

Local Environmental Management and the Role of NPOs

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Take any of today's environmental problems faced by the inhabitants of this planet, and its causes and pressures can be traced back, directly or indirectly, to cities and its residents' lifestyles and consumption patterns. The forces and processes that constitute 'urban activity' have far-reaching and long-term effects not only on its immediate boundaries, but also on the entire region in which it is positioned.

The International Symposium on 'Localization of the Environment: Role of Civil Society in the 21st century' focuses on extracting the local dimensions of global environmental problems and highlighting the key role that civil society actors will have to play in environmental management in the 21st century. The themes covered during the symposium included:

- (1) Local Environmental Management and the Role of NPOs, covering issues such as criticality of local environmental management, roles and skills of NPOs and NPO management issues and facilitating environmental ethics through NPO activities
- (2) Multilateral Environmental Agreements and their Implications at the Local Level, covering issues such as issues dealt by MEAs and roles for local stakeholders, activities and initiative emerging from cities, and role of multilateral agencies and universities
- (3) Strategies for Networking and Partnership to Build Local Environmental Capacity, covering issues such as networking for the local environment, information management and education, and strengths and resources of local stakeholders

Cross cutting symposium themes included governance, capacity building, decentralization, local autonomy, citizen's participation, and related issues.

Management of the local environment is a multifaceted responsibility, involving a wide range of actors and stakeholder, each bringing specific understanding and expertise to the table. Non-profit organizations (NPOs) have a particularly important role to play in creating awareness at the local level, in highlighting and bringing together a wide range of interconnected issues and problems, and in implementing programmes and projects that involve the local community.

Clearly, in order to achieve *realistic local environmental management practices*, we need

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policies that are less interventionist, and more focussed on local issues that are of concern to residents.

What are the critical strengths and resources that NPOs bring in better managing the local environment? How can they reflect the needs and concerns of residents of a community? In terms of better governance and ethics, what can NPOs do?

Issues covered included:

- Criticality of local environmental management
Criticality of the local environment cannot be emphasized enough, both in terms of creating a livable environment (local dimension), and in terms of implementing strategies to solve global environmental problems (global dimension).
- Roles and skills of NPOs and NPO management issues
The multifaceted responsibilities of managing the local environment calls for redefining the roles and skills that NPOs will have to wield, better management of these roles and skills that will enable them to effectively involve themselves in various environmental actions.
- Facilitating environmental ethics through NPO activities
Many of the buzzwords currently being used — a better lifestyle, sustainable consumption patterns, etc. — require a fundamental rethinking of our values, behaviours, and attitudes.
- Facilitating ethical behaviour through NPO activities

Multilateral Environmental Agreements and their Implications at the Local Level

One of the key outputs of the 1992 Rio Summit was to highlight and focus attention on the environment, spawning as a result a host of conventions, conferences and other activities related to different environmental issues (collectively called the 'Rio Agreements'). These activities have generated a number of multilateral environment agreements (MEAs), the most recent of them being the Kyoto Protocol promulgated in December 1997. Each of these MEAs require that countries fulfill obligations involving reporting, training, public education, and other activities.

The MEA themes, in fact, lie at the heart of issues such as CO₂ reduction, eco-efficiency, land degradation, energy systems, technology innovation, etc. But for MEAs to succeed, there is a clear need to build *integrative synergies between the local level and MEAs* in a two way process — how do cities contribute to the conditions and problems addressed by these MEAs? And on the reverse flow, how do these MEAs affect the natural, built-up and social environments of cities? Secondly, there is a need to establish the overlaps, commonalities, inherent relationships and mutual dependencies between these MEAs, focusing on the role of cities and urban stakeholders.

Issues covered included:

- Issues dealt by MEAs and roles for local stakeholders
A number of local and global issues are covered in the many MEAs that are currently in place. The success of an MEA depends, however, on the extraction of its local dimensions and identification of local actions and stakeholders — which will have global impacts. What are

these dimensions? What local stakeholders need to be involved, and in what form?

- Activities and initiative emerging from cities

Many local governments have taken the initiative of implementing projects that enhance the local environment, but also gone beyond their borders to influence the global environment by building networks, sharing experiences and supporting programmes. What are the activities and initiatives emerging from cities? What are their relative impacts? How can it be enhanced and strengthened?

- Role of multilateral agencies and universities

The need for comprehensive scientific information and research to support and enhance policy making at all levels of governance, particularly at the local level — has taken on added urgency with the trend towards decentralization and local autonomy. What roles can multilateral agencies, including the UN, play? How can universities go beyond the realms of academia and directly collaborate and support local environmental action?

Strategies for Networking and Partnership to Build Local Environmental Capacity

The complexity of environmental management and the interconnectedness of the causes and effects call for broad networking and partnership that enable collaborative activities among interested groups, based on a mutual recognition of respective strengths and weaknesses — and forged for common and agreed objectives.

The changing vocabulary of local environmental management — that now includes public choice, informed consent, governance or autonomy — clearly calls for *building practical capacity at the local level* in order to manage the environment. Effective information management and in-depth community participation in all activities and at all stages remain some of the key ingredients of success. But networking or participation does not just happen. What is the nature of the enabling environment that will facilitate networking and partnership? Who will have to be involved in building local environmental capacity? What kinds of skills and resources need to be fostered?

Issues covered included:

- Networking for the local environment

Networking for the local environment essentially entails bringing together expertise and resources together — in order to match a need with available means. Networking also enables the development of creative and new solutions, as well as facilitating creativity through collaboration and collective wisdom of a network's members. How can a conducive atmosphere be built for networking to manage the local environment? What are the prerequisites for effective networking? What advantages does it offer?

- Information management and education

Critical for effective networking and partnership is effective information management that facilitates awareness building and education of stakeholders and local communities in

managing the local environment. The delivery of the right information, at the right time to the right audience has been stressed for informed environmental decision-making. How can the processes of information collation, packaging and dissemination be used for networking and partnership? What strategies exist for good information management, and who are the stakeholders who can best handle this responsibility?

- Strengths and resources of local stakeholders

Local stakeholders, particularly NPOs and citizen's groups, have strengths that enable the filtering of a global message into local actions and activities — epitomized by the slogan, 'Think Global, Act Local.' What are the strengths and resources of local stakeholders that enable them to effectively address local needs and concerns? What kinds of structures can be built to support such activities and networks?

Building Professionalism in NGOs/ NPOs: Key Issues in Capacity Building

With increasing importance being paid to the local level as the forefront of action in the development of a city or a nation itself, attention is now turning to local stakeholders within the larger civil society and the roles and capacities that they possess to take up this role, not only in highlighting the local level, but in incorporating the local implications of global developmental processes.

This paper looks at the issue of building professionalism in non-governmental organizations or non-profit organizations (NGOs/ NPOs), and outlines some of the key issues involved in building their capacities. The term NGOs/ NPOs (definitions are explored in detail in section 1.0) is used throughout this paper to cover the broad range of organizations that are working at the local level and with local communities in various aspects of development. The terms 'NGO' and 'NPO' are used interchangeably in this paper.

The issues covered here are summarized from extensive surveys and interviews made with members of the Climate Action Network (CAN). CAN is a global network of NGOs that are working on various climate change issues at the local, regional, national and global levels. The paper has also benefited by numerous discussions that took place on the Internet, on mailing lists and discussion forums, related to NGOs/ NPOs.

Understanding the Boundaries of an NGO/ NPO

It is quite important to first understand the meaning of an NGO/ NPO, when attempting to understand and build capacity.

Quite simply, an NGO/ NPO is (a) formally or informally organized around shared purposes; (b) nongovernmental, and so not part of the state apparatus; (c) self-governing, rather than externally controlled; and (d) voluntary both in the sense of being non-compulsory and in the sense of voluntary involvement in their governance or operations.

But the diversity of NGOs/ NPOs strains any simple definition. They include many groups and institutions that are entirely or largely independent of government and that have primarily

humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international development; indigenous groups organized regionally or nationally; and member-groups in villages. NGOs/NPOs include charitable and religious associations that mobilize private funds for development, distribute food and family planning services and promote community organization. They also include independent cooperatives, community associations, water-user societies, women's groups and pastoral associations. Citizen Groups that raise awareness and influence policy are also NGOs/NPOs (World Bank 1990).

NGO/NPO types can be understood by their orientation and level of operation (Cousins, 1991). By orientation, NGOs/NPOs can be charitable, service, participatory or empowering.

Charitable Orientation often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs/NPOs with activities directed toward meeting the needs of the poor -distribution of food, clothing or medicine; provision of housing, transport, schools etc. Such NGOs/NPOs may also undertake relief activities during a natural or man-made disaster.

Service Orientation includes NGOs/NPOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGOs/NPOs and people are expected to participate in its implementation and in receiving the service.

Participatory Orientation is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives often have a participatory orientation.

Empowering Orientation is where the aim is to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. Sometimes, these groups develop spontaneously around a problem or an issue, at other times outside workers from NGOs play a facilitating role in their development. In any case, there is maximum involvement of the people with NGOs acting as facilitators.

NGOs/NPOs types based on the level of operation include those that are community-based, city-wide, national and international.

Community-based Organizations (CBOs) arise out of people's own initiatives. These can include sports clubs, women's organizations, neighbourhood organizations, religious or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help. Some are devoted to rising the consciousness of the urban poor or helping them to understand their rights in gaining access to needed services while others are involved in providing such services.

Citywide Organizations include organizations such as the Rotary or Lion's Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations. Some exist for other purposes, and become involved in helping the

poor as one of many activities, while others are created for the specific purpose of helping the poor.

National NGOs include organizations such as the Red Cross, YMCAs/ YWCAs, professional organizations etc. Some of these have state and city branches and assist local NGOs.

International NGOs range from secular agencies such as Redda Barna and Save the Children organizations, OXFAM, CARE, Ford and Rockefeller Foundations to religiously motivated groups. Their activities vary from mainly funding local NGOs, institutions and projects, to implementing the projects themselves.

Developmental Inputs provided by NGOs/ NPOs

The activities and actions of the NGOs/ NPOs surveyed were as diverse as the types they belonged to. Among the wide variety of inputs that NGOs/ NPOs provide, the following six can be identified as the key competencies/ roles that enable them to deliver the inputs:

Development and Operation of Infrastructure

Community-based organizations and cooperatives acquire, subdivide and develop land, construct housing, provide infrastructure and operate and maintain infrastructure such as wells or public toilets and solid waste collection services. They also develop building material supply centres and other community-based economic enterprises. In many cases, they utilize technical assistance or advice from governmental agencies or higher-level organizations.

Supporting Innovation, Demonstration and Pilot Projects

NGOs/ NPOs have the advantage of selecting particular places for innovative projects and specify in advance the length of time that they will be supporting the project — overcoming some of the shortcomings that governments face in this respect. NGOs/ NPOs also implement pilots for larger government projects by virtue of their ability to act more quickly than the government bureaucracy.

Facilitating Communication

NGOs/ NPOs use interpersonal methods of communication, and study the right entry points whereby they gain the trust of the community they seek to benefit. They also have a good idea of the feasibility of the projects they take up. The significance of this role to the government is that NGOs/ NPOs communicate to the policy-making levels of government, information about the lives, capabilities, attitudes and cultural characteristics of people at the local level.

NGOs/ NPOs also facilitate communication upward from people to the government and downward from the government to the people. Communication upward involves informing government about what local people are thinking, doing and feeling while communication downward involves informing local people about what the government is planning and doing. NGOs/ NPOs are also in a unique position to share information horizontally, networking between other organizations doing similar work.

Technical Assistance and Training

Training institutions and NGOs/ NPOs develop technical assistance and training capacities

and use this to assist both community-based groups and local governments.

Research, Monitoring and Evaluation

Innovative activities of NGOs/NPOs are carefully documented and shared — effective participatory monitoring therefore permits the sharing of results with the target communities as well as with project staff and other partners.

Advocacy for and with the Poor

In some cases, NGOs/NPOs become spokespersons or ombudsmen for the poor and attempt to influence government policies and programmes on their behalf. This is done through a variety of means ranging from demonstration and pilot projects to participation in public forums and the formulation of government policy and plans, to publicizing research results and case studies of the poor. Thus NGOs/NPOs play roles from advocates for the poor to implementers of government programmes; from agitators and critics to partners and advisors; from sponsors of pilot projects to mediators.

Scaling up and Linking NGOs/NPOs to Governmental Action

One of the key issues involved in building professionalism and capacities in NGOs/NPOs is to scale up their activities and actions, and enhancing their integration with governmental action and public sector activities.

The survey responses indicate a number of barriers in this process of scaling up and integration. Some of the barriers mentioned are summarized below.

The input of financial and human resources in pilot projects of governments or of NGOs/NPOs is often too high to be widely replicable within existing resources. A single standard 'package' does not have enough flexibility to be adapted to a wide variety of specific local institutions and cultural contexts.

Often NGOs/NPOs have initiated projects with no or low involvement of government agencies and thus they have not had to deal with the real-life constraints of government bureaucracy. This has also led to less credibility.

Insufficient community involvement in all the stages of a project or activity has resulted, in some cases, to inadequate appropriateness, cost-effectiveness, coverage, and continuity. Sometimes the NGOs/NPOs are in too much of a hurry to establish a large program and to go to replicate nationally. In many cases, Government officials are often skeptical or suspicious of NGOs/NPOs adversely affecting partnerships between them.

To remove these barriers and scale up the activities of NGOs/NPOs it is important to get the attention of policymakers and convince them of the usefulness, practicality, affordability and replicability of the project's approach. Scaling up calls for different kinds of managerial capacities, which will be less personal and informal at the top. This also means that selection and maintenance of staff with requisite attitudes, skills and motivation is equally critical.

Training a sufficiently large cadre of field workers and project officers for participatory projects will ensure that while the project is implemented effectively, lessons learnt are also

recorded for replication. Scaling up particularly depends on the maintenance of an emphasis on participatory process, rather than the result alone. Broader governance issues also play an important role, such as maintenance of accountability to the people at the grass roots by all levels of planners and administrators.

The Shift Towards Professionalism in NGOs/ NPOs

Professionalism in NGOs/ NPOs is a process that starts from within the organization, geared towards building credibility, transparency and accountability — and ultimately trust — with the constituency and partners that they work with.

The survey responses illustrated three key approaches that NGOs/ NPOs took to build professionalism within the organization.

Publicizing their activities/ programmes: Through a variety of activities (for example, press campaigns, information dissemination, media products, as well as non-formal activities such as street dramas, newsletters, bulletins), NGOs/ NPOs inform the broader community and civil society of their activities and programmes, and in the process building awareness of the issues that they advocate.

Interacting with other organizations/ groups: NGOs/ NPOs intensively interact with a wide variety of formal and informal groups through campaigns, community group meetings, forums/ workshops, site visits, interviews, etc. that enable them to network and leverage their activities and resources.

Build Support and collate resources: Networking for information collation and dissemination remain the core of NGOs/ NPOs activities. Through internships, training and skill development, and other formal and informal processes, NGOs/ NPOs build support for their activities and programmes as well as collate necessary resources (financial and informational) to facilitate implementation.

It is in the process of an NGOs/ NPOs' dialogue with communities that offers the greatest scope of increasing its professionalism and reach. Traditional approaches and roles towards development has been that of charity and relief. There is a clear need to move away from this 'reactive' role to one that is more interactive and proactive. There has been a gradual shift/ move of NGOs/ NPOs away from 'reactive' roles defined by relief and charity to that of more 'interactive' roles, which have emphasized communication as a tool for intervention. A further extension has been to 'proactive' roles of consultation, with information being a key resource in the process of support, documentation and dissemination. The three roles are elaborated further in the following paragraphs.

The Social Welfare Role is where the majority of the actions are related to relief and charity. NGOs/ NPOs in this role can be seen as initiating internally initiated programmes and projects. Major secondary actors who would support the NGOs/ NPOs in this role include international donor agencies and other charity institutions.

The Mediatory Role of NGOs/ NPOs emphasizes the importance of communication as a skill

for development and social action. NGOs/NPOs in this role can be seen as participating or taking up external programmes and projects. Major secondary actors include government agencies and other formal institutions.

The Consultative Role of NGOs/ NPOs emphasizes the criticality of support, documentation and dissemination of information and expertise that it can provide. NGOs/ NPOs in this role can be seen as primarily working in collaborative programmes. Local experts/ professionals/ resource persons play major secondary roles here.

All three roles of social welfare, mediation, and consultation, in fact, go together as three facets of the same approach towards building professionalism and empowerment of NGOs/ NPOs. In fact, organizational independence and operational self-sustainability of NGOs/ NPOs can be achieved by an emphasis on their mediation and consultation roles, but without disregarding their social welfare role.

Leveraging the Capacities of NGOs/ NPOs

The true creativity of a NGOs/ NPOs lies in their ability to create networks of information, innovation and interaction which enables themselves as well as the constituency that they work with, to communicate, to share and to receive, effecting positive social change in the long run.

NGOs/ NPOs networks are key to leveraging their capacities. As mentioned in the opening paragraphs, the survey respondents belong to the Climate Action Network (CAN), which provides ample evidence for the viability of NGOs/ NPOs networks in leveraging and building capacities.

The survey responses have shown that NGOs/ NPOs networks bring people together locally and globally, and focus attention on key issues for discussion, deliberation and consensus. It helps organize communication and information relevant to a community's needs and problems, in a prompt manner. It includes the involvement, support and participation of a broad base of citizens, including community activists, leaders, sponsors and other concerned individuals. Many of these networks include in its functioning, the concerns of low-income groups, women and minorities — who otherwise find it difficult to voice their problems and needs. Such networks are highly consistent with the importance that is placed on grass-roots innovations, which solve problems and satisfy needs of the local community, and instill/strengthen a sense of ownership and belonging to its members. Networks are therefore vibrant forces capable of building on the knowledge they have accumulated, and adapt to a rapidly changing world and community needs.

NGO/ NPO Management and Development Courses Worldwide

The objective of this paper is to create an inventory of NGOs/ NPOs Management and Development Courses worldwide, in order to highlight the key issues covered. A general survey of the characteristics and features of NGOs/ NPOs was undertaken as a starting point to the development of the inventory.

The survey of NGOs/ NPOs covered the following issues: defining criteria of NGOs/ NPOs, organizational structures and nomenclatures, operational areas, tools and strategies used, and

membership structures. The survey was carried out by analyzing the information contained websites of NGOs/NPOs, through resources available on the NGO Cafe.³⁾

There were a whole range of NGOs and of the criteria used in defining them, which included its size (in terms of staff members, members, or other criteria), organizational structure, operational programme areas, geographical specificity, funding sources, membership structures, or position on the project cycle.

Some of the terms used to classify NGOs/NPOs based on its organizational format include — non-governmental organization, non-profit organization, private voluntary organization, non-governmental development organization [NGDO], government-organized NGO [GONGO], donor-organized NGO [DONGO], social movements, community-based organization, people's organization, grassroots organization etc.

The operational areas within which NGOs/NPOs have worked, independently and in collaboration with other organizations include — organization of the community, democracy, education, enterprise development, environment, health, housing, human rights, infrastructure, political franchise, poverty alleviation etc.

Intervention tools and strategies adopted by NGOs/NPOs in their projects are many, including - community organizing, decision support, information dissemination, leadership development, participation, training and development, workshops, etc.

Membership structures of NGOs/NPOs have greatly influenced their outreach and effectiveness. Members in NGOs/NPOs have included professionals, women, youth, community, religion, volunteers, students etc.

The inventory of courses available on NGO/NPO management and development was carried out through an Internet search, and through individual contacts and communication with university registries.

Details of the various courses follow, and a summary of the targets, duration, content, and course organizers is provided below:

Targets: Most of the courses reviewed consist of individual courses within larger Masters or Ph.D. programmes, conducted by universities. These are targeted at the students studying in the universities. Other training institutions, and educational establishments also offer training courses specifically targeting staff members of NGO establishments. Many of these courses target students of development and fields in which NGOs work, essentially providing an introduction on what NGOs are and how they work.

Duration: Many run for a typical semester (from four to six months) of a university, but short-term courses are also offered — from two to six weeks, and sometimes longer. Short-term courses are specifically used for courses targeted at NGO staff.

Content: There were a wide variety of courses and topics offered. Programme and project development, and human resource development, were the most common themes. Financial and

3) The NGO Cafe is available on the Internet at — <http://www.gdrc.org/NGOs/NPOs/>

administrative management, fund raising, monitoring and evaluation were also offered. Some courses also focussed on specific themes or issues (global or regional environmental problems, for example). Other issues included networking and advocacy, information management, community development, campaign organization, participation and partnership development etc.

Organizers: Universities and Schools, NGO Networks and Associations, Research and Training institutions, Donor agencies etc. were some of the entities organizing courses for NGOs.

1. Non-Profit/ NGO Management and Development

The program's emphasis in Non-Profit/NGO Management and Development provides students with working knowledge of the administrative, financial, and organizational aspects of non-profit organizations/NGOs. Special course work focuses on the particular managerial challenges faced by non-governmental organizations, their unique features, and their interrelationships with other public management actors.

Students and graduates work with international and/or community-based non-profit organizations/NGOs, including environmental organizations, youth groups, and small business development agencies.

International Development Policy and Administration
Master of Public Administration
Rutgers University, USA
[http:// www.rutgers.edu/](http://www.rutgers.edu/)

2. Post-graduate Diploma and Master's Degree, NGO Leadership and Management - SIT

Through the Global Partnership for NGO Studies, Education, and Training, SIT offers a post-graduate diploma in NGO Leadership and Management for experienced managers who work in or *provide capacity building* support for nongovernmental organizations (NGOs) in the Global South. In addition, students who qualify have the option of applying all diploma credits toward completion of a master's degree.

Students begin coursework in Bangladesh at BRAC, one of the largest grassroots development organizations in the world. The additional master's degree studies take place at BRAC and on the SIT campus. The programs provide an excellent opportunity for working professionals to complement their career growth with further skills-oriented learning.

This is part of 'the Global Partnership for NGO Studies, Education and Training: Educating a New Generation of NGO Leadership', covering institutions and resources in Bangladesh, Zimbabwe and USA.

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3. Joint Effort to Offer NGO Management Institute on South African Soil Realizes Success

After three years of research, groundwork in the U.S. and South Africa, and several “trial runs” at the New School, the NGO Management Institute was transferred to South Africa in February 2000. This first NGO Management Institute held in South Africa, in conjunction with the University of the North, was successful in meeting two sets of goals: first, effectively transferring the management training program to a partner university in South Africa; second, through the redesign of the program specifically for delivery in South Africa, we successfully developed the skills and knowledge we targeted. This year’s Institute was an exciting collaborative effort planned and orchestrated on opposite sides of the Atlantic Ocean, tapping into all the frontiers of technology at our disposal.

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[http:// www.newschool.edu/ centers/ sapp/ sa_joint.htm](http://www.newschool.edu/centers/sapp/sa_joint.htm)

4. International Public and NGO Management

The course focuses on how international public and non-governmental organizations manage three key functions: *regime creation, mobilization of information and norm enforcement*. These organizations are examined from a management perspective in terms of the three functions, through specific case studies.

Regime creation involves processes of multilateral negotiation to reach systematic agreements to deal with specific issues in which non-governmental organizations play an increasing role. Norm enforcement includes the use of such tools as reporting, observation, dispute resolution and good offices to implement the norms included in regimes, where the role of non-governmental organizations like Amnesty international are central. Mobilization of information involves the use of data collection, analysis and dissemination to produce a neutral, credible basis for international commerce and development of new regimes.

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[http:// www.maxwell.syr.edu/ ir/ globdev.htm#NGO](http://www.maxwell.syr.edu/ir/globdev.htm#NGO)

5. C32 NGO Management

Non-government organisations play an increasingly important role in all aspects of development. They are key actors in the worlds of politics, industry and commerce, influencing both development agendas and policy implementation.

This course sets out to explain the key processes that encompass the management of NGOs, and covers issues such as *strategic management and decision making, structures and systems* (including monitoring and financial management), *the generation of financial resources, and improving overall organisational performance*.

E12 NGO Management

Non-governmental organisations (NGOs) play an increasingly important role in the fields of environment and development. Generally, NGOs influence *The decision-making process* and lobby key actors from the world of politics, industry and commerce, *helping set agendas for action* and having an *impact on policy implementation*. This important and challenging new course, prepared for the External Programme by the International NGO Training and Research Centre (INTRAC), based in Oxford in the UK, sets out to explain in considerable detail and with the aid of numerous examples the key processes that encompass the management of NGOs.

Structured in six parts, the course deals in turn with the breadth of the NGO sector globally, strategic management and decision making, human resource management, structures and systems (including monitoring and financial management), generating financial resources, and improving overall organisational performance. Because of its breadth of appeal, the External Programme is offering this new course as an option in several programmes.

It will also appeal as a 'stand alone' course to be taken on an affiliated basis by individuals who are already directly involved in the NGO sector, or who are wanting to learn about management processes in organisations outside formal government and business circles.

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[http:// www.wye.ac.uk/ EP/ textonly/ DistanceLearning/ courses/ azindex.htm](http://www.wye.ac.uk/EP/textonly/DistanceLearning/courses/azindex.htm)

6. BOND: A Long-term Strategy for NGO Learning

BOND is the "British Overseas NGOs for Development" The long-term strategy for NGO leaders will move BOND gradually away from direct provision towards *co-ordination and development of wider learning opportunities* in order to ensure effective and sustainable response to NGO needs in the long-term.

BOND realizes the value of informal networking opportunities and access to information as crucial parts of learning. So BOND's new strategy covers learning as a whole, and not just

formal training.

Many NGOs would like support in institutionalising learning —how to convert what an individual learns into lessons from which the whole organisation can benefit. And many interviewees saw the need to adapt to change effectively (increasingly important in the fast changing world).

BOND

British Overseas NGOs for Development

Email: shiscock@bond.org.uk

[http:// www.bond.org.uk/ news/ learning.html](http://www.bond.org.uk/news/learning.html)

7. Management Principles of Non-Governmental Organizations

Explores the critical tasks associated with managing NGOs working in international development and humanitarian assistance. Examines internal operational efficiency, strategic management, program performance, and sustainability of NGOs, and introduces a set of analytic and management tools.

Features of NGO management are compared and contrasted with the public and private sectors; highlighting issues such as funding, scale of operations, accountability, local participation, comparative advantage, and effectiveness. Analyzes NGO roles as project implementers, technical assistance providers, intermediaries, partners, and advocates.

A central feature of the course is a field project where teams of students work with NGOs in the Washington, D.C., area on a policy and/or management issue.

The Paul H Nitze School of Advanced International Studies

Johns Hopkins University

Washington D.C., USA

[http:// www.sais-jhu.edu/ courses/ function/ scndcourses.html](http://www.sais-jhu.edu/courses/function/scndcourses.html)

8. NGO Security Management Workshop in Kosovo

The three core objectives of the workshop are to

- (a) offer a systematic and transferable management approach to safety and security;
- (b) provide an opportunity to review the risk analysis and safety and security measures of the participants in their current contexts (Kosovo/ Albania); and
- (c) facilitate and strengthen inter-agency linkages and collaboration around security.

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[http:// www.odihpn.org.uk/ newslet/ kosovsec.html](http://www.odihpn.org.uk/newslet/kosovsec.html)

9. Management of NGOs

In recent years, non-governmental organizations have vastly increased in number and scope. They are increasingly influential in communities and grassroots activities, in policy making, planning and implementation. In today's highly competitive environment of limited resources for the public sector, effective leaders and creative management are crucial.

This workshop addresses the current role of NGOs in development and challenges NGO leaders in their efforts to build their organizational capacity.

Galilee College
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10. Monitoring and Evaluation for Successful Programmes and Projects

Successful program and project planning and implementation requires that managers have access to relevant and timely information to support effective decision making. The challenge is to develop practical systems and procedures which are understood by, and have the support of, the key decision-makers. To achieve this outcome, information systems need to be developed within the context of (a) the institutional and organisational framework; (b) resource and capacity constraints; (c) project and program objectives; and (d) community needs and cultural contexts.

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[http:// www.anutech.com.au/adi/ADIOpt3.html](http://www.anutech.com.au/adi/ADIOpt3.html)

Other examples of professional short courses at the above URL.

11. NGO Management

... is a subject taught at the London School of Economics' MSc Development Management. But no details available.

[http:// www.lse.ac.uk/graduate/courses/msc_development_management.htm](http://www.lse.ac.uk/graduate/courses/msc_development_management.htm)

12. Short Course Training Programme 2000 for NGO Staff

INTRAC Short courses are designed for staff from NGOs in Eastern and Western Europe and from NGO Support Organisations in Africa, Asia, Latin America and the CIS. This offers

a rich exchange of experiences which we build on throughout the course. The training is relevant to the needs of individuals and their organisations with an emphasis on the practical application of participants' learning back in the work place.

Course offered include — Capacity Building — an Organisational Approach; Managing a Participative Monitoring & Evaluation Process; Financial Management for Non Financial Managers; Planning, Programming & Research with Childre; and Organisation Development & Change.

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Conclusion

In this age of increased localization, in face of the diametrically opposite trend of globalization, it will be NGOs/ NPOs that will provide the key catalyzing force to foster the localization. It is clear that they work directly at the local level in (mostly) developing countries, rather than the national or sub-regional levels. They usually work with local, community-based groups to jointly implement programmes and projects. Most of the projects have direct capacity building objectives directed at the end-user or target group. Most also work in a cost effective manner, making best and maximum use of the financial resources available.

But the activities and projects of NGOs/ NPOs do have some barriers. Many of their activities have limited replicability, and are too small and localized to have important regional or national impact. Many projects are not designed with sufficient concern for how activities will be sustained in the long run. Even some professionally staffed NGOs are poorly managed, have only rudimentary accounting systems, and sometimes initiate infrastructure projects with inadequate technical analysis. Limited managerial and technical capacity is a critical concern for most NGOs / NPOs. Development projects often are implemented individually, outside the framework of a broader programming strategy for a region or sector, and with little regard even to other NGOs' activities. Some NGOs combine development concerns with political or religious objectives that limit the extent to which the donors can work with them.

All this points to an urgent need for comprehensive and broad capacity building targeted at NGOs/ NPOs. Building professionalism in NGOs/ NPOs has benefits both internally and externally — and a comprehensive framework programme needs to be put in place that takes advantages of the resources available with different stakeholders at the local level (Local governments, universities, businesses and industry etc.), and stronger partnerships and involvement in all stages of implementation of a project or programme.

References

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