

ONTRAC

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viewpoint

NGO Partnerships: Balancing the Scales

Partnerships between Southern and Northern NGOs have become a key element of the development process. Whilst most NGOs are drawn to the concept of partnerships as an expression of solidarity that goes beyond financial aid flows, the practice of partnerships is highly complex, diverse and hotly debated. At the heart of the debate is the contradiction between the implied mutuality and equality of the term 'partnership' and the fact that in reality partnerships between Northern and Southern NGOs are generally imbalanced in favour of the North, given its control over financial resources. This edition of ontrac looks at the concept of partnership and explores its meaning in the context of NGO relationships. It looks, in particular, at the nature of the imbalance in NGO relationships and identifies practical ways of redressing it, drawing on INTRAC's experience of working with NGOs in different parts of the world.

The term 'partnership' means different things to different people. At its simplest level, partnership can mean working in close collaboration with a second party towards a common aim. A more formalised definition of partnership between NGOs draws on the notion of a business partnership, with the acceptance of shared goals, obligations and indeed shared risks. However, the notion of partnership within development circles has become less clear as it has become more fashionable. 'Partnership' now covers a whole range of organisational relationships between

different actors including official agencies, NGOs and businesses. Partnership has come to be used interchangeably with development co-operation. In fact, partnership is a particular form of relationship which goes beyond a loosely defined collaboration or contractual agreement between two organisations.

Given that every partnership - like every relationship - is different and develops in particular circumstances, there is no blueprint for a perfect partnership. Some key elements centre around mutuality, clearly defined expectations, rights, responsibilities and accountability. Because trust is paramount, partnerships can only develop over a period of time where there is a sense of long-term commitment.

So why is the ideal of partnership proving to be so elusive? As Rick James outlines in the article 'Power, Partnership and Capacity Building' (see 'Capacity Building News'), many Northern NGOs are embarrassed to discuss openly the imbalance of power in their relations with Southern partners. These imbalances can stifle such partnerships and render them purely ceremonial. In spite of generally good intentions, the evidence suggests that many Northern NGOs still find it difficult to relinquish control and to move towards shared decision-making with their partners. Rick James argues that the first step to redressing power imbalances is to acknowledge their existence. Recognising and understanding different agendas is important in order to be able to manage those differences effectively.

In his new paper 'Partnerships: Negotiating Relationships'¹, Alan Fowler further develops the notion of relational power shifts. In order to counter 'relational disempowerment', he argues that power shifts in favour of Southern NGOs have to take place. Partnership is about the quality of relationships and, therefore, not every relationship is a partnership. Different categories of relationships between Southern and Northern NGOs need to be identified and named to reflect what they actually are. Furthermore, relationships need to be negotiated outright with open dialogue and agreement on mutual rights and obligations. Again, this suggests the importance of clarity and transparency in defining relationships. He calls on Southern NGOs in particular to have the self-confidence to be selective in choosing partners and to base their selection criteria on common organisational values rather than on the availability of resources alone.

This edition of ontrac explores the theme of NGO partnerships by rooting it in INTRAC's experience. Liz Goold assesses INTRAC's partnerships with the NGO support organisation CORAT through the Slinking (Southern Linking) programme and draws out several lessons. Simon Heap explores the nature of new partnerships between NGOs and the Private Sector in Central Asia as part of the search for financial sustainability within the NGO sector, while Janice Giffen writes on sustainability and Siberian NGOs. This is the first issue of ontrac that is devoted to a particular theme and, given the importance of partnership between Northern and Southern NGOs, we have decided to explore it from a number of angles. INTRAC will continue to study the nature of NGO partnerships over the coming months and to develop further research on the subject. In the meantime, we hope that this issue will provide a useful contribution to the debate.

Written by Vicky Brehm (email address: v.brehm@intrac.org)

References

¹ Fowler, A. (2000) 'Partnerships: Negotiating Relationships, A Resource for Non-Governmental Development Organisations', INTRAC, Oxford (see new publications below for further details).

New Publications

PARTNERSHIPS: NEGOTIATING RELATIONSHIPS

A Resource for Non-Governmental Development Organisations

Alan Fowler

OPS No. 32, March 2000, ISBN 1-897748-57-4, £7.95

Relationships within and beyond institutions in the aid system are dominated by the notion of 'partnership' between everyone, for everything, everywhere. Unfortunately, the reality is that the balance and mutuality that partnership implies are very seldom to be found. Indeed, the gap between partnership rhetoric and practice is so large, enduring and systemic that it can be correctly diagnosed as an aid pathology. The reasons for this perpetual illness are already well analysed. This paper therefore seeks to move from diagnosis to a possible remedy.

The perspective adopted is that Southern development NGOs are typically disempowered in today's non-authentic partnerships. The approach concentrates on the organisational dimensions of NGOs' external relations. Two key suggestions for improvement are made. The first is to unpack relationships into five illustrative types. They are differentiated by the depth and breadth of organisational engagement on which both parties can agree. From this new starting point, the second suggestion is an approach of identifying reciprocal rights and obligations as a practical basis for a negotiation process. Pre-conditions for success are described and a step-by-step guide is provided. What is proposed cannot guarantee 'partnership' as an outcome. However, it can deliver greater transparency, fairness, trust and effectiveness in NGO relationships.

Decentralised NGO Management

Sara Gibbs, with contributions from Ian Smillie, Brian Pratt and Alan Fowler

OPS No. 19, February 2000, ISBN 1-897748-38-8, £7.95

This report includes the papers, case studies and discussion points from a seminar on the experiences of international NGOs in decentralising their management to regional and country offices. The seminar examined the confusions made by agencies between 'devolution', 'decentralisation' and 'indigenisation' amongst other changes in management and accountability structures. It concluded that either international NGOs have to introduce much closer monitoring and formal performance criteria for their field operations or they have to genuinely hand over power to local forms of governance.

Urban NGOs in Transition: The Case of South Africa

Brian Moholo with Leo Thomas and Jon Taylor

OPS No. 23, February 2000, ISBN 1-897748-42-6, £7.95

The process of urbanisation in Johannesburg has taken place within the transition from apartheid to democracy. South African NGOs, once recognised as a key element of civil society in the fight against apartheid, have been forced to re-invent themselves in order to justify continued funding. This has brought NGOs into direct contact with local government councils, yet a clear and formal relationship between the two actors has yet to be institutionalised. The paper examines several examples of NGO interventions in the housing sector and outlines areas for improving their relationship with local authorities. It identifies the characteristics of 24 NGOs in Johannesburg, and analyses their resource constraints, internal organisation and strategic policies. It also examines the role of collaboration and institutional learning in enhancing operational effectiveness, programme sustainability and partnership formation.

Squaring the Urban Circle: NGOs and Urban Poverty Alleviation in Ethiopia

Leo Thomas with Jon Taylor

OPS No. 24, February 2000, ISBN 1-897748-43-4, £7.95

The increasing growth and experience of urban NGOs within Ethiopia has brought with it new challenges for the NGO sector. These include managing a changing relationship with government and coping with the expectations of donors for more partnerships, privatisation and pluralism. In examining the NGO sector in Ethiopia, the research analysed the roles, relationships and internal organisation of 33 urban NGOs within Addis Ababa. The paper concludes with an assessment of how NGO performance in an urban environment could be improved.

Emerging NGO-Business Relations in Central Asia

Simon Heap, Gulmira Jamanova, Edil Osmorbetov, Syrgak Salmorbekov, Dina Shukurova and Marat Terterov

OPS No. 33, February 2000, ISBN 1-897748-56-6, 54 pages, £7.95

This paper presents the findings from the Central Asian republics of Kazakstan, Kyrgyzstan and Uzbekistan as part of INTRAC's global research into the evolving nature of relationships between NGOs and the Private Sector. These three national reviews examine the country-specific factors that determine different levels of NGO-business relations and explore the potential for the two sectors to work together for future development. To help both NGOs and businesses in their dealings with each other, the benefits and drawbacks of engaging are outlined and the lessons of engagement are collated through case studies.

In Kazakstan, case studies range from the adversarial relations between ecological NGOs and companies extracting oil and gas from the north Caspian Sea region, through NGOs selling services, to NGOs like the Special Olympics which have

multiple charitable relations with the corporate sector. In Kyrgyzstan, results of a detailed survey are presented, while the Business Women's Association of Uzbekistan is examined in detail along with other promising signs of NGO-business collaboration in the region. This paper's analysis of the issues is of key strategic importance to NGOs and donors as well as companies in both Central Asia and beyond.

NGOS AND THE PRIVATE SECTOR: Better Together Than Apart

Simon Heap

NGOMPS No. 11, April 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 - explores the potential for the two sectors to work together for global development in the future. Conceptual chapters cover a variety of important subjects affecting NGO-corporate relations, such as strategy and tactics for engagement from adversarial to cosy funding partners, with an emerging middle ground of negotiated, constructive co-operation. It also assesses what development NGOs might learn from environmental NGOs and how NGOs should relate to corporate codes of conduct.

Several progressive, collaborative, NGO-business partnerships are documented in detail. There are chapters on the Marine Stewardship Council; an NGO-business environmental management partnership between Rainforest Alliance and Chiquita in the banana sector in Costa Rica; Indian NGO relations with both Zurich Financial Services and the Federation of Indian Chambers of Commerce and Industries; and Living Earth's partnership with Shell in Nigeria and the UK. By using examples from Colombia, Kazakstan, Kryrgyzstan and Uzbekistan, country-specific factors that determine different levels of NGO-business relations are examined.

For further details about the above and other INTRAC publications, please contact Carolyn Lawrence (email address: c.lawrence@intrac.org).

Capacity Building News

Welcome to Capacity Building News No. 4. In this issue, Rick James explores the theme of partnership and power in the context of Capacity Building. Janice Giffen gives an update on INTRAC's recent work with a network of Siberian NGOs to develop strategies for sustainability.

Power, Partnership and Capacity Building

Power and capacity building are rarely mentioned in the same breath. In fact, power - both within and between organisations - has a potent, pervasive and often perverse impact on capacity-building programmes. The importance of understanding the power dynamics between organisations involved in capacity building is largely ignored by the 'powerful' Northern NGOs. Many Northern NGOs play down the

power that control over resources ultimately gives them, preferring to use the language of partnership. Southern NGOs are often much more keenly aware of power issues. Far from being neutral, capacity building reinforces or undermines existing power dynamics. It is therefore important to ask: 'Whose interests does the capacity-building programme serve?'

Often, it has been the Northern agencies who have defined the capacity building needs of the South. Not surprisingly, these 'Southern needs' have prioritised good monitoring and evaluation as well as financial and narrative reporting systems. The services offered have often been tailored to the interests and needs of Northern providers rather than Southern recipients. Whilst this Northern self-interest is legitimate, especially in the light of greater public scrutiny of NGOs, Northern NGOs have tended to deny anything but altruistic motives. To some degree there will always be self-centred agendas; what is important is to recognise and be open about that self-interest.

It is also important to ensure that the capacity-building providers do not have any direct funding relationship with the beneficiaries, otherwise the capacity-building programme will become hopelessly confused as a 'funding hoop'. Cosmetic changes will be made to secure funding, and authentic change will become elusive.

Power dynamics between organisations will affect the efficacy of capacity-building programmes. Northern NGO intentions are about relinquishing control, although in reality they often find it hard to let go. Northern agencies cannot hope to build capacity whilst at the same time retaining control. While power differences are inevitable amongst the various stakeholders in capacity-building programmes, the effects of these differences must first be recognised and understood before they can be effectively managed. Taking up an ostrich-like pose and putting your head in the sand, pretending that they do not exist, will exacerbate the existing power dynamics and probably undermine the impact of the programme. If awareness of power dynamics is absent, the tendency is for the powerful to inadvertently manipulate capacity-building programmes to their own ends and thereby remove ownership from the supposed beneficiary.

Furthermore, authentic capacity building is at least two way. For development aid to move from people to people, it travels along a lengthy 'aid chain'. The tendency is to define the capacity building needs of the level below you. Consequently, official donors question the value of Northern NGO roles; Northern NGOs identify the real lack of capacity in Southern NGOs, whilst Southern NGOs complain about the lack of motivation and capacity of the community groups they are working with. In fact, there are capacity building needs throughout the whole chain. Experience reveals that the level of the chain at which you can have most impact on capacity building is actually your own level and more specifically in your own organisation.

It is increasingly clear that for Northern NGOs to have an effective impact through Southern NGOs, there must be a productive and trusting relationship in this aid chain. Productive relationships can only be developed when the North recognises the primary contributions made by its partners in the South. For real development to

occur, the deep rooted attitudes of paternalism which are perpetuated by the aid chain must be challenged and changed on an organisational and individual level.

This article is an edited extract from a forthcoming book by Rick James entitled 'Power and Partnership in Capacity Building'. For further information, please contact Rick James (email address: intrac@malawi.net).

Sustainability in Siberia

Over the past year INTRAC has been working in partnership with the Siberian Centre for Civic Initiatives based in Novosibirsk, Russia. This centre is an NGO Support Organisation which supports a network of local NGOs in Siberia, from Tyumen in the west to Chita in the East.

As in other parts of the Former Soviet Union, the NGO sector in Siberia is relatively new. Many NGOs were founded both in response to needs at grassroots level and to the sudden and enormous availability of funding from outside donors. Much of this outside funding is likely to be withdrawn over the next few years leaving the NGO sector to develop alternative ways of funding its activities.

INTRAC was invited to work with the network of Siberian NGOs to develop strategies for sustainability. Three week-long workshops were held over nine months. Between the workshops, participants returned to their organisations to use the tools and approaches in developing their own strategies for sustainability. The workshops examined issues such as the need to market work in order to build up support, how to develop business plans in order to demonstrate accountability and credibility (especially when seeking funds from the private sector), and how to plan for organisational sustainability. This series of workshops culminated, in February, in a conference for NGOs from all over Russia, where the Siberian NGOs shared with the other NGOs current thinking and approaches to developing the sustainability and credibility of the sector.

This conference was exciting because there were all sorts of examples of organisations finding their way through the difficulties and being very innovative in their approaches to meeting the needs of their target groups. There are still many problems to be overcome, from the lack of understanding amongst the general public about what NGOs are to the crippling taxation laws facing the NGO sector. At the conference, there were tax experts on hand to advise about the tax advantages of different organisational forms; representatives from local government gave examples of the possibilities of receiving funds from their budgets and representatives from the commercial sector advised on the need to demonstrate accountability and forward planning in order to get financial backing.

Overall, the atmosphere of vibrancy was astonishing and encouraging; there was a sense that new and very home-grown organisational forms were emerging in order to fulfil their particular missions.

For further information, please contact Janice Giffen at INTRAC (email address: j.giffen@intrac.org).

(End of Capacity Building News)****

Women's Participation in NGOs in Kyrgyzstan

Last August, INTRAC carried out a small study in association with the Forum of Women's NGOs in Kyrgyzstan. The study looked at women's participation in women's NGOs in Kyrgyzstan and assessed to what extent this participation contributed to women's empowerment. Women's participation was assessed in the context of an organisational framework, in particular applying the following criteria: the origins of the NGO, decision-making structures and leadership.

The various forms of participation in the NGOs were examined against four criteria: information sharing, consultation, active participation in decision-making and ownership. The majority of the six NGOs studied showed medium to high levels of participation from the members and the target group. Only one NGO demonstrated a top-down management style with least participation from the target group and had a more traditional service delivery type of role.

The six NGOs were assessed in terms of the extent to which they were contributing to women's empowerment. The study showed that the NGOs which were consistently more participative were contributing to women's practical and strategic gender needs. However, this was also true of the NGO that was least participative.

The conclusion from this study suggests that women's empowerment is not necessarily contingent upon their participation in project activities and the management of the NGO, but rather on a conscious awareness of gender issues that affects women's empowerment.

A full version of the study will soon be available. For further information, please contact Martina Hunt at INTRAC (email address: m.hunt@intrac.org).

Learning from Linkages: INTRAC and CORAT Africa

INTRAC has always recognised the role and importance of NGO Support Organisations in strengthening the NGO sector. One of INTRAC's main strategies is to work with, learn from and strengthen NGO Support Organisations in the South and in Central Asia. This in turn strengthens INTRAC's work with Northern NGOs and donors. One way of doing this is by establishing a long-term institutional 'linkage' relationship.

In 1994 CORAT Africa approached INTRAC for such a relationship. CORAT is a pan-African organisation which works to strengthen churches and church-related organisations involved in development through training, consultancy and research services. The initial focus of the linkage was on Organisation Development (OD) and

organisational capacity building. Through a more formalised relationship, it was hoped that both organisations would benefit from working together and that this would be a strategic way of influencing Northern NGO practice around capacity-building, starting with the funder of the linkage Bilance (now Cordaid). Bilance was open to learning from this linkage. The formalised linkage took place between 1995 and 1999 based on the following objectives:

- to strengthen the organisational capacity-building role of CORAT;
- to enrich INTRAC's European training and consultancy work with applied, field-based case studies;
- to provide opportunities for Northern and Southern NGOs to reflect critically on an OD approach to working with churches and church-related development programmes and to explore the implications for present partnership practices;
- to document and disseminate the findings in order to inform and develop the policies and practices of churches and church-related development organisations.

Over the course of the linkage, activities included:

- joint consultancies on OD in Kenya;
- joint training on INTRAC courses in UK;
- in-house training for CORAT staff and associates on OD and the learning organisation;
- a review of CORAT's development officers course;
- participation by CORAT in INTRAC's review team;
- joint facilitation of consultation on OD and churches for Northern Church-related NGOs and a joint publication.

After four years, it was agreed by all parties that the linkage, in formal terms, had come to a natural end; recognising this was seen as a positive outcome in itself. All three parties agreed that an external review of the linkage would be useful to capture key learning points and to explore strategic options for the future. The Community Development Resource Association (CDRA) in South Africa facilitated the review.

Learning from the Linkage

The review included interviews with staff of CORAT, INTRAC and Bilance plus those organisations which had received OD support. A feedback workshop for key stakeholders was held to explore the issues further. The review highlighted significant observations and learning points for all three parties as individual organisations, as well as about linkage relationships. The objectives of the linkage had been met and even surpassed, and all three organisations had benefited greatly. However, it also became clear that all involved wished to explore the linkage relationship further. From this exploration, a number of lessons and principles were drawn out:

- Be clear about the primary objectives of any linkage and try to determine clearly the actual relationship being described (and prescribed) through those objectives.
- Build relationships in such a way that learning about the relationship itself is provided for and that any learning is reflected in revised objectives.

Ensure that sufficient flexibility (and trust) exists in all relationships, including those with donors, to allow for radical changes in primary objectives and for shifts in the relationship (for example, from capacity building to joint work).

Try to establish what underlying development paradigms inform each party's involvement: one person's 'lack' of capacity may well be another's strength.

Try to be open about the material issues (and needs) at stake. These may be different for Northern and Southern NGOs but should be placed openly on the table.

It is important to be honest and transparent with oneself and the other.

As well as benefiting future linkage relationships, many of the organisation relationships within the development sector could benefit from applying these lessons and principles.

For further details, please contact Liz Goold at INTRAC or William Ogara at CORAT (email addresses: l.goold@intrac.org; coratafrica@maf.org).

An NGO-Business Partnership in Uzbekistan

As in other transitional countries of the former Soviet Union, NGOs in Uzbekistan have developed a culture of donor dependency and function largely on the assistance received from foreign institutional sponsors. While the donor community appears set to remain in Uzbekistan at least in the medium term, it is essential for NGOs to prepare for donor withdrawal by developing mechanisms for accessing alternative financial support. The most logical source of funding would be the private sector, but there are few examples to follow.

One notable case is that of the Children's Fond (Foundation) of Namengan, a city in the densely populated Ferghana Valley of Uzbekistan more noted for its anti-government Islamist opposition than its partnerships between business and NGOs. Established in 1988, the Children's Fond presents one of the few current examples of an NGO harnessing the active support of the business community for its development activities.

Under the active leadership of a local Russian woman, Natalia Ryazantsova, the Children's Fond has conducted numerous community development projects in conjunction with local entrepreneurs as well as the city's mayor. In one undertaking, the Children's Fond received funding from both public and private sector businesses for the publication of 10,000 copies of a handbook for parents and children. In another exercise in preparation for New Year's Eve 1998, the Children's Fond procured large amounts of funding, equipment and labour from over forty local businessmen to repair the town's detski dom (Children's House), a major community development project.¹

The NGO has even managed to attract several business figures to sit on its board of directors: '...the Foundation attributes its success to the fact that it has actively recruited businessmen and entrepreneurs to the organisation's Board of Directors, thus deeply involving these men and women in the Foundation's activities, sharing the needs and vision of the potential partner'.²

The time is ripe for defeating the sceptical attitude with which the private sector views NGOs and creating a new developmental framework through which the two sectors can develop a novel social partnership. In the effort to understand how such partnerships can develop in transitional economies, the non-donor-dependent partnership of the Children's Fond of Namangan deserves close attention.³

Further details about this and other case studies from Central Asia are available in the newly published *Emerging NGO-Business Relations in Central Asia* (see 'New Publications' above). For further information, please contact Simon Heap at INTRAC (email address: s.heap@intrac.org).

References

¹ Interview by Marat Terterov, INTRAC Researcher, with Natalia Ryazantsova, Director, Children's Fond of Namangan, 5 November 1999.

² Counterpart Consortium, Uzbekistan (1998), Report on the Proposal for Joint Research on NGOs and the Private Sector in Uzbekistan. Tashkent.

³ S. Heap, G. Jamanova, E. Osmorbetov, S. Salmorbekov, D. Shukurova & M. Terterov (2000), *Emerging NGO-business Relations in Central Asia*, INTRAC.

Regional Workshops on Evaluating Social Development

By March 2000, INTRAC completed its series of regional workshops on evaluating social development. In November 1999, the Regional Workshops for Latin America and Asia were held in Nicaragua and Bangladesh respectively. The Africa Regional Workshop was held in Tanzania in February 2000 and the Middle East Regional Workshop in Jordan a month later.

The overall theme for each workshop was the monitoring and evaluation of empowerment and a common programme was used in all workshops. This combined a number of keynote presentations by INTRAC staff - introduction to the international workshops on evaluating social development, the concept of empowerment, monitoring and evaluation systems, and indicators for empowerment - together with opportunities for participants to share their own experiences in monitoring and evaluating empowerment. On the final day of the workshop, participants were given a practical exercise which involved designing a monitoring and evaluation system for a development programme that had empowerment as one of its main objectives. INTRAC produced a Resource Document which provided participants with an overview of the major lessons learned from the practice of evaluating social development programmes, and of the major issues that need to be considered in monitoring and evaluating empowerment. This formed a basic text for each workshop and has been translated into both Spanish and Arabic.

For each workshop, there were approximately 50 participants from a wide range of different countries. Two participants from each regional workshop have been invited to attend the international workshop in Oxford, in order to present the main lessons emerging from their regions. This will form a critical input into the discussions at the

international workshop, and half a day has been set aside for these regional reports. A report summarising the main proceedings of the workshop has been produced and will soon be put on INTRAC's website (<http://www.intrac.org>).

For copies of the regional reports, please contact Jon Taylor at INTRAC (j.taylor@intrac.org).

INTRAC Open Training Programme 2000

INTRAC SEMINAR SERIES: May and June 2000

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

INTRAC SHORT COURSES 2000

Managing a Participative Monitoring and Evaluation Process 5 - 9 June
Financial Management for Non Financial Managers 11 - 13 July
Planning, Programming and Research with Children² - 6 October
Organisation Development and Change 6 - 10 Nov.

For further information on any of these seminars or courses please contact Susan Owen at INTRAC (email address: s.owen@intrac.org).

INTRAC People

INTRAC would like to welcome two new members of staff who joined our team in February 2000.

Jerry Adams has taken the post of Senior Consultant/Team Leader, and was previously working as Project Evaluation Manager at Tearfund. His role involves acting as team leader on some of our major multi-country research consultancies, working with teams of staff and associates.

Brenda Lipson is our new Director of Training and Capacity Building. Brenda spent four years working with Oxfam as the Regional Manager for South America, based in Oxford, and was responsible for development, humanitarian and advocacy work in the region. Brenda has a Masters degree in Management Development, and has also worked in community video and popular education in the UK and Latin America. Brenda says that she has always respected INTRAC's work, in particular in the field of capacity building, and she welcomes the opportunity to become involved in both

the broad range and geographical spread of our work. A major influence in Brenda's work in the development sector has been her background of over 20 years involvement in the Latin American region, and she has been constantly inspired by the approaches taken by NGOs, Latin American thinkers and practitioners such as Paulo Freire.

We extend a very warm welcome to both Jerry and Brenda, and we are sure that INTRAC will benefit from their knowledge and experience.

Written by Susan Owen, INTRAC.

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