyanta Roy, Workshop Co-ordinator

Fax: (880) 281 6429

E-mail: jroy@prip.org

Workshop Director: Brian Pratt

**29th November -
2nd December, 1999**

Latin America (in SPANISH)

CRIES, Managua, Nicaragua

Contact: Jessica Martinez, Workshop Co-ordinator

Fax: (505) 268 1565

E-mail: cries@nicarao.org.ni

Workshop Director: Peter Oakley

21st - 24th February 2000

Middle East (in ARABIC)

JHFHD, Amman, Jordan

Contact: Hassan Shawareb, Workshop Co-ordinator

Fax: (962) 658 273 50

E-mail: shawareb@amra.nic.gov.jo

Workshop Director: Brian Pratt

6th - 9th February 2000

Africa

MSTCDC, Arusha, Tanzania

Contact: Khadija Pallangyo, Workshop Co-ordinator

Fax: (255) 811 512 141

E-mail: mstcdc@mstcdc.or.tz

Workshop Director: Peter Oakley

3rd - 7th April 2000

International Workshop

INTRAC, Oxford, UK

Contact: John Taylor, Workshop Co-ordinator
Fax: (44) 1865 201 852
E-mail: intrac@gn.apc.org
Workshop Directors: Brian Pratt and Peter Oakley

INTRAC will prepare an Introductory Paper and Case Studies for the Regional Workshops. ALL PARTICIPANTS will also be encouraged to bring presentations on their own experiences, highlighting the two key themes (these may be presented as brief written papers or in other formats). INTRAC will also prepare the key-note Overview Paper as an input to the International Workshop. The Workshops in Latin America and the Middle East will be conducted in Spanish and Arabic respectively in order to allow a wide number of participants to attend. INTRAC expects to receive core funding from several donors for the above series of workshops. This will enable the costs of participation to be kept low and to make it possible for organisations with more limited resources to be able to send staff.

ALL ENQUIRES for both the REGIONAL WORKSHOPS and the INTERNATIONAL WORKSHOP should be addressed to the organisation and contact person listed above, who will be able to provide fuller details.

¹ Oakley, P., Pratt, B. and Clayton, A. (1998) Outcomes and Impact: Understanding Social Development, available from INTRAC.

Marsden, D., Oakley, P. and Pratt, B. (1994) Measuring the Process: Guidelines for Evaluating Social Development, available from INTRAC.

Marsden, D. and Oakley, P. (1990) Evaluating Social Development Projects, Oxfam.

INTRAC'S OPEN TRAINING PROGRAMME, 2000

INTRAC's Open Training Programme for the year 2000 will offer some new subject areas as well as maintaining and updating existing courses where demand continues to be high. The new series will include an expanded Seminar Series, providing the busy NGO worker with an opportunity to keep up to date on current issues in their field.

- The **Programme Officer Training Series**, comprising one and two day courses, will take place in London early in the new year. It is here that most of the new topics will be presented.
- INTRAC will continue to run **One Week Courses** in 'Participatory Monitoring and Evaluation', 'Organisation Development and Change', 'Capacity Building: an Organisational Approach', and 'Financial Management for Non-Financial Managers'. Other one week courses ('Working with Children' and 'Working in Conflict' areas) may be provided regionally in Southern or Eastern countries. For this, INTRAC will work together with a local partner organisation in developing this training.

- The INTRAC **Seminar Series**, which proved very popular this year, will include half-day seminars on a series of different topics over a period of two months.

The exact content of INTRAC's Open Training Programme is currently being finalised, and we will be sending out leaflets for each of the three series during October. If you are not already on our database and would like to receive a copy of the Open Training Programme for 2000, please contact Janice Giffen at INTRAC.

INTRAC People

We were sad to say farewell to some notable INTRAC people this summer. At the same time, we welcome a number of new staff members.

Since April 1996, Co-Director **Sue Elliott** has been responsible for directing INTRAC's Training and Consultancy Programmes and for jointly providing strategic direction. Due to family circumstances, Sue returns to New Zealand in September.

Sara Gibbs began her INTRAC career back in November 1994 as Researcher on the NGO Sector Analysis Project, designed to monitor the rapidly changing NGO environment and analyse the implications for international NGOs. Sara has moved on to work on a children's research project in London. Sara's post has been filled by **Vicky Brehm**, formerly of Tearfund.

Ruth Jolly, who had been a Training and Consultancy Manager with INTRAC since 1996, left earlier this year to work as an independent consultant on human rights issues. She played an important role in organising the NGO Support Organisation conference last year.

After working as Co-Researcher on the NGO-Private Sector Project, **Penny Fowler** left to take up a strategic post as Oxfam's Trade Policy Adviser.

INTRAC's Central Asia programme has also seen changes in personnel. **Theresa Mellon**, Project Manager of the Central Asia Programme based in Bishkek, completed her two-year assignment in April. Her successor, **Blair Sheridan**, was previously Director of Counterpart Consortium's Uzbekistan operation, and has over three years experience of Central Asia. Also with notable experience of the region, **Salima Padamsey** holds the newly created post of Community Development Officer. Based in Almaty, Kazakstan, Salima will be attempting to strengthen links between NGOs and Government as well as assisting NGOs to develop a greater knowledge and awareness of their target groups.

Since January, **Carolyn Lawrence** has been working as Office Administrator and P.A. to the Executive Director.

For all those who have left and will be leaving shortly, we thank them for their significant contributions to INTRAC's work and wish them the very best for the future. For those who have recently joined, we welcome them on board and trust their

time with INTRAC will be a fruitful one as we seek to continue to provide a high quality service to the development sector.

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