



INTRAC network explained

Learn, share and contribute to strong civil society ecosystems

Updated March 2026

The INTRAC network: A community of consultants, practitioners, and leaders strengthening civil society

The INTRAC network brings together consultants from all over the world who are committed to civil society support and to ethical and values driven practice.

Whether you are an experienced consultant or just starting out, the network offers a supportive, engaging space where you can:

- Access ethical and values-driven consultancy opportunities
- Join a group of consultants who value being together and foster solidarity across the sector
- Gain insights from experienced professionals and share your own knowledge
- Be part of mentoring and peer-learning groups to develop your practice
- Build meaningful connections that lead to collaboration and new opportunities



In this handbook

Understand INTRAC's strategic framework and the network's role at the heart of that

What is the INTRAC network?

Meet some network members

What is the network offer to me?

Ways for you to get involved in the network

The joining process

Understand what we mean by ethical and values-driven consultancy

Working with INTRAC as a network member

Communicating about the network

Your data and opting out

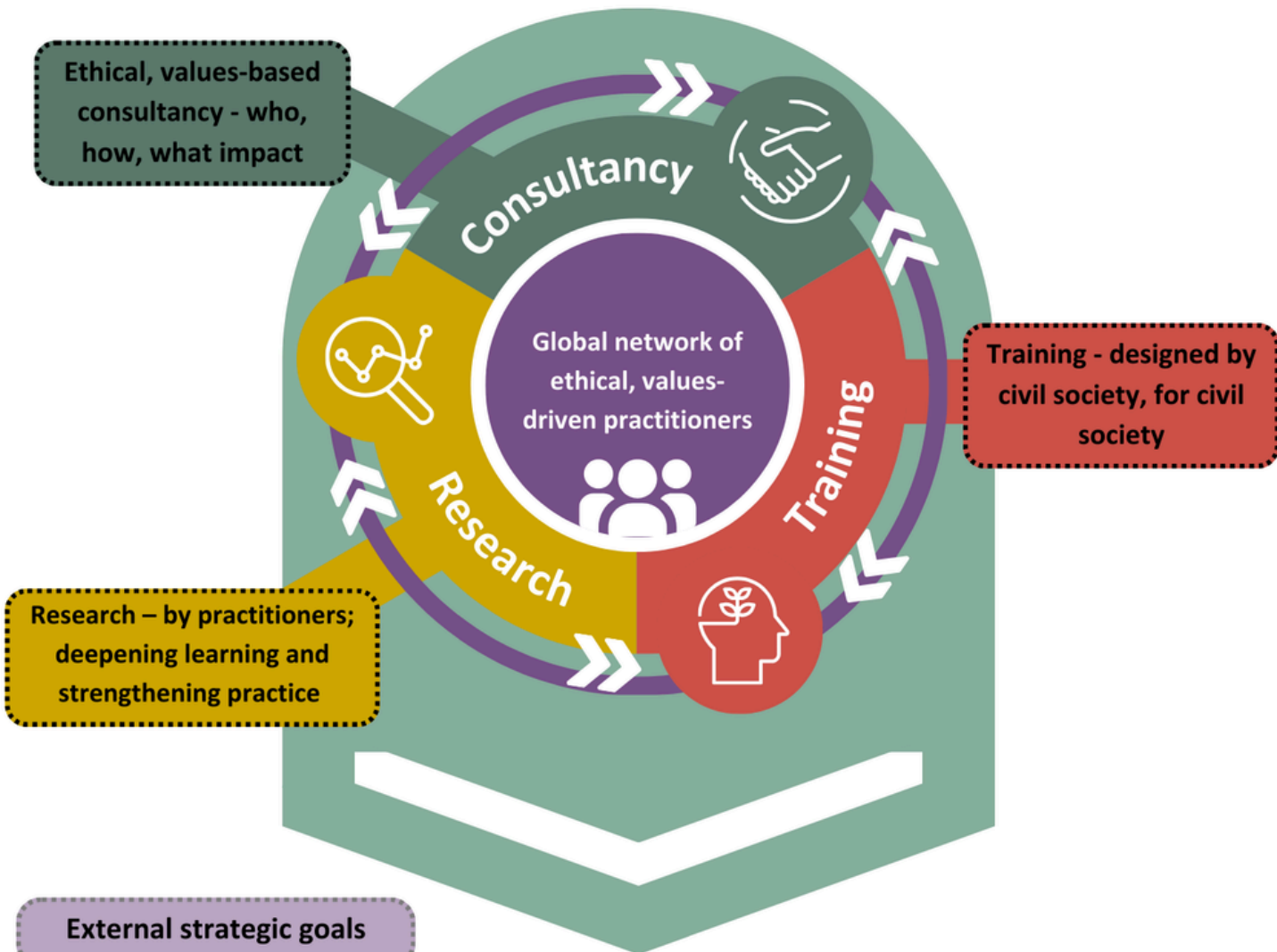


The INTRAC network: Learn, share and contribute to strong civil society ecosystems

The aim of the network is to contribute to stronger civil society support ecosystems around the world, enabling consultants, CSOs and movements to increase their impact.

- To do this, the network brings together consultants who are committed to civil society support and to ethical and values driven practice, weaving with other likeminded consultant communities and networks. They bring a range of technical and contextual skills and experiences.
- By providing spaces to learn, connect and influence, the network helps consultants develop their own practice and to share experiences with peers, and to bring together diverse perspectives to collectively influence for positive change.
- This in turn contributes to stronger supply and access to quality, appropriate consultancy support, rooted in local practice and benefitting from global connections and exchange, for civil society actors in different regions and contexts around the world.






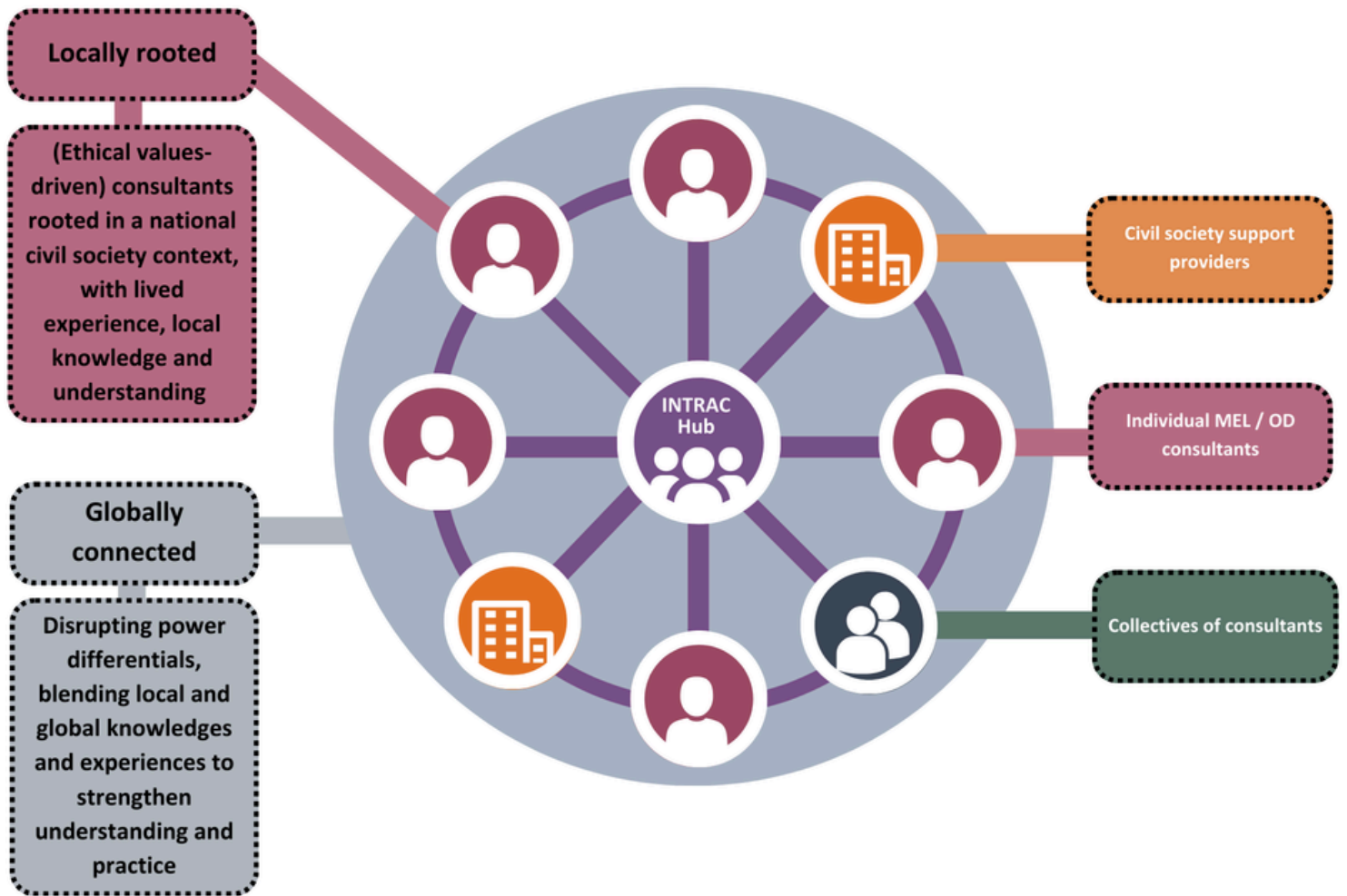
External strategic goals

- 1 Strengthen civil society support ecosystems that are locally rooted and globally connected 
- 2 Transform consultancy by driving demand for, and supporting, consultants who are ethical and values-driven 
- 3 To support global and national actors to re-imagine their roles and practice, decolonise, and shift the power 

Internal strategic goal

- 4 Evolve our organisational model – including our funding streams, skills and capabilities – and our culture, with a focus on becoming truly diverse, anti-racist and feminist 

The network is at the heart of INTRAC’s strategic framework (2024 - 2028): Locally rooted, globally connected



An overview of the network, and its locally rooted and globally connected nature



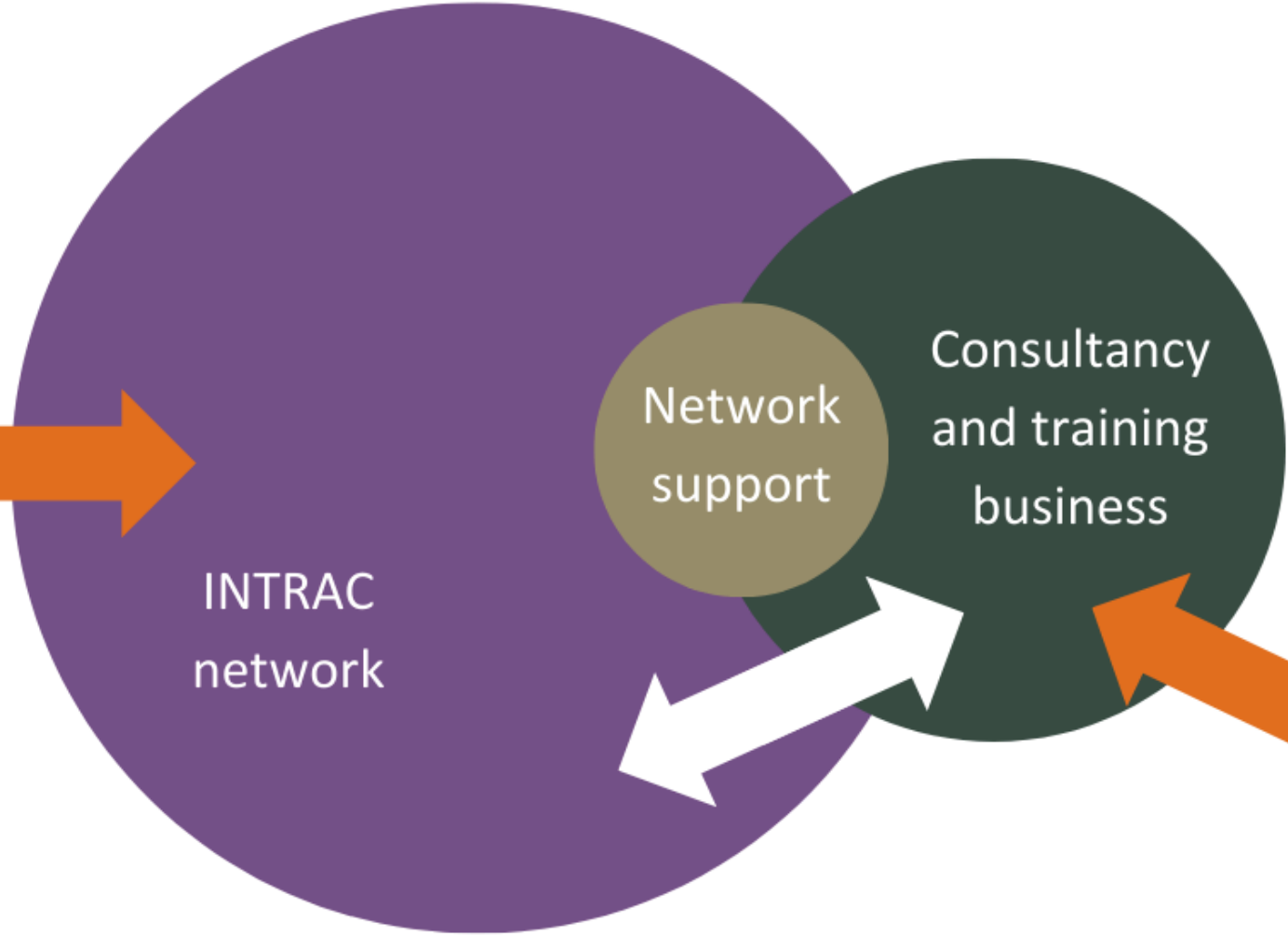
Four reasons for the INTRAC network

Bringing together consultants from around the world

Network flow

Entry point

- CV shared; consultant reaches out; referred; identified
- Check for alignment and interest
- Induction and handbook
- Access to network learning, collaboration, professional development activity



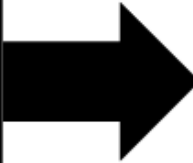
- The INTRAC network has more than 100 consultants from around the world: Those early in their careers to those who are very experienced; those who align with the mission and approach and have technical experience in core areas; and those interested in continuing professional development and building careers as consultants
- This graphic shows the structure of the network and its relation to the consultancy business, and how consultants join the network and become close practitioners with more repeat work

Entry point

- Linked to specific job
- Check for alignment and interest
- Due diligence, contract
- Job management and support
- Does consultant want to join network? If yes: Access to network offer; induction and support; further assignments

Movement to close practitioner

- Professional development, learning
- First assignment; due diligence, contract
- Job management / support



Close practitioner

- Second and ongoing assignments
- Reducing management and support
- Increasing team leader roles

Who is the INTRAC network?

INTRAC's network brings together a diverse group of consultants from around the world, each with unique expertise and experience. Our consultants come from regions including Africa, Asia, Latin America, and Europe, working across areas such as organisational development, research, MEL, leadership, and capacity building. Whether they are early-career professionals, independent specialists, or seasoned experts transitioning from NGOs, they share a commitment to strengthening civil society ecosystems through ethical and impactful consultancy.

What unites us?

- A collective dedication to strengthening civil society ecosystems
- Shared expertise in organisational development, MEL, training, and research
- A common commitment to ethical, values-driven consultancy



Meet some network members

"My long-standing partnership with INTRAC has been transformative, providing invaluable learning resources, a global network, and the opportunity to lead impactful projects. More than that, it has been a journey of collaboration and support. As an Organizational Development expert, certified facilitator, and trainer based in Uganda, I've found a supportive and collaborative environment at INTRAC, where I've contributed meaningfully to positive change alongside a community of like-minded professionals."



Sophie Kange, Uganda,
OD consultant

"Joining the INTRAC Network has been transformational for me. I decided to leave a full-time job to become a consultant five years ago. Many colleagues doubted my decision due to its lack of job security. However, joining the INTRAC Network helped me to develop a global network, get consultancy work that increased my portfolio, and enhance my competence and commitment to becoming a consultant with soul who strives to facilitate meaningful change among partner organizations. The best part of working as a CSO consultant is I can learn from and contribute to different organizations and causes."



Ibnu Mundzir, Indonesia,
evaluation consultant

"The network meetings have given me insights from a wide range of consultants that I'd never have met otherwise. It was great to hear different points of view, and deepen my understanding of approaches to decolonizing my work. I even met up in person with another participant who lives near me – so I'm making some real connections!"



Catherine Squire,
UK, OD consultant

What's the network offer for me? (1 of 2)

In this section, we highlight the valuable opportunities INTRAC offers to its members and the ways you can actively contribute to the network.

Ethical Consultancy & Networking

- Access and share opportunities aligned with our ethical, values-driven approach
- Connect with like-minded consultants to build and strengthen relationships
- Benefit from a 2% 'find and win' fee or a £150 payment for leading the proposal development, even if the bid is unsuccessful.

Professional Development

- Access training and mentoring for career growth or to support others
- Receive a 10% discount on INTRAC open training and access various bursaries



What's the network offer for me? (2 of 2)

Learning & Engagement

- Participate in learning events, webinars, peer-support, and communities of practice on consultancy, MEL, OD, and shifting power
- Engage in practitioner research to deepen understanding and strengthen civil society practice

Influence & Impact

- Collaborate with consultants to drive change and influence policy and practice globally
- Share insights through joint resources, research, and events on topics like alternative approaches to MEL and OD that shift power

As part of the network you will receive regular communications about activities and other opportunities.



Ways to get involved in the network

There are many ways that you can get involved and contribute to the network. Our ambition is to shift to a network-led approach, where network members guide decision-making and direction, and organise learning and other activities. These are some of the roles you could step into.

Steward: Join our network steering committee that connects to INTRAC's Board



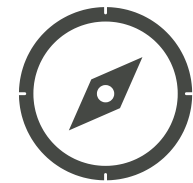
Co-creator: Contribute to developing events, learning resources, blogs and thought pieces on specific topics.



Facilitator: Guide conversations and inspire engagement by co-facilitating events and fostering shared learning.



Mentor: Share your expertise to empower and guide others, nurturing growth and development within the community.



Speaker: Inspire and educate others by sparking conversations and sharing valuable insights.



Innovator: Drive progress by introducing new ideas and solutions, inspiring creative problem-solving and evolution.



Connector: Use our platforms to introduce members, share resources, and strengthen collaboration.



Trainer: work with us to expand INTRAC's training offer



Catalyst: Help the network find new partners, opportunities, and like-minded consultants, particularly in global majority countries.



Sub-groups and initiatives

Clusters of consultants come together in sub-groups focused on specific themes, topics, or shared interests. These groups offer a great way to build connections across the network and engage in shared learning around the areas that matter most to you. If you have an idea for a new sub-group or initiative that could benefit the network, we'd love to collaborate with you to bring it to life.

Spark OD community of practice

The Spark community of practice provides a space for exchange and learning on the topic of Organisational Development and partnerships. The group seeks to strengthen connections between consultants and staff in INTRAC's network that have a passion for OD and partnership-related work; catalyse innovative OD practice and generate thought leadership over time. This is a closed group, opportunities to join are offered once a year and announced through the network.

Early Careers Consultants Group

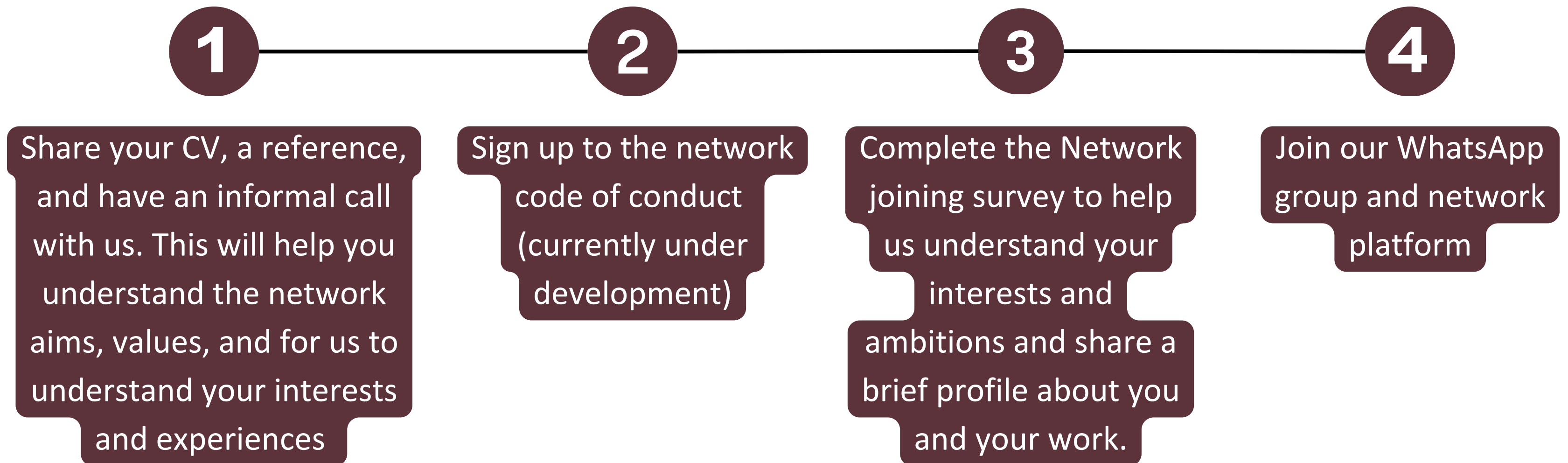
The Early Careers Consultants Group is a sub-group within the INTRAC network, designed for global social impact professionals who are new to independent consultancy. This self-led group meets monthly to foster peer learning, mutual support, and meaningful connections while also exploring opportunities. It also contributes to INTRAC's wider goal of building a values-driven, globally connected, and locally rooted network of ethical consultants. This is an open group, interested members may join at any time.

Mentor Programme

The Mentor Programme connects individuals across our network to foster growth, learning, and collaboration. Mentorship isn't limited to those at the start of their careers — it's an opportunity for anyone to learn from someone with a different professional, technical or contextual background. By pairing mentors and mentees from diverse experiences, the programme encourages fresh perspectives and supports ongoing development for all participants.

What is the network joining process?

We want to ensure that network members are aligned to the values and INTRAC's approach, which enables solidarity, ownership and sense of belonging among us. It also ensures the INTRAC network adds value and has a niche in the sector. For this reason, we have a simple joining process as follows:



What is ethical and values driven consultancy?

INTRAC is deeply committed to a core set of values that guide our work. A key unifying aspect of our network is our collective commitment to ethical, values-driven consultancy and a shared focus on learning how to consistently apply these principles in our practice.

Our concept of Ethical and values-driven consultancy relates to three areas:

- The knowledge, skills and experiences each consultant brings, with lived experience and context-based knowledge valued equally alongside technical skills
- Promoting an open, honest, trusting relationship with clients to get to the heart of the matter, facilitate the development they seek, responding to contextual needs and realities
- Shifting power, building inclusivity, diversity and equity – challenging approaches that reinforce unequal power as core to enabling sustainable, legitimate, impactful organisations as part of a vibrant civil society

How can I gain work through the network?

There are 3 routes to work through the network:

1. As we become more network-led, our consultancy, training and research services will be increasingly delivered by our network members. As a network member, you will be included in INTRAC's directory of external consultants and may be contacted regarding bids and opportunities where your expertise and experience are aligned
2. You can also bring work opportunities to INTRAC to develop a joint proposal. In this instance, you can benefit from a 2% 'find and win' fee. Contact consultancy@intrac.org about possible jobs.
3. Our network platforms also provide an informal space for network members to share job opportunities that might be relevant to consultants in the network.



Three routes to work through the INTRAC network



1

INTRAC-led bid

BID

MATCH

DELIVER TOGETHER

INTRAC identifies opportunities. Network members are matched via INTRAC's consultant directory

2

Member-led bid

IDEA

JOINT PROPOSAL

DELIVER TOGETHER

Members bring new opportunities to INTRAC and develop joint proposals. Earn 2% 'find and win' fee when successful

3

Independent network collaboration

SHARE

CONNECT

NETWORK DELIVERY

Members use INTRAC platforms to share job opportunities within the network

What happens if I work on a consultancy with INTRAC?

When a consultancy opportunity arises (either from you sharing one with us or us contacting you), INTRAC's consultancy team will ensure that you are fully informed about:

- Your role and responsibilities
- Our expectations for your deliverables
- Your rate and contracting details
- Due diligence requirements

As a new consultant with the INTRAC network, you can expect:

- Initial Support: Accompaniment from a staff consultant during your first couple of assignments, depending on the scope.
- Job Management & Business Support: Our staff (consultants and business development team) will provide ongoing support, coordinating with you and the client.
- Clear Role Definitions: Understanding of the various roles within the team, such as expectations for a team leader and the responsibilities of a job manager.

What sorts of job opportunities should I share with INTRAC?

When considering a job, please ask yourself:

- Does it align with INTRAC's vision: to support civil society actors, organisations and movements across the world to develop, engage with others and do what they want to do, better?
- Does it focus on strengthening the skills, knowledge and impact of civil society?

Our ethical and values driven consultancy framework can also help you assess if a job aligns with INTRAC's approach.

Important points include:

- Is there clear justification for INTRAC as an international organisation to pursue this, or is it more appropriate for regional or local actors?
- Does anything about the ToR raise concern about or go against feminist, antiracist or EDI principles?

INTRAC's business model explained

INTRAC is more suited for complex assignments, such as multi-country roles that require consultant teams. These assignments are less likely to compete with independent consultants and justify higher rates that come with consultancy organisations. As a default, INTRAC applies a margin to all network rates, aiming for on average 200GBP per day.

What do higher rates contribute to?

As a consultancy not-for-profit, we add a margin on to external consultant rates. This:

- Contributes to our strategy, such as building our network offer and advancing our mission
- Provides job management, consultancy support, client liaison, backstopping and risk mitigation if needed (which can give clients peace of mind on complex assignments)
- Contributes to organisational overheads

INTRAC is currently reviewing fair pay for consultancy work in line with our ethical and values-driven approach.

How do I share a job that aligns with INTRAC's approach?

If a job does fit, please share with consultancy@intrac.org. Indicate if you are interested in a specific role, your day rate, and if you can play a central role in the bidding process. INTRAC will then consider other aspects, such as internal capacity, teaming options, financial considerations and risks before taking this forward with you.

If the bid is successful, you are eligible for the 2% 'find and win' fee.



Member-led bids and the find and win fee explained

If you bring a consultancy opportunity to INTRAC, lead the technical approach of the proposal, and we win it, you will receive 2% of the total contract amount up to a maximum payment of £2,000. Furthermore, if we are unsuccessful in the bid, you will receive £150 as a thank you.

To be eligible for the find-and-win fee or the £150 thank-you payment for an unsuccessful bid, the individual must have led the development of the technical approach for the proposal. This means taking primary responsibility for the conceptualisation, design, and articulation of the proposed technical approach and work plan, including:

- Leading the overall concept development for how the assignment will be delivered.
- Designing the methodology, technical framework, and work plan, including key activities, sequencing, and deliverables.
- Drafting substantial sections of the technical proposal, particularly those describing the approach, methodology, and implementation plan.
- Coordinating and incorporating technical inputs from other contributors where relevant.



INTRAC's role will be to:

- Provide technical input and feedback where helpful.
- Conduct quality assurance (QA) on the technical content.
- Support with team formation, where required.
- Lead the commercial components of the bid (e.g. pricing, contractual and administrative elements).

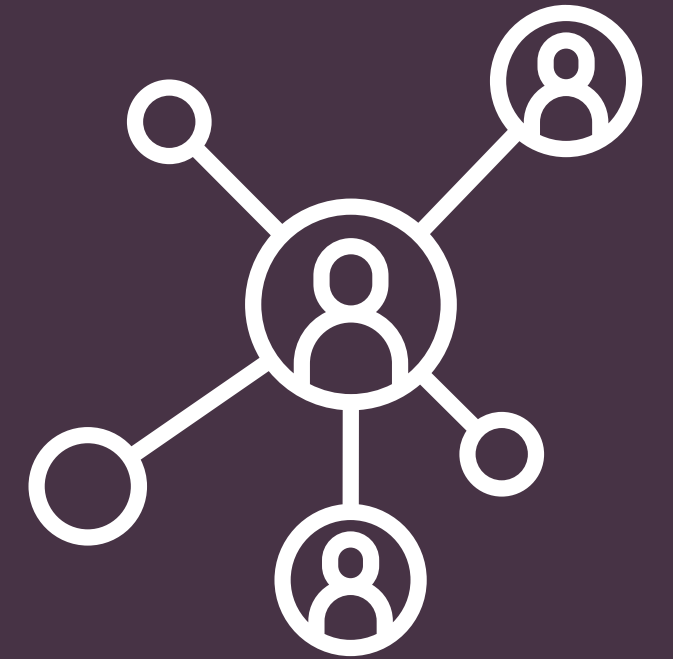
Leading the technical approach therefore involves owning and driving the development of the core technical content of the bid, rather than providing only limited inputs or review.

I want to go for a job but it's not right for INTRAC's consultancy business. How do I connect with others in the network?

If a job isn't a good fit for INTRAC, you can connect with others in the network if a team is required. To do this, either:

- Share the assignment in the jobs opportunity group chat of the INTRAC WhatsApp
- Share with network@intrac.org who can help you connect with others

Please note that, unless you are formally engaged in a contract with INTRAC, INTRAC will not be involved in proposal or delivery processes. Jobs shared through the network, if successful, should be delivered as independent consultants, not as an associate or employee of INTRAC.



Communicating network membership

You are welcome to mention your membership in the INTRAC network on your CV or in proposals. However, please note that unless you are formally engaged in a contract with INTRAC, the organisation will not be involved in the proposal process or delivery.

As such, INTRAC is not in a position to endorse your proposal. Kindly ensure that this is clear in your submission, and refrain from presenting yourself as an associate or employee of INTRAC.



Some smaller print: data and opting out

How We Collect Your Information

We collect personal information when you join the INTRAC network to assess suitability and connect you with relevant groups, events, and opportunities. The information we may collect includes:

- Contact details
- Work experience and background

If you enter into a consultancy contract with us, we may require more personal details to complete our due diligence process.

How We Use Your Information

Your personal information will be securely stored for as long as you remain a member of the network. We retain your name, event attendance, and dates for 5-7 years unless you request otherwise. You can contact us at info@intrac.org if you wish to:

- Have your information removed
- Access our data retention policy
- Address any questions about the data we hold

We do not sell your information and will only share it when legally required or for financial processes. We are committed to protecting your information with appropriate physical, electronic, and managerial safeguards.

Leaving the Network

You can leave the network at any time by contacting us, and we will remove your details from our records. We welcome feedback on how we can improve the network and your experience.



Thank you! For more information, please contact us.

If your enquiry is about the network, such as learning, professional development activities, contact network@intrac.org.

If your enquiry is about a consultancy opportunity or assignment, contact consultancy@intrac.org.