
Trustees' Report
and Accounts for
the year ended
31 March 2018



Contents

| | |
|---|----|
| Contents | 2 |
| Legal and Administrative Information..... | 2 |
| Welcome to the Annual Report..... | 3 |
| Trustees' Report | 5 |
| INTRAC's Purpose, Vision and Strategy | 5 |
| Highlights from 2017-18..... | 8 |
| Operational Priorities for 2018-19 | 18 |
| Developing Ourselves..... | 21 |
| Financial Performance..... | 22 |
| Structure, Governance and Management..... | 24 |
| Statement of Trustees' Responsibilities | 26 |
| Independent Auditors Report..... | 27 |
| Financial Statements | 30 |
| Notes to the Financial Statements | 33 |

Legal and Administrative Information

| | |
|--------------------|--|
| Charity Number: | 1016676 |
| Company Number: | 2663769 |
| Registered office: | Oxbridge Court, Osney Mead, Oxford, OX2 0ES |
| Auditor: | Chapman Worth Limited 6 Newbury Street, Wantage, Oxon, OX12 8BS |
| Bankers: | NatWest Oxford Central 43 Cornmarket Street, Oxford, OX1 3ES |

The Financial Statements for the year ended 31 March 2018 contained in this report have been prepared in accordance with the accounting policies set out in Note 1 to the Financial Statements, and comply with the INTRAC's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard RRS 102, applicable in the UK and Republic of Ireland, effective 1 January 2015.

Welcome to the Annual Report



Participants and INTRAC Co-ordinator of the Consultants for Change (C4C) programme in Kyrgyzstan © INTRAC 2017

It has been another eventful year, on the world stage, and at INTRAC. Reflecting back on 2017-18, the year might best be characterised as one of change and adjustment. A few political leaders and their stories dominated. Nationalism and political self-interest played into national elections worldwide and left societies divided, triggering in Myanmar extensive internal displacement and mass exodus of Rohingya people to neighbouring Bangladesh.

In its 2018 State of Civil Society Report CIVICUS noted that space for civil society around the globe continued to be squeezed. Shockingly, the CIVICUS Monitor reported that only 4% of the global population live in countries with “open” civic space.¹ They suggested that attacks on the core civic freedoms – of association, peaceful assembly and expression – became more brazen in 2017.

But the civil society trends they identified in 2017-18 were not all doom and gloom. In the same report, CIVICUS suggested that there was evidence that civil society is fighting back: “in country after country, the year saw civil society at our finest: defending rights, demanding proper services and speaking out about corruption, election fraud and constitutional rigging”.²

Towards the end of 2017-18, the international development community found itself in the media spotlight and under regulatory and public scrutiny for failing to protect vulnerable children and adults from being sexually abused and exploited. This coincided with a resurgence of the #MeToo movement against sexual harassment and assault, as women in the film industry, sports and political life across the globe stepped forward to highlight the scale and pervasiveness of sexual abuse and misconduct in all walks of society.

¹ See <https://www.civicus.org/index.php/state-of-civil-society-report-2018>; Civicus Monitor: <https://monitor.civicus.org/> [accessed 26 June 2018]

² *State of Civil Society Report 2018: Year in Review – Top Ten Trends*, CIVICUS, 2018 (page 4). Accessed from: <https://www.civicus.org/index.php/state-of-civil-society-report-2018> [26 June 2018]

As the UK public and government stepped away from funding some of the UK's largest international development organisations, safeguarding policies and practices dominated charity sector discussions. Local CSOs and those dependent on them for support felt the impact of disrupted funding, and took time to reflect on their safeguarding practices. Emerging from these discussions was a consensus about the importance of ethics and accountability – values INTRAC has always regarded as being central to its work.

Navigating through this dynamic and challenging context is by no means straightforward. This report highlights some of the ways in which we have worked with our clients and partners over the past year to do this, and how we have contributed to social change. INTRAC continues to collaborate with policy makers, government regulators, donors, INGOS and private funders to think through and respond appropriately to the changing needs of communities in the global South. Building on the flagship “Consultants for Change” C4C© programme that we ran in 2017-18 in partnership with the Nama Foundation, we aim to build a global network of inspirational capacity building professionals who are connected globally and with their communities.

Organisationally we have managed a high degree of change ourselves. Four Trustees left as three new Trustees joined; and we welcomed Helen Mealins as Chief Executive in May 2017. After a challenging financial start to the year, through the commitment of our clients and herculean efforts of our staff and associates, we have secured new opportunities, begun to implement some new work and established ourselves as a preferred partner on a number of multi-country, multi-year programmes.

We are also looking forward, and thinking through how INTRAC can best add value, work with others, and thus respond to the challenges set out. We are finding new ways to support our strategic and programme ambitions in the coming years. Thank you for all you have done to support or work with us thus far. We look forward to having you continue on this journey with us.



Carolyn Miller

Carolyn Miller
INTRAC Board Chair



Helen Mealins

Helen Mealins
INTRAC Chief Executive

Trustees' Report

INTRAC's Purpose, Vision and Strategy

Our purpose

INTRAC is a not-for-profit organisation that builds the skills and knowledge of civil society and civil society organisations (CSOs) to be more effective in addressing poverty and inequality, empowering people to gain greater control over their own future.

The need we tackle

Now, more than ever, CSOs need help to adapt to new challenges and opportunities. Tackling today's pressing global issues of poverty, conflict, migration, insecurity and climate change requires profound collaboration across public and private sectors, across national and international actors. Systems-wide alterations in attitudes and approaches are necessary.

INTRAC is committed to helping CSOs navigate the changing context. We are at the forefront of promoting changes to practice and policy to improve the resourcing, credibility and long-term viability of civil society organisations.

Our approach goes beyond organisational systems to issues that may have as much or more impact on the legitimacy and strength of CSOs, such as: leadership, integrity, relationships with their own constituencies, and resilience in the face of political pressure or funding fluctuations.

In places where civil society is constantly adapting to new opportunities and threats, access to local consultants to help navigate the context can make a huge difference to the effectiveness and impact of civil society actions.

We know from experience, and feedback from practitioners and funders alike, that in many countries the supply of quality consultants, grounded in the local context and culture, and able to inspire change, falls far short of the demand (as exemplified in Box 1).

INTRAC is working with foresighted foundations and other funders to invest in the professional development of national consultants to address this need, and to develop the critical capacity needed to improve the effectiveness of civil society for the long term.

Box 1: Graduating from consultancy 'school': reflections on C4C from Indonesia
December 2017

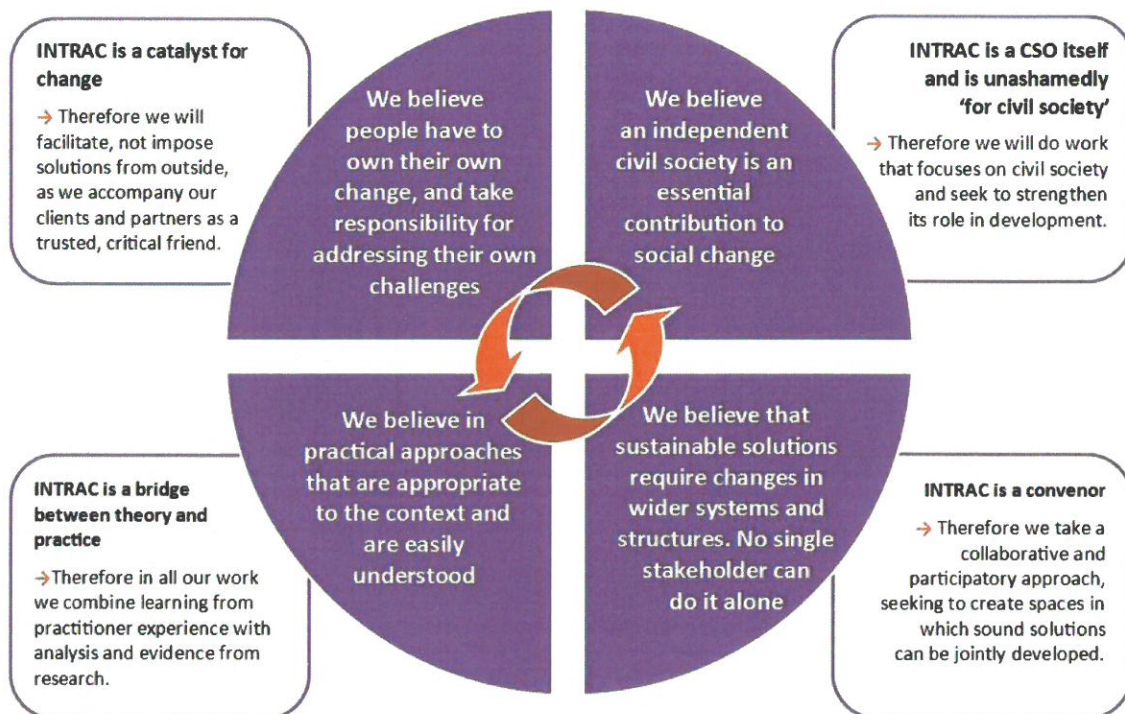
"...a consultant for civil society should be: someone whose obvious purpose is not to profit for personal wealth but whose purpose is positive change.

In Indonesia such consultants are needed. Indonesian civil society organisations (CSOs) have experienced a rapid change in the past 20 years. It is estimated that there are now over 100,000 CSOs, working across various development fields. Indonesia has graduated from a low-income to middle-income country and is the largest economy in south-east Asia. Widening democratic space and an expanding middle class provide both challenges and opportunities. The opportunities include expanding demands for CSOs services in providing public goods to society, and increasing disposable income for philanthropy. CSOs are also expected to continue advocating for policy changes on behalf of disadvantaged or under-represented groups in existing democratic institutions and processes."

Extract from blog by Adi Wahyu Adji with contributions from all the "Consultants for Change" (C4C) Indonesia course participants

Our core beliefs

INTRAC supports civil society around the world. We believe that change starts with people - with individuals and groups coming together, mobilising and organising to improve their own lives or the lives of others. This spirit of collective action is motivated by a desire to develop shared solutions, give voice to marginalised people and hold those with power to account.



As an NGO itself, INTRAC is absolutely committed to supporting civil society because of its intrinsic importance, not just as a vehicle to deliver others' programmes. Through all its work, INTRAC aims to be a catalyst, facilitating rather than imposing change. We champion national organisations to be strong, independent and sustainable, rather than driven by external forces.

We develop practical solutions to the challenges that civil society faces, combining values-driven consultancy, training, research and reflection across key themes. These include: organisation development and change; monitoring, evaluation and learning; strategy and programme design; civil society sustainability; and civil society policy and development.

We work with civil society organisation in all its diverse forms. This includes formal organisations, networks and more informal alliances or forms of collaboration within civil society and between civil society and other actors.

We are committed to the principle of participation and advocate for voice and agency of people we work with. We promote beneficiary feedback, and give prominence to Southern civil society voices to our publications, consultancy and research work. We prefer to collaborate rather than compete with intermediary CSOs working in countries where civil society is strong and we are committed to supporting and professionally developing consultants who are able to catalyse long term change in civil society.

Our vision for the future

Our vision is that people are able to organise in forms that are effective, sustainable and legitimate in their own societies in order to challenge and address poverty and inequality.

Our strategic objectives

[INTRAC's Strategy to 2020](#), which was agreed in late March 2015, can be obtained on INTRAC's website. The two main objectives of the strategy are:

- to pro-actively influence the policies and practices of agencies and organisations which fund and regulate civil society based on evidence from our programmes; and
- to make good quality capacity development support more available to civil society organisations and individuals at national level in different countries and regions. In particular, in places where there is persistent poverty and disenfranchisement, and where space for civic action is threatened by tensions between the state, the private sector and civil society.

How we make a difference

To achieve these objectives we are pursuing 6 strategies for action to:

- **influence policy, strategy and practice related to civil society** - working with policy makers, government regulators, donors, INGOS and private foundations to develop more effective and new strategies, policies and programmes to support civil society;
- **improve access for civil society to high quality capacity development**- implementing initiatives to enhance the skills, knowledge and experience of national and regional consultants and trainers so that they may provide context-specific and closer support directly to local CSOs;
- **provide cutting-edge capacity building and advisory service** – offering advisory services in our areas of core expertise in organisational development and change; monitoring, evaluation and learning; participatory research; and strategy and programme design;
- **expand training opportunities for individuals working in or with CSOs** - making our services more accessible to people where they are based by developing new online approaches and innovative methods that are compatible with the needs of practitioners on the front line;
- **promote learning and innovation** - facilitating learning among practitioners, policy makers and researchers through virtual and face-to-face events; monitoring trends in the global political economy and their impact on civil society sustainability and activism; and
- **share findings and results of our work** - refreshing our approach to communications; producing a new range of accessible publications to meet the needs of our audiences wherever they are; supporting practitioners and researchers working on civil society to disseminate findings and results in order to enhance their impact.

Highlights from 2017-18

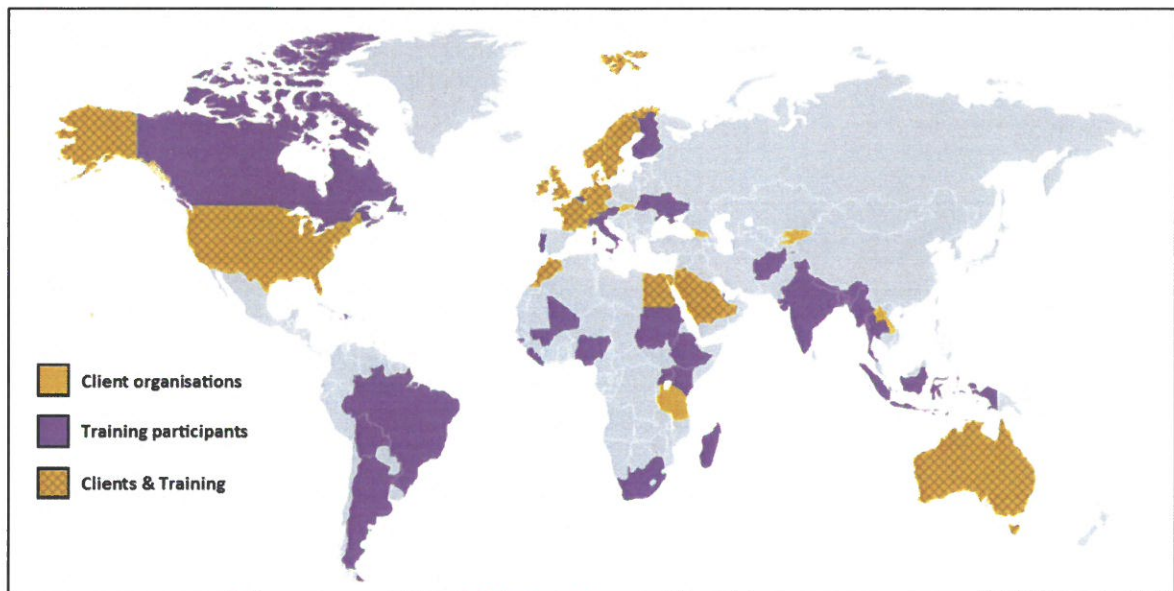
What we set out to do

In last year's Annual Trustees' Report we committed ourselves, within the framework of [INTRAC's Strategy to 2020](#), to deepen our influence and our partners' impact. We have done just that.

Our reach

In the course of 2017-18 we worked to improve policy, strategy and practice with a diverse array of civil society organisations (CSOs) and their funders, individual practitioners and consultants to civil society, as well as government policy makers in over 55 countries, helping them to advance social change in their communities.

We were directly commissioned by 78 CSOs worldwide to help them strengthen their organisations and deliver their missions more effectively. We also developed the knowledge and skills of the 165 participants from 45 different countries who attended the 14 online and face-to-face training courses that we ran during the year. Our resources were viewed by over 50,000 people leading to over 3,300 downloads of the publications and guidance notes available for free from our website. Articles from *Development in Practice*, a research publication that INTRAC edits, had over 100,000 downloads in the year, with up to an estimated half of the total article downloads coming from regions outside of the 'traditional' academic centres of Northern and Central Europe, and North America.



Contributing to social change

As an intermediary organization, INTRAC contributes to social change indirectly. INTRAC's contribution can be seen in the stories of the individual people and organisations it has affected in numerous ways.

The case studies that follow describe some of the programmes that we worked on during the year. They serve to illustrate the social causes we supported and the impact of these different programmes. They show how INTRAC contributed to several of the Sustainable Development Goals, including ending poverty (Goal 1); promoting good health and wellbeing (Goal 3); accessing quality education and lifelong learning (Goal 4); the championing of decent work (Goal 8); reducing inequality (Goal 10); and climate action (Goal 14). The case studies also illustrate the diversity of INTRAC's work in support of poor and marginalised communities in politically challenging and conflict-affected areas.

Civil Society Funds – promoting multi-stakeholder partnerships in Sub-Saharan Africa

Our work to support grantees of **multi-donor Civil Society pooled funds** to influence national policy and practice continued in 2017-18 in Ethiopia, Rwanda, and South Sudan.

In Ethiopia, as the one-year extension phase of the Ethiopia Civil Society Support Programme (CSSP) drew to a close, INTRAC facilitated a series of learning seminars that brought Ethiopian Government officials together with CSO and civic representatives to reflect on policy issues pertaining to “Hard-to-Reach” (HTR) and disadvantaged communities.

INTRAC views such learning seminars as creating an important space for surfacing and tackling issues that really matter to local people, and worked

closely with the local programme team to strengthen their input and voice within the process. As a result five separate learning seminars were held on carefully selected strategic issues: disadvantaged communities; protection and education of women and girls; prison reform related to women prisoners and children incarcerated with mothers; mental ill health and dynamics; and multiple faces of Khat. The immediate impact of these learning seminars was evidenced in the two case stories documented in the final evaluation report (see Boxes 2 and 3).

Box 2

“The Justice Bureau of Oromia National Regional State published several issues related to women prisoners and children incarcerated with their mothers on the Bureau’s regular newsletter called *Gaaddisa Haqaa*, based on the information gathered during the prison reform learning seminar. The newsletter encouraged several concerned officials in Oromia to take necessary action to improve prison conditions in general, and for women and children in particular. For example, the budget per prisoner per day has increased from Birr 11:00 to Birr 22:00.”

Extract from final review report of CSSP Extension Phase programme, INTRAC and Setaweet (Ethiopian feminist movement), September 2017

Box 3

“North Gonder Zone of Amhara National Regional State organised a field visit for sector department heads, senior experts and Gonder Zuria Woreda administration officials to witness challenges facing the Negede Woyito community. Some of the Zone officials had not realised the very existence of this disadvantaged community until the field visit was organised. What the visiting group saw and heard from the HTR community was persuasive enough for the government to take urgent actions to help improve the situation of the people. In addition to providing two hand dug wells with extra budget, the Zone Administration and Gonder Zuria Woreda are jointly processing a market place for the community members for their homemade crafts and other products. The officials have also decided to make similar interventions for minority Gumuz communities in Korwa and Metema Woredas that face similar challenges and problems” *Extract from final review report of CSSP Extension Phase programme, INTRAC and Setaweet (Ethiopian feminist movement), September 2017*

As the final review report of the Extension Phase highlighted, the emphasis placed by CSSP on hard-to-reach communities is one of the key components that has enabled CSOs to engage with the Ethiopian government. Hard-to-reach work has given credibility to Ethiopian civil society. Work by CSSP-supported CSOs over the past few years has helped to raise awareness of hard-to-reach issues and has shown just how complex these issues are:

“Ever since its establishment, CSSP has always encouraged and supported partner CSOs to engage the government on pertinent policy issues... According to all

government officials interviewed, the significance of the learning seminars was incredibly high, both in terms of content ... and facilitation of discussions that provided adequate opportunity for every participant to share their views and understandings on the subject matters.”

Supporting increased access to education and employment for Roma in Kosovo

The Roma population in the Western Balkans continues to be considered as one of the most vulnerable minorities in Europe. In Kosovo, many Roma, Ashkali, and Egyptians (hereafter Roma) are marginalized, facing inadequate education, extreme poverty, high unemployment, exclusion, and multiple discrimination.

Since 2010, HEKS/EPER and Voice of Roma, Ashkali and Egyptians (VoRAE), have been working in Kosovo to establish Learning Centres (providing after school support to primary and lower secondary school children), provide scholarships and facilitate vocational and soft skills training for Roma people to improve their education and employment prospects.

In 2017-18, HEKS/EPER commissioned INTRAC and Kosovo-based Ubo Consulting to conduct an *ex post* impact evaluation of the education and vocational training components of the project in order to inform renewal of its long term programme strategy for Kosovo. INTRAC led the qualitative research, including working with HEKS and VoRAE to articulate the Theory of Change and assumptions to be tested through the evaluation, and carrying out interviews with project stakeholders, including Roma children and young adults and their parents, teachers, and government education officers. INTRAC then worked closely with Ubo Consulting to design a 'tracer survey' of a randomised sample of 585 current and past participants in the project to gather their perspectives on the value and outcomes of the project. Key to INTRAC's approach was to gather and analyse participants' 'stories of change' about the impact the project has had on their lives, and whether it has made a difference to improving integration and social inclusion of Roma.

FINDINGS: The evaluation found that the material and financial support provided by the project offered meaningful incentives for children to study and remain in school – and in some cases to go on to further education. The project has contributed positively to social inclusion by raising students' integration in the school system, while the scholarships have raised participants' self-esteem and feelings of independence and responsibility. However, evidence is less clear regarding the project's impact on improving employment opportunities for Roma, and particularly for women. The evaluation report has recommended developing longer, more intensive vocational training and intensifying advocacy towards government and employers on full implementation of the Labour Law, the Law on Gender Equality and the application of quotas for Roma employees in the public sector. HEKS/EPER intend to share the report with other organizations and experts working on Roma Inclusion.

Box 4

What difference has the project made to Roma children and youth who participated?

The sample of former participants who attended learning centres were asked what difference it has made to their lives. A majority of those surveyed identified learning centres as contributing to: improved communication and language skills (58%), better integration at school (58%), improved social skills and the ability to make friends (59%), improved school performance (62%) and motivation to continue education and stay at school (66%).

Global Network for Disaster Reduction (GNDR) Frontline programme

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) is a membership organisation established to enable civil society to work together and speak with a collective voice to reduce disaster risks and increase the resilience of the most vulnerable. Its members are mainly national and local civil society organisations focussing on disaster preparedness and response. As such it provides an alternative voice in setting the global agenda on disaster risk reduction, which hitherto has been dominated mainly by international agencies and national governments.

GNDR's *Frontline* programme aims to strengthen the resilience of vulnerable communities to 'everyday disasters' through evidence-based action and advocacy at local, national and global levels. *Frontline's* key innovation is attempting to facilitate a participatory and bottom-up process of local action based on communities' own perceptions of disaster risks, while also enabling these perceptions to be aggregated at national and global levels to inform advocacy and strengthen the voice of civil society. Rather than a fixed survey questionnaire, semi-structured interviews were conducted with community members, and disasters classified according to locally understood concepts. *Frontline* was implemented in 13 countries covering the Caribbean, Sub-Saharan Africa, South and South East Asia and the South Pacific, funded by USAID-OFDA over three years.

In 2017-18, INTRAC conducted a learning evaluation of the *Frontline* programme, to inform the development of future programming, and in particular, plans to scale up from 13 to 50 countries over the next 2 years. The evaluation validated the programme's core assumption that national and local civil society can play a unique role in supporting communities around the world to mitigate disaster risks, filling a vital gap left by national governments and international agencies. For example, in Indonesia, communities involved in the programme were finding strategies for 'living in harmony with disasters' while government agencies were largely focussed on emergency response without a longer-term perspective on how communities can be more resilient to disasters. The national partner organisation was also making progress in influencing government agencies to adopt a more community-centred approach to disaster management. The evaluation made other recommendations to support GNDR in scaling up community-centred approaches to disaster risk reduction in its future programming and facilitating civil society to have an effective voice in setting disaster risk reduction agendas at national and global levels.



In February 2018, INTRAC also supported GNDR and the partners involved in *Frontline* to develop exit and sustainability strategies for the programme to ensure that gains made at the community level were not lost when the programme ended. This drew heavily on INTRAC's growing body of evidence and learning around sustainability and exit. GNDR representatives and national partner organisations from 17 countries across Africa, Asia, the Americas and Europe attended an exit strategy workshop in Dakar, Senegal. INTRAC staff facilitated the two day event, by the end of which participants had explored exit and sustainability in the context of the programme and had begun developing national and local level sustainability plans.

Youth employment in Kyrgyzstan

Over the past two years, in partnership with three Kyrgyz-based organisations – Union of Education and Science workers, CSSC Jalalabad; Centre Interbilim Osh branch; and Friedrich Ebert Foundation Kyrgyzstan - INTRAC has facilitated a process of dialogue and skills development for trade unions and NGOs, with the aim of promoting the defence of worker's rights.

Through this process, NGOs, youth associations and a variety of trade unions in Kyrgyzstan identified employment rights and opportunities in the local labour market as being a key shared priority. They came together and organized a major 3-day Job Fair and Round Table in Osh in October 2017.

There was strong media coverage for the event. Before the fair, activity on social media was high. During the fair a number of TV and radio channels interviewed the organisers, employers and young people. A long news item was shown about the fair that evening on Osh TV and an interview with INTRAC's Central Asia office Regional Representative was aired on national TV.

The jobs fair was carefully monitored by the organisers, using survey forms for the main fair and a different form for the discussion sections. INTRAC analysed the survey forms and recorded a positive and immediate impact of the fair for the 37 people who received job offers during the day. A further 15 candidates for government jobs were put forward for consideration for 5 job vacancies. The survey demonstrated the reach of the fair and round table, which confirmed the organisers had managed to reach the targeted student group (see box 5).

There is appetite, following the success of the job fair, to extend the discussions and involve more partners. INTRAC is working with the head offices of the Trade Union of Education Workers and the Federation of Trade Unions (Youth Committee) in Bishkek, ILO, UNDP and the Bishkek-based Youth Labour Exchange to follow up.

Box 5

Osh Job Fair survey findings:

- 646 people received jobs advice.
- 26 employers were present.
- 300 people visited the first round of discussion sections (4 groups); 35 people visited the second round (1 group).
- People received information about the fair from teachers, friends, and adverts in Osh GU. Their aim was to find a job in their speciality (e.g. in the education field, government, services or industry).
- The age range was overwhelmingly 18-22 years. The 15-17 age range was the second largest. Over all age categories, 77% of attendees were women and 23 % were men.

The British Council's Active Citizens Programme: Evidence Strategy and MENA Evaluation

In 2017-18 INTRAC supported the British Council's flagship Active Citizens programme to develop a global evidence strategy as well as pilot new approaches to evidencing the impact of the programme in four countries in the Middle East and North Africa (MENA).

Active Citizens is a social leadership training programme that promotes intercultural dialogue and community-led social development. It works primarily through training individuals – the 'Active Citizens' – to affect social change in their communities. A core part of the approach is that the Active Citizens develop social action projects (SAPs) after the initial training. Through them, the programme can have impacts at the level of society as well as partner organisations and individuals.

In contrast to more traditional results-based social development programming Active Citizens does not dictate the changes that are expected to be achieved. Rather it provides Citizens – often young people – with the values, tool and networks to facilitate social change themselves in their own contexts. The British Council, through its partners, essentially ignites 'bottom-up' social change processes often in very challenging contexts. Added to this, the programme is also used flexibly as an 'approach' within other programmes, for example on youth leadership or resilience.

As such, the programme represents a challenge for traditional monitoring and evaluation approaches. In 2016, the Council commissioned a series of thematic evidence strategies to assess and improve its use of evaluation across its programmes. INTRAC was commissioned to develop an evidence strategy for Active Citizens.³ Over the course of 2017-18, INTRAC developed options for improving M&E within the programme, including more innovative approaches to capture the diverse array of social changes. The evidence strategy was warmly at the Council's evaluation conference in June 2017 for providing alternatives to the standard evaluation approaches that, because of the programme's flexible nature, are less appropriate. INTRAC also supported the Council to revise and develop a global theory of change for the programme.

Following on from this, INTRAC was commissioned to conduct an impact evaluation of Active Citizens in four countries in the MENA region: Egypt, Lebanon, Morocco and Palestine. The methodology piloted a case-based approach recommended in the evidence strategy. This sought to generate an exhaustive list of changes that had taken place as a result of the programme, and then validate the impact and the contribution of the programme to change in a sample of cases.

The evaluation found that Social Action Projects (SAPs) were able to demonstrate impact at the society level, directly changing the lives of poor people. Many of the SAPs evaluated were shown to have deliberately selected poor or 'marginalised' areas in which to operate. The programme was also shown to demonstrate changes in community relations as well as in relations between citizens and the (local) authorities. Many direct changes such as the provision of new services, income generation and improving employability as well as the preservation of tangible cultural heritage (historic buildings) were also evidenced.

³ INTRAC has previously engaged with the Active Citizens programme in 2015 through its work to evaluate – and build capacity of Mobaderoon – a network of social change agents replicating the Active Citizens approach within Syria, throughout the crisis. In 2014, INTRAC also delivered a component of the British Council's Women Participation in Public Life programme in MENA which involved Active Citizens.

One such project explored in more depth by the evaluation concerned breast cancer awareness, and was led by one Active Citizen Tawfik El-Kabash in Egypt. In 2012, Active Citizens in Behaira, a coastal village in northern Egypt, noted that breast cancer was on the rise, while awareness and testing were in short supply.

"People in rural Egypt fear disease. They prefer to face their destiny rather than get tested and find out that they are sick. We wanted to change this because we knew that breast cancer is one of the leading causes of death among women, and one that could be easily treated if detected early." Active Citizen in Behaira.

They decided to raise community awareness about the disease and its prevention, while supporting testing services through an SAP.

As a result of this SAP, thousands of women in Behaira now can access breast cancer screening services and treatment and thousands of people can test for Hepatitis C and receive treatment. Seven years after Tawfik El-Kabash began his Active Citizen Programme participation, the confidence and skills that he and other Active Citizens in his community gained have resulted in the formation of a large-scale public health initiative that has likely saved lives.

Breast Cancer Awareness in Behaira Governorate, Egypt

Individuals impacted: 5,000 women received mammograms, tens of women received lifesaving cancer treatment. 70,000 people in Rahmaneya were screened for Hepatitis C, and received treatment when needed.

Target groups: women, vulnerable women and men.

What made change possible: Finding solutions for real-life problems, support from local and governmental authorities, connecting with a large-scale provider, empowerment of Active Citizens.



Creating space and convening to develop joint solutions

As well as working with individual organisations, INTRAC is committed to providing safe spaces and platforms where we and our international collaborators can come together to share best practice and foster debate on critical issues affecting civil society. Running the first ever virtual event as part of CIVICUS International Civil Society Week (ICSW) provides a great example of how we do this.

Over a three-day period in November 2017, over 120 people from all over the world joined a live webinar and online discussion forum examining the politics and practices of support to civil society. This virtual event was organised by INTRAC with the Instituto de Comunicación y Desarrollo (ICD), Peace Direct and Y Care International. Participants joined from a huge range of countries, including Fiji, Papua New Guinea, Indonesia, Cambodia, India, Nepal, Nigeria, Tanzania, Qatar, Canada, South Africa, Finland, USA, Australia, Brazil, UK, Ireland, Jamaica, Syria, Uruguay and many more.

Recognising that many civil society organisations (CSOs) face significant challenges in delivering changes in their communities and holding those with power to account, the event aimed to inspire actors in the global development system to take co-responsibility for ensuring the independence, credibility and sustainability of civil society.

Speakers and participants drawn from a diverse group of CSOs, international NGOs, global institutions, private foundations, networks and research institutions sought to take a fresh look at the relationships between funders, intermediaries and CSOs; to move beyond blame and frustration, and to rethink how best to support the independence, credibility and sustainability of civil society. Diverse views were voiced and debated.

“It is high time for the CSOs to begin planning for the kind of projects that are well within their ability rather than planning for projects and depending on resources from elsewhere or from abroad. I think this way we can be in a position where we can maintain freedom and do things that we really want to do.”

Independent consultant, Tanzania

“It is time for INGOs and Bilateral organisations to accept that Southern CSOs have enough expertise and capacity to think about their problems themselves ... Since there is still a long way for the Southern CSOs to be financially independent, there will always be INGOs’ influence if the funding comes through them. Therefore, there is a need to have a mutually agreeable partnership base to minimize this owner/contractor relationship between the INGOs and CSOs.”

CSO, Nepal

“We need to see more peer pressure amongst international NGOs, pushing each other to be better partners, talking about their experiences, talking about their failures, talking about where things have worked really well.”

Intermediary organisation, USA

The conclusions of the discussion were shared among the 120 webinar participants and with an extended audience of over 700 people from more than 100 countries who gathered in December 2017 in Fiji to attend the CIVICUS-organised ICSW conference. INTRAC continues to collaborate with others to take forward the recommendations of the event, including encouraging public and private funders to support CSOs in ways that enable them to diversify their resource base and increase their power in relation to partners and government.

Supporting communities of practice

Our quest to enhance the skills, knowledge and experience of practitioners working to provide high quality context-specific support directly to local CSOs is ongoing.


Consultants for Change (C4C)®: In 2017-18, with the generous support and foresight of the Nama Foundation, some 38 participants from 6 geographical areas (Malaysia, Indonesia, Kyrgyzstan, Lebanon, Tanzania and the Occupied Palestinian Territories) completed a two year period of study following INTRAC's flagship C4C programme. Each participant was accompanied by experienced INTRAC trainers on a tailored professional development journey aimed at equipping individuals with the skills and knowledge they need to work as consultants and engage civil society clients in processes of change.

"Development in Practice" journal: INTRAC edits Development in Practice (DiP), one of the best-known, practice-oriented journals in the development sector. It provides a worldwide forum for the exchange of ideas and practical experiences among practitioners, academics, policy shapers, and activists. INTRAC encourages submissions to the journal from Southern authors and those outside of academic institutions. In 2017-18, around 55% of authors of accepted articles were based outside of Europe and North America; and around 35% of all authors of submitted articles identify as being based outside of academic institutions.


Newsletter: We keep our network informed of latest INTRAC experience and learning through our newsletter. The calendar of events illustrates some of the articles featured in 2017-18.

CALENDAR OF EVENTS 2017-18

April 2017
Providing technical support for Mary's Meals in Liberia

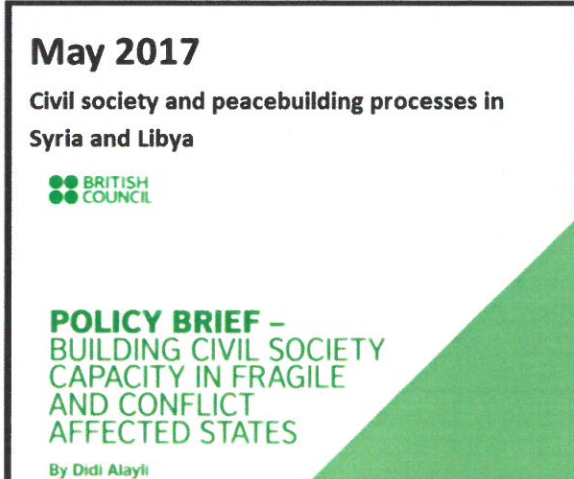


May 2017
Civil society and peacebuilding processes in Syria and Libya

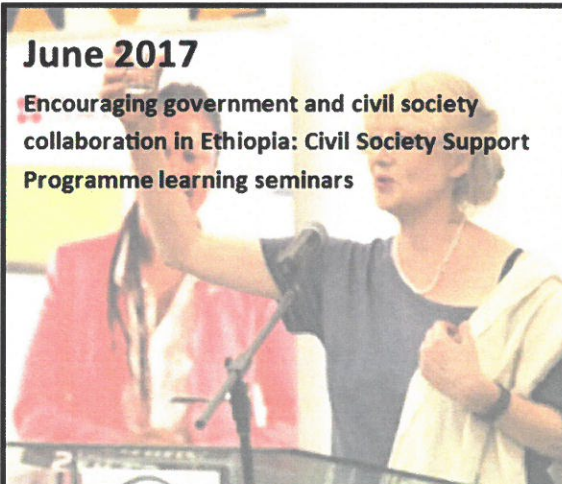
 BRITISH COUNCIL

POLICY BRIEF –
BUILDING CIVIL SOCIETY
CAPACITY IN FRAGILE
AND CONFLICT
AFFECTED STATES

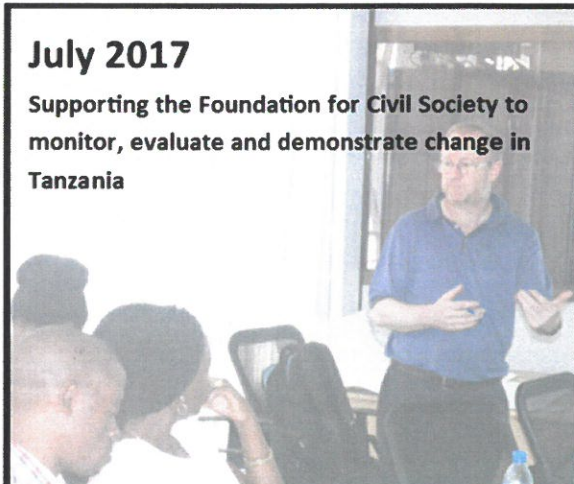
By Didi Alayli



June 2017
Encouraging government and civil society collaboration in Ethiopia: Civil Society Support Programme learning seminars



July 2017
Supporting the Foundation for Civil Society to monitor, evaluate and demonstrate change in Tanzania





Operational Priorities for 2018-19

In our 2015-20 Strategy we indicated that we would focus on supporting civil society in places where there is persistent poverty and disenfranchisement, and where space for civic action is threatened by tensions between state, the private sector and civil society. This remains our intent.

To give focus to our plans we plan to deliver against our 2015-2020 “Strategies for Action” in the ways described below.

Influence policy, strategy and practice related to civil society

Civil society viability and sustainability

INTRAC has made progress in raising awareness around civil society viability and sustainability through a multi-pronged approach across consultancy, research and learning.

Going forward we will assist funders of CSOs to implement policies and practices that enhance the viability and sustainability of CSOs, and in so doing we will contribute to advancing civil society action is locally-led, appropriate to and viable within its country context.

To help achieve this objective in 2018-19 we plan to draw on learning from the evaluation of the Open Societies Foundations’ Early Childhood Programme, where, since late 2013, INTRAC has been assisting International Step by Step Association member NGOs in 19 countries in Central Eastern Europe to strengthen their organisational and financial standing. We will also build on connections made as a result of our activities during the 2017 International Civil Society Week and add value to emerging initiatives, including: the ‘direct and democratic resourcing’ group coordinated by CIVICUS; and civil society platforms and networks which provide an avenue for influencing public sector donors.

Improve access for civil society to high-quality capacity development

In places where civil society is constantly adapting to new opportunities and threats, access to local consultants to help navigate the context can make a huge difference to the effectiveness and impact of civil society actions. We know from experience that there is a chronic shortage of high quality consultants in many countries of the global south. This shortage is a constraint on developing a strong and vibrant local civil society.

INTRAC’s “consultants for change” training programme responds directly to this challenge, by equipping highly committed individuals with not only the technical skills to be an effective consultant but, equally importantly, the personal competencies to inspire trust and enable them to be compelling agents of change.

INTRAC aims to build a global network of local inspirational capacity building professionals with access to the skills and expertise of their international colleagues. We will build on the successful “consultants for change” models and approaches we advanced in 2017-18 in partnership with the Nama Foundation, and adapt these for staff of organisations who support partner capacity development and social change. We will continue our search for like-minded organisations to help us deliver the C4C programme to new cohorts; and support activities that will help professionally develop the network, such as producing learning resources and promoting networking opportunities, so allowing this emerging global community to grow, and for its members to connect more effectively with each other and CSOs worldwide.

Provide cutting-edge advisory services to our client organisations

Commissioned contracts remain the primary route through which INTRAC supports CSOs and civil society funders to deliver on their mandates and achieve their programme objectives.

We plan to continue providing specialist consultancy services to our clients, with the aim of improving civil society policy and practice. With several long-run multi-year consultancy contracts drawing to a close, or having come to a close in 2017-18, and several new multi-country programmes starting up, our focus will be on learning, and on effective start-up.



INTRAC is excited to announce that we will be working with Malala Fund to support their Gulmakai Network Initiative. The Gulmakai Network supports the work of education champions in developing

countries and speeds up progress towards girls' secondary education around the world. These women and men often lack the funding, support networks and opportunities to collaborate that can increase their impact. Malala Fund is seeking to fill this gap by investing in and connecting girls' education advocates and educators to each other and to the tools, training and partners to spark social and systemic change.

Malala Fund selected INTRAC to design and implement a professional development programme for the Gulmakai Network Champions to address these challenges. We will be providing a holistic capacity-building programme including a flexible mix of online and face-to-face training, mentoring and in-country support tailored to the needs of local girls' education advocates working in Pakistan, Afghanistan, India, Nigeria and with Syrian refugees in Turkey and Lebanon.

Over three years, each Gulmakai Champions will undergo a journey of individualised professional and personal growth in support of the Gulmakai Network's goals to achieve greater and faster progress on girls' secondary education.

Other example "start-up" initiatives we will be supporting in 2018-19 include: the DFID-funded British Red Cross managed "Safety Support and Solutions - Route Based Migration Response" programme which is aimed at protecting and meeting the basic needs of vulnerable migrants in Burkina Faso, Mali, Guinea, Niger, Egypt and Sudan; the Oak Foundation's capacity building initiatives; and the UK Aid Connect funded "Development Alternative" consortium, led by Restless Development, involving 10 NGOs and DFID, focussed on developing scalable effective youth and community driven models for change. These will be piloted in several countries selected from: Afghanistan, Central Africa Republic, Gambia, Iraq, Jordan, Lebanon, Liberia, Madagascar, Senegal, The Occupied Palestinian Territories, Zambia and Zimbabwe.

In addition to these new multi-year programmes start-ups, we will look for opportunities to support foundation and multi-donor funded **civil society support programmes** to improve their effectiveness. We will continue to diversify and develop our **Monitoring Evaluation and Learning (MEL)** practice, including through offering a semi-independent MEL function within large programmes and in the development and structuring of portfolio analysis.

We will continue to explore viable models to expand our work in the Middle East, specifically targeting our efforts in a more restricted number of countries, namely Saudi Arabia, Egypt, Lebanon, Jordan and Tunisia. We will continue to use funded opportunities to translate INTRAC materials into Arabic.

As we anticipate the planned closure of our regional office in Central Asia, we will investigate options for continuing to work with our established network of trainers and consultants in Kyrgyzstan, and possibly deepening our support to civil society in Tajikistan and Uzbekistan.

Expand training opportunities for individuals working in or with CSOs

We aim to bring our training offer closer to practitioners working on the front line of development through delivering a mixed portfolio of face-to-face, online and in-house training as well as longer-term mentoring and coaching.

Learners will benefit from a relevant, diverse, globally accessible training offer, which is directly informed by and informs latest CSO practice from global pool of training participants.

We will invest in developing and marketing new online courses and seek to expand our network of online trainers, to be able to schedule more online courses in the coming years.

In 2018-19 we will schedule online and face-to-face courses focusing on core themes, including: MEL; advocacy, theory of change, gender analysis and planning.

We plan to refresh our scheduled training offer launching new online courses about: advocacy (revised); fundraising for sustainability (new); and programming for change (new). We will update our current face-to-face courses content and formats, including more flexible formats and packages and will explore new, creative approaches to training and learning. In particular, we will revise our courses on organisational development and capacity building.

Promote learning and innovation

We remain committed to creating spaces for learning and conceptual development that bring together experts and learning from practice, research and policy on our core themes. Our aims are:

- to position INTRAC as a 'Thought Leader' in our key areas;
- to apply our collective minds to tackling challenges facing civil society that emerge from our frontline practice;
- to contribute to change in the sector through evidence-based knowledge generation; and
- to continually refresh our skills in order to deliver improved, cutting-edge services.

In 2018-19 we will prioritise learning and conceptual development in two thematic areas: Organisational Development (OD) and Monitoring Evaluation and Learning (MEL). We will maintain links with our Research Network and continue to edit "Development in Practice" (DiP).

Thematic focus: Organisational Development (OD)

To keep up to date on the latest developments in our field we will engage in relevant multi-stakeholder groups and peer networks. We will bring together the consultants and associates working on organisational development and capacity building to share learning and brainstorm new ideas with a view to identifying and sharing learning about "What's new in OD" with our clients and programme partners.

Thematic focus: Monitoring Evaluation and Learning (MEL)

The “M&E Universe” has been designed to assist M&E professionals in identifying appropriate M&E resources through an accessible on-line platform. In 2018-19 we plan to launch a beta version of the “M&E Universe”, and market test the utility and uptake of the product, with a view to eliciting user feedback, and deciding whether and how to invest in and fundraise for its further development.

Research network engagement

To ensure we are able to offer high quality research services to clients, and are apprised of emerging research on topics of interest to INTRAC we will engage with academic-practitioner associations and NGO Researcher Networks to explore changes in research strategies and methods.

Development in Practice

“Development in Practice” (DiP) is a mechanism for sharing knowledge among development thinkers and practitioners across the world. We will continue to edit DiP, including a special issue on Communications for Development in 2018 and a virtual special issue on based on highlights from the back catalogue. We will look for opportunities to engage with the Editorial Advisory Group of Development in Practice and researchers publishing through DIP.

Developing Ourselves

To remain relevant as our operating context changes, we need to stay in step with our clients and anticipate future civil society trends and stakeholder needs. To do this, we will pursue a programme of continuous process and performance improvement based our current business model, and begin to explore options for the future strategy, structure and viable funding model for INTRAC beyond the current strategy period which match INTRAC’s strategic and programme ambition, potential funding sources and organisational capability.

Financial Performance

Results for the year

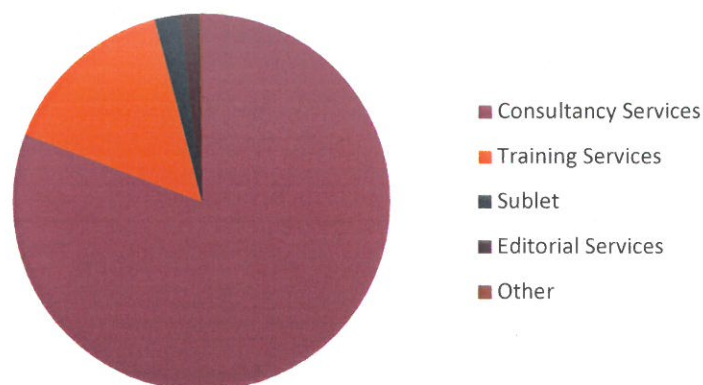
After difficult start, we finished the 2017-18 financial year in a stronger position than when we started it. The results for the year ended 31 March 2018 was an unrestricted surplus of £1,515 (2017: loss £200,206). There was a planned deficit of £1,050 on restricted funds (2018: £2,825) as we used the balances brought forward. The **overall result for the year was a surplus of £465** (2017: deficit £203,031).

The original budget planned for the year ended 31 March 2018 was for a loss, as we anticipated investing in rebuilding our capacity following the loss in the previous year. The improved performance against the planned budget reflects the hard work and commitment of our staff, whose dedication to clients and quality service delivery throughout the year was unstinting. It also reflects tight cost control and some favourable movements in exchange rates.

Income

INTRAC's funding model is based on fees for work delivered on behalf of clients and grants, and other forms of income in support of research and programmes. The majority of our income is earned from consultancy services (82%) and training services (16%) – see Figure 2. Our income for the year ended 31 March 2018 was £1,772,422 (2017: £1,985,553). The 11% reduction in income over last financial year was in large part the result of our involvement in several multi-year multi-country programmes coming to a close (i.e. Nama Foundation/ C4C©; Climate and Development Knowledge Network, CDKN). Ongoing delays in the award of government funded "UK Aid Connect" grants, and the surfacing of concern regarding poor safeguarding practices continued to have a knock on effect, suppressing demand from UK INGOs for our intermediary services.

Figure 2: Income year ended 31 March 2018

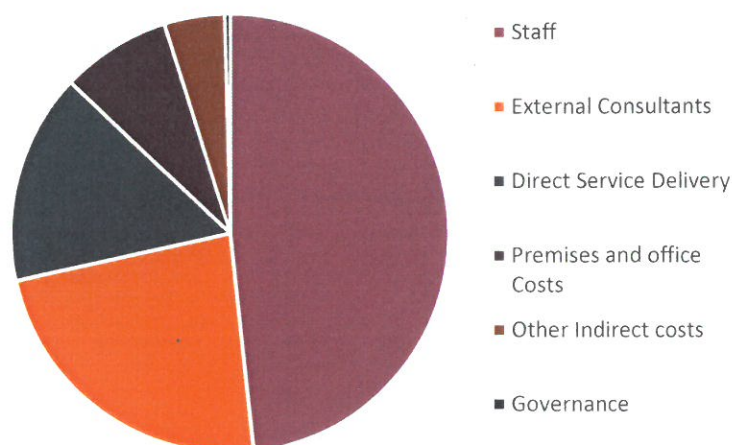


Expenditure

INTRAC would be unable to deliver the support it provides without the skills and knowledge of its staff and network of external consultants. This is reflected in the breakdown of its cost structure. Staff and external consultants account for over 70% of our costs. Our direct service delivery costs include travelling, hiring venues and developing materials and systems to deliver programmes for our clients (see Figure 3). This accounted for a further 15% of our costs.

As well as a fall in direct costs linked to a reduction in income, tight cost control and attention to value for money contributed to an overall reduction in expenditure of 19% over FY 2016-17.

Figure 3: Expenditure year ending 31 March 2018



Reserves policy

INTRAC holds reserves to enable it to:

- smooth the impact of in the short to medium terms of fluctuations in income and associated losses. INTRAC derives its income from the provision of services: consultancy, research and training, from grants for research and outreach promoting best practice in its focus areas and from programme grants that allow us to make our services available to smaller organisations who would otherwise be unable to access them. Income comes from a mix of small and large agreements. However, partial reliance on a small number of larger, longer term agreements introduces a degree of volatility to income streams;
- ensure it is able to meet its financial obligations as and when they fall due (cashflow). Income for services, and other funding, is often received in arrears. Obligations to suppliers tend to follow a shorter cycle than invoicing to clients; and
- ensure it would be able to meet obligations arising as a result of an unplanned closure.

Levels of reserves are reviewed at least annually. This assessment includes reviewing current financial performance, financial plans, current spending commitments and obligations (including closure obligations), risks and their probable financial impact.

From time to time INTRAC's trustees may agree to use reserves to re-invest these in organisational systems, staff capacity and organisational development initiatives which are critical to ensuring INTRAC's ability to provide an ongoing and long-term public benefit as set out in the charitable purposes and our mission statement. INTRAC's trustees have taken note of [current January 2016 Charity Commission guidelines in relation to reserves](#).

Longer-term financial plans include regeneration of our grant and programme funding.

The current financial plans include on-going cost reductions to maintain financial balance with a policy of establishing reserves at between two and three months of operating expenditure.

In the short term, reserves may fall to £210,000 at 31 March 2019 which at five weeks of recurrent expenditure will be outside target levels. INTRAC will still be able to operate at this level with the active management of cash flow and financial performance. Our plans are to build reserves back up to the 2-3 month target in the next strategy period.

Reserves position

At 31 March 2018 INTRAC held the following reserves:

- unrestricted reserves of £264,517 (2017: £263,002). There are no designated reserves. This represents 7 weeks (2017: 7) of recurrent expenditure;
- adjusted free reserves (excluding the pension liability which is not expected to crystallise) are £322,612 (2017: £326,312) which represents roughly 9 weeks (2017: 9) of recurrent expenditure; and
- there were no restricted reserves (2017: £1.050).

Funds totalling £10,130 (2017: £10,000) are held in trust for a long term follow up of a review of Everychild's exit strategy due to take place in 2021. As INTRAC will not be entitled to use these funds until 2021 these funds have been invested in a specific interest bearing bond and have been treated as deferred income in the accounts.

Risk management

The main risks faced by INTRAC and the measures in place to mitigate them are:

- volatility of demand among some client groups arising from a number of factors including reduced access to government and other funding.

To counter this we are broadening our client base, building a solid base of larger, longer-term projects and continually reviewing our cost base.

- volatility of exchange rates.

To counter this we practise natural hedging wherever possible, seeking to match funds in and funds out in any given currency. Where this is not possible we make appropriate use of hedging options.

- cost and pace of changes in the regulatory environment.

To counter this we are improving the quality of our documentation and implementation in key policy areas. Wherever possible we secure professional advice on a pro-bono basis.

Structure, Governance and Management

The charity is a company limited by guarantee. The members who are the trustees have a liability of £1 on the winding up of the charitable company. International Non-governmental Organisation Training and Research Centre (INTRAC) is a registered charity, registered in England, number 1016676 and was established on 18 November 1991. It is governed by its Memorandum & Articles of Association. The company number is 2663769. The company was established with general charitable objectives as explained earlier in this report.

Trustees may serve two terms of three years with re-election at the end of the first term. Trustee vacancies are advertised, and shortlisted applicants are invited to discuss their candidacy with the Trustee Recruitment Panel. This comprises up to three trustees and the Chief Executive. The panel recommends the appointment of selected applicants to the Board, for approval by a majority of the trustees. New trustees are invited to INTRAC, before their election, for sessions with the chair and staff to be briefed on the operations of the charity and their obligations. Copies of the current Charity Commission guidelines for trustees are also made available to new trustees.

The Trustees are responsible for setting the strategy and monitoring the progress of the organisation and meet as a group at least four times a year to do this. The Trustees have delegated the day to day running of the charity to a Chief Executive.

The Chief Executive is in regular contact with the Chair and other Trustees through subgroups, such as the Finance Committee. The Finance Committee reviews financial performance and provides more detailed input on budget setting through quarterly meetings, making recommendations to the full body of Trustees.

The trustees, who are also the directors for the purpose of company law, who served during the year were:

| | |
|------------------|-------------------------------|
| Carolyn Miller | Chair |
| Phil Vernon | Deputy Chair |
| Tom Travers | Treasurer |
| Bruce Coles | Trustee (until December 2017) |
| James Copestake | Trustee |
| Ana Fernandes | Trustee (joined March 2018) |
| George Gelber | Trustee |
| Nasneen Kanji | Trustee (until December 2017) |
| Candida March | Trustee (until March 2018) |
| Sheila Ochugboju | Trustee (from December 2017) |
| Sue Turrell | Trustee (from December 2017) |
| Sue Weaver | Trustee (until March 2018) |

The current Chief Executive is Helen Mealins who took over from Acting Executive Director, The Director of Consultancies and Training at the end of May 2017.

The pay of the Chief Executive is set by the Board, bearing in mind market rates. The rates of pay of all other members of staff, including the senior management team, are subject to a market review upon recruitment. Current policy is to award cost of living adjustments to all staff on an annual basis, in line with rises in CPI and subject to affordability; and to review levels of pay against market rates every 3 years.

Trustees may receive remuneration for provision of other services where agreed by the Board in accordance with our governing document. No such payments have been made in the last 2 years.

Extracted from Purpose, vision and strategy section 2016-17

INTRAC's charitable purposes, as set out in the objects in the company's Memorandum of Association, are the relief of poverty, sickness and distress throughout the world.

The activities and how INTRAC provides public benefit in relation to the charitable objectives have been reviewed and refined regularly through external evaluation, approximately every five years, and through consultations with the Board, staff, associates and user groups. The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities INTRAC should undertake.

Accounts

The accounts have been prepared in accordance with the accounting policies set out in Note 1 to the Accounts and comply with the INTRAC's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)".

Disclosure of audit information

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

Auditors

The auditors, Chapman Worth Limited, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of Trustees' Responsibilities

FOR THE YEAR ENDED 31 MARCH 2018

The trustees, who are also the directors of International Non-Governmental Organisation Training and Research Centre ("INTRAC") for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of INTRAC and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that INTRAC will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of INTRAC and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of INTRAC and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' report was approved by the Board of Trustees.



C Miller (Chair)

Trustee

Dated: ...21/03/18...

Independent Auditors Report

TO THE TRUSTEES OF INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

Opinion

We have audited the financial statements of International Non-Governmental Organisation Training and Research Centre ("INTRAC") (the 'INTRAC') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the INTRAC in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the INTRAC's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the INTRAC for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the INTRAC's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Anna Chapman (Senior Statutory Auditor)
for and on behalf of Chapman Worth Limited

Chartered Accountants

Statutory Auditor

5 October 2018
.....

6 Newbury Street
Wantage
Oxfordshire
OX12 8BS

Chapman Worth Limited is eligible for appointment as auditor of the INTRAC by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

Financial Statements

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2018

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2018 £ | Total 2017 £ |
|---|-------|----------------------------|--------------------------|--------------------|--------------------|
| <u>Income and endowments from:</u> | | | | | |
| Donations and legacies | 3 | 2,521 | 1,569 | 4,090 | 2,939 |
| Charitable activities | 4 | 1,716,544 | 13,767 | 1,730,311 | 1,938,747 |
| Investments | 5 | 38,026 | - | 38,026 | 40,128 |
| Other income | 6 | 16 | - | 16 | - |
| Total income | | 1,757,107 | 15,336 | 1,772,443 | 1,981,814 |
| <u>Expenditure on:</u> | | | | | |
| Charitable activities | 7 | 1,762,049 | 9,929 | 1,771,978 | 2,184,845 |
| Net (outgoing)/incoming resources before transfers | | (4,942) | 5,407 | 465 | (203,031) |
| Gross transfers between funds | | 6,457 | (6,457) | - | - |
| Net income/(expenditure) for the year/ Net movement in funds | | 1,515 | (1,050) | 465 | (203,031) |
| Fund balances at 1 April 2017 | | 263,002 | 1,050 | 264,052 | 467,083 |
| Fund balances at 31 March 2018 | | 264,517 | - | 264,517 | 264,052 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**STATEMENT OF FINANCIAL POSITION
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 MARCH 2018


| | Notes | 2018 £ | £ | 2017 £ | £ |
|---|-------|-----------|----------|-----------|----------|
| Fixed assets | | | | | |
| Tangible assets | 11 | | 3,268 | | 13,166 |
| Current assets | | | | | |
| Stocks | 13 | 1,542 | | 5,750 | |
| Debtors | 14 | 325,742 | | 633,503 | |
| Cash at bank and in hand | | 271,712 | | 291,397 | |
| | | 599,996 | | 930,650 | |
| Creditors: amounts falling due within one year | 15 | (279,654) | | (616,454) | |
| Net current assets | | | 319,342 | | 314,196 |
| Total assets less current liabilities | | | 322,610 | | 327,362 |
| Provisions for liabilities | | | (58,093) | | (63,310) |
| Net assets | | | 264,517 | | 264,052 |
| Income funds | | | | | |
| Restricted funds | 18 | | - | | 1,050 |
| Unrestricted funds | | | 264,517 | | 263,002 |
| | | | 264,517 | | 264,052 |

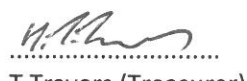
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2018, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Trustees on ~~5 July 2018~~ 2 October 2018


C Miller (Chair)
Trustee
Company Registration No. 2663769


T Travers (Treasurer)
Trustee

STATEMENT OF CASH FLOWS**FOR THE YEAR ENDED 31 MARCH 2018**

| | Notes | 2018 £ | £ | 2017 £ | £ |
|---|-------|-----------|----------|-----------|----------|
| Cash flows from operating activities | | | | | |
| Cash absorbed by operations | 22 | | (57,711) | | (98,531) |
| Investing activities | | | | | |
| Interest received | | 38,026 | | 40,128 | |
| Net cash generated from investing activities | | | 38,026 | | 40,128 |
| Net cash used in financing activities | | | - | | - |
| Net decrease in cash and cash equivalents | | | (19,685) | | (58,403) |
| Cash and cash equivalents at beginning of year | | | 291,397 | | 349,800 |
| Cash and cash equivalents at end of year | | | 271,712 | | 291,397 |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

Company information

International Non-Governmental Organisation Training and Research Centre ("INTRAC") is a private company limited by guarantee incorporated in England and Wales. The registered office is Oxbridge Court, Old Fruiterers' Yard, Osney Mead, Oxford, OX2 0ES.

1.1 Accounting convention

The accounts have been prepared in accordance with the INTRAC's constitutional document as adopted by the board of Trustees, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The INTRAC is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The accounts are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The Trustees have reviewed the performance of the charity along with forecasts for activities over the next 12 months. The assessment considered likely adverse events and environmental conditions. They have concluded that the charity holds sufficient reserves to enable it to continue to meet obligations as they become due and to continue to meet its charitable objectives. Plans are in place to ensure that this does not change for the foreseeable future. On this basis they believe that the going concern basis of accounting is appropriate.

1.3 Charitable funds

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts. The funds are expendable in accordance with the budget agreed at the beginning of each project.

Unrestricted funds are expendable at the discretion of the trustees in furtherance of the objects of the charity. They include income from consultancy, in-house and open training, publications and open donations.

1.4 Incoming resources

Income is recognised when the INTRAC is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the INTRAC has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fee income from charitable activities comprises fees charged for service provision including training and consultancy work. Income received in advance is subject to strict terms and income is only recognised as stated in the funding providers agreed contract. Income is deferred when fees are received in advance of the work or courses to which they relate. Income is also deferred when grants are received for an on-going activity to the extent that the activity will be completed in future periods. Where the original activity has been completed and the grant was not refundable, any remaining funds are carried forward as restricted grant balances to be used in accordance with the original The charitable activities of INTRAC have been abbreviated in the accounts. They are as follows:

- Research in aspects of relief and development and publications related to all aspects of the work ("Research")
- Training of staff in relief and development organisations ("Training")
- Consultancies in capacity building, management, organisational development, reviews, research and evaluations of relief and development ("Consultancies")

1.5 Resources expended

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and other payments to the external auditors.

All costs are allocated between the expenditure categories of the SOFA (Statement of Financial Activities) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on the basis of staff time.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|--------------------------------|---------------------|
| Fixtures, fittings & equipment | 33.3% straight line |
|--------------------------------|---------------------|

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/ (expenditure) for the year.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

1.7 Impairment of fixed assets

At each reporting end date, the INTRAC reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

1.10 Financial instruments

INTRAC has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the INTRAC's balance sheet when the INTRAC becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the INTRAC's contractual obligations expire or are discharged or cancelled.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when INTRAC is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

The cost of providing benefits under defined benefit plans is determined separately for each plan using the projected unit credit method, and is based on actuarial advice.

The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost. The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in income/ (expenditure) for the year.

Remeasurement changes comprise actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability excluding amounts included in net interest. These are recognised immediately in other recognised gains and losses in the period in which they occur and are not reclassified to income/ (expenditure) in subsequent periods.

The net defined benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information, and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to the Statement of Financial Activities on a straight line basis over the term of the relevant lease.

1.14 Reserves policy

INTRAC exists to strengthen the effectiveness of civil society to challenge poverty and inequality, empowering people to gain greater control over their own future. To achieve this the organisation provides a wide range of capacity building and organisational development support to organisations and individuals involved in civil society, and contributes to wider debates and best practice in our field through research into and advocacy of best practice. INTRAC's funding model is based on fees for work delivered on behalf of clients and grants, and other forms of income in support of research and programmes.

INTRAC holds reserves to enable it to:

- a) Smooth the impact of in the short to medium terms of fluctuations in income and associated losses. INTRAC derives its income from the provision of services: consultancy, research and training, from grants for research and outreach promoting best practice in its focus areas and from programme grants that allow us to make our services available to smaller organisations who would otherwise be unable to access them. Income comes from a mix of small and large agreements. However, partial reliance on a small number of larger, longer term agreements introduces a degree of volatility to income streams.
- b) Ensure it is able to meet its financial obligations as and when they fall due (cashflow). Income for services, and other funding, is often received in arrears. Obligations to suppliers tend to follow a shorter cycle than invoicing to clients.
- c) Ensure it would be able to meet obligations arising as a result of an unplanned closure.

Levels of reserves are reviewed at least annually. This assessment includes reviewing current financial performance, financial plans, current spending commitments and obligations (including closure obligations), risks and their probable financial impact.

From time to time INTRAC's trustees may agree to use reserves to re-invest these in organisational systems, staff capacity and organisational development initiatives which are critical to ensuring INTRAC's ability to provide an ongoing and long-term public benefit as set out in the charitable purposes and our mission statement. INTRAC's trustees have taken note of current January 2016 Charity Commission guidelines in relation to reserves.

Longer-term financial plans include regeneration of our grant and programme funding.

The current financial plans include cost reductions to return to financial balance with a policy of establishing reserves at between two and three months of recurrent expenditure. In the short term, reserves may fall to £210,000 at 31 March 2019 which at five weeks of operating expenditure, will be outside target levels. INTRAC will still be able to operate at this level with the active management of cash flow and financial performance.

1.15 Taxation

The trust is a charitable institution with exemption from UK taxation under section 505 of the Income and Corporation Taxes Act 1988.

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

2 Critical accounting estimates and judgements

In the application of the INTRAC's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

Deferred and accrued income

At any one time INTRAC will have a number of projects active. Project values are calculated on the basis of consultants time needed to complete the work and associated rechargeable expenses. As such we use the actual time spent and actual expenses incurred to date as the basis for determining how much of the project is complete and hence the value of the work done. Timing difference may occur when calculating work done to date and when an invoice is raised for each completed project phase, in which case either the calculation would result in recognising accrued income or deferred income. This basis on which this is calculated follows the principles as stated in the 2015 SORP in recognising income on a receivable basis. If there is likely to be a budget overrun compared with contracted amounts then this will be identified as an impairment and any losses are recognised when identified. See notes 1.4 for the policy, note 14 where prepayments and accrued income includes £56,467 (2017: £117,905) of accrued income, and note 16 where the carrying value of deferred income is stated.

3 Donations and legacies

| | Unrestricted funds | Restricted funds | Total 2018 | Total 2017 |
|---|-----------------------|---------------------|---------------|---------------|
| | £ | £ | £ | £ |
| Donations and gifts | 2,521 | 1,569 | 4,090 | 2,939 |
| For the year ended 31 March 2017 | <u>30</u> | <u>2,909</u> | | <u>2,939</u> |

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

4 Charitable activities

| | Research | Training | Consultancy | Total | Total |
|---|----------|----------|-------------|-----------|-----------|
| | | | | 2018 | 2017 |
| | £ | £ | £ | £ | £ |
| Sales within charitable activities | 46,118 | 268,876 | 1,415,317 | 1,730,311 | 1,938,747 |
| Analysis by fund | | | | | |
| Unrestricted funds | 32,362 | 268,876 | 1,415,306 | 1,716,544 | |
| Restricted funds | 13,756 | - | 11 | 13,767 | |
| | 46,118 | 268,876 | 1,415,317 | 1,730,311 | |
| For the year ended 31 March 2017 | | | | | |
| Unrestricted funds | 10,502 | 352,488 | 1,560,738 | | 1,923,728 |
| Restricted funds | 15,019 | - | - | | 15,019 |
| | 25,521 | 352,488 | 1,560,738 | | 1,938,747 |

Deferred income

Included within the amounts above is a movement in deferred income of £312,345 (2017: £272,407). This comprise unrestricted funds £310,495 (2017: £271,663) and restricted funds £1,850 (2017: £744). The carrying value of deferred income is stated in note 17.

5 Investments

| | 2018 | 2017 |
|---------------------|--------|--------|
| | £ | £ |
| Rental income | 37,650 | 39,328 |
| Interest receivable | 376 | 800 |
| | 38,026 | 40,128 |

6 Other income

| | 2018 | 2017 |
|--------------|------|------|
| | £ | £ |
| Other income | 16 | - |

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

7 Charitable activities

| | Research | Training | Consultancy | Total 2018 | Total 2017 |
|---|----------------|----------------|------------------|------------------|------------------|
| | £ | £ | £ | £ | £ |
| Staff costs | 95,750 | 102,945 | 356,617 | 555,312 | 720,708 |
| Office costs | 222 | 692 | 15,938 | 16,852 | 36,267 |
| Other costs | 20,010 | 137,292 | 551,860 | 709,162 | 914,224 |
| | <u>115,982</u> | <u>240,929</u> | <u>924,415</u> | <u>1,281,326</u> | <u>1,671,199</u> |
| Share of support costs (see note 8) | 83,342 | 89,605 | 310,406 | 483,353 | 502,477 |
| Share of governance costs (see note 8) | 1,259 | 1,353 | 4,687 | 7,299 | 11,169 |
| | <u>200,583</u> | <u>331,887</u> | <u>1,239,508</u> | <u>1,771,978</u> | <u>2,184,845</u> |
| Analysis by fund | | | | | |
| Unrestricted funds | 192,234 | 331,887 | 1,237,928 | 1,762,049 | |
| Restricted funds | 8,349 | - | 1,580 | 9,929 | |
| | <u>200,583</u> | <u>331,887</u> | <u>1,239,508</u> | <u>1,771,978</u> | |
| For the year ended 31 March 2017 | | | | | |
| Unrestricted funds | 230,684 | 348,993 | 1,593,375 | | 2,173,052 |
| Restricted funds | 9,934 | - | 1,859 | | 11,793 |
| | <u>240,618</u> | <u>348,993</u> | <u>1,595,234</u> | | <u>2,184,845</u> |

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

| 8 Support costs | Support costs | Governance costs | 2018 | 2017 | Basis of allocation |
|--|----------------------|-------------------------|----------------|----------------|----------------------------|
| | £ | £ | £ | £ | |
| Staff costs | 300,840 | - | 300,840 | 252,359 | Staff time |
| Depreciation | 9,899 | - | 9,899 | 10,467 | Staff time |
| Other costs | 56,169 | - | 56,169 | 112,350 | Staff time |
| Premises and office costs | 116,445 | - | 116,445 | 127,301 | Staff time |
| Audit fees | - | 4,375 | 4,375 | 4,375 | Governance |
| Accountancy | - | 1,575 | 1,575 | 2,875 | Governance |
| Compliance and constitutional costs | - | 1,349 | 1,349 | 3,919 | Governance |
| | <u>483,353</u> | <u>7,299</u> | <u>490,652</u> | <u>513,646</u> | |
| Analysed between Charitable activities | <u>483,353</u> | <u>7,299</u> | <u>490,652</u> | <u>513,646</u> | |

Allocation of staff time is determined from the charity's time sheet database which records the total hours worked in the year. The database base provides a breakdown of chargeable hours between research, training and consultancy. The apportionment is divided by the total hours and then the percentage applied to total support costs.

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the year, but 5 of them were reimbursed a total of £502 in travelling expenses (2017- 4 were reimbursed £780).

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

10 Employees**Number of employees**

The average monthly number of persons employed by the company during the year was:

| | 2018 | 2017 |
|----------------|---------------|---------------|
| | Number | Number |
| Operations | 17 | 21 |
| Administration | 4 | 3 |
| | <u>21</u> | <u>24</u> |

Employment costs

| | 2018 | 2017 |
|-----------------------|----------------|----------------|
| | £ | £ |
| Wages and salaries | 753,047 | 862,739 |
| Social security costs | 74,162 | 75,983 |
| Other pension costs | 28,943 | 34,345 |
| | <u>856,152</u> | <u>973,067</u> |

Other pension costs were made up as follows

| | 2018 | 2017 |
|--|-------------|-------------|
| | £ | £ |
| Defined contribution | 27,270 | 32,410 |
| Defined benefit deficit interest (see note 17) | 1,673 | 1,935 |

The number of employees whose annual remuneration was £60,000 or more were:

| | 2018 | 2017 |
|--|---------------|---------------|
| | Number | Number |
| Employees earning between £70,001 to £80,000 | <u>1</u> | <u>-</u> |

During the year a member of the senior management team was paid £nil (2017: £24,364) in lieu of notice. This was funded from the charity's unrestricted reserves. No further commitment from the charity exists in relation to the termination of employment at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

11 Tangible fixed assets

| | Fixtures, fittings & equipment |
|------------------------------------|---|
| | £ |
| Cost | |
| At 1 April 2017 | 55,940 |
| At 31 March 2018 | <u>55,940</u> |
| Depreciation and impairment | |
| At 1 April 2017 | 42,774 |
| Depreciation charged in the year | 9,898 |
| At 31 March 2018 | <u>52,672</u> |
| Carrying amount | |
| At 31 March 2018 | <u>3,268</u> |
| At 31 March 2017 | <u>13,166</u> |

12 Financial instruments

| | 2018 | 2017 |
|---|----------------|----------------|
| | £ | £ |
| Carrying amount of financial assets | | |
| Debt instruments measured at amortised cost | <u>263,778</u> | <u>464,036</u> |
| Carrying amount of financial liabilities | | |
| Measured at amortised cost | <u>123,742</u> | <u>112,003</u> |

13 Stocks

| | 2018 | 2017 |
|-------------------------------------|--------------|--------------|
| | £ | £ |
| Finished goods and goods for resale | <u>1,542</u> | <u>5,750</u> |

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

14 Debtors

| | 2018 | 2017 |
|---|----------------|----------------|
| Amounts falling due within one year: | £ | £ |
| Trade debtors | 226,339 | 464,036 |
| Prepayments and accrued income | 99,403 | 169,467 |
| | <u>325,742</u> | <u>633,503</u> |

15 Creditors: amounts falling due within one year

| | Notes | 2018 | 2017 |
|------------------------------------|--------------|----------------|----------------|
| | | £ | £ |
| Other taxation and social security | | 35,512 | 45,342 |
| Deferred income | 16 | 120,400 | 459,109 |
| Trade creditors | | 62,464 | 55,914 |
| Other creditors | | 5,232 | 102 |
| Accruals and deferred income | | 56,046 | 55,987 |
| | | <u>279,654</u> | <u>616,454</u> |

Provisions for liabilities

| | Notes | 2018 | 2017 |
|--------------------------------|--------------|---------------|---------------|
| | | £ | £ |
| Retirement benefit obligations | 17 | 58,093 | 63,310 |
| | | <u>58,093</u> | <u>63,310</u> |

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

16 Deferred income

| | 2018 | 2017 |
|-----------------------|-------------|-------------|
| | £ | £ |
| Other deferred income | 120,400 | 459,109 |

Deferred income is included in the financial statements as follows:

| | 2018 | 2017 |
|---------------------|----------------|----------------|
| | £ | £ |
| Current liabilities | 120,400 | 459,109 |
| | <u>120,400</u> | <u>459,109</u> |

Included in deferred income is an amount of £10,130 (2017: £10,000) that relates to restricted funds held in trust for a long term follow up of a review of Everychild's exit strategy due to take place in 2021.

17 Retirement benefit schemes**Defined Contribution schemes**

The INTRAC operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the INTRAC in an independently administered fund.

Defined benefit schemes

Historically INTRAC used a multi-employer scheme which provided a guaranteed minimum growth rate, making it a defined benefit scheme. The scheme is no longer used for current contributions. However, INTRAC is still a member of the scheme.

The scheme provides benefits to some 1,300 non-associated participating employers. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2018

17 Retirement benefit schemes (continued)

Valuation

A full actuarial valuation for the scheme was carried out at 30 September 2011. This valuation showed assets of £780m, liabilities of £928m and a deficit of £148m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

£13.9m per annum (payable monthly and increasing by 3% each on 1st April)

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £793m, liabilities of £970m and a deficit of £177m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2016 to 30 September 2025: £12,945,440 per annum
(payable monthly and increasing by 3% each on 1st April)

From 1 April 2016 to 30 September 2028: £54,560 per annum
(payable monthly and increasing by 3% each on 1st April)

Key assumptions

| | 2018 | 2017 |
|---|--------------|--------------|
| | % | % |
| Discount Rate | <u>3</u> | <u>3</u> |
| Expected rate of increase of pension in payment | <u>3</u> | <u>3</u> |
| Amounts recognised in the income statement: | | |
| | 2018 | 2017 |
| | £ | £ |
| Net interest on defined benefit liability/(asset) | <u>1,674</u> | <u>1,935</u> |

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

The amounts included in the statement of financial position arising from the INTRAC's obligations in respect of defined benefit plans are as follows:

| | 2018 | 2017 |
|--|---------------|---------------|
| | £ | £ |
| Present value of defined benefit obligations | <u>58,093</u> | <u>63,310</u> |
| Deficit in scheme | <u>58,093</u> | <u>63,310</u> |

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

17 Retirement benefit schemes (continued)

Movements in the present value of defined benefit obligations:

| | 2018 |
|-----------------------------------|---------------|
| | £ |
| Liabilities at 1 April 2017 | 63,310 |
| Contributions from scheme members | (6,891) |
| Interest cost | 1,674 |
| At 31 March 2018 | <u>58,093</u> |

The defined benefit obligations arise from plans which are wholly or partly funded.

18 Restricted funds

| | Balance b/f | Income | Expenditure | Transfers | Balance c/f |
|-------------------------|--------------|---------------|----------------|----------------|-------------|
| | £ | £ | £ | £ | £ |
| General Research Fund | - | 13,757 | (8,350) | (5,407) | - |
| Margaret Aston Memorial | - | 1,580 | (1,580) | - | - |
| INTRAC 25 | 1,050 | - | - | (1,050) | - |
| | <u>1,050</u> | <u>15,337</u> | <u>(9,930)</u> | <u>(6,457)</u> | <u>-</u> |

General Research Fund

The General Research Fund comprises ongoing research activities funded by a range of NGOs.

Margaret Aston Memorial Fund

An in memoriam grant towards the costs of publishing a Russian version of The Struggle for Civil Society in Central Asia and activities furthering work in defence of women and children affected by violence and family break-up.

INTRAC 25

Represents contributions received towards the production of a video marking the 25th Anniversary of INTRAC.

Amounts disclosed in transfers out represent the allocation of overheads or reimburse relevant time within unrestricted funds.

19 Operating lease commitments

At the reporting date operating leases under non-cancellable contracts outstanding at the year-end amount to £170,134 (2017: £239,596). The current lease for the property was renegotiated on 11 September 2015 for further 10 years with a rent review and optional break clause after 5 years.

At the reporting end date the total future minimum sublease amount expected to be received under non-cancellable subleases was £14,510 (2017: £47,001).

NOTES TO THE FINANCIAL STATEMENTS (continued)**FOR THE YEAR ENDED 31 MARCH 2018**

20 Related party transactions**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

| | 2018 | 2017 |
|---|----------------|----------------|
| | £ | £ |
| Salary | 233,591 | 193,328 |
| Pension | 19,088 | 7,303 |
| Termination payment (in lieu of notice) | - | 24,364 |
| Total | 252,679 | 224,995 |
| | | |
| Average FTE key management personnel | 4 | 4 |

21 Cash generated from operations

| | 2018 | 2017 |
|--|-----------------|-----------------|
| | £ | £ |
| Surplus/(deficit) for the year | 465 | (203,031) |
| | | |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities* | (38,026) | (40,128) |
| Depreciation and impairment of tangible fixed assets | 9,899 | 10,467 |
| Difference between pension charge and cash contributions | (5,217) | (5,416) |
| | | |
| Movements in working capital: | | |
| Decrease in stocks | 4,208 | 9,785 |
| Decrease/(increase) in debtors | 307,761 | (53,198) |
| Increase/(decrease) in creditors | 1,908 | (76,680) |
| (Decrease)/increase in deferred income | (338,709) | 259,670 |
| | | |
| Cash absorbed by operations | (57,711) | (98,531) |

Investment income is mainly made up of income from subletting premises (note 5).

At the reporting date the charitable company held £50,000 in bonds via National Westminster bank and £10,130 deposited with Shawbrook bank related to a follow up study to be undertaken in 2021.



Oxbridge Court, Osney Mead

Oxford OX2 0ES

United Kingdom

Tel: +44 (0)1865 201851

Fax: +44 (0)1865 201852

info@intrac.org

www.intrac.org



INTRAC is a company limited by guarantee No.2663769,
Registered in England; Registered Charity No. 1016676