

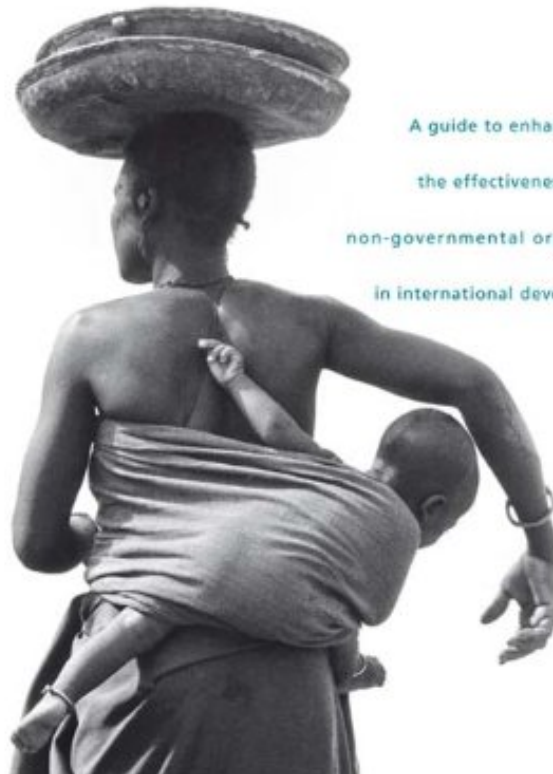
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# Striking a Balance: A Guide to Enhancing the Effectiveness of Non-Governmental Organisations in International Development

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ALAN FOWLER

## Striking a Balance



A guide to enhancing  
the effectiveness of  
non-governmental organisations  
in international development

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At a time of rapid global change, development NGOs are having to scale up their impact, diversify their activities, respond to long-term crises and improve their performance on all fronts. *Striking a Balance* offers both analysis and a practical guide to how NGOs can fulfil these demanding expectations. Written for all those involved with NGO work, the book describes the objectives of sustainable people-centred development and the process required to achieve it, focusing on the five factors which determine effectiveness: suitable organisational design; competent leadership and human resources; appropriate external relationships; mobilisation of high quality finance; and the measurement of performance coupled to 'learning for leverage'. In each the book explains the capacities needed and how they can be assessed and improved. Effectiveness calls for NGOs which retain their non-profit values, establish the right type of Professionalism, manage dilemmas and balance choices to continually reflect the priorities, rights and needs of those who give them legitimacy: people who are poor and marginalised. This book provides a reference of current and future practices which will help NGOs to do so.

'An immensely useful "how to" tool for NGO leaders in development. One of the most powerful themes is the achievement potential of interaction between governments and NGOs. This book is an invaluable guide to both sides on how to achieve and what to expect from this bridging.' -- John D. Clark, Senior NGO Specialist, The World Bank  
About the Author Alan Fowler has been working with NGOs for over 20 years as a manager, consultant, donor, writer, researcher, and as a Visiting Fellow at the World Bank and the Society for Participatory Research in Asia. In 1991, he co-founded the International NGO Training and Research Centre (INTRAC).