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viewpoint

**Picking up the Pieces? Humanitarian Action
and Development in Transition**

The origins of many Northern development NGOs lie in providing emergency relief in disasters. There have been distinct generations of NGOs founded around various crises, starting with the relief for millions of refugees and displaced people in Europe after World War II, through to Biafra in 1967, the Ethiopian famine of 1984, the 1990 Gulf War in Kurdistan, Rwanda in 1994, the former Yugoslavia in 1999, and no doubt the list will continue to grow. Since the earliest days of humanitarian action, as it is now known, NGOs have recognised that simply handing out emergency aid in a crisis is an inadequate response. It tackles the symptoms but not the underlying causes. As a result, many of these NGOs have looked beyond the immediate disasters and moved towards development as their main concern.

However, disaster response still has an important place in the work of most international development NGOs. They aim to work with the poorest people who by definition have minimal buffers to protect them from crises. Despite the best efforts of development programmes, regular disasters continue to plague some

of the poorest populations, taking away both their lives and their livelihoods. Moreover, however far development funding for NGOs is squeezed, funding for emergencies is often abundant, especially in high profile emergencies. Emergency funds can provide a significant boost to NGOs' general funds, allowing them to maintain their other development work.

Bitter experience has shown that not only does emergency relief tend to neglect the underlying causes of disasters, but the delivery of humanitarian aid can contribute to a deterioration in the situation. For example, bringing people together in one place to receive food aid creates a perfect environment for the spread of disease. Swamping markets with external food aid destroys indigenous markets and thus undermines the chances of recovery. Therefore, emergency response cannot be separated from the development process.

In the 1990s, there was much talk of the **relief – development continuum**, which was based on a model of a sudden crisis interfering with ongoing development. It identified three phases of response:

*World Refugee Day display in Mayukwayukwa Refugee Settlement - Western Zambia, June 2002
Photo: Oliver Bakewell*



In this issue: Oliver Bakewell outlines changing approaches to humanitarian action as part of the disaster management cycle; Miguel Ángel Prieto traces the emergence of Spanish NGO responses to emergencies; Catalina Gómez reflects on the experiences of Central American NGOs after Hurricane Mitch; Vicky Brehm highlights lessons from an NGO Consortium response to the Malawi food crisis in 2002.

- **Relief:** focus on short-term responses; meeting basic needs for food, water, shelter and curative medical care.
- **Rehabilitation:** restoring infrastructure and institutions; concern about sustainability, deeper participation and community development.
- **Development:** returning to long-term development focusing on strengthening livelihoods and empowerment.

This model has been widely criticised for being too simplistic as disasters are rarely followed by a smooth recovery. One disaster may also contribute to another: for example, a flood may ruin crops and thus contribute to food shortages. Poor households may survive the losses brought about by one crisis, but their resource base will be critically weakened and they will then be more vulnerable to the next crisis. People may survive a major drought by getting into debt, but then be brought down by a less severe drought the following year because they cannot access more credit.

Responding to a disastrous event alone is not sufficient. Interventions must also reduce the likelihood of such events recurring and minimise their impact when they do. The previous model of disaster response has thus been superseded by **disaster management**. This approach encompasses a range of interventions around the disaster management cycle involving mitigation, preparation, response and recovery. As well as recognising the cyclical nature of disasters, the concept also brings a longer-term perspective to humanitarian action.

The move towards disaster management has introduced the concepts of **hazard** and **risk**. A hazard is a potential event or process which could create a disaster. The likelihood, or risk, of it creating a disaster depends on the extent to which people are in a vulnerable position with respect to the hazard. Earthquakes may represent a potential hazard in an area, but the risk of disaster depends on how many people live in the area, the quality of their housing and so forth. There is now a trend towards focusing on the management of risk rather than the potential disasters. The World Bank, for example, now uses the term

‘management of hazard risks’ rather than ‘disaster management’ and development organisations are increasingly undertaking risk assessments as a routine component of their programmes.

These approaches share a very reasonable desire to avoid disasters and to minimise future risk. What they may fail to do is to take account of the potential forces for social, economic and political change unleashed by a disaster. Crises, whether ‘natural’ or ‘human-induced’ disasters (and the distinction is increasingly blurred) create enormous suffering, death and pain. However, the disaster cannot be divorced

- **Mitigation:** measures to reduce or minimise the impact of potential hazards which cause disasters. For example, improving building standards in earthquake zones and setting up insurance schemes to spread the risk in the event of crisis.
- **Preparation:** ensuring that communities are ready to respond to hazards, for example evacuation planning and first aid training.

from its particular social and political context. Floods cause people to drown because they have no choice but to build their houses in vulnerable lowland areas; earthquakes kill thousands because their houses have been built on marginal land with very poor materials. The disaster may be natural but the death toll is not. The disaster, for all its pain, must also be seized as an opportunity for change. Major ‘natural’ disasters can overturn regimes and the social order. They can highlight the unacceptable risk with which people have to live and create a force for change. They can bring forward new social entrepreneurs and ideas which mobilise communities.

Disasters are not situated outside the development process with only occasional interference in its day to day service. They have to be seen as an intrinsic part of it. The ‘normality’ with which many people live is unacceptable and some will seek any opportunity to change it. As relief and development NGOs work out how they

should deal with disasters, they need to ensure that they are keeping their eyes open to initiatives emerging from crises and beware that they do not try to push people back to the ‘old’ development path.

This edition of *ontrac* explores the issues NGOs face as they engage in humanitarian action, drawing on case studies from different regions of the world. Miguel Ángel Prieto traces the emergence of the Spanish development NGO sector, which has been based on an ‘intermediary’ NGO model. Responding to humanitarian emergencies has thus been a relatively new trend in recent years. Catalina Gómez of the CABILICA Fund reflects on the experiences which Central American NGOs faced in the aftermath of Hurricane Mitch. In particular, she highlights the ways in which the emergency period changed these NGOs and brought new challenges to them as organisations. Vicky Brehm presents the Malawi NGO Consortium model and the way in which it responded to the food crisis in Malawi in 2002.

INTRAC will continue to monitor the issues that NGOs face whilst engaging in humanitarian action and indeed in all aspects of the disaster management cycle. In particular, the next edition of *ontrac* (September 2004) will address the theme of ‘NGOs and the Crisis of Neutrality’, with particular reference to conflict situations. This will explore further the contextual factors – political, social and economic – which present increasing pressures and dilemmas for NGOs.

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Spanish NGOs: Incorporating Humanitarian Action

The adoption of strategies for humanitarian action by Spanish development agencies is a recent phenomenon. This article presents the historical background and the internal and external factors that help to explain this trend. The combination of dictatorship and limited economic development meant that the birth of the development non-governmental organisation (NGO) sector in Spain did not happen until the 1980s. Emerging for various reasons in response to the context of social and political transition, development NGOs were linked to particular social actors (such as religious orders, political parties, unions, professional groups, academics and social movements), many of which were active in the change process within the country itself. Initially, the main activities were managing development co-operation projects, as well as education and awareness-raising within Spanish society on 'North – South' issues. There was a predominance of intermediary NGOs funding local organisations.

In the 1980s and the beginning of the 1990s, the main emphasis was on development discourse and practice, and few carried out humanitarian action interventions¹. Even for MSF-Spain, which grew out of a humanitarian NGO family, development co-operation was the focus.

Throughout the 1990s various factors led to changes within organisations and the progressive introduction of a discourse on humanitarian action. Firstly, in 1994 the Great Lakes (Rwanda) crisis generated a flood of private donations and the opportunity for those NGOs with a presence in the region to make an important appearance in the media. Some NGOs chose humanitarian action as a strategic route to organisational growth, based on fundraising from individuals, thus increasing their social presence and the number of their members. In this period, for example, Intermón set up a humanitarian assistance unit, Caritas Spain had an emerging international co-operation department and MSF-Spain experienced a big growth in human resources.

Another important factor was 'internationalisation': some NGOs became part of international families, such as Intermón and Oxfam International; for others there was a strengthening of networks for international co-ordination and exchange (for example Caritas, MSF and the Red Cross). Lastly, a number of NGOs with roots in other countries set up in Spain (such as Action Against Hunger, International Rescue Committee and Save the Children). This process introduced Spanish NGOs to new ways of working and gave them an idea of how to go about humanitarian action.

Local partners are an important aspect of the **intermediary NGO model**. These partners respond to disasters and request help from the Spanish NGOs with whom they have already worked in development initiatives. The landmark case of Hurricane Mitch set the parameters, given that the majority of Spanish NGO partners are based in Central America.

The widespread movement in the 1990s campaigning for the central government to reach the target of 0.7 per cent of GNP for development co-operation also helped to increase the volume of resources managed by NGOs and their public presence. Thus, this also generated internal debates on the professionalisation of NGOs, the opportunities for developing new areas of work (carrying out research studies, advocacy, fair trade, humanitarian action) and establishing a presence in new geographical regions (Africa). At the same time, the availability of public resources for humanitarian action increased both in Spain and in Europe overall.

At present, humanitarian action constitutes a minority area amongst Spanish NGOs. For the most part the big NGOs (Intermón, the Red Cross and MSF²) see humanitarian action as different from development co-operation, and this has resulted in the setting up of new departments, operational and security procedures, media relations policies, human resources and training adapted to the demands of this type of work. For another group of NGOs – medium and small – engaging in humanitarian action is only justified when

the intervention takes place in a region where they are already working and where they have partners. Lastly, some organisations opt to take humanitarian action following high impact disasters even when they do not have experience in the region, nor a specific background in humanitarian action.

The dominance of the intermediary model in the Spanish development NGO sector and its limited operational capacity (with the exception of MSF and the Red Cross) explain why action is usually focused on the rehabilitation phase rather than on the immediate emergency.

In conclusion, humanitarian action is not a priority for international development actors in Spain (NGOs, government donors, research institutes and universities). The emergence of the sector at a time of political transition provides closer links to the debate on development and the political role of NGOs than to humanitarian action. This and the fact that the majority of NGOs take on an intermediary role are important factors for understanding the adoption of this strategy. New developments within our context are, however, leading towards change.

Written by Miguel Ángel Prieto
Freelance Consultant

Notes

1. I use the term 'humanitarian action' because it encompasses a greater range of actions than the term 'emergencies'. The following is an appropriate definition: 'An ensemble of different actions of assistance to the victims of disasters (understood as natural disasters or armed conflicts), aimed towards alleviating suffering, promoting survival, protecting fundamental rights and dignity as well as, at times, halting the process of socio-economic disintegration of the community and preparing it for natural disasters.' Karlos Pérez de Armiño (2000), *Diccionario de Acción Humanitaria y Cooperación al Desarrollo*. Icaria Editorial: Hegoa.

2. MSF-Spain is probably the only NGO which defines itself as a humanitarian action organisation.

Welcome to Capacity Building News No. 16. In this edition, Catalina Gómez of CABILICA highlights the challenges which Central American organisations have faced in the aftermath of the dramatic impact of Hurricane Mitch. Mia Sorgenfrei provides an update on INTRAC's Praxis Programme.

Hurricane Mitch: The Impact on Central American NGOs

Following the armed conflicts of the 1970s and 1980s, Central American nations embarked on a democratic transition. Progress was evident in the '90s when the governments in power supported institutional strengthening and human rights in order to bring some level of governance and stability to the region. During this period, debates over state reform also started to take on board the implications of decentralisation and citizen participation.

Then hurricane Mitch hit the region in 1998 just when Central America was moving forward. It claimed more than 9,000 lives in Honduras and Nicaragua alone, and caused severe damage estimated at US\$ 8.5 billion. The rest of the region was also significantly affected when the regional economy collapsed. This event represented clear evidence of Central America's vulnerability, primarily attributed to its geographic location, high levels of poverty, and especially its lack of institutional risk management capacity.

Months after Mitch the donor community organised a series of consultative groups in order to demonstrate its commitment and support to the region's reconstruction. During these dialogue meetings, national authorities and representatives from bilateral and multi-lateral organisations were able to commit significant resources for humanitarian and financial aid.

However, 'Mitch' presented an opportunity not just to debate and discuss Central America's reconstruction, but rather the actual long-term **transformation** of the region. During the consultative groups and post-Mitch follow up meetings, a series of concrete actions were promoted for the long-term sustainable development of the region. One of the priority actions supported by the donor community was to bring back discussions around **decentralisation** and **citizen participation**. The group urged the formal incorporation of local governments and civil society organisations into the region's long-term development strategy.

It was recognised that local governments and NGOs have great potential and certain advantages that could be added to centralised initiatives to promote poverty reduction and development in the region. These advantages include good knowledge about local situations, enabling local institutions to formulate accurate strategies based on real needs and priorities. Another advantage is their potential ability to mobilise people and financial resources for a collective purpose (Mark Schneider, 1999). A further value-added of NGOs is their potential capacity to act as auditors and watchdogs of public administration.

Based on such potential, the CABILICA Fund started working with some local institutions in order to strengthen their capacities. This presented opportunities for learning how many of these organisations work, and the challenges they face. For example, during the post-Mitch reconstruction process, the larger NGOs with greater capacity were in the best position to implement projects. Smaller organisations faced difficulties obtaining funding and promoting their activities. Considering the wide-ranging and complex nature of the reconstruction process, it was also common for many local NGOs to diversify their areas of work. Their main purpose was to access resources from different donors, and to qualify for different donors' specific priority areas. Additionally, it was common to find a general lack of NGO expertise in relation to monitoring and evaluating their own activities.

The main capacity building opportunities for the increasing number of NGOs and networks that have been consolidated since Mitch is the need to strengthen their ability to define their mission, objectives and activities, which can be summarised as their 'business plan'. There is also a clear need to strengthen their **strategic thinking abilities** to enable them to carry out better fundraising activities and to build better partnerships. This also means working with certain groups to develop their capacity to formulate strong and clear project proposals for donors, highlighting

activities, implementation strategies and reporting.

More than five years after hurricane Mitch, supporting local institutions committed to their communities and their sustainable development remains a priority. There are many diverse capacity building needs, but the key is to focus on finding ways of improving these organisations' representation to broader audiences, and to promote the participation of excluded groups and communities that need a voice through democratic channels.

Written by Catalina Gómez

CABILICA (IDB-DFID Capacity Building Fund for Local Institutions in Latin America)

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This article is based on lessons learnt from the Capacity Building Fund for Local Institutions in Central America (CABILICA Fund), which was established in 1999 by the Inter-American Development Bank (IDB) with financial resources from the UK's Department for International Development (DFID). The fund's objective is to finance small projects for local institutions, be they government institutions such as municipalities, or non-governmental institutions such as associations, beneficiary groups, and networks, with the purpose of strengthening their participation in the IDB's project cycle. The views expressed in this article are those of the author and do not reflect the policy of the IDB or DFID.

Further information on experiences from Hurricane Mitch can be found in 'Building Capacity in Disaster Response' by Phil Gelman, at the Aid Workers Network:

<http://www.aidworkers.net/exchange/20040407.html> or <http://www.aidworkers.net>

see photo opposite

PRAXIS News: Capacity Building for Humanitarian and Development NGOs

The need for organisational capacity building is apparent both in development and humanitarian NGOs in the North and the South. Praxis recognises the importance of adjusting capacity building approaches when transferring them from one context to another, not only to the cultural variations in different countries, but also to the differences between organisational cultures. For example, the pressures in emergency situations may lead humanitarian organisations to focus on the technical competencies and performance of individuals as vital to ensuring efficient delivery, while development NGOs tend to emphasise organisational relationships and learning as well as longer-term strategies and impact. This will necessarily affect their organisational ways of operating, and hence their capacity building needs.

Organisational Learning

Organisational learning is a theme that is currently attracting much interest among NGOs all over Europe, whether the emphasis is on systems or processes. This year, Praxis is hosting two organisational learning workshops. An organisational learning research seminar was held on 30 March 2004 with participants from British NGOs that had contributed to a Praxis research project on trends in organisational learning, undertaken by Bruce Britton. At the beginning of June, an international Praxis workshop on organisational learning will take place in Oxford with the aim of providing a space for the exchange of

experiences and the exploration of new organisational learning models and methods.

Francophone Approaches to Capacity Building

Preparations are underway for a workshop on Francophone approaches to capacity building in September 2004. It will be run jointly by the Praxis Programme and the French NGDO umbrella organisation Coordination Sud. The idea for this workshop emerged when pilot research by Praxis in France uncovered an increasing emphasis on capacity building in the development activities undertaken by French NGOs, and identified a need to exchange and disseminate knowledge and experiences about capacity building in the Francophone world. The principal language at this workshop will be French, and it is hoped that the absence of language barriers will enable the participants to take part in the discussions and debates about capacity building issues at an international level, that have so far been reserved primarily for Anglophone organisations.

The Praxis Webpages

The *Praxis Directory of Civil Society Support Providers* can now be accessed on the Praxis webpages (go to www.intrac.org and click on 'Praxis Programme'). Its purpose is to fill a gap in the mapping of civil society activity by listing organisations worldwide that provide civil society support, including capacity

building services and research. In the first four PraxisNotes, also to be found on the Praxis webpages, Dr. Terry Jackson discusses the implications of intercultural management theory and research for NGO capacity building. He addresses dimensions related to the Praxis themes, such as the transferability of capacity building approaches and how to assess impact. Prior to his work for Praxis, Dr. Jackson carried out a comprehensive field study of African management styles in the public and private sectors (see *Management and Change in Africa: A Cross-cultural Perspective*, Routledge 2004), and it is hoped that further field research will enable comparisons with management styles in African NGOs.

Praxis seeks to integrate research and practice in the field of organisational capacity building. The Praxis Programme is based on a continuous cycle of research, action and learning. We therefore welcome suggestions and contributions from organisational capacity building practitioners worldwide, from humanitarian organisations as well as development NGOs, to help guide our work and ensure that we are responsive to the challenges which practitioners face in the field.

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end of *capacity building news*



Eastern Honduras.

Photo: Jerry Adams, INTRAC

The Malawi NGO Consortium: Lessons Learnt

A common criticism of humanitarian action in emergencies is a lack of co-ordination, particularly where international actors become involved. The imperative of swift responses to crises and the overriding principles of preserving life almost inevitably prevent protracted processes of planning and co-ordination amongst the often complex kaleidoscope of actors. The case of the Malawi NGO Consortium presents an attempt to overcome some of these tensions through a joint and co-ordinated response to the food crisis in Malawi in 2002. The Consortium has come to be viewed as a successful way of organising the response to the food crisis via the implementation of a major relief operation. This article highlights some of the factors that contributed to that success, and also identifies challenges faced and lessons learnt for the future.

The Malawi NGO Consortium was set up in recognition of the scale of the food crisis facing the country and in order to increase capacity to respond adequately. The Consortium consisted essentially of twelve NGOs operating as implementing partners of the World Food Programme to carry out the Joint Emergency Food Aid Programme (JEFAP). Ten of the NGOs were international, whilst two were local. One NGO was elected 'lead NGO' rather than having a separate secretariat. However, the Consortium did not take on a funding management role; rather each individual NGO had its own funding contract with the World Food Programme. The geographical districts to be covered were then shared out amongst the members with a 'lead' NGO appointed for each district, which in turn worked with other actors in the relevant district (for example District government, local NGOs, churches, and so forth).

In terms of performance, by October 2003 the World Food Programme had distributed 240,000 tonnes of emergency supplies through the Consortium in a closely co-ordinated relief programme that is thought to have reached at least 3.4 million people. The NGO Consortium ensured that in most cases villages only received food aid from one source, **avoiding duplication** whilst also **ensuring coverage** of more inaccessible areas. It also meant that a

more consistent approach and standards were maintained; for example, common procedures were followed for the whole operation including targeting and distribution systems. The Consortium was able to bring the NGOs together and strengthen their **dialogue** with other agencies, encouraging further collaboration. Consortium members felt that they had a greater voice and power in policy discussions than they would have had as individual agencies.

However, given the long-term nature and complexity of the emergency, the Consortium's mandate was quite limited: it concentrated on getting as much food out as possible in a short time scale. A further constraint was the exclusion of most local NGOs and other local NGO networks from the Consortium. This was not a deliberate decision but was a consequence of how the Consortium emerged. Furthermore, there was a lack of involvement of the Government of Malawi in the Consortium. Although the Consortium had support from senior levels of Government, in practice it was very much a donor-led initiative. Also, decisions taken by Consortium lead agencies often by-passed district authorities and there were some instances of a lack of information-sharing.

A key lesson for the design of future consortia is the need to **build local capacity** in similar emergency responses, which are likely to remain international NGO responses. Most local NGOs are focused on development and few have the capacity to take on large-scale emergency work; however, the capacity building of local NGOs is a key aspect of a national disaster preparedness strategy. Donors and international NGOs should aim to make capacity building an integral part of emergency work, and to allocate more funds for capacity building of local NGOs and NGO networks. The foundations could be put in place by undertaking a survey of the capacity of local NGOs to assist in the implementation of any future emergency programmes. Furthermore, local NGO networks should be involved in consortium meetings to avoid the impression of an international NGO 'cartel' primarily run by expatriates.

In the ongoing and chronic Southern African 'food crisis', there remains a danger that patterns of stop/start interventions will emerge, based on sudden bursts of food distribution which do not provide adequate support for **long-term livelihoods**. A key problem for both development and relief interventions is that the accountability of key actors often lies outside the country where they are working. The Malawi NGO Consortium was important because it required members to be accountable not just to the donor but also to one another. However, it did not adequately require members to be accountable to local government authorities. What is needed in future is a commitment by NGO consortium members to strengthening the capacity of local government agencies, thus ensuring the Sphere standard that 'the skills base within local partners and institutions is tapped and strengthened during the course of the humanitarian assistance programme.' (Sphere Project 2000).

Written by Vicky Brehm

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This article is based on the Evaluation of the 'Malawi NGO Consortium Model': Experiences, Lessons Learnt and Future Opportunities by Hugh Goyder, INTRAC Associate, and Rick James, INTRAC. The report was presented at a seminar of the Integrated Planning Against Risk (IPAR) network. A report on the seminar will shortly be available from INTRAC (contact b.brubacher@intrac.org).

Reference

Sphere Project (2000) *Humanitarian Charter and Minimum Standards in Disaster Response*.

INTRAC Publications

Available Now

'Informed' NGO Funding and Policy Bulletin

Edited by Vicky Brehm

Commissioned by the INTRAC-NGO Research Forum, 'Informed' aims to provide practitioners with short syntheses of current debates on topics related to the development NGO sector. Recent topics have included 'Enhancing Learning from Humanitarian Action', 'Participation in PRSPs', 'NGO Codes of Conduct' and 'Strategies for HIV/AIDS Prevention and Control'.

Annual subscription now available

Published in May and November; ISSN 1742-1624

Community Development in Kazakhstan, Kyrgyzstan and Uzbekistan: Lessons Learnt from Recent Experience

Lucy Earle with Bahodir Fozilhujaev, Chinara Tashbaeva and Kulnara Djamankulova

This paper documents fieldwork carried out in the republics of Kazakhstan, Kyrgyzstan and Uzbekistan in 2003. It examines how individuals and communities in Central Asia engage with local level development projects. Lessons are grouped under five main themes: The Individual and the Community Based Organisation; The Resilience of Soviet Institutions; Pre-Soviet Practices and Forms of Social Organisation; Perceptions of Gender and 'Women's Role' and Community Engagement with Local Government. The paper provides practical recommendations for agencies implementing community level projects in Central Asia and encourages reflection on their practice.

OPS 40, April 2004 ISBN 1-897748-83-5

Praxis Directory of Civil Society Support Providers

Compiled by Mia Sorgenfrei

This global directory aims to fill a gap in the mapping of civil society activity worldwide, by exploring the current state of civil society support provision. It provides contact details for a range of civil society support providers and CSO networks, as well as a categorisation according to organisational type, activities, and areas of specialisation. It is available on the INTRAC website (<http://www.intrac.org>) and will be updated regularly with the support of the directory's users.

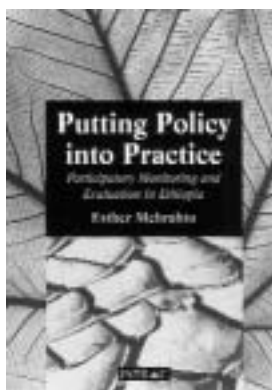
April 2004, free to download

Monitoring and Evaluation in Central Asia

Anne Garbutt and Charlie Buxton

This is the write-up of the second INTRAC Regional Conference 'Who Benefits? The Monitoring and Evaluation (M&E) of Development Programmes in Central Asia' (April 2003). The paper explores the key issues surrounding the M&E of civil society, and addresses the challenge of bringing beneficiaries, civil society organisations and the general public into the process. The conference included contributions from government ministers and local government leaders, as well as discussions, in both thematic and country groups, on questions ranging from democracy and human rights to economic and community development.

OPS 42, May 2004 ISBN 1-897748-79-5



Putting Policy into Practice: Participatory Monitoring and Evaluation in Ethiopia

Esther Mebrahtu

May 2004 ISBN 1-897748-82-5

Coming Soon

Measuring Success? Issues in Performance Management

John Hailey and Mia Sorgenfrei

OPS 44, June 2004 ISBN 1-897748-84-1

For further information about INTRAC's publications please visit our website:

http://www.intrac.org/INTRACPublications_en.html or

email s.windsor-richards@intrac.org to request a brochure.

INTRAC People

INTRAC would like to welcome three new volunteers. Camilla Mitchell joined INTRAC in March as volunteer in the Research Team and is working on the NGO Research Programme. Tom Davis has recently started as a volunteer, working with Sara Methven on INTRAC's Malawi Programme. Assunta Nicolini is now working on the upkeep of INTRAC's Library as well as assisting with research and translation.

We would like to say goodbye and thank you to Tony Creaton who was the previous Library volunteer. We wish him all the best in his new job.

Written by Natasha Thurlow

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INTRAC Training

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

This year we are offering early booking discounts for courses booked 8 weeks before the start date. We have also grouped courses, to enable people to attend 2 consecutive courses.

New! Raising Resources: Getting the Money, Getting the Supporters 10th to 12th May 2004

Mobilising resources is a vital part of the life of an NGO. This course aims to help participants identify what resources are needed to carry out the mission of an organisation, what the best sources of income are, and who will support the organisation.

Managing Participatory Monitoring and Evaluation 14th to 18th June 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.

Financial Management for Non-Financial Managers 23rd to 25th June 2004

The aim of the course is to help participants understand and interpret financial information in order to improve decision-making. The course will cover the basics of financial management within an NGO and highlight the key areas to monitor. It is intended to provide practical skills and techniques.

Impact Assessment: How do we Know we are Making a Difference? 8th to 10th September 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.

Advocacy and Policy Influencing 27th September to 1st October 2004

This five day course aims to give participants, from Northern and Southern NGOs, a thorough understanding of the policy formulation process and how they can influence it. Participants will be exposed to skills required to formulate effective advocacy strategies, implement appropriate workplans and incorporate monitoring and evaluation systems.

Train the Trainer 4th to 6th October 2004

Development staff are increasingly called upon to deliver presentations and training. This course introduces participative learning techniques, and effective ways to plan an event. Participants will have an opportunity to run an interactive training session and to receive useful feedback.

New! Rights-Based Approaches to Development 13th to 15th October 2004

This course aims to give an in-depth overview of the concepts and methodologies of the rights-based approach to development. The shift to rights-based approaches implies that people's full rights set out in international law are upheld and respected. It is still open to question the extent to which this move represents an important step that will significantly change the lives of the poorest of the poor, or whether it is simply a case of changing rhetoric.

New! Gender Planning in Development: What does it Mean and How do we do it? 18th to 20th October 2004

Development planners and NGOs are becoming increasingly committed to incorporating a gender perspective into their work. They face many challenges, however, in its practical application. This course explores concepts and approaches to gender, and how to operationalise these into effective development practice.

Monitoring and Evaluating Social Change 27th to 29th October 2004

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

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

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To subscribe to *ontrac*, please contact Natasha Thurlow at INTRAC (n.thurlow@intrac.org) indicating whether you wish to receive it by email (English, Chinese, French, Portuguese, Russian or Spanish) or post (English and Russian only).

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