

contents

viewpoint

**The Changing Geography of Aid:
Donor Funding to NGOs** 1

Donor Trends and Civil Society
Development in Central Asia 3

capacity building news

An 'Intimate Engagement': A Different
Perspective on Personnel-Sending? 4

Praxis: The Catalyst Group and Creative
Capacity Building 5

country focus

Donor Funding for NGOs and Capacity
Building: The French Perspective 6

INTRAC Publications 7

INTRAC People 7

INTRAC Training 8

ISSN 1476-1327

Editor: Vicky Brehm, Researcher, INTRAC

Design: Sophie Johnson, Colophon Media

Printing & Distribution: Document Despatch

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, CAFOD, Christian Aid, Concern Worldwide, Cordaid, DanChurchAid, MS Denmark, Norwegian Church Aid, Novib, Oxfam GB, the International Save the Children Alliance, Save the Children Norway, Save the Children Sweden, Save the Children UK and South Research.

viewpoint

The Changing Geography of Aid: Donor Funding to NGOs

Development NGOs are facing a number of challenges as the geography of aid changes. The massive diversion of funds into the Balkans is coming to an end, and aid funds are now being sucked into Iraq and Afghanistan. The entry of new players to the donor world is also on the horizon as the European Union expands East and its accession countries are obliged to create their own aid programmes, albeit starting from a very different history to those in Western Europe. There is already a generation of NGOs in both developing and developed countries that have grown increasingly dependent upon different forms of tax-based official funding. This article explores how these and other trends will affect NGOs. Not all the possible scenarios will make comfortable reading for NGOs looking to the future. For international NGOs (INGOs) there will be new opportunities and new competitors for EU funds, whilst local NGOs may find new donors with very different priorities opening offices in their countries.

First and foremost, there has been a steady consolidation of **direct funding** by official donors of developing country NGOs. In many donor countries the amount of money being transferred to home country NGOs is now small compared to funding through embassies and field offices 'in-country'. It would, however, be too early to talk of the demise of the INGO on this account. In fact, INTRAC's earlier study (1998) concluded that at a time of increasing overseas assistance budgets in the 1990s the end result was more money for local NGOs without cutting budgets for home country NGOs.

However, there are now signs of a **reduction** in aid funding in several countries and in others a **diversion** of funds to new areas of political concern. Therefore it is possible that the increase in direct funding is leading to fewer resources for home country NGOs.

NGOs have had budget cuts in Denmark, and elsewhere the re-alignment of funding is having other implications. In the United Kingdom, for example, although more NGOs are obtaining block funding from the Department for International Development (DFID) in the form of Partnership Programme Agreements (PPAs), these are far from generous and the PPAs for most recipients represent relatively small proportions of their total income. Some of the same PPA recipients receive far more funding from DFID through in-country programme contracts. The case of Canada is also illustrative; at the time of INTRAC's earlier research on direct funding many smaller Canadian NGOs had been forced to close due to cuts in government funding. At the same time, a few NGOs which could demonstrate a strong constituency in Canada actually gained. The signs are that this type of pattern is being repeated – more slowly and less dramatically – around Europe.

In-country funding tends to benefit large INGOs with field offices, particularly those who are willing to accept contracts to deliver programmes on behalf of official donors. Some small NGOs have tried to emulate this but have found that without funds to invest in new operations, offices and needs assessments, they may have to limit themselves to one or two countries where they are already established, try to turn themselves into a local NGO or ultimately face closure. This has certainly been the case in the United Kingdom for a number of NGOs who are outside the PPA system, and are facing particular pressures unless they are able to access in-country funding. Small NGOs in several Scandinavian countries are facing similar difficulties.

Some have argued that such NGOs should be supported because of their contribution to development education and 'solidarity'. An alternative view is that their small scale cannot generate the

In this issue: Brian Pratt sets out changes in official donor attitudes towards the NGO sector; Anne Garbutt reviews changing donor funding in Central Asia; Mia Sorgenfrei reports on the current state of NGO–state relations in France; Brenda Lipson suggests creative approaches to personnel-sending and John Hailey writes on creative capacity building.

professionalism required, nor demonstrate their added value when embassies are increasingly in contact with and funding many local initiatives directly. One response to this has been the creation of bigger networks, based on shared faith or other common values. Some of these networks are concentrating on joint field operations whilst others work on an implicit division of labour between those who raise money and those who run field operations.

Do these trends in fact suggest that official donor agencies no longer regard their home-based NGOs as major development actors? For example, the PPAs seem to indicate that for the donor, DFID, the role of the British recipient NGOs in supporting relief and development programmes is not the main priority. As one commentator remarked: are the PPAs a **golden handshake**? A review of some of the traditional donor agencies seems to reinforce this: a reduced proportion of the funding they allocate to INGOs goes to the INGO's local development partners, whilst an increased amount goes to other activities such as advocacy, development education, capacity building and so forth. It also seems that many official donors do still see INGOs as having a role in emergency relief but less so in development.

A related trend is that many official donors feel that their investment in NGOs as a sector has not always paid the dividends they expected in terms of poverty reduction. The resources devoted to NGOs have often led to developing a local élite rather than community-based poverty reduction. Thus, new ways of funding community-based organisations (CBOs) are being experimented with, by designing new funding mechanisms to reach such groups, attempting to channel funds through local government (tied to decentralisation strategies), or by identifying local NGOs that are more genuinely in contact with CBOs. Some INGOs have been able to pick up such funds through being able to offer a track record in grassroots funding (especially some of the African-based smaller INGOs); others have lost their credibility in this field. One implication of this **move back to community** is the resurgence of an interest in capacity building for community development, and again new partners are being sought by official agencies. The talk is of improving the local absorptive capacity of community groups and those working closely with

them, but in such a manner as to show real impact on poverty.

There are some examples of INGOs trying to 're-engineer themselves' to work in community-based programmes, whilst others have turned their attention back to their local partners and the need to help them better engage with community-based activities. Where this is not the case donor agencies are looking for alternatives, for example by exploring other aspects of civil society, such as trade unions and social movements, as well as local governments and private sector associations to deliver poverty-based programmes. This move sets out a clear challenge from donor agencies to traditional NGOs (local or international): *'Prove you are able to deliver services and development programmes through communities if you still expect funding from us.'*

Whilst some may see this as another move towards the increased contracting of service delivery, which doubtless is partly the case, it is also worth understanding a move by some official donors towards programmes such as empowerment at community level (see for example World Bank 2003). This has led to a desire to identify partners who are genuinely able to manage programmes that strengthen the access of poor and marginal groups to the state and other power brokers.

So what are some of the implications of these trends? Firstly, many NGOs will be obliged to reconsider their **role in empowering** poor communities and groups; can they honestly claim that they have the skills, experience and desire to do so? Others who choose to be contractors will indeed have to further refine their ability to manage contracts on behalf of official donors. Some INGOs and local NGOs are unlikely to survive these changes with the move away from viewing funding NGOs as an end in itself. On the other hand, there is a set of INGOs who still raise much of their funds themselves from their own constitu-

encies. These INGOs are therefore less exposed to trends in official agency funding, although most still try to attract official funds from the easier channel of emergency programmes or through contracts.

This edition of **ontrac** follows the changing geography of aid, particularly highlighting the implications of changing donor funding for NGOs. Anne Garbutt examines how these trends have played out in changing patterns of donor funding to civil society development in Central Asia, both before and after September 11th 2001. Mia Sorgenfrei reports on the current state of NGO-state relations in France including changing funding patterns. In 'Capacity Building News' Brenda Lipson challenges donor reviews of personnel-sending by proposing new approaches. Future editions of **ontrac** will continue to monitor these changing donor trends, especially in the light of the 'War or Terror' and the increasing politicisation of the environment in which NGOs are operating.

Written by Brian Pratt

Executive Director, INTRAC.

Email: b.pratt@intrac.org

References

INTRAC (1998) *Direct Funding from a Southern Perspective: Strengthening Civil Society?* NGOMPS No. 8

World Bank Empowerment Website (3rd December 2003)

<http://lnweb18.worldbank.org/ESSD/sdvetxt.nsf/68ParentDoc/Empowerment?OpenDocument>



*Bishkek, Kyrgyzstan,
October 2003 Resource
Mobilisation Course*

Donor Trends and Civil Society Development in Central Asia

For the first ten years after the demise of the Soviet Union, **democratisation** was the donor brief in Central Asia. USAID and many US-based foundations poured money into fledgling NGOs, who were expected to take on the mantle of civil society. They were to become the conscience of government and the check to excessive government control. International NGOs, official aid agencies, foundations and the multi-lateral agencies all concentrated on building the NGO sector as an end in itself. Very few European agencies had an operational presence in the region; the few that did were related to projects in areas such as the Aral Sea and the nuclear-testing areas of Kazakhstan.

Hundreds of NGOs sprang up across the region, the largest numbers being in Kyrgyzstan and the smallest in Turkmenistan. Some coalitions and forums of civil society organisations (CSOs) also appeared in Kyrgyzstan and Kazakhstan. These groups were often established by external organisations in order to ‘provide a voice for the people’. The donor community saw their role as building democracy and assumed that the local NGO sector – once established – would contribute to a democratic society that targeted social needs. It was assumed that the sector would work together in order to achieve common goals, based on shared values, principles of good governance and shared resources.

The international NGOs tended to work within the policy frameworks of the official agencies, providing capacity building support and some small grant funding to local NGOs. The weakness in this modus operandi was that the NGO sector was being supported in isolation from the private sector and the state sector. By the mid-1990s some international NGOs (including INTRAC) had started to recognise this, although the official aid agencies did not do so until later.

By the late 1990s, the World Bank’s initiative for Poverty Reduction Strategy Papers (PRSPs) was in full flow. Within Central Asia, priority was given to countries that had accepted the Comprehensive Development Framework (CDF) and/or PRSP tools from the World

Bank, namely Kyrgyzstan and Tajikistan. It was hoped that the Governments in these two countries would work with civil society in developing frameworks for poverty reduction. In reality, in Kyrgyzstan large parts of civil society became very disillusioned: the frameworks were seen as a mechanism for a corrupt Government to access international funds that the country would have to pay back at a later date. There was also frustration at the way that these mechanisms were trumpeted as ‘participatory and consultative’, yet in reality fell well short of expectation in this respect. These concerns remain to date, however the process of dialogue between civil society (much wider now than the initial NGOs) and Government has begun and poverty alleviation is on the agenda of both sectors in Kyrgyzstan, and also in Tajikistan. In the other three countries there is still little official recognition that poverty is an issue. In Kazakhstan there is a state Poverty Reduction Programme, albeit implemented with very little political will and therefore few resources.

Before September 11th 2001 the official agencies were beginning to notify both international NGOs and local CSOs that they would withdraw financial support to the region. As their focus would be linked to the Millennium Development Goals, Central Asia would no longer be a focus region and countries such as Kazakhstan and Uzbekistan would probably be left off the aid agenda altogether. Both international NGOs and local NGOs began to look at resource mobilisation within the region. Furthermore, links between Russian NGOs and Central Asian NGOs strengthened and local CSOs began to assess how they would be able to raise funds to continue their programmes without official agency funding.

September 11th changed everything. Once the Afghanistan offensive had started, donors swarmed into the region, particularly in areas near the Afghan borders. Multiple donors offering funds to work with Afghan refugees approached small local NGOs, asking them to develop programmes in conflict resolution. These NGOs were overwhelmed and sought advice from international NGOs on how to manage the situation. There was a great flurry of activity resulting in an increased

number of NGOs emerging in Southern parts of the region based on the promise of funds flooding in. Over the past year, things have calmed down and the great expectation of increasing funds has not materialised. The official agencies are again talking about diverting funds for the development of Iraq, and the fear in Central Asia is that even the support they are receiving at the moment will be drastically reduced.

The heady days of civil society development in the cause of developing democracy are over; USAID’s new strategy, for example, reveals disappointment with the results of previous attempts at democratic reform. The official agencies are beginning to produce new strategies for Central Asia and early indications suggest that Uzbekistan, Turkmenistan, Kazakhstan and in some cases Tajikistan will receive reduced funding. The revised strategies also look at how to **engage with communities** and assist with community development programmes, such as improving water supplies and working with housing associations. In a further development, the European Union Accession Countries could take up some of the shortfall in funding. For example, the Hungarian Embassy in Almaty has begun to give small grants to NGOs.

Civil society is developing rapidly in these five states. The evidence suggests that the way it has developed has been more influenced by donor policies than Central Asian needs. Over the coming years, it will be interesting to monitor how the official agencies see their role in development and how much their policies influence the design of community development programmes in a region which has very little experience in this field. For civil society, the challenge will be to raise an increasing proportion of resources locally, through membership subscriptions, income-generation, business sponsorship and in-region government contracts.

Written by Anne Garbutt

Regional Manager Former Soviet Union, INTRAC.

Email: a.garbutt@intrac.org

Welcome to Capacity Building News No. 15. In this edition, INTRAC's Director of Training and Capacity Building Brenda Lipson reflects on the potential role of personnel-sending within international development. John Hailey, Praxis Programme Director, reports back on the first meeting of the Catalyst Group in exploring 'creative capacity building'.

'Intimate Engagement': A Different Perspective on Personnel-Sending?

In the last few years, official donors have invested in a number of reviews and evaluations of personnel-sending programmes. The various outcomes and issues emerging from these reviews have been amply treated elsewhere (see for example Pratt 2003). This article therefore takes a look at personnel-sending from a slightly different perspective, by suggesting that *there is something unique, and potentially highly valuable, about the facilitated process of an individual 'accompanying' an organisation from within*. It asks whether we could find new language to describe this uniqueness, in terms which move on from the sterile debates about skill-sharing, gap-filling, technical co-operation, North – South and 'volunteers'. A language which speaks of 'intimacy' and 'engagement' perhaps?

What if we change our perspective for a moment and look for a more 'empowering' interpretation of the process of 'placement'? In such a scenario, the 'host' organisation becomes an **active agent** of their own change and development by seeking an external catalyst to engage in their intimate internal organisational world. The 'placement agency' then becomes a facilitator of that change process, and uses its resources and relationships to locate the most appropriate catalyst, whether that person is from within the same country, from a neighbouring country or region, or from another hemisphere. The host thus becomes the principal actor in the definition of what is needed and why: essentially, in defining the 'value-added' of that external catalyst.

What could be some elements of that value-added and uniqueness of facilitated accompaniment? They might be found in the following :

- If we move beyond the language of 'skillshare' and 'technical co-operation' and into that of **knowledge sharing**, we may be able to recognise that there are aspects of human experience and individual perspective that can usefully be brought in from outside the realm within which an organisation operates. If we start from the premise that the host has been proactive as referred to above, then there may well be specific contributions to knowledge sharing

that can be made by the external agent accompanying from within and over an extended period of time.

- For example, a Central Asian NGO may wish to develop its capacity to engage in rural community development. The placement agency could actively seek out someone with such experience from a Southern Asian country. That South Asian individual brings with them their knowledge from a specific context; that knowledge cannot be directly applied in a different context. It necessarily passes through a process of exploration and adaptation which can only take place effectively if the Central Asian NGO staff also share their knowledge. Together they are constructing a new knowledge base, far beyond specific tools, methods and techniques. They are drawing on their joint wisdom and judgement, and on their individual qualities of patience, listening and communication. This goes far beyond skill-share or technical co-operation; it takes time to build the trust and interpersonal understanding that are the bedrock for knowledge building. The resulting new knowledge base has the potential to be far more relevant and effective for the Central Asian NGO's work than anything they could have obtained from a visiting consultant, from books or even from a short exchange visit.
- Another element of uniqueness may lie in the aspect of **relationship building**, particularly if we consider this as a contribution towards building social capital at a global level. Following on from the example above, the South Asian individual will draw on his/her networks back home to facilitate contacts with the Central Asian organisation. To do that most effectively, an 'intimate' knowledge of the NGO will permit the identification of the most relevant contacts and potential allies.
- A slightly different approach to intimate engagement would lie in the realm of **advocacy and policy influencing**. An example here may well be the placement of a Northern NGO staff member with a Southern partner NGO, following a transparent process of dialogue and choice

concerning the respective roles of each in relation to the advocacy strategy. Sometimes a Southern NGO may not wish to engage directly in advocacy work, but may wish for its own programme experiences to serve as illustrations or case study material for campaigns and lobbying elsewhere. Personnel-sending agencies are increasingly becoming engaged in policy influencing and are including advocacy-related communication tasks in the job descriptions of the individuals placed in host organisations. Here, there may well be an added impact of the Northern NGO speaking from the experience gained through an intimacy of engagement with programme work, something that would not be available to a Northern NGO engaged solely in a funding-based relationship.

Being the facilitator of this intimate engagement requires specialist competencies and implies a potentially high commitment of resources on the part of the sending agency. A few examples of the specific competencies needed include:

- **enabling** or **empowering** competencies required for the starting point to be truly that of host;
- **relational** competencies needed to ensure global coverage regarding the identification of the most appropriate external agent to be placed with the host organisation;
- **human resource management** competencies which are critical for this type of work.

As one British agency states, the placing of individuals can potentially release the 'creative power of shared endeavour' (VSO). The question remains: are the official agencies prepared to acknowledge and support this?

Written by Brenda Lipson

Director of Training and Capacity Building, INTRAC.

Email: b.lipson@intrac.org

Brenda is also a Trustee of a British NGO that engages in advocacy and personnel placement.

References

Pratt, B. (2003) 'Update on Personnel-Sending from Northern NGOs.' In Informed, NGO Funding and Policy Bulletin No. 9. Oxford: INTRAC.

PRAXIS: The Catalyst Group and Creative Capacity Building

What are the key issues in the area of capacity building? Any discussion on such a question is likely to be wide-ranging and provocative. The discussion of the members of the Praxis Programme's Catalyst Group was no exception. The Catalyst Group is made up of men and women from around the world who are actively involved in building the organisational and management capacity of NGOs. What was striking was the common interest in how to develop innovative practice and to promote 'creative capacity building'.

The Catalyst Group

The first Catalyst Group meeting took place in November 2003 in Oxford. The Group plays a more dynamic catalytic and reflective role than that of the traditional standing committee. It helps facilitate the work of INTRAC's Praxis Programme by sharing advice and new learning, providing oversight on programme strategy, and tracking trends. The Group is made up of external specialists who have a particular interest in the organisational and management challenges facing NGOs.

The insights and contributions of the group helped INTRAC to understand more fully the key issues currently facing 'capacity builders'. Some generic themes emerged from these discussions, such as the recognition of a long history of capacity building. It may have been called something else, but over the years – dating back to the colonial period and early years of independence – innovative efforts were being made to build the capacity of community and voluntary organisations. There was also a general acknowledgement that funding patterns have changed over the years. The issue is not so much about the amount of aid funds available for capacity-building work, but the way donors are introducing new conditionalities and restrictions on the way funds should be used. This raised the concern that many capacity builders have become merely 'donor contractors'. They have been co-opted by the donor agenda that they are unable to act in the best interests of the NGOs with whom they work. They are unable to experiment with new processes or introduce innovative practices.

Such issues highlighted the need for capacity builders to have the courage, confidence and competencies to be more creative in their work. There was a general consensus among Catalyst Group members that capacity building is inherently a **creative process**. Fundamentally, it is about creating a climate and culture of change in which new practices can thrive and new strategies or systems can be introduced. But how do you encourage greater creativity in capacity-building work? Many have become trapped on a capacity-building treadmill in which they rely on the same old tools and techniques. Capacity builders need consciously to embrace innovative and creative approaches to their work, and develop the personal competencies needed to allow creativity to flourish. Possibly more importantly, they need to understand that only by facilitating creative solutions can they genuinely add value and effect real change among the NGOs with which they work.

Such creativity can come in many different guises. James Taylor from CDRA, South Africa, spoke of the value of using stories and other kinds of narrative commentaries. He sees them as a culturally appropriate way of sharing good development practices, as well as being sufficiently holistic to assess the impact of new initiatives and gauge whether relationships or power imbalances are changing. Jenny Pearson of VBNK in Cambodia emphasised the need for capacity builders to think 'outside their boxes' and develop techniques to encourage their partners and clients to work more creatively or to be more willing to adopt innovative solutions. To this end she has been involved in the establishment of a new Centre for Creative Development.

One of the challenges for capacity builders is how to overcome the resistance inherent among donors, policy makers, and the majority of NGO managers to embracing new, innovative, creative processes or even radical solutions. This resistance arises because all too often creative solutions are labelled as 'soft and feely', and seen as being too open-ended to be managed or easily monitored. Managers and donors also commonly **reduce creativity** to the status of a 'tool' which can be used intermittently to energise groups or motivate blue-sky thinking. It is not seen as a holistic process that should be embedded in any change process and as

complementary to the more mechanistic or instrumental tools and techniques often used by capacity builders.

There are also questions about the relationship between **culture** and **creativity**; what influence does culture have on promoting creativity or introducing innovative processes? Clearly, culture has an impact on shared understanding and our ability to work together or build relationships of trust. Capacity builders need not only adapt their techniques and processes to the cultural environment, but also recognise the impact of their own cultural baggage on the way they work or how they 'sell' creativity.

Despite these concerns it was clear from the discussions of the Catalyst Group that creativity is central to the work of capacity builders. Implicit in this, as with any attempt to promote good development practice, is the need for greater openness to alternative models of capacity building and a willingness to explore new ways of working, not just for the sake of change, but in order to improve the lives of the poor and most vulnerable.

Catalyst Group Members

Catalyst Group members who attended the 2003 meeting included: Lola Abdusalyamova (INTRAC, Uzbekistan); Felix Alvarado (GSD, Guatemala); Brenda Buchelli (PACT, PERU); Nilda Bullain (ICNL/CSDF Hungary); Alnoor Ebrahim (VT, Washington); Florence Lecluse (Coordination Sud, Paris); Mostafa Mohaghegh (Iranian Red Crescent, Tehran); Peter Morgan (ECDPM, Maastricht); Jenny Pearson (VBNK, Cambodia); Roger Ricafort (Oxfam, Hong Kong); Nelcia Robinson (CAFR, Trinidad); Ashok Singh (SKK, India); James Taylor (CDRA, Cape Town).

Written by John Hailey

Praxis Programme Director, INTRAC

For further information about the Praxis Programme, please contact Mia Sorgenfrei, Programme Assistant, at INTRAC.

Email: m.sorgenfrei@intrac.org

end of capacity building news

Donor Funding for NGOs and Capacity Building: The French Perspective

Changing State – NGO Relationships

Historically, the relationship between the French Government and French NGOs has been characterised by distance, constraints, and lack of trust. For years, official development assistance was channelled through governments in the South or through direct technical intervention and service delivery. Since independence, France has maintained close links with its former colonies economically, politically and culturally. French NGOs were not incorporated into this geopolitical government strategy, nor did they wish to be. They have therefore had to mobilise their funds elsewhere. This allowed them to preserve a high degree of autonomy from the outset and this was reflected in their value-based mission to build solidarity and partnership. The first generation of development NGOs that emerged during the early 1960s, including the largest Catholic church-based organisation *Comité Catholique Contre la Faim et pour le Développement*, as well as *Frères des Hommes* and *le Cimade*, have kept this vision of development ever since.

In recent years, the Government has recognised that NGOs play an important role in French development assistance. This has led to a restructuring of the funding system for NGOs, and the establishment of a mechanism with the specific purpose of allocating funds for NGO projects: *la Mission pour la Coopération Non-gouvernementale (MCNG)*. Government funding to NGOs takes place mainly through ‘cofinancements’, i.e. co-financing of development projects. However, certain NGOs have recently obtained block

funding for their programmes which is not tied to specific projects.

The Diversification of Funds

Due to the historical lack of government co-operation, French NGOs have sought to diversify their access to funding channels. For humanitarian and church-based organisations, fundraising represented an important source of income until recently. Now even these organisations are experiencing diminishing commitment from their constituencies, as the economic crisis is turning French society inwards to concentrate on its own social problems. French NGOs also attract a large part of their funding from multi-lateral agencies such as the European Union, the United Nations and the World Bank. Meanwhile, donor procedures and tendering processes, whether bi-lateral or multi-lateral, are becoming complicated and bureaucratic, and the submission of proposals to donors is very time-consuming. This has led to an increasing tendency for French NGOs to form consortiums in the hope of improving the likelihood of winning bids, and reducing the administrative burden for the individual organisations.

Funding for Capacity Building

The strengthening of French NGO capacity was initially perceived as being the Government’s responsibility, as part of the centralised culture which characterises the institutional environment. Negotiations about government support for capacity building took place in the early 1990s. This has not, however, led to significant internal capacity-building activity among the French NGOs, who tend to perceive

capacity building exclusively as an integrated part of development work in the South. Interviews with French NGO representatives were undertaken as part of INTRAC’s Praxis Programme in Paris in October 2003, regarding their approaches to and perceived needs for capacity building. These revealed that French NGOs are concerned about their future legitimacy and funding base. The main areas for which they are currently seeking capacity-building support are monitoring and evaluation, and access to funding. This is reflected in the training courses offered by the principal NGO network, *Co-ordination Sud. F3E*, the other major NGO network, contributes financially to these training courses and also serves as a channel for government funding to NGO evaluations.

Capacity building is often seen as an Anglophone concept and few materials on capacity-building approaches are available in French. However, it is now attracting greater attention from French NGOs. Some organisations are beginning to recruit capacity-building specialists. The demand for INTRAC’s first organisational assessment course in Paris in November 2003, held in co-operation with the French NGO *GRET*, was so high that waiting lists for future courses have already been put in place. It is possible to speculate that the pressure to look for funding outside country borders has become an incentive for French NGOs to incorporate distinctive capacity building elements into their strategies.

Written by Mia Sorgenfrei

Praxis Programme Assistant, INTRAC.
Email: m.sorgenfrei@intrac.org

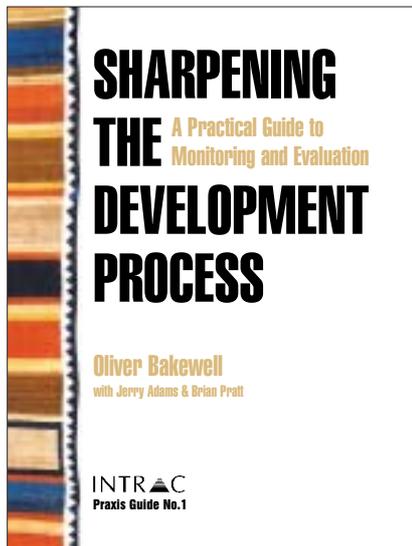
INTRAC Publications

Available Now

Sharpening the Development Process: A Practical Guide to Monitoring and Evaluation

*Oliver Bakewell with Jerry Adams
and Brian Pratt*

Praxis Guide 1



This book has been written to help those who are committed to social development to assess the progress of development programmes. It introduces the core concepts of monitoring and evaluation (M&E) and gives simple guidelines for setting up an M&E system. Reference sections contain information about different approaches, tools and methodologies which will enable readers to fine tune their approach to their particular set of needs and circumstances. The book is indispensable for workers in small organisations as well as for managers of large organisations. It is designed to assist the development community by facilitating the processes of action and reflection or 'Praxis'.

November 2003 ISBN 1-897748-78-7

Leaders Changing Inside-Out: What Makes Leaders Change?

Rick James

OPS 43

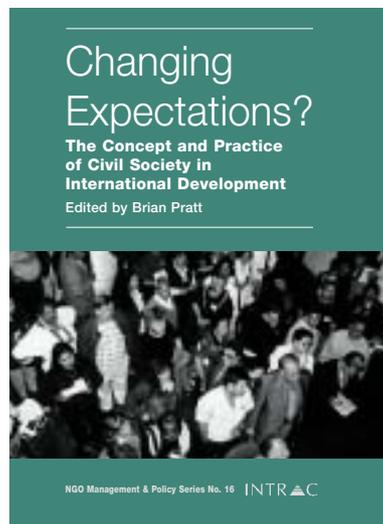
What makes leaders change? This Malawian study suggests that internal changes in the hearts of individual leaders often precede external behavioural change. The resultant learning can also be applied to the development and change of organisations, communities, societies, and even nations.

*November 2003 ISBN 1-897748-80-9
£8.95*

Changing Expectations? The Concept and Practice of Civil Society in International Development

Edited by Brian Pratt

NGOMPS 16



This volume provides an insightful overview both of the concept of civil society and its operationalisation and strengthening in the practice of the international development system. It is an edited collection of papers, discussions, and comment arising out of INTRAC's 10th Anniversary Conference held in December 2001.

November 2003 ISBN 1-897748-70-1

Coming Soon

Participation, Monitoring and Evaluation: Perceptions and Experiences of INGOs in Ethiopia

Esther Mebrahtu

This book focuses on eight UK-based international NGOs (INGOs) engaged in rural development interventions in Ethiopia. The author investigates their attempts to employ participatory monitoring and evaluation (M&E) systems as a means of assessing and thereby strengthening local participation. The story that unfolds offers valuable insights into the current myths and realities of M&E within INGOs.

February 2004 ISBN 1-897748-82-5

Creativity and Constraint: Grassroots Monitoring and Evaluation and the International Aid Arena

Edited by Lucy Earle

This book draws on INTRAC's Fifth International Conference on Monitoring and Evaluation (M&E), held in the Netherlands in April 2003. It shows how the rhetoric of participation currently employed by many development actors is evidenced in practice in the South. The book includes short case studies of innovative M&E experiences which illustrate the circumstances under which it has been possible to break away from traditional forms of M&E.

January 2004 ISBN 1-897748-81-7

For further information about INTRAC's publications please visit our website: <http://www.intrac.org/pubs.html> or e-mail s.windsor-richards@intrac.org to request a brochure.

INTRAC People

INTRAC would like to welcome three new members of staff. Oliver Bakewell joined INTRAC in August 2003 as Senior Researcher, having worked as a freelance consultant over the last three years for a variety of clients including INTRAC. Jacqueline Smith joined INTRAC in September 2003, following a year and a half as Assistant Editor at Oxford University Press. Jacqueline has taken on the combined role of Information and Publications Officer.

In INTRAC's Central Asia Programme, a new Programme Assistant, Rakhima Mirikramova, started in the Tashkent office in September. Rakhima has worked in human resources and also as a tour guide and interpreter in Uzbekistan and a tour leader to many countries.

We would like to express our thanks to Judy Irving, who has been helping in INTRAC's Administration Department over the last few months. We have recently said goodbye to four of our volunteers: Erika Tomlins - Information Officer Assistant, Tom Ashton - Research Assistant, Martin Hall - Research Assistant and Sarah Aguilar who helped in the Praxis team. We thank them all and wish them all the best for the future. Lastly, we would like to welcome our newest volunteer Tony Creaton who is helping in our library.

Written by Natasha Thurlow Email: n.thurlow@intrac.org

INTRAC Training

We are pleased to announce our programme of short courses for January to May 2004. For complete listings of all courses running until March 2005, please visit our website www.intrac.org

Impact Assessment: How do we Know we are Making a Difference?

26th to 28th January 2004

NGOs and other civil society groups are now accepted by governments and official agencies as significant contributors to the development process. But, as the profile of NGOs has increased, so too has the need for them to assess the long-term impact of their work. This course will explore the current state of the debate about impact assessment and review current practice and methodologies.

Managing Participatory Monitoring and Evaluation

2nd to 6th February 2004

Donors' demands for greater accountability, together with our own need to learn from and build on our own experiences have led to rapid developments within the field of monitoring and evaluation. This course looks at the growing importance of participatory methods and the limitations of more traditional linear, cause and effect interpretation.

Supporting Southern Advocacy

9th to 11th February 2004

Advocacy is an important part of development programming, and NGOs in the South and East are increasingly looking to develop their advocacy strategies and capacity. Staff of Northern NGOs and donor organisations, especially those in programme management, policy departments and field desks, are increasingly involved with advocacy programmes of their Southern partners.

Organisational Development

23rd to 27th February 2004

A current concern and priority for managers and senior practitioners is organisational development (OD) for their own NGOs and for their partner organisations. This course is designed for people engaged in capacity-building programmes with some experience of OD, and who wish to explore different types of intervention.

Managing Change within Organisations

3rd to 5th March 2004

Working in development both in the North and the South signifies working in a constantly changing environment. This course suggests ways of raising awareness about the need to be able to continuously respond to change and promote the concept of change as a continuous process that can be managed.

Monitoring and Evaluating Social Change

8th to 10th March 2004

Planning for social change needs to recognise that this process cannot be predetermined but is rather a facilitated negotiation between the various stakeholders. This course considers the implications for monitoring and evaluation of working with more flexible programmes, which focus on changing relationships and contexts.

Capacity Building: An Organisational Approach

22nd to 26th March 2004

This is an introductory course on capacity building, focusing on understanding the process of capacity building and strengthening, from the perspective of organisations. Capacity building takes place at different levels, such as at the individual level or at a broader societal level. This course concentrates on building the capacity of organisations, and looks at an organisational approach for NGOs.

Strategic Thinking

4th to 6th May 2004

NGOs are constantly having to make difficult choices when faced with the massive scale of poverty and distress, compounded by the limited resources in the non-profit sector. This and the nature of NGO work require strategic thinking and action. Strategic thinking is a dynamic process, which should be responsive to changing circumstances.

For further information please contact Rebecca Blackshaw at r.blackshaw@intrac.org, or visit our website www.intrac.org