

**« Diagnostic organisationnel » GRET / INTRAC
Formation F3E – Coordination Sud, Paris, 4-5-6 novembre 2003**

Bibliography

Striking a Balance: A Guide to Enhancing the Effectiveness of Non-governmental Organizations in International Development	Alan Fowler	1997	London: Earthscan / INTRAC	Excellent book on the management of NGOs which covers strategy, sustainability, partnership and other relationships, organisation development, design and structure, human resources, finance and funding, capacity building and organisational learning.	1 85383 325 8
The Virtuous Spiral: A Guide to Sustainability for NGOs in International Development	Alan Fowler	2000	London: Earthscan / INTRAC	Examines how NGOs can achieve sustainability through enduring impact, continuity of funding and organisational viability. Emphasises the importance of adaptability. Explores regeneration through organisational learning, organisational change and leadership. useful sections on indicators for sustainable development and the stages of capacity building.	1-85383-610-9
Participatory Self Assessment of NGO Capacity	Alan Fowler with Liz Goold and Rick James	1995	Oxford: INTRAC	Introduces tools and methods for self assessment of NGO capacity.	
The Development of Capacity	Allan Kaplan	1999	New York: UN Non Government Liaison Service	A provocative examination of the nature of capacity and capacity building in NGOs. Introduces two approaches to capacity: the absorptive capacity and robust capability models.	
The Twelve Organizational Capabilities: Valuing People at Work	Bob Garratt	2000	HarperCollins Business	Examines the management of people as one of the twelve organisational capacities that are essential for assessing the capacity of organisations. develops the idea of organisational learning.	0 00 225870 X

Enhancing Organisational Performance	Charles Lusthaus, Marie-Helene Adrien, etc.		Ottawa: IDRC	Model and tools for organisational self-assessment especially aimed at NGOs. Examines performance, external environment, organisational motivation, and organisational capacity.	0-88936-870-8
From the Roots UP Strengthening Organisational Capacity through guided Self Assessment	Peter Gubbels & Cathryn Koss	2000	World Neighbours	Excellent manual and background for participatory self assesement. Includes models and tools for practical use and clear advice on how to use or adapt.	0-942716-10-8
The Management of Non-Governmental Development Organizations	David Lewis	2001	Routledge	Examines the management of NGOs. Chapters on empowerment, stakeholder analysis, structure, accountability, governance, participation, organisational learning, culture, diversity issues, and dealing with complexity, uncertainty and change.	0-415-20759-2
Capacity-Building: An Approach to People Centred Development	Deborah Eade	1997	Oxford: OXFAM	Examples of specific and practical ways in which NGOs can carry out capacity building initiatives. Looks at capacity building of individuals, organisations and networks. Also has a chapter on capacity building in emergency situations.	0-85598-366-3
Beyond the Partnership Rhetoric: Reviewing Experiences and Policy Considerations for Implementing 'Genuine' Partnerships in North-South Co-operation	Hauck, V. and T. Land	2000	ECDPM Discussion Paper 20 Maastricht: ECDPM	Examination of Partnership and capacity building in international development.	
Practical Guidelines for the Monitoring and Evaluation of Capacity Building	Rick James	2001	INTRAC	Advice and support for NGOs and donors involved in Capacity building and practical systems for M&E	1-897748-6-71

Demystifying Organisation Development	Rick James	1998	INTRAC	Based on practical experiences of Capacity building in African NGOS the book examines the theory and the practice of CB and key factors which influence their success.	1-897748-35-3
Power and Partnership?	Rick James (Editor)	2001	INTRAC	Based on a conference NGOs in global future the concept of capacity building is examined and explored from both practice and theory.	1-897748-59-0
Promoting Effective North-South Partnerships	Vicky Brehm	2001		Based on empirical research , this first phase report compares and analyses the practice of partnership in 10 European NGOS. It provides suggestions on how to develop good practice. Soon to be followed with new research based on the views of Southern Partners	1897748-61-2
In Search of Identity - The Soul of an Organisation	James Taylor	1995	CDRA	Introduces the levels of complexity model and the diagnostic cycle in OD interventions.	

Websites

International Training and Research Centre INTRAC <http://www.intrac.org>

Community Development Resource Association (CDRA) <http://www.cdra.org.za/index.htm>

International Forum of Capacity Building (IFCB) <http://ifcb-ngo.org/index.html>

World Neighbours <http://www.wn.org>