

# Newsletter

April 2017



Supporting Terres des Hommes to develop a Theory of Change in Jordan. © INTRAC/Terres des Hommes 2017.

Welcome to our April newsletter.

In this issue, INTRAC's Research, Learning and Communications Director, Rachel Hayman, addresses the importance of collaboration and responsibly planning for exit to achieve long-term sustainability, which has been key to INTRAC's work over the last years. Are you or your organisation looking to learn more and improve your practice and impact through partnership, exit and sustainability? Then get in touch and join our 18-month virtual Action Learn Set. Find all the details on page 9.

In this issue's guest contribution David Drew shares his insights on the Village Aid and MBOSCUA project 'In Search of Common Ground' in Cameroon. This project provides an excellent example of how allocating a budget for learning, monitoring and evaluation, rigorous research and a collaborative approach can improve results.

The newsletter includes some examples of our recent work and impact, including an evaluation of NCA's Policy Office in South Africa, technical support for Mary's Meals in Liberia and a series of workshops to build government and civil society's capacity to work together in Morocco, among others. Our team has also been involved in several conferences in the past months.

Read on for links to two new blogs and three new publications, including a learning paper from the PPA Partnership Approaches Learning Group on what it is like to be on the receiving end of exit, plus all the information on upcoming INTRAC trainings and two exciting opportunities to join the INTRAC team!

Finally, we are delighted that Helen Mealins will join us as INTRAC's new Executive Director in May. Find out more about Helen on page 14.

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## Rethinking partnership, exit and sustainability

Over the last couple of months, I have become ever more convinced of the need to increase the pressure on INGOs and funders to rethink how they support the long-term sustainability and credibility of their partners and grantees. We've been banging this drum at INTRAC for some time now, placing sustainability of civil society at the heart of our strategy and developing a range of activities across lots of aspects of our work. It's inevitably a complex issue that is heavily dependent on context. In some places funding is the problem, in others it is the regulatory framework, or the credibility of organisations in the eyes of the public and state. Yet, whatever the reason, what strikes me is how many organisations in very different environments around the world are facing similar issues in ensuring their long-term viability.

We are now connected to a growing list of practitioners, researchers, policy-makers and consultants across the globe who are interested in tackling this issue; and the idea is gaining traction.

Pushing for a change in funder attitudes is one important angle. The UK and The Netherlands were put under scrutiny last year, with studies conducted by the Independent Commission for Aid Impact (ICAI) and the Netherlands Ministry of Foreign Affairs on their approaches to transition and exit.<sup>1</sup> The respective reports highlight great intentions to exit responsibly, but plenty of flaws in the practice. USAID has sporadically engaged with these questions. For example, studies on exit from the USAID's Food and Nutrition Technical Assistance programme continue to be among the most-quoted materials. Private donor network services, such as [Grantcraft](#), have also been pushing thinking on this. But there is still lots to be done on the donor side.

Having contributed to the ICAI consultation, we welcome [DFID's response](#) to ICAI's report, in particular to recommendation four on assessing the likely consequences of exit for local civil society partners. However, our experience shows that it is not enough for donors to provide guidance documents on responsible exit for their programme staff or to require that grant-seekers include a few lines on a sustainable exit strategy in a project proposal. Rather, funders and partners need to be reviewing and adapting plans throughout implementation so that the end is always in mind.

And after exit, donors and grantees need to pay more attention to assessing the sustainability of interventions and how close out has affected communities and former partners. On 30 March, Valuing Voices hosted a DME for Peace webinar on embedding sustainability in the project cycle. It was encouraging to hear participants raise questions not only about methods and the practicalities of revisiting years down the line, but also about how to get donors more interested in funding post-exit evaluation, and how such evaluation can be built in from the outset of projects and programmes. This is essential to learning and improving future practice in the sector.

Above all, what we're most bothered about is how well prepared national and local civil society organisations are to cope when funding patterns change. At the recent Bond conference on 20-21 March, I participated in a really dynamic panel on Disruption and Resilience in the global south. The session was run by the leaders of African Monitor and the Caribbean Natural Resources Institute, partners in an IIED-run initiative on disruptive change. The session brought home once again how much INGOs like to claim they are good partners, but how poorly they often fare in practice. While we can all blame the perverse incentives of the system, the competing political, strategic and financial pressures, I believe that INGOs need to take much more responsibility.

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<sup>1</sup> De Kemp, A. and Lobbrecht, C. 2016. [The gaps left behind: an evaluation of the impact of ending aid](#). IOB Evaluation no. 415. The Netherlands: The Netherlands Ministry of Foreign Affairs; Del Mese, F. 2016. [When aid relationships change: DFID's approach to managing exit and transition in its development partnerships](#). London: ICAI.

The Disruption and Resilience session also reconfirmed my conviction that we have to make space for the experiences of national and local organisations to be brought to the fore so that we can generate the pressure necessary for real change.

This month Bond published our latest paper on exit strategies on behalf of the PPA Partnership Approaches Learning Group, offering insights from partners and country offices in Peru, Madagascar and Sri Lanka. Just as we found when seeking stories for [ONTRAC 61](#) on post-exit evaluations back in late 2015, it is extremely hard to get perspectives from the global south. There are many different possible explanations for this, but the bottom line is that we need to shake up the system, and we want to see more organisations offering to seriously champion a new way of approaching exit and sustainability planning.

That is why we are currently seeking organisations in the global North and global South who are willing to commit resources and time to a virtual Action Learning Set on partnership, exit and sustainability (see page 9). INTRAC will create a space for sharing experiences between countries and organisations and for tackling together the real issues organisations face in planning and delivering responsible and respectful exit. We have done this before with UK-based organisations; now we want to offer this opportunity to a wider group, actively involving their partners and country offices.

Ultimately we want to encourage local organisations to turn the tables; to push their northern funders to support them in ways which enable them to be sustainable, independent and credible organisations. This is particularly important in those emerging economies which will continue to see changes in aid, and in those contexts where the funding of local organisations by external actors is highly politicized and becomes a means to challenge the legitimacy of civil society.

The virtual Action Learning Set is one of a number of initiatives we want to deliver in the coming period, building on our work in fostering sustainable CSOs in Central Asia and in Central and Eastern Europe, and on the learning already shared from around the world through Development in Practice, webinars and other publications. We have contributed to a forthcoming special issue of Voluntas on aid reduction and local civil society; and are working on collaborative ideas with researchers and practitioners to explore exit strategies in post-conflict and emergency contexts. Finally, we are very keen to turn the loose network of organisations and individuals interested in exit and sustainability into a more formal community of practice, including providing a hub for sharing useful resources in an open and accessible way.

If you want to join our informal mailing list, or discuss collaboration with INTRAC on partnership, exit and sustainability, please [get in touch](#).



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Rachel Hayman is a member of INTRAC's senior management team and oversees INTRAC's research, convening, communications and publications portfolio. She advises INTRAC's consultants and trainers on research methods and trends affecting the sector. She has worked with numerous NGOs and donors, and is actively involved in several academic associations and development networks.

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## 'In Search of Common Ground' in Cameroon: Rigorous evaluation on a tight budget

Teams working both in the UK and in Cameroon have come up with new ways to collect and analyse evaluation data in a peace building project from 2013 to 2018. The UK team had a considerable amount of experience of university and government research in the UK and set out to answer the question: how can a rigorous statistical evaluation be carried out (with qualitative research) with a relatively low budget?

In North West Cameroon there are conflicts over land and water between Mbororo Muslim cattle herders and non-Mbororo subsistence farmers. Crops get trampled and cows slashed. Government interventions have, in the past, tended to encourage legal action rather than amicable conflict settlement and have failed to address the root causes of conflict.

With funding from the Big Lottery Fund, the Mbororo Cultural and Development Association (MBOSCUDA) and Village Aid (part of United Purpose, UP) are working together to [reduce conflict through a five-year project 'In Search of Common Ground'](#). We have adopted a four level strategy to achieve this aim. Firstly, MBOSCUDA has introduced conflict mediation forums called dialogue platforms to facilitate cooperation between farmers and herders. Secondly, a range of agricultural practices that promote the shared use of natural resources have been introduced, including alliance farming and improved pasture management.

Thirdly, water management has been improved to ensure access to clean and safe water. Fourthly, we are helping build the capacity of MBOSCUDA so that it can become a centre of excellence for promoting rights. Over 14,000 people are directly benefitting from the project.

Little previous research was available on farmer grazer conflicts in Cameroon. The project development period was a year and included three visits to Cameroon by Dr Kemal Shaheen, who was at that time the Chief Executive of Village Aid. About 270 people were involved in focus groups at this stage. The importance of developing success criteria using statistical indicators was a key part of this.

### What did we do?

This evaluation was a new approach for Village Aid because baseline surveys had not generally been carried out in the past and the sample sizes of surveys had been generally small. We decided to use 10% of the project budget on evaluation, a far larger amount than any previous Village Aid project (and probably more than most similar projects). It was relatively easy to persuade the donor to use this proportion of the budget on evaluation although we suspect that MBOSCUDA were a little more reticent as it diverted funds from the project interventions.

The [research design](#) includes expert interviews, statistical surveys (at years 1, 3 and 5), qualitative research (at year 2) and case studies (at year 4). The mid-term survey of 860 households was conducted in 2016 and compared with a baseline study of similar size. The statistical research was conducted by a team in Cameroon led by an agricultural economist, [Valentine Nchinda, managing teams of researchers and interviewers](#). The UK team was based in Cardiff and Bakewell. Additional qualitative research was carried out by the Pan-African Institute for Development (PAID-WA).

Capacity building with MBOSCUDA was part of the overall project design and it turned out that a certain amount of capacity strengthening was also of importance with the evaluation contractors (PAID-WA), particularly with qualitative work.



## What was new and why?

The evaluation was managed in a rather unusual way. Village Aid/UP was involved in detail in all aspects of the survey design and execution and worked collaboratively with the Cameroon based contractors, a process which was very labour intensive at the UK end. The involvement from Bakewell included questionnaire design (getting threatening questions right), clarifying issues on attribution, training interviewers, designing table frameworks, producing analysis at the right level and editing the final report.

The UK evaluation team were all relatively new to African development projects and so they worked hard to adapt their UK knowledge for Cameroon. The absence of a sampling frame and the lack of up to date, relevant government data proved a challenge. The triangulation afforded by the statistical parts of the study and the qualitative parts proved essential in the development of the project and the evaluation.

## What was the result?

The evaluation has raised interesting issues. Promisingly, it shows a 10% decrease in conflicts in a two-year period and there are still two years of the project to run. The model is that environmental security issues are at the heart of conflict and that tackling these will ease these problems. The results of the mid-term evaluation support this theory but also tell us something more. They highlight the lack of government intervention in the problem and the failure to deal with the issue of 'benefits' (bribes) that accrue to government officials within the status quo. These lead ordinary farmers and grazers to feel powerless. The evaluation has highlighted this, a case of research findings leading to new research questions.

The [results of the mid-term evaluation](#) were presented at a conference organised by MBOSCUDA and attended by the Ministry Officials, MPs and the Regional Governor in September 2016 and resulted in a serious level of policy debate.

## What has been achieved?

We believe we have introduced methods which ensure rigour and have produced results in which our funders can have confidence. Without making exaggerated claims for the project we have shown that conflict can be reduced through these approaches. We have also used the evaluation to improve the project and have been able to combine the work of a UK and Cameroon based team in a positive way. It has been an interesting way of working and a novel experiment.

The evaluation results can be found on the websites of MBOSCUDA [www.mboscuda.org](http://www.mboscuda.org) and the website of Village Aid [www.villageaid.org/resources](http://www.villageaid.org/resources).

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*This external contribution was originally posted as a guest blog on INTRAC's website.*



David Drew has been working for Village Aid for six years and coordinates the research and evaluation team. His background is in social research in universities and the Civil Service and includes working at both universities in Sheffield and the University of Sierra Leone. His research was on 'race', education and employment in the UK.



## Our work

### Strengthening government-civil society communications for youth: training workshops in Morocco

Adam Taylor-Awny, INTRAC's Principal Consultant for the Middle East and North Africa, facilitated three three-day training workshops on strategic planning with a network of civil society organisations (CSOs) in Morocco.

The workshops were part of a project implemented by the British Council that aims to build government and civil society's capacity to work together. The project is supporting local partners in Morocco to increase the capacity of civil society to communicate with youth; and increase the Moroccan government's appreciation of youth's concerns and how they can support civil society's work to provide youth with positive pathways.



Participants at the first workshop on strategic planning held in Morocco in January 2017. © INTRAC 2017.

Under this project, the British Council is supporting selected CSOs in the north of Morocco to develop their organisational skills, build their capacity to manage the recently established network, and develop a strategic plan. The objectives of the workshops were therefore to help the Board members of the CSO network to:

- Develop a vision and a mission for their network;
- Create and implement their network's strategic plan;
- Design interventions, which are important for the strategic management of the organisation;
- Monitor and evaluate their activities;
- Develop a communications strategy.

Following on from the workshops, Adam will be providing coaching and mentoring to participants over a three-month period.



Participants at the third workshop focusing on communications in March 2017. © INTRAC 2017.

## Using social media to build and maintain your constituency of support: a webinar for the Step by Step Association

“The webinar was very useful and practical, we’ve discussed learnt experience and defined steps for better promoting of our work.”

- Participant at the webinar

On 21 February, INTRAC facilitated a one and a half hour webinar titled ‘Using social media to build and maintain your constituency of support’. The webinar was designed for members of the International Step by Step Association (ISSA) and was attended by more than 50 members of staff working for early years education non-profit organisations in 25 countries around the world.

The webinar was facilitated by INTRAC’s Communications and Marketing Officer, [Arantxa Mandiola Lopez](#), with examples of campaigns that have successfully made use of social media from the [Center for Educational Initiatives Step by Step](#), based in Bosnia and Herzegovina, and the [Foundation for Educational and Cultural Initiatives Step by Step](#), based in Macedonia. The webinar looked at changing trends in social media usage,

key questions and considerations for developing a social media strategy, and approaches to identifying and adapting content to different audiences.

The webinar was a part of a [capacity strengthening programme](#) funded by the Open Society Foundation’s Early Childhood Programme. Through this, INTRAC has been providing support to strengthen the organisational and financial sustainability of ISSA member organisations in 19 countries in Central and Eastern Europe.

## Developing a theory of change with Terre des Hommes Jordan

INTRAC Principal Consultant Alison Napier and INTRAC Consultant Elanor Jackson have been working with Terre des Hommes’ staff in Jordan to develop a theory of change for their country programme.

In March 2017, they facilitated a three day workshop to introduce theory of change concepts and work through a process of developing a theory of change that illustrates how they plan to achieve change for the Syrian refugee and Jordanian children that they are working with.

This process links into the finalisation of Terre des Hommes’ strategic plan for Jordan. Alison and Elanor will follow this work with an organisational-level theory of change process.

## Providing technical support for Mary’s Meals in Liberia



INTRAC Fellow Anne Garbutt in Dolokelen School, Banga, Liberia. © C. Martin, 2017.

INTRAC Fellow Anne Garbutt travelled to Liberia with Mary’s Meals school children feeding programme in April 2017. Anne has been working with Mary’s Meals since 2014, providing technical support and validation for a long-term impact assessment of their work in Malawi, Zambia and now Liberia. Her latest visit was to validate the baseline data collection methodology and accuracy.

Learn more about our work with Mary’s Meals here: <https://www.intrac.org/projects/external-review-impact-assessment-marys-meals-programmes-malawi-zambia-liberia/>

## Strengthening civil society capacity in rural areas of Kyrgyzstan: 4<sup>th</sup> national workshop

GIZ and INTRAC held the 4<sup>th</sup> national conference (masterkaya) in Bishkek on 23 March 2017 to promote the results of the GIZ-FAKT-INTRAC [civil society strengthening project](#), in particular the work of local trainers and the publication of four new training handbooks. Some 50 people attended the workshop including representatives of funding and development agencies, CSOs, and national NGOs.



INTRAC Regional Representative in Central Asia, Charles Buxton, at the 4th national workshop. © INTRAC 2017.

The workshop introduced the model of organisational development used in the programme and gave the audience an opportunity to discuss questions about capacity and ways of organising at local level. The masterkaya also held a round table where the GIZ-INTRAC handbooks were presented, alongside other materials for CSOs recently produced for USAID, UNDP, Development Policy Institute and other organisations. INTRAC reported on action learning groups that have been created in Naryn and Issyk-Kul regions of Kyrgyzstan to further develop training materials and the capacity of local trainers. The masterskaya opened new possibilities for fundraising and partnership on these themes.

Download our latest Praxis Series Paper '[Strategies for civil society sustainability](#)' to learn more about this project and our recent work in Kyrgyzstan and Central Asia. For link to the handbooks, see <http://cso-central.asia/biblioteka/knigi/>

## Evaluation of Norwegian Church Aid Policy Office for Southern Africa

Between November 2016 and March 2017 the INTRAC team conducted an evaluation of the Norwegian Church Aid (NCA) Policy Office for Southern Africa over the strategic period 2011-15.



**NORWEGIAN CHURCH AID**  
actalliance

The team undertook field visits to Mozambique, South Africa and Zimbabwe and conducted interviews with partners and NCA staff across the Southern Africa region and in Norway.

The evaluation assessed the relevance of the policy-oriented mandate of the office and the lessons learned from its implementation. The office sought to strengthen its partners' ability to engage in advocacy and influence public policy – working with a combination of faith-based organisations, specialist 'resource' organisations and civil society organisations with a regional reach. The evaluation assessed the results achieved by programmes on Climate Justice, Economic Justice and Gender Justice.

Due to changes in the funding environment, NCA programmes on Climate Justice and Gender Justice have been wound down therefore the evaluation focused on making recommendations for the Resource Governance programme which will be continuing in close coordination with other members of the ACT Alliance.



## Holding local government to account using a performance index

We are now nearing the end of our three-year collaborative project with the University of Mzumbe, the Foundation for Civil Society in Tanzania and CPAN at ODI. Three years ago – with a research grant from the Economic and Social Research Council – we set out to explore whether it was feasible to design a performance index that could be used at the district level in Tanzania to strengthen accountability between local government and citizens. The research has unpacked assumptions about performance indices and accountability (explored in [Working Paper 1](#)) and has delved into the complexities of theory and practice in the local government system in Tanzania (explored in [Working Paper 2](#)).

We recently published the [third Working Paper](#) from this project, analysing the huge quantity of data that came out of months of ethnographic fieldwork with citizens, village leaders, district officials, civil society organisations, and central government. The latest Working Paper proposes indicators that could be used for a performance index in our two research districts, tailored to the realities of what local government can realistically be held responsible for, and to how development is understood and experienced by citizens and officials.

The research team in Tanzania have just completed the final round of participatory exercises in the two districts. Over the next few months we will work with the stakeholders in Tanzania to explore how to use the research findings to change policy and practice related to accountability between citizens and local government.

[Visit the project page](#) for news of outputs and events to share our findings at the international level.

## Join our virtual Action Learning Set on Partnership, Exit and Sustainability!

**INTRAC is inviting organisations in the global North and South that are striving to improve their practice and impact through partnership, exit and sustainability to join an 18-month virtual Action Learning Set.**

Many organisations are grappling with the process of how to enter into partnerships with a view to sustainability, approach exit, and ensure the sustainability of organisations and interventions.

This initiative will bring together international organisations and their partners in different countries to critically examine their approaches to partnership, exit and capacity building for sustainability; with support from INTRAC to apply the learning and improve current practice.

Key activities include: inception webinar, five virtual meetings with INTRAC thematic experts, support from INTRAC between meetings, and a closing webinar with the wider sector.

Participants will build up a support network with individuals that share common interests, receive training in action research and learning methods, and have access to an online resource hub on exit and sustainability.

The ideal scenario for the Action Learning Set is five participating groups (with each group consisting of 3-4 people from the INGO and its partners). For five participating groups, the project will require an up-front cost of £4,500 GBP per group.

**If you are interested in participating we would love to hear from you! Email Sarah Lewis ([slewis@intrac.org](mailto:slewis@intrac.org)) by Friday 5th May for more information.**

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## Conferences

### **Reimagining Civil Society in a Period of 'Uncivil' Societies conference, 24-25 March 2017**

Charles Buxton, INTRAC Regional Representative in Central Asia, and Anara Moldosheva, INTRAC national expert, facilitated the roundtable 'Current practice of NGOs in Kyrgyzstan: challenges and perspectives' at the American University of Central Asia's conference 'Reimagining Civil Society in a Period of 'Uncivil' Societies', held in Bishkek, Kyrgyzstan, on 24-25 March 2017.

The two-day conference brought together various perspectives, contexts, and disciplines from Central Asia, Europe and the United States of America for a productive conversation on the concepts of civil society, social movements, citizenship or activism. The conference specifically focused on Central Asia and Post-Soviet contexts, and included a total of eight thematic panels, which provided the opportunity to discuss a specific topic at the forefront of civil society research.

The roundtable led by INTRAC focused on the opportunities and challenges faced by CSOs in Central Asia today. Speakers represented CSOs at national and local level engaged in rights advocacy, volunteering, service provision and capacity building for the civil sector. Several speakers focused on challenges and opportunities in working with local government, for example, in improving municipal services in rural areas or in the peri-urban settlements around Bishkek. They described new trends in civil society and the prospect of new alliances with other sectors in a changing and complex political environment. The conclusion was that new analyses of civil society should take into account the realities of continuing demand for civil activism on the ground in Central Asia.

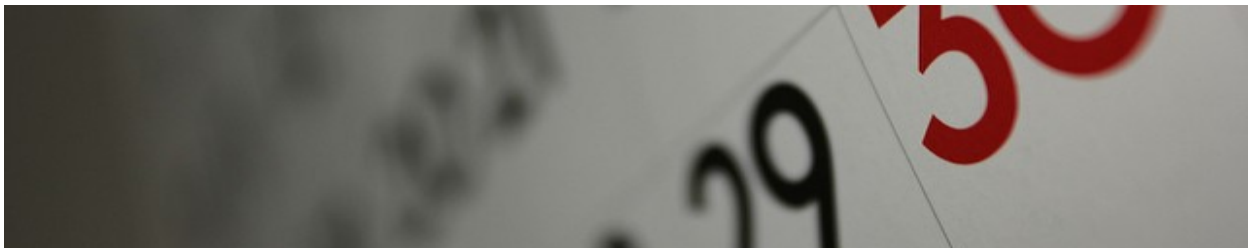
### **Deliberating Democracy conference, 7-8 March 2017**

Co-organised by the Westminster Foundation for Democracy (WFD) and the University of Birmingham, this two-day conference brought together scholars, practitioners and policy-makers working on democracy support across Europe, Middle East, North America, Africa and Asia.

Rachel Hayman brought in practical insights from INTRAC's work to a panel on civil society, drawing on the examples of [Women Participating in Public Life in the Middle East North Africa](#), [Beneficiary Feedback Mechanisms](#), and [Local Government in Tanzania](#) projects. She highlighted the need to enable civil society to navigate complex contexts, where the lines between political opposition and civil society are often extremely blurred. Donors seeking to promote democracy should develop appropriate strategies to support civil society without compromising its independence, legitimacy and sustainability.

### **Rethinking Research Partnerships conference, 27-28 March 2017**

On 27-28 March, the [Rethinking Research Partnerships](#) group completed its 18-month series of seminars on NGO-academic collaboration with a final conference at the Institute of Education in London. INTRAC contributed to the opening panel alongside speakers from ActionAid, Oxfam, Open University, LSE, University of Victoria (Canada) and ABT Associates, and ran a world café session on capacity building of CSO partners in research and evidence skills for lasting impact. Partners from our own collaborations on Local Government in Tanzania and the Listening Zones participated, offering us a welcome space to reflect on our own practice in making collaborative research work.



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## Upcoming events

### INTRAC training

#### Facilitation anywhere

Online session: week 30 May 2017. Face-to-face: 6 – 8 June 2017, Oxford

Think about the last good meeting, workshop or event you attended: what made it good, left you inspired, full of ideas, eager to follow up on connections? This training course will provide you with an opportunity to think about and practice designing and facilitating gatherings of people in ways that bring all of their talents into the room.

#### Online monitoring and evaluation

12 June – 12 July 2017, worldwide

Do you need to build effective monitoring and evaluation into project and programme work for both accountability and learning? This online course will strengthen your skills in supporting the monitoring and evaluation of projects and programmes from design through to evaluation and impact assessment.

#### Theory of change for planning and impact assessment

2 – 6 October 2017, Oxford

This course introduces the elements of Theory of Change and offers the opportunity for participants to apply and experiment with the key ideas and processes using their own case studies, as well as illustrative examples presented by the course facilitator.

### Online conference

#### ‘Decolonising development: Whose Voice, Whose Agenda?’

22 – 24 May 2017, worldwide

Leeds University Centre for Global Development and INTRAC have come together to organise a major global three-day online conference to encourage frank discussion on the challenges of creating the world that we want to see, the research agendas that will enable us to further our shared goals, and share lessons and good practices among colleagues.

Please **register your interest and learn more** about the conference objectives [here](#).

This event follows up on the two-day international development conference on vulnerability and resilience held in Leeds (UK) in November 2016 and organised by the Leeds Social Sciences Institute and Centre for Global Development and facilitated by INTRAC. Download the report [here](#).



## Publications and blogs



### Development in Practice, Issue 27.2

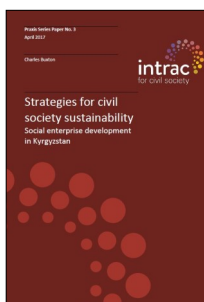
The latest issue of Development in Practice brings together innovative articles on a range of development issues, from addressing gender inequality, NGO-academic partnerships, lessons from development aid in Uganda and Kyrgyzstan, to food security across different contexts. The article on climate change adaptation in Vietnam is available to freely download!

Explore all issues here: <http://www.tandfonline.com/toc/cdip20/current>

### What's it like to be on the receiving end of exit? A partner and country office view

This learning paper brings together valuable stories from individuals that have been through exit and transitions by different funders, in varying timescales and in diverse contexts.

Produced on behalf of the PPA Partnership Approaches Learning Group, the authors share their individual stories and discuss their understanding of the reason for the exit, what went well, and the challenges they faced. They also share their learning and views on how they believe INGOs and donors should plan for exit and sustainability in the future. You can download the paper [here](#).



### Praxis Series Paper 3. Strategies for civil society sustainability

Drawing on INTRAC's experience in a project funded by GIZ with development partners FAKT and a team of local experts and CSOs in Kyrgyzstan, our latest Praxis Series Paper by Charles Buxton provides an example of attempting social enterprise in a country beset by economic and political problems.

Download your free copy here: <https://www.intrac.org/resources/praxis-series-paper-no-3-strategies-civil-society-sustainability-social-enterprise-development-kyrgyzstan/>



## Ten reasons to join an INTRAC course

As we are finalising our 2017 training calendar, talking to our facilitators, collecting feedback from participants and getting everything ready for the new financial year, INTRAC Training Manager Aline Filiot shares ten reasons to join an INTRAC course.

Read the blog here: <https://www.intrac.org/10-reasons-join-intrac-training-course/>



## Practicing what we preach

INTRAC Senior Research Consultant, Dan James, reflects on INTRAC's planning session and the theoretical and practical challenges faced developing monitoring, evaluation and learning systems.

Read the blog here: <https://www.intrac.org/practicing-what-we-preach/>

## Research update: Listening zones of NGOs

### Towards a 'Listening Organisation'? Listening, power and languages in international development NGOs

Is it possible to move towards the concept of a 'Listening Organisation', an international development NGO that is more proactively aware of who is being listened to both passively and actively, and who is being ignored?



Vicky Mancuso Brehm explores how listening takes place within international development NGOs as complex, multi-lingual organisations in our latest research update on the '[The Listening Zones of NGOs](#)' project.

Read it here: <https://www.intrac.org/towards-listening-organisation-research-update/>

## HELP US SHARE LEARNING: DONATE!

We don't charge for any of our papers on development issues that you can download from our [resource centre](#), as we believe in universal, open access to information and collective sharing of resources.

If you wish to support our continued work on accessible development materials, [please donate!](#)

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## Other news

### Helen Mealins appointed as INTRAC Chief Executive



INTRAC is delighted to announce the appointment of [Helen Mealins](#) as Chief Executive. Helen comes to INTRAC from Uganda where she has been leading the implementation of the civil society focused [Democratic Governance Facility](#) (DGF).

She has a wide-ranging background in international development both overseas and in London with the UK's Department for International Development, in individual consultancy, as well as in the private sector. Helen has also worked with public sector policy makers and civil society practitioners in a variety of leadership roles to advance social change in other parts of Africa and Asia. Helen will take up her appointment in late May.

## Work with us

### Training Assistant

We are looking for a Training Assistant to work closely with the Training Team and other staff to deliver INTRAC's training programme in the UK and online. This includes coordinating the day-to-day logistics and all communications and administration with participants (from enquiry through to post-course follow up).

**Location:** Based in Central Oxford

**Reporting to:** Training Manager

**Full/part time:** Part-time: 22.5 hours a week. We can offer flexible hours.

**Salary:** £19,500 (£11,700 pro rata)

**Application deadline:** 23:59 UK time on 7 May 2017. **Interview date:** 14 May 2017.

### Principal Consultant: Thematic Lead Monitoring and Evaluation

This is an exciting opportunity for a dynamic and experienced Monitoring and Evaluation (M&E) professional to help shape and develop INTRAC's portfolio of M&E consultancy, training and programme work for the future.

**Location:** Based in Central Oxford (some remote working may be considered)

**Reporting to:** Consultancies and Training Director

**Full/part time:** Full time; part-time may be considered.

**Application deadline:** This post will remain open until a suitable candidate is identified. Previous candidates need not re-apply.

For job descriptions and details on how to apply: <https://www.intrac.org/who-we-are/work-with-us/>

**Know someone who might be interested? Please pass this along!**

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## Meet the team

### Rachel Smith-Phiri, Training Coordinator

Rachel joined INTRAC in August 2009, initially to work on the HIV/AIDS in the Workplace learning programme and the Praxis programme. From May 2012 to June 2013, she managed the Peer Learning Programme funded by Comic Relief. She currently coordinates INTRAC's open training programme in the UK, as well as managing a number of tailor-made training courses for development organisations.

Learn more about Rachel: <https://www.intrac.org/our-people/rachel-smith-phiri/>



### John Beauclerk, INTRAC Associate



John is a development practitioner with 21 years of NGO management experience at community, provincial, national and regional levels in Latin America and Central Africa (with Oxfam UK) and in Asia and Central and Southeast Europe with Save the Children (Norway & UK).

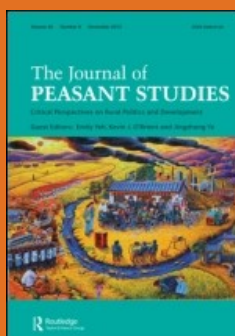
John is currently supporting INTRAC's programme 'Building sustainability of the Step by Step Network', funded by the Open Society Foundations.

Learn more about our work with the Step by Step Network: <https://www.intrac.org/projects/building-sustainability-step-step-network/>

## News from Routledge Taylor & Francis Group



## Rural Topical Issues – a new collection of free access articles from the Journal of Peasant Studies



The Journal of Peasant Studies has put together a selection of new, recent and earlier US-centered articles published in the journal which are available to access for free. We hope that individually and collectively these articles can contribute in some ways to ongoing conversations and critical reflection.

Link: <http://explore.tandfonline.com/content/bes/jps-rural-topical-issues>

Want to hear more from Routledge Taylor & Francis Group? [Follow them on Twitter.](#)



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