

# Contributors

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**Dr Jens Aagaard-Hansen** is a social anthropologist and a medical doctor. Based at the Danish Bilharziasis Laboratory for the past nine years, the main focus of his work has been on applied medical anthropology in cross-disciplinary settings.

**Domnic Abudho** is a teacher in Nyang'oma Educational Division (Bondo District, Kenya) with a particular interest in agriculture.

**Sara Ahmed** worked for ten years at the Institute of Rural Management (IRMA), Gujarat, teaching courses in rural development, environmental management, and gender issues. She is currently working as an independent gender and development consultant, based in Ahmedabad.

**Colin L. Beckwith** has worked in international development for the past 20 years, mainly in Latin America and West Africa, focusing on strategy creation and organisational development. Since 1998 he has been a member of CARE's Latin America Regional Management Unit.

**Didier Bloch** is an independent consultant in information, communication, and project planning and evaluation. He has worked in this capacity for a number of international NGOs (Oxfam-Brazil, SCF, CRS, and UNICEF), as well as for various Brazilian NGOs, including Grupo Curumim, an organisation working with traditional midwives.

**Nora Borges** is a clinical psychologist who is also qualified in Planning and Human Resource Management. She works as an independent consultant in organisational learning and training with NGOs, including Grupo Curumim, private sector companies, and government departments.

**Fred Carden** is Senior Specialist in Evaluation at IDRC. He has written in the areas of evaluation, international cooperation, and environmental management. His current work includes the development of evaluation tools and methods in the areas of organisational assessment, participatory monitoring and evaluation, programme evaluation, and outcome mapping.

**A. Mushtaque R. Chowdhury** is a Deputy Executive Director of BRAC in Bangladesh and a Visiting Professor at Columbia University in New York City.

**Barry Coates** is Director of the World Development Movement (WDM), a democratic membership network based in the UK. WDM's active supporters and local groups campaign for changes in the policies of Northern governments, companies, and international institutions to counter injustice and create opportunities for the poor. Recent campaigns include the MAI, WTO and the GATS, Third World debt, and regulation of multinational corporations.

**Rosalind David** has been working as Head of Impact Assessment at ActionAid for the last four years. Before ActionAid she worked with Oxfam GB for three years as Natural Resources Adviser for Africa, and with SOS Sahel for four years as lead researcher on the links between migration and natural resource management.

**Gelaye Debebe** received her PhD in Organisational Behaviour from the University of Michigan and is currently a Research Associate at the Center for Gender in Organisations at the Simmons Graduate School of Management.

**Molly den Heyer** completed the TLM research as part of the MSc in Rural Planning and Development at the University of Guelph, Ontario. She is currently a Research Associate working in IDRC's Evaluation Unit.

**Thomas S. Dierolf** is Country Co-Representative for the Heifer International-Indonesia (Heifer Indonesia) Country Programme.

**Sarah Earl** is a Programme Evaluation Officer with the Evaluation Unit and has been with IDRC since 1998. Her current work includes the conceptual development of outcome mapping and its application for planning, monitoring, and evaluating at the programme and organisational levels.

**David Ellerman** is recently retired from being Economic Advisor to the Chief Economist at the World Bank, where he focused on issues of labour, capacity building, transition economies, and private-sector development. He was also adviser and speech-writer to the previous Chief Economist Joseph Stiglitz and is the author of numerous books and papers on economic democracy. He is currently writing a book on development assistance and the World Bank.

**Alan Fowler** is an independent adviser, analyst, and writer on NGOs, civil society, and development, based in South Africa, and has recently completed studies on NGO leadership and governance. He is vice-president of the International Society for Third Sector Research and a director of CIVICUS, the World Alliance for Citizen Participation.

**Kent Glenzer** is a consultant on non-profit and public-sector strategy, currently leading an 18-month research project in Mali looking at the intersection of development discourse, democratisation, decentralisation, and the strengthening of civil society.

**John Hailey** is Professor of International Management at Oxford Brookes University with a special interest in the management of NGOs. He was also one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC).

**Dorothea Hilhorst** is a development sociologist specialising in disasters, conflict, and humanitarian aid. She lectures in Disaster Studies at the University of Wageningen.

**Rick James** is a Senior Training and Consultancy Manager at the Oxford-based International NGO Training and Research Centre (INTRAC), and a specialist in organisational change in NGOs. His recent books include *Demystifying Organisation Development* and *People and Change*.

**David Kelleher** is an organisational consultant and coordinator, with Aruna Rao, of the Gender at Work Collaborative ([www.genderatwork.org](http://www.genderatwork.org)).

**Rienzzie Kern** is Director of Planning and Evaluation at Heifer International.

**Matthew Maury** is the Director of Community Development for American Leprosy Missions, an INGO supporting work in 20 countries worldwide. From 1991 to 1999 he worked in several African countries with Habitat for Humanity International.

**Susan Maury** works for Habitat for Humanity International as Director of Organizational Development in the Africa and Middle East Region. Over the past ten years she has worked at the community, national, and regional levels, helping development NGOs transform into learning organisations.

**Esther Mebrahtu** is currently Planning, Monitoring and Evaluation Officer at Christian Aid. She recently completed her PhD at the Institute for Development Studies at the University of Sussex. Her most recent work is *INGOs and the Burden of Proof* (1999), published by ESCOR at the Department for International Development (DfID).

**Samuel Musyoki** is in the Participation Group at the Institute of Development Studies (IDS) at the University of Sussex, where he works with IDS partners and networks to deepen understanding of participatory approaches and to strengthen the quality of participatory practice. He is involved in promoting South-South exchanges, critical reflection and learning, and documentation and communication. He has extensive experience in the use of participatory approaches and has worked with bilateral development programmes and with international and local

NGOs in various parts of Africa. He holds an MA in Development Studies from the Institute of Social Studies (ISS) in The Netherlands, and a degree in anthropology from the University of Nairobi.

**Tim Ogborn** is Vice President of Organizational Development at Heifer International.

**Charles Ogoye-Ndegwa** is a social scientist with an MA in Anthropology from the University of Nairobi. He is currently conducting fieldwork for his PhD on food security in western Kenya.

**Vijay Padaki** has been a management researcher, trainer, and consultant in various institutional settings for over 35 years. His specialised interests are in organisation and institutional development, and in partnership management.

**Jethro Pettit** is a member of the Participation Group at the Institute of Development Studies (IDS) at the University of Sussex in the UK. Before joining IDS, he worked for many years in the US NGO sector, most recently at World Neighbors in Oklahoma City, but also at Oxfam America and Unitarian Universalist Service Committee, both in Boston.

**Grant Power** has ten years' experience of working in non-profit organisations involved in inner-city community development in the USA and recently completed a two-year term of service with the Mennonite Central Committee (MCC) in the Philippines. He now works as an organisational consultant for international NGOs, and domestic NGOs with a local focus, involved in community-based, sustainable development.

**Mark Protti** is Director of Training at Heifer International.

**Laura Roper** is Director of Planning and Learning at Oxfam America, where she has worked since 1989. Prior to that, she was a research manager at the Leonard Davis Institute of Health Economics at the University of Pennsylvania, where she also received her PhD in Political Science.

**Nadja Schmiemann** has worked as a development agronomist in several projects in Central America. She is currently coordinating the NGO OtherWise.

**Marvin Schwartz** is Director of Grants at Heifer International.

**Patta Scott-Villiers** is a member of the Participation Group at the Institute of Development Studies (IDS), where she convenes the organisational learning and change cluster. Before coming to IDS, she worked with NGOs and in the UN system for 13 years, mainly in Africa.

**Marla J. Solomon** is Associate Dean and Programme Director, Programmes in Intercultural, Service, Leadership, and Management at the School for International Training.

**Diane Steiner** was an independent researcher on the study discussed in her paper and is now Manager of the Centre for Intergenerational Practice at the Beth Johnson Foundation, Stoke-on-Trent.

**Pauline Tiffen** works in mainstream and alternative business, cooperative and community development, North and South, and has over 15 years of experience in the alternative sector, in both traditional and non-traditional commodities, across three continents. Her work shows that new institutions and mechanisms for cross-cultural exchange and business collaboration of scale are feasible and have considerable social impact. She is currently Operations Adviser to the International Task Force on Commodity Risk Management Secretariat based at the World Bank, and her non-executive trustee/directorships include the New Economics Foundation, Gateway Trust, the Moscow School of Social and Economic Sciences, and the Day Chocolate Company.

**John Twigg** is a Research Fellow at University College London specialising in organisational aspects of sustainable development, especially in non-profit organisations.

**Marshall Wallace** is Project Director of the Local Capacities for Peace Project at The Collaborative for Development Action.