

Training

APRIL 2005 – MARCH 2006



• STRENGTHENING CIVIL SOCIETY • ORGANISATIONAL CAPACITY BUILDING • PROGRAMME DEVELOPMENT

The International NGO Training and Research Centre **INTRAC**

COURSE CALENDAR

Managing Participatory Monitoring and Evaluation

9-13 May 05

Financial Management for the Non-Specialist

18-20 May 05

Advocacy and Policy Influencing

6-10 June 05

Rights-Based Approaches to Development

15-17 June 05

Capacity Building: An Organisational Approach

4-8 July 05

Thinking Strategically

13-15 July 05

Civil Society Strengthening

5-9 Sept 05

Train the Trainer

19-23 Sept 05

Gender Planning in Development: What does it mean and how do we do it?

3-7 Oct 05

Supporting Southern Advocacy

10-12 Oct 05

Power and Partnerships

2-4 Nov 05

Effective Management for Development

7-11 Nov 05

Managing Participatory Monitoring and Evaluation

9-13 Jan 06

Managing Change within Organisations

25-27 Jan 06

Managing Human Resources

1-3 Feb 06

Impact Assessment: How do we know we are making a difference?

8 -10 Feb 06

Organisational Development

20-24 Feb 06

Advocacy and Policy Influencing

6-10 Mar 06

New! Participatory Development: Principles and Good Practice

20-24 Mar 06

New! Evaluating Empowerment

29-31 Mar 06

INTRAC's training programme is one of our main strategies towards improving civil society performance. A clear belief in the values of social justice, empowerment and the participation of poor people in their own development is reflected in our approach to training and learning. The courses concentrate on issues around strengthening civil society, organisational capacity building and programme development.

INTRAC training offers:

- A dynamic arena for reflection on the issues faced by NGO practitioners
- A rich cross-cultural exchange of experiences
- An introduction to models and practical tools for use in the workplace

Participants: Course participants comprise staff from international and local NGOs from the North, the South and transition countries, donor organisations, support organisations and civil society umbrella bodies.

Method of learning: Our training is participatory and uses a variety of methods based on action learning principles such as case studies, group work, role play and peer support. This is complemented by presentations on relevant theoretical frameworks and emergent thinking and trends, which provide the participants with a reference point for their learning and an opportunity to locate their experiences within the wider body of thought.



IN-HOUSE TRAINING CONSULTANCIES

In addition to our structured training programme, INTRAC designs and carries out short training courses on a range of organisational and programmatic issues, tailored to meet specific needs of organisations. This ensures that the courses are relevant to the issues that the NGO is facing and enables discussion and an exchange of ideas. Training can be tailor-made covering any of the courses listed here. In addition, further topics within our thematic framework are available on request:

- Organisational Strengthening - for example: 'Programme Cycle Management'
- Civil Society Strengthening - for example: 'Strengthening Coalitions and Networks'
- Participatory Development - for example: 'Participatory Programme Design' and 'Analytical Skills and Research Methodology'

In-house training programmes can be one to three day workshops, one week courses, modular courses staggered over a period of time. For more information please contact Indrani Sigamany, Training and Capacity Building Manager at i.sigamany@intrac.org.

Intrac's Central Asia Programme plans to run three training courses in the region during 2005:

- Impact Assessment (March)
- Capacity Building: An Organisational Approach (June)
- Support to Local Advocacy (August)

For further details, please contact Simon Forrester at the Kyrgyzstan office: icap@intrac.kg

Participatory methods are growing in importance as the development community recognises the need to involve all stakeholders in the process of development. This course introduces various approaches to managing a participatory monitoring and evaluation process within NGOs, and covers the limitations of more traditional linear, cause and effect interpretations.

By the end of the course, participants will have knowledge of:

- △ The purposes of monitoring and evaluation
- △ Stakeholder perspectives and an overview of participatory methods
- △ Monitoring and evaluation of outcomes and impact at project, programme and organisational level
- △ Managing the process
- △ Ensuring institutional learning

Financial Management for the Non-Specialist (three day)

18-20 May 05

This course aims to provide participants with the knowledge, skills and confidence to interpret and use financial information and systems in order to have a constructive input to their own and to their partners' organisations. The course will provide participants with practical tools to build the capacity of organisations.

By the end of the course, participants should be able to:

- △ Recognise the key components of financial management
- △ Manage budget processes and cash-flow effectively and develop the building blocks for accounting systems
- △ Evaluate basic financial statements, identify weaknesses in financial systems and manage audits and auditors
- △ Judge the appropriate timing for financial management interventions and provide a partner with constructive feedback about its financial capacity

Advocacy and Policy Influencing (five day)

6-10 June 05

Participants will be exposed to a thorough understanding of the policy formulation process, including ways in which individuals and organisations can influence it by becoming effective advocates for change. Participants will be exposed to the skills required to formulate advocacy strategies, implement appropriate workplans and incorporate monitoring and evaluation systems.

By the end of the course, participants will have experience in:

- △ Identifying or 'framing' the issue
- △ Working in the global advocacy environment and identifying 'levers of influence'
- △ Using monitoring and evaluation systems to improve performance
- △ Looking at the organisational implications of integrating advocacy and policy influencing work

Rights-Based Approaches to Development (three day)

15-17 June 05

The shift to rights-based approaches implies that people's full rights, as set out in international law, are upheld and respected. There is still debate as to how far this move represents a step that will significantly change the lives of the poorest of the poor, or is simply a change of rhetoric. This course aims to explore the current state of debate surrounding rights-based approaches, as well as giving an in-depth overview of the concepts and methodologies involved.

By the end of the course, participants will have knowledge of:

- △ Varying definitions of a rights-based approach to development
- △ The key legal instruments underpinning the rights-based approach
- △ Different ways that NGOs have incorporated a rights-based approach into their strategy and programming
- △ The implications for NGOs moving towards a rights-based approach
- △ How to analyse the appropriate position for their organisation towards the rights-based approach

Capacity Building: An Organisational Approach (five day)

4-8 July 05

Capacity building takes place at various levels, from the individual to the broader societal level. This is an introductory course focusing on understanding the process of capacity building and strengthening from the perspective of effective organisations.

During the course, participants will:

- △ Explore the concepts behind building capacities at different levels, including the organisational level
- △ Relate understanding of organisations to the way they work both internally and with partner organisations
- △ Look at the capacities necessary for an organisation to effectively carry out its mission
- △ Examine the roles of international NGOs and donors in capacity building

"Very participatory, creative and encouraging."

Thinking Strategically (three day)

13-15 July 05

NGOs constantly have 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.

At the end of the course, participants will have:

- 1. Discussed the importance of looking to the future and thinking with a long-term view
- 2. Looked at the process of strategy formation
- 3. Explored the issues surrounding strategic planning
- 4. Been exposed to a range of planning tools
- 5. Practised establishing strategic aims for programmes



Civil Society Strengthening (five day)

5-9 Sept 05

The aim of this course is to explore the practice and theory behind programmes designed to strengthen civil society. Different approaches and theories of civil society affect the nature of programmes and their outcomes. The course will cover distinctions between supporting civil society as an end in itself, as opposed to a means to other ends. It will also look at the difference between civil society strengthening as part of a political democratisation process and as motivated by poverty alleviation.

During the course, participants will:

- 1. Review the link between theoretical approaches to civil society and their practical programme outcomes
- 2. Review models being used by different donors and others to strengthen civil society
- 3. Explore the nature of capacity building in the context of civil society
- 4. Reflect on the challenges of monitoring and evaluation of civil society programmes

Train the Trainer (five day)

19-23 Sept 05

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

By the end of the course, participants will have:

- ▲ Set training objectives and a strategy
- 1. Planned a training event
- 2. Delivered a training session with feedback
- 3. Used appropriate learning tools and participative techniques

Gender Planning in Development: What does it mean and how do we do it? (five day)

3-7 Oct 05

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.

By the end of the course, participants will have:

- 1. Explored the relations between gender and development
- 2. Practised the use of gender analytical tools for empowerment
- 3. Acquired knowledge of development planning around gender roles and needs
- 4. Gained a stronger understanding of the meaning of empowerment, equality and equity
- 5. Been exposed to methods of creating gender awareness in development practice

"It was wonderful to meet colleagues from so many countries with useful experiences."

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 the advocacy programmes of their Southern partners.

This course offers an opportunity to:

- △ Reflect on the context for advocacy in different socio-political settings
- △ Define core advocacy skills and approaches
- △ Look at options for providing advocacy support and capacity building
- △ Consider ways of helping partners integrate advocacy into their programmes
- △ Examine the challenges facing Northern NGOs and donors in building advocacy alliances at national and international levels with Southern partners and consider ways in which these challenges can be met

Power and Partnerships (three day)

2-4 Nov 05

Relationships between NGOs based in different parts of the world have become a key part of international development processes. The aim of this course is to examine the nature and quality of relationships and how they impact on development. Issues emerging from these relationships will be explored. The context within which partnerships occur is a dynamic and fluid one, in which power balances and expectations are constantly changing.

By the end of the course, participants will have:

- △ Reviewed existing conceptual frameworks of relationships and different typologies of relationships
- △ Explored the dynamics of power
- △ Considered issues of accountability, principles of partnership and shared governance
- △ Discussed live case studies on partnerships and good practice



Effective Management for Development (five day)

7-11 Nov 05

This course is directed at NGO staff with 2-5 years' management experience. It offers participants the opportunity to reflect on their personal style, competencies and current management issues, alongside some theoretical and conceptual input from the facilitators. The course attempts to help participants develop an overview of managing organisations and people, and why effective management is necessary if their organisations are to achieve their goals.

By the end of the course, participants will:

- △ Have developed an appreciation of current management thinking and strategic trends
- △ Gained increased awareness of their own management style, competencies and how the way they manage impacts on others
- △ Deepened their understanding of the competencies needed to manage people and develop teams, particularly in contexts of change
- △ Gained a greater understanding of the impact of context (environment and organisational) on management styles

Managing Participatory Monitoring and Evaluation (five day)

9-13 Jan 06

Please refer to May 2005 Outline

Managing Change within Organisations (three day)

25-27 Jan 06

Working in development both in the North and the South signifies working in a constantly changing environment.

By conceptualising change as a continuous process that can be managed, this course raises awareness of the need to respond to a changing environment and recognises that internal change is essential for organisations to maintain effectiveness.

By the end of the course, participants will have examined:

- △ Change theories and models, including the identification of forces that promote and hinder change
- △ Exploration of the issues of managing change
- △ Introduction to practical tools for managing change processes
- △ Application to your own working environment

“... really enjoyed the methodology mix and the way the facilitators worked together.”

Managing Human Resources (three day)

1-3 Feb 06

This course aims to provide participants with an increased understanding of organisational effectiveness and the role that good human resource development and management plays in enabling NGOs to achieve their strategic goals in a sustainable way.

By the end of the course, participants will:

- △ Have the tools and abilities to analyse their organisation's strengths and weaknesses and identify what aspects of human resources need to be developed
- △ Have a stronger theoretical understanding of key human resource issues such as planning, management, project implementation, team building, and working cross-culturally
- △ Have applied these models and tools to case study material and the issues being faced by their own organisations

Impact Assessment: How do we know we are making a difference? (three day)

8-10 Feb 06

This course is for participants with a solid understanding of core M&E processes and methods. NGOs and other civil society groups are now accepted by governments and official agencies as significant contributors to the development process. However, 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 surrounding impact assessment and review current practice and methodologies.

By the end of the course, participants will have examined:

- △ What do we mean by impact?
- △ Methodological issues in measuring social change
- △ Alternative models for impact assessment
- △ The role of baseline studies and the use of qualitative data

Organisational Development (five day)

20-24 Feb 06

A current concern and priority for managers and practitioners in the NGO sector is how to develop their organisations internally. This course aims to provide participants with a framework for exploring the nature of organisations, from analytical models to designing organisational development interventions for change.

Over a period of five days, participants will:

- △ Explore their role as a change agent and review their understanding of the OD intervention cycle
- △ Look at the links between OD and capacity building and explore the use of OD in NGO partnerships
- △ Examine Organisational Assessment as a specific OD process
- △ Assess the particular challenges of monitoring and evaluating OD work

Advocacy and Policy Influencing (five day)

6-10 Mar 06

As a new initiative, we are planning to run this course in Holland. Please refer to June 2005 outline

New! Participatory Development: Principles and Good Practice (five day)

20-24 Mar 06

We look back at several decades of development to ask "what has improved?". The changing concepts of development now integrate fundamental human needs with the planet's physical integrity. This introductory course will explore what participatory development is in the context of sustainability.

During the course participants will:

- △ Review the historic and theoretical background to participatory development
- △ Cover the fundamental ingredients of participatory development policies and strategies, highlighting the relational dimensions
- △ Explore how the diversity of context impacts on participatory development

New! Evaluating Empowerment (three day)

29-31 Mar 06

This course is for participants with a solid understanding of core M&E processes and methods. Empowerment has become a major purpose of many social development interventions. Empowerment has been operationalised into practical project methodologies and is beginning to be translated into observable and measurable actions. As with other development concepts there is a danger that the use of empowerment in the context of development interventions may be based on a superficial understanding of local relations of power. The challenge for development practitioners is to deepen their understanding of the term, recognise its complexities, strengths and limitations, and explore how they may be able to assess whether or not 'empowerment' has taken place.

During the course participants will:

- △ Review the concept of empowerment and the issues related to its monitoring and evaluation
- △ Examine and assess the current practice of empowerment and its monitoring and evaluation
- △ Undertake a practical exercise in designing an approach to the monitoring and evaluation of empowerment

"I plan to send other staff on the course next year."

Course Fees: Five-day courses are residential and take place in Oxford unless otherwise stated. If submitting your application more than eight weeks in advance of the course you are entitled to an early booking fee of £930. The standard course fee is £980. This includes four nights accommodation, course fees and materials, plus all meals and refreshments. It is possible to request a non-residential fee.

Three-day courses are non-residential and take place in London. If submitting your application more than eight weeks in advance of the course you are entitled to an early booking fee of £400. The standard course fee is £420. This includes course fees and materials, plus meals and refreshments during the working day.

Full details of the course venue, along with any course preparation, are sent out two weeks before the start of the course.

Application Procedure: To apply for a course, you will need to fill in our application form. Early booking is recommended. Application forms are available from our website www.intrac.org, or on request from the Training and Logistics Administrator. The form enables us to assess your training needs. As our courses take a participatory approach, we need to ensure that your experience is relevant to the course, and that you will be able to take part in the rich cross-cultural dialogue with fellow participants. If this is your first INTRAC course, and we have not worked with your organisation in the past, we welcome the opportunity to learn more about your work. We invite you to post, email or fax us supporting information. Please see contact details below.

Once we have accepted your application we will send you a booking letter and invoice. Please note that we can only hold a place for you once your funding is confirmed. The invoice contains full details on how to pay. Your contract with us commences from this point, and we ask you to please refer in detail to the cancellation policy. To guarantee your booking, receipt of full payment is required, so you are advised to arrange payment as soon as possible, and within 30 days of the dated invoice.

For further information please contact the Training and Logistics Administrator:

Postal address: PO Box 563, Oxford, OX2 6RZ, UK

Visitors address: 65 George Street, Oxford, OX1 2BQ, UK

Training Enquiries Tel: + 44 (0) 1865 263 040

Office Tel: + 44 (0) 1865 201 851

Fax: + 44 (0) 1865 201 852

Email: training@intrac.org

Website: www.intrac.org

Cancellation Policy: For cancellations we will refund the fee according to the number of weeks before the course.

More than 6 weeks: 90% refund – please note that we take 10% to cover administration costs

Between 4 to 6 weeks: 50% refund

Less than 2 weeks or a no show at the course: No refund

To cancel your place on the course we require written notification. Whether payment has been received or not, you will be charged cancellation fees accordingly. We regret that this is the case, however, it is very important for the future of the training programme.

Visa Applications: It is advisable for you to plan well in advance if you require a visa for the UK, to avoid unnecessary delays and costs. INTRAC can provide a letter of invitation for your application at the embassy under the following conditions:

1. On receipt of confirmation that full payment of the course fee has been made.
2. On receipt of written confirmation from the participant that there are enough working days available to obtain the visa.

We understand that there are often difficulties at the embassy. If a participant is forced to cancel his or her place on the course due to problems obtaining a visa, INTRAC will refund the fee according to the number of weeks before the course. **Whether payment has been received or not, you will be charged cancellation fees accordingly.**

More than 2 weeks: 90% refund minus the cost of any venue charges incurred

Less than 2 weeks: 50% refund

No show at the course: No refund

Changing Participant Details: If a suitable person from your organisation wishes to attend instead of the original participant nominated for the course, we will not make any additional charges. Please inform us of the change no later than 2 weeks before the course.

Cancellation of Courses by INTRAC: Please note that courses will only run if minimum numbers are reached. INTRAC reserves the right to cancel or postpone a course up to 2 weeks before the planned start date without liability. In these cases, participants will be offered a full refund, credit note or alternative dates. Any changes to the information published in this brochure will appear on our website www.intrac.org.

We publish an extensive range of books and occasional papers, as well as "Ontrac", a four-monthly newsletter, available in English, Spanish, French, Portuguese, Russian and Chinese. For more information please contact info@intrac.org.