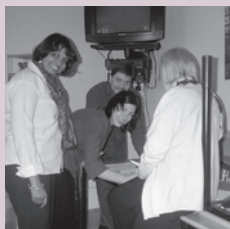


# Training

APRIL 2006 – MARCH 2007



## UK Course Calendar 2006-2007

<b>April</b>	<b>NEW!</b> Strategic Planning	10-12	London
	Training of Trainers	26-28	London
<b>May</b>	Rights-Based Approaches to Development	10-12	London
	Effective Management for Development	24-26	London
<b>June</b>	Supporting Southern Advocacy	7-9	London
	Financial Management for Non-Specialists	13-15	London
	Participatory Monitoring and Evaluation	26-30	Oxford
<b>July</b>	<b>NEW!</b> Introduction to Strengthening Civil Society, Capacity Building, and Organisational Development	10-14	Oxford
	Managing Change within Organisations	19-21	London
<b>September</b>	Civil Society Strengthening	11-15	Oxford
	Advocacy and Policy Influencing	25-29	Oxford
<b>October</b>	Partner Capacity Building	9-13	Oxford
	Impact Assessment	25-27	London
<b>November</b>	Organisational Learning	8-10	London
	Creative and Strategic Thinking	15-17	London
	<b>NEW!</b> Participatory Methodologies for Development	29-1 Dec	London
<b>January 07</b>	Gender Analysis and Planning	17-19	London
	Evaluating Empowerment	31-2	London
<b>February</b>	Organisational Development	12-16	Oxford
	<b>NEW!</b> Strategic Relations, Coalition Building, and Networking	28-2 March	London
<b>March</b>	Participatory Monitoring and Evaluation	12-16	Oxford
	Managing People	21-23	London
	Advocacy and Policy Influencing	26-30	Oxford

## Central Asia Course Calendar 2006

<b>April</b>	<b>NEW!</b> Monitoring and Evaluation with Participatory Methods	24-28	Almaty, Kazakhstan
<b>June</b>	Capacity Building: An Organisational Approach	5-9	Bishkek, Kyrgyzstan
<b>July</b>	Supporting Local Advocacy	18-20	Bishkek, Kyrgyzstan
<b>September</b>	<b>NEW!</b> Strategic Relations, Coalition Building, and Networking	22-24	Bishkek, Kyrgyzstan

STRENGTHENING CIVIL SOCIETY • ORGANISATIONAL CAPACITY BUILDING • PROGRAMME DEVELOPMENT

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



## Welcome to INTRAC's training programme!

Training is one of our main strategies towards supporting civil society performance. A 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 issues faced by NGO practitioners
- A rich cross-cultural exchange of experiences
- An introduction to models and practical tools for use in the workplace
- Advice from our experienced team of trainers who have in-depth knowledge of the subjects we cover
- Great location to do other work in the UK
- Participatory, with a good balance of theory and practice
- Opportunity to network and meet people

### Participants

Course participants comprise staff from international and local NGOs from all over the world, donor organisations, support organisations, and civil society umbrella bodies.

### Method of learning

Our training is participatory. We use 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

INTRAC also designs and carries out one to three-day workshops or modular courses tailored to meet needs of specific organisations covering any of the standard courses. These are available on request, for example<sup>1</sup>:

- Capacity Building → 'Organisational Development' → 'Managing People'
- Civil Society Strengthening → 'Strengthening Coalitions and Networks'
- Participatory Development → 'Participatory Programme Design' and 'Analytical Skills and Research Methodology'

#### Some of the benefits include:

- Training advice from our experienced team of consultants who have in-depth knowledge of the subjects we cover
- Tailored course design focusing on your organisation's objectives
- Facilitated discussion and exchange of ideas which are relevant to your specific issues
- Specific application to your area of practice
- Total flexibility of when and where the course is run
- Optimum use of your staffs' time
- Substantial savings on delegates' time, travel, and accommodation

### Keep in touch!

- ◆ Visit our website regularly to keep updated with new courses that may not be published in this brochure. You can also apply on line! [www.intrac.org](http://www.intrac.org)
- ◆ Send us an e-mail ([training@intrac.org](mailto:training@intrac.org)) and ask to subscribe to our e-trac bulletin and through e-mail get news and training events.

<sup>1</sup> Note: this list is not comprehensive, and we are open to requests in addition to the above list Contact: [isigamany@intrac.org](mailto:isigamany@intrac.org)

**10-12 April 06****NEW!  
Strategic Planning**

This strategic planning course is designed to help organisations establish a set of key measurements, match these with targets and plan appropriate resource levels. Setting up a monitoring performance system is also covered in this course.

**Course overview**

Day 1: Purpose/values/principles; set objectives and agreed goals.  
Day 2: Development of a plan.  
Day 3: Monitoring and evaluation.

**26-28 April 06****Training Of Trainers**

This course equips you with enough skills, tools, and creative techniques to deliver a training event in a way that makes learning enjoyable and effective. You will be able to run an interactive training session receiving useful feedback!

**Course overview**

Day 1: The creation of a learning environment; learning styles; the learning and training cycle.  
Day 2: Training needs assessment; design training sessions; presentation and facilitation skills.  
Day 3: Use of visual aids, drama, forum theatre, role play; training strategies; evaluation of training events.

**10-12 May 06****Rights-Based  
Approaches To  
Development**

This course offers an in-depth overview of the concepts and methodologies of the rights-based approach (RBA) to development. This shift towards a RBA implies that people's full rights as set out in international law are upheld and respected. NGOs, however, still face issues and questions about incorporating the RBA into their strategy and programming.

**Course overview**

Day 1: Major debates around taking a rights-based approach; different meanings of a RBA to development; the key legal instruments underpinning the RBA.  
Day 2: The implications for NGOs moving towards a RBA; different ways that NGOs have incorporated a RBA into their strategy and programming.  
Day 3: How to analyse the appropriate rights position of an organisation.

**24-26 May 06****Effective Management  
For Development**

Develop and improve the management capabilities of NGO staff and development workers. The course will not only improve your management capabilities, but will also help you gain awareness of the impact of your management style, leadership role, manage cross-culture teams and staff, and strengthen personal management competencies.

**Course overview**

Day 1: Management trends; NGOs issues and challenges; management roles.  
Day 2: Yourself as a manager; management styles; managing teams; resolving team issues.  
Day 3: Cross-cultural management.

**7-9 June 06****Supporting  
Southern Advocacy**

Support your partners to integrate advocacy work into their programmes. Benefit from this successful course by learning how to identify core advocacy skills, find real issues, causes and solutions, as well as key strategies for policy change and advocacy in difficult contexts.

**Course overview**

Day 1: Southern advocacy; identification of issues causes, and solutions through different approaches.  
Day 2: Levels of operation; building knowledge and capacity for policy influence; naming the powerful.  
Day 3: Policy change and advocacy; advocacy in hostile environments; lobbying and negotiation; impact assessment for advocacy.



**13-15 June 06**

### **Financial Management For The Non-Specialist**

This course provides you with the knowledge, practical skills and confidence to interpret and use financial information in order to have a constructive input to your own and your partners' organisations. You will look at building the capacity of an organisation through using strong financial management systems.

#### **Course overview**

- Day 1: The NGO financial management and ways to manage budgets and cash flow effectively.
- Day 2: Build blocks for accounting systems; the accounting statements produced by partner organisations and how audit can be used to build capacity.
- Day 3: Strategic financial management and development of strong financial systems for organisations.

**26-30 June 06**

### **Participatory Monitoring and Evaluation (Residential)**

Monitoring and Evaluation (M&E) is a must to provide greater accountability, together with our own need to learn from and build on our experiences. There are limits to the more traditional monitoring and evaluation methods, based on linear, cause and effect interpretations of social development. These can be enriched by contributions of other perceptions and realities. This successful course runs twice a year. You will understand the purposes, the stakeholder perspectives, expected outcomes, build skills to manage and use different methods, and become a successful implementer of M&E systems.

#### **Course overview**

- Day 1: The purposes of monitoring and evaluation
- Day 2: Stakeholder perspectives; M&E on projects and programmes; impact, and empowerment.
- Day 3: Evaluation of training; the unanticipated change.
- Day 4: Good practice in managing; monitoring and evaluation.
- Day 5: M&E of civil society strengthening; ensuring institutional learning.

**10-14 July 06**

### **NEW! Introduction To Strengthening Civil Society, Capacity Building and Organisational Development (Residential)**

This is an introductory course bringing together the concepts and understanding of civil society strengthening, capacity building, and organisational development. Once you have completed this course, you can go more in depth to the individual course we offer on civil society strengthening, capacity building, and organisational development.

#### **Course overview (provisional)**

- Day 1: Overview on history and current context of Civil Society Strengthening (CSS), Capacity Building (CB) and Organisational Development (OD).
- Day 2: Introduction to each approach: the differences and similarities.
- Day 3: Case studies; guest speaker
- Day 4: Locating this work within our organisation: CSS/CB programme design; contextual sensitivities
- Day 5: Values and power issues; good practice and principles.

**19-21 July 06**

### **Managing Change Within Organisations**

Change can be managed. Raise your awareness about the need to respond to change in your environment and promote the concept of change as a continuous process. Learn how to analyse such a change process, deal with different interests, manage resistance, and work productively with your colleagues.

#### **Course overview**

- Day 1: Change theories and models; the forces that promote and hinder change.
- Day 2: Issues of managing change; practical tools for managing change processes.
- Day 3: Application to your own working environment; working with your partners and change.



**11-15 September 06**

**Civil Society  
Strengthening  
(Residential)**

Explore the practice and theory behind programmes designed to strengthen civil society. This course is especially suitable for social development or civil society advisers and civil society programme managers and evaluators who need a broader picture analysing civil society in different contexts and its issues. You will review models being used by different organisations to strengthening civil society and to build capacity in the context of civil society. In this course you will be able to reflect on the challenges of monitoring and evaluation of civil society programmes.

**Course overview**

Day 1: Social analysis; defining CS and CSS.  
Day 2: Why are we strengthening civil society? CSS at the institutional level.  
Day 3: Political analysis for understanding the relationships between the sectors of society – the state, donors, and CS.  
Days 4 and 5: Tools for operationalising the CSS concept; capacity building strategies and practice; monitoring and evaluating CSS; trends and lessons learnt.

**25-29 September 06**

**Advocacy and  
Policy Influencing  
(Residential)**

This successful course is run twice a year. It gives participants, from Northern and Southern NGOs, a thorough understanding of the policy formulation process and how they can influence it. Participants are exposed to skills required to formulate effective advocacy strategies, implement appropriate work plans, and incorporate monitoring and evaluation systems.

**Course overview**

Day 1: Identify and frame the issue.  
Day 2: The policy making process; working in the global advocacy environment; identify 'levers of influence'.  
Day 3: Plan for maximum impact – using resources to optimum effect; organisational implications of integrating advocacy and policy influencing work.  
Day 4: Implementation, issues and best practices.  
Day 5: Monitoring and evaluation systems to improve performance.

**09-13 October 06**

**Partner Capacity  
Building  
(Residential)**

This course helps you to understand the complex organisational capacity building in the context of partnership. Explore the issues of looking with partners to improve their performance. You will be introduced to a range of methods and tools associated with designing and implementing organisational capacity building initiatives with partners.

**Course overview (provisional)**

Day 1: Understanding organisations and organisational relationships.  
Day 2: Tools for organisational assessment and the implications for a change agent.  
Day 3: Roles of Northern NGOs/donors in capacity building; negotiation.  
Day 4: Strategy, learning, and good practice.  
Day 5: Monitoring and Evaluation of capacity building interventions.

**25-27 October 06**

**Impact Assessment**

The profile of NGOs has increased together with the need for them to assess the long-term impact of their work. In three fruitful days you explore the current state of the debate about impact assessment and review current practice and methodologies.

**Course overview**

Day 1: Concepts; distinction between evaluation systems and impact assessment.  
Day 2: Approaches to impact assessment; indicators; quantitative and qualitative methods; tools.  
Day 3: Measuring intangibles; the unpredicted change; reporting and learning.





<b>8-10 November 06</b>	<p>There is an increased interest in organisational learning. Find out what it means in the NGO sector and how to become an effective learning organisation. You will discover how individuals and organisations learn and you will get the skills and practical tools to establish a sound strategy around organisational learning.</p>	<p>Course overview            Day 1: Organisational learning in the NGO sector; stages of organisational learning.            Day 2: Establishing the motive; developing the means –tools, models, competences, and methods.            Day 3: Creating the opportunity; integrating learning into planning and evaluation cycle; developing a strategy for organisational learning.</p>
<b>15-17 November 06</b>  <b>Creative and Strategic Thinking</b>	<p>NGO work requires strategic thinking and action. Be creative and get involved into a dynamic process to be able to respond to changing circumstances. This course complements strategic planning and any other course on planning and programming.</p>	<p>Course overview            Day 1: Looking to the future and thinking with a long-term view; strategy and the changing environment.            Day 2: Different ways of thinking; the process of strategy formation; understanding human systems.            Day 3: Managing planning and change.</p>
<b>29 November-1 December 06</b>  <b>NEW! Participatory Methodologies for Development</b>	<p>Participatory methods have grown in importance as the development community recognises the necessity for stakeholders to be actively engaged in their own processes of development. Participatory methodologies are seen as critical to processes which facilitate empowerment and learning for sustainable development.</p>	<p>Course overview            Day 1: Historic and theoretical background to participatory development; fundamental ingredients of participatory development policies and strategies; the relational dimensions.            Day 2: Impact of context on participatory development; tools, issues, and implications.            Day 3: Does it make a difference? Monitoring and evaluation</p>
<b>17-19 January 07</b>  <b>Gender Analysis and Planning</b>	<p>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. In this course you benefit from how to analyse, plan, and operate these into effective development practice. The course is geared towards people active in the field of development, enabling them to better apply analytical tools and strategies to ensure that gender equity and equality are prioritized on project and program agenda.</p>	<p>Course overview            Day 1: Historical overview; empowerment; gender; equality; equity            Day 2: Mainstreaming gender; gender analysis; tools            Day 3: Strategies for dealing with resistance to mainstreaming; good practice</p>
<b>31 January-2 February 07</b>  <b>Evaluating Empowerment</b>	<p>This course is for participants with a solid understanding of core M&amp;E processes and methods. Empowerment has become a major purpose of many social development interventions. 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</p>	<p>complexities, strengths and limitations, and explore how they may be able to assess whether or not 'empowerment' has taken place.            Course overview            Day 1: Concepts and issues related to monitoring and evaluation of empowerment.            Day 2: Current practice of empowerment, best practices, and lessons learnt.            Day 3: Practical design to the monitoring and evaluation of empowerment.</p>



**12-16 February 07**

**Organisational  
Development (OD)  
(Residential)**

A current concern and priority for managers and senior practitioners in the NGO sector is how to build the capacity of their organisations and of their partner organisations. This course is designed for those engaged in capacity building programmes with some experience of OD, and wish to explore issues around different types of intervention. The course uses reflective practice to develop participants' understanding of organisational development.

**Course overview**

- Day 1: Links and differences between OD and CB; the OD intervention cycle; the role of the change agent.
- Day 2: Understanding organisations; the process of OD; data collection; OD in the context of organisational partnerships.
- Day 3: OD interventions: their advantages and disadvantages and how to select the most appropriate intervention; organisational assessment as a specific OD process; application of models, tools, and identification of issues.
- Day 4: Examine the challenges of Monitoring and Evaluation of OD.
- Day 5: Organisational development change process.

**February 28-2 March 07**

**NEW! Strategic  
Relations, Coalition  
Building, and  
Networking**

This renewed course looks at the relationships between NGOs as part of strategic development processes. Different types of relationships have a different impact on the development and specifically on the organisations. Explore the issues, the context within which these different types of relationships occur, the power balances, and expectations to enhance organisational effectiveness. The course is for practitioners that already understand the basics, but need the skills to take their coalitions and networks to the next level.

**Course overview**

- Day 1: Analysing strategic relationships; values, purpose, models, types and conceptual frameworks of relationships.
- Day 2: Issues; accountability, power; negotiation.
- Day 3: Developing successful networks and coalitions.

**12-16 March 07**

**Participatory Monitoring  
and Evaluation (Residential)**

Please refer to June 2006 overview.

**21-23 March 07**

**Managing People**

Achieve strategic goals with good human resource (HR) management. Learn how to analyse your organisation around HR, gain skills for leading teams, work across cultures, and establish the proper systems for monitoring and developing your staff.

**Course overview (provisional)**

- Day 1: The elements of HR, the impact of managing people on individuals and teams, and the aspects of human resources that need to be developed; HR and the changing environment.
- Day 2: Tools to analyse organisation's strengths and weaknesses; HR strategy development.
- Day 3: Key HR issues at planning, management, project implementation, team building and work across cultures.

**26-30 March 07**

**Advocacy and Policy  
Influencing (Residential)**

Please refer to September 2006 overview.

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

## General course information

### Fees

Five-day courses (residential in Oxford): £980. Cover four nights accommodation, course fees and materials, plus all meals and refreshments. It is possible to request a non-residential fee.

Three-day courses (non-residential in London): £420. Include course fees and materials, plus meals and refreshments during the working days.

### Accommodation and venue

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

### Registration and payment

To apply for a course, you need to complete an application form. You can download it from our website ([www.intrac.org](http://www.intrac.org)), apply on-line or request it, using our contact information below. Early booking is recommended as numbers are limited.

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.

Upon acceptance, we send you a booking letter and invoice. Payment should be received by INTRAC three weeks before the course starts or six weeks to obtain the discount. Only after receipt of payment your participation is guaranteed.

To guarantee your booking, receipt of full payment is required, so you are advised to arrange payment as soon as possible, and within 14 days of the dated invoice.

### Cancellation Policy

Your contract with us commences from sending you an invoice. So please read carefully this section. 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. Please note that booked accommodation is also subject to cancellation costs.**

A suitable person replacement may attend the course instead of the registered person without charges.

INTRAC reserves the right to cancel or postpone a course up to 2 weeks before the planned start date without liability if the number of participants is insufficient. Paid participants will be offered a full refund, credit note or alternative dates.

### Visa Applications

It is advisable to plan well in advance if you require a visa for the UK, to avoid unnecessary delays and costs. INTRAC will send a letter of invitation 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.

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 hotel and venue charges incurred

Less than 2 weeks: 50% refund

No show at the course: No refund

### Central Asia courses

Please contact the Central Asia office directly, using the contact details below.

### Contact INTRAC

#### UK office

PO Box 563, Oxford, OX2 6RZ, UK

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**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](mailto:info@intrac.org)**