

# **Review of Activities 2011-13**



**Strengthening civil society worldwide**

## From the executive director



Brian Pratt

During the period covered in this review – April 2011 to March 2013 – INTRAC accomplished important work in helping civil society respond to changing world dynamics. With five partner organisations, we examined 23 case studies to reach sometimes startling conclusions about trends in civil society.

We operated long-term programmes in Cyprus, Ethiopia, and Central Asia and worked with African diaspora groups in the UK. We continued to stress the importance of monitoring and evaluation. We also celebrated our 20<sup>th</sup> birthday by hosting a major conference entitled '**Civil society at a new frontier.**' Read on for more details and see [www.intrac.org](http://www.intrac.org). If you're reading this online, take note: many links are embedded.

## From the chair



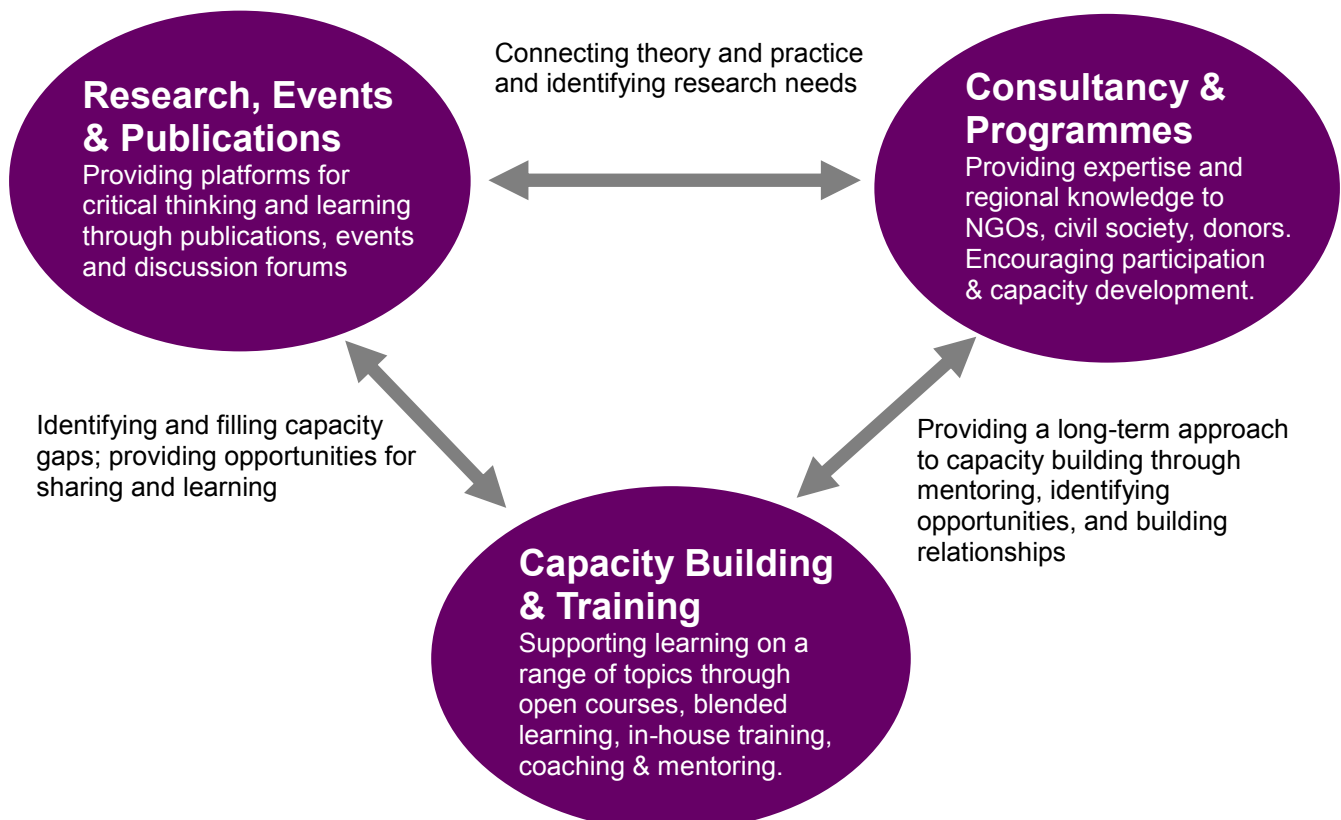
Geof Wood

The years 2011 to 2013 saw many changes in the architecture of aid in reaction to recession in donor countries and growth in emerging economies. Global civil society witnessed the emergence of new actors and social movements, while traditional development agencies went through major processes of rethinking their role, scale, and focus.

The trends were not always positive as donors sought quick fixes rather than long-term development and many international agencies panicked into putting their own interests before those of local civil society. However, INTRAC worked to help others maintain focus on helping civil society achieve long-term development through social transformation.

## At a glance: What does INTRAC do?

INTRAC is dedicated to strengthening civil society around the world. We do this mainly through research and publishing, training and mentoring, and consultancy. Our holistic approach means we bring together and build on different types of work on different themes.





## The way we work

INTRAC isn't just another consultancy, training, or research organisation. Both what we work on and the way we work set us apart. Collectively, our staff and associates have a deep background both in academia and the community of development practitioners. As such, we serve as a bridge between theory and practice. The themes we work on are detailed in the pages ahead. Here are some ways our methods make us different.

### Participation and inclusion

INTRAC believes strongly in participatory and inclusive approaches to civil society work. In our organisational development work, monitoring and evaluation work, events, publications, and more, we use a range of methods to bring different voices to the fore. We also help other organisations effectively implement participatory approaches.

### Identifying appropriate methods and tools

There exist many tools for planning, monitoring, evaluation, and assessment, but these are often not used effectively or appropriately. We believe in – and are experts in – helping organisations identify which tools are most fit for purpose and how to best use them.

### Collaboration

We believe bringing together different types of expertise results in better, more innovative work. So we work with researchers and practitioners; regional, national, and global networks; large NGOs and small civil society groups; staff at consultancy organisations and freelance consultants. We encourage

emerging and alternative voices to share their knowledge through our events and publications, including *Development in Practice*, the peer-reviewed journal we edit. Most of our publications are freely available online.

### Action research and learning

INTRAC has long engaged in action research and learning, a family of approaches that are values-based, action-oriented and participatory. In 2011-13, we published six papers on the topic. We also used these methods in working with organisations to identify and address their own research and learning questions, then turn the analysis of their challenges into action-oriented solutions and publications.

### Blended Learning

In addition to continuing our tailor-made and open face-to-face training, in 2012 we began a series of web-based courses that blend webinar training, independent work, and one-on-one coaching. This innovative approach allows participants to integrate their learning into their day-to-day work and receive help with real-life challenges. It also makes training more accessible by reducing the cost and time of travel.

### Why do we work the way we do?

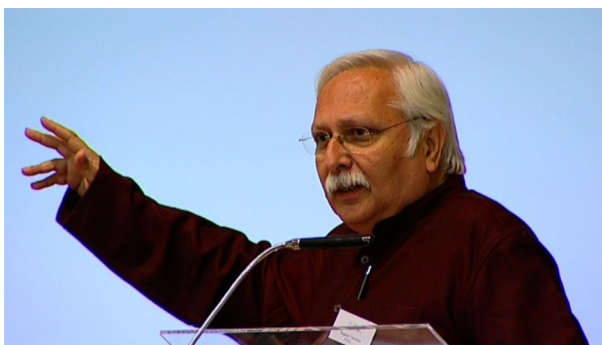
In a word: because of our values. INTRAC is a not-for-profit civil society organisation that works for other not-for-profit civil society organisations (and the occasional social enterprise). As such, we only choose work that contributes to global social justice and sustainability.

## Civil society dynamics

In 2011-13, civil society was in many ways at a crossroads. Around the world, new actors were emerging that organised themselves differently from traditional NGOs, national civil society organisations had to look for new ways to finance themselves as aid flows dried up, and generally, the legitimacy of many traditional civil society organisations was questioned. INTRAC explored these trends through research, workshops, publications, conferences, and consultancy projects.

### Key projects

*Programmes, research, and major consultancies focusing on trends affecting civil society, particularly at the local to national level*



Rajesh Tandon of PRIA speaks at the Civil Society at a New Frontier conference, December 2011

### Civil Society at a Crossroads

Starting in July 2011, INTRAC worked with partners in India (PRIA), South Africa (CDRA), Uruguay (ICD), East Africa (EASUN), and the Netherlands (PSO), on a major project to examine and reflect on the state of civil society globally. In 2011-13, the project resulted in 23 case studies, a well-attended conference entitled '**Civil Society at a New Frontier**' (December 2011), a special double edition of **ONTRAC** (January 2012), a **global synthesis report**, and a **short film**.

### Civil Society Support Programme



The Civil Society Support Programme (CSSP) in Ethiopia started in 2011 to support local organisations, with an emphasis on hard-to-reach regions and marginalised groups. A five-year, multi-donor capacity development programme, it is managed by a consortium

consisting of the British Council (Ethiopia), INTRAC, and the IDL Group. The budget for the programme started at around €30 million but early success led to rapid growth. INTRAC worked on the capacity building elements and overall strategy, and designed the monitoring and evaluation system.



Market in Benishangul Gumuz. CSSP works on a number of agricultural income generation projects.

### Peer Learning Programme



The Peer Learning Programme, which ran from 2010 to 2013, supported

small and diaspora-led African development organisations based in the UK. Funded by Comic Relief and facilitated by INTRAC and Widows and Orphans International, the programme aimed to help these organisations become more effective and exert a greater influence over UK development debates and international development practice.

### Civil society in changing India: Emerging roles, relationships and strategies

In partnership with Participatory Research in Asia (PRIA), with funding from Cordaid, INTRAC investigated how Indian civil society organisations are changing in response to the OECD Development Assistance Committee designating India a lower-middle income country, with aid declining as a consequence. In addition to a report, the project resulted in nine workshops held across India in 2012-13.

### Cypriot Civil Society in Action Programme

From 2010 to the end of 2011, INTRAC engaged in a research project on how civil society in both parts of Cyprus was promoting cooperation and reconciliation across the island. Workshops and publications brought together our findings, particularly on peace building programmes.

### Central Asia Programme (see more on pg. 10)

INTRAC has been involved with strengthening civil society in Central Asia since 1994 and has operated a regional office in Kyrgyzstan since 1997. Highlights in 2011-13 included providing training on and developing new approaches to youth leadership; training organisations on research skills to increase local government accountability and reduce the risk of conflict; and capacity building for NGOs working with children and families.



Youth leadership training programme, Turkmenistan

### Analytical Skills Training Programme (ASTP), Kyrgyzstan

INTRAC's Central Asia office initiated this programme in Southern Kyrgyzstan in June 2011 with two partner NGOs, the Public Association Centre Interbilim in Osh and the Civil Society Support Center in Jalalabad, with the support of the British Embassy in Kazakhstan. The main goal was to strengthen NGO capacity to work with local authorities to improve governance in post-conflict Kyrgyzstan. From April 2012, the programme expanded to Northern Tajikistan.

### Faith-based organisations

Religion and development continued to be a major focus of research, resulting in a special issue of *Development in Practice* (August 2012). We also worked with many faith-based organisations on a variety of consultancies and training.

### HIV/AIDS in the Workplace

INTRAC's HIV/AIDS in the Workplace programme, which concluded in June 2011, focused on the impact of HIV/AIDS within civil society organisations. The programme brought together a group of almost 50 practitioners from across Africa and Asia to learn from each other. It also resulted in a large body of publications available through INTRAC's website.

## Key publications

All the following are available for free download under 'Resources' at [www.intrac.org](http://www.intrac.org).

- ▶ Buxton, C. and E. Konovalova (2013), '**Russian civil society: History, today, and future prospects**', Briefing Paper 37, INTRAC
- ▶ Moldosheva, A., G. Mamasalieva, and C. Buxton (2013), '**Research in action: Civil society working to improve governance in post-conflict Kyrgyzstan**', Praxis Paper 27, INTRAC
- ▶ Popplewell, R. (2013), '**Responding to crisis: Understanding the effects of political and economic crisis on civil society in the Republic of Ireland**', Briefing Paper 35, INTRAC
- ▶ Musabaeva, A. (2013), '**Responsibility, transparency and legitimacy of socially-oriented NGOs in Kyrgyzstan**', Briefing Paper 34, INTRAC
- ▶ PRIA, CDRA, PSO, INTRAC, EASUN, ICD (2012), '**Civil society at crossroads: Shifts, challenges, options**' (Global synthesis report)
- ▶ Hayman, R. (2012), '**The Busan Partnership: Implications for civil society**', Briefing Paper 29, INTRAC
- ▶ Gillespie, N., V. Georgiou, and S. Insay (2011), '**Cyprus civil society: Developing trust and cooperation**', Research briefing paper, INTRAC

## Training highlights

INTRAC ran 11 open training courses relating to civil society dynamics in 2011-13:

- ▶ **Advocacy and policy influencing:** 5 open training courses (1 in Central Asia), 1 blended learning course
- ▶ **Advanced advocacy and policy influencing:** 1 course
- ▶ **Gender analysis and planning:** 3 courses
- ▶ **Effective leadership and management:** 1 course (Central Asia)
- ▶ **Facilitating change for social justice:** 1 course (Central Asia)

A total of 95\* people attended these courses. Participants rated their overall experience an average of **8.4 out of 10**.\* Participants rated the extent to which their aims were fulfilled an average of **8.6**.\*

\*Excludes Central Asia courses, where ratings where recorded range from 7 to 9 out of 10.

## Planning, monitoring, evaluation, and learning

INTRAC's deep expertise in helping civil society organisations plan, monitor, evaluate, assess, and learn from their programmes has long been one of our key strengths. In particular, we have a core body of staff and associates who are experts in designing, implementing, and reviewing monitoring and evaluation (M&E) systems, from baseline studies to impact assessment. We also extensively publish and train in this area.

### Key projects

*Events, research, and major consultancies focusing on planning, monitoring, evaluation, assessment, and learning*

### Monitoring and Evaluation: New Developments and Challenges

INTRAC organised the 7th international conference on M&E, which was held in the Netherlands in June 2011. It brought together some 170 people from more than 41 countries and 70-plus agencies to examine 10 themes including design of M&E systems, M&E of advocacy, M&E of capacity building,

M&E in complex contexts of social change, and programme evaluation in an era of results-based management.

### Climate and Development Knowledge Network monitoring and evaluation



Climate & Development Knowledge Network

Since 2010, INTRAC has worked with the Climate and Development Knowledge

Network (CDKN), an international alliance of organisations led by PricewaterhouseCoopers and funded by the British and Dutch governments. INTRAC designed and has been running CDKN's M&E system, providing day-to-day and specialist M&E support. It ensures that projects and programmes effectively plan, monitor, evaluate, learn and improve in the light of evolving evidence.

### Plan International post-intervention study

INTRAC consultants worked with Plan International in 2011 to evaluate long-term changes in an area of Kenya where Plan worked between 1986 and 2004. The study used a rights-based approach to analyse how the communities had changed over time and the main reasons for these changes. We



Discussion between delegates at INTRAC monitoring and evaluation conference, 2011

found physical inputs provided by Plan were continuing to contribute to well-being. However, Plan-supported community-based organisations had generally not survived.

## Save the Children Norway partnership review

In 2011-12, INTRAC carried out an evaluation of Save the Children Norway's (SCN's) partnership approach. The purpose of this evaluation was to provide an insight into SCN's work with partners, build learning and ensure accountability. The main elements were: a literature review, an online survey with SCN staff and partners, interviews, and visits to four case study countries – Zimbabwe, Mozambique, Nicaragua and Nepal. The field visits included workshops, interviews, and participatory exercises with children. As part of the approach, a document, 'Overview of Partnership Debates and Practice', was produced in addition to the evaluation report.

## ActionAid Denmark evaluation

In 2011-12, INTRAC conducted a large-scale evaluation of the work and programmes of ActionAid Denmark (Mellempfolkeligt Samvirke), decisively contributing to strategic decision-making within the organisation. This consultancy provided an overall assessment of the major reorientation that ActionAid Denmark embarked on over the past six years, in relation to general external developments including the Danish government's strategy of support to civil society (see pg 9).

## Helping Transform Africa strengthen monitoring and evaluation systems

Transform Africa is a UK-based organisation that does capacity building in Africa through a network of local NGO partners. In 2012, INTRAC conducted a review of their monitoring and evaluation systems, including their baseline survey guidelines. We then developed a programme for staff to support them in the strengthening of the organisation's monitoring and evaluation systems.

## Key publications

All the following are available for free download under 'Resources' at [www.intrac.org](http://www.intrac.org).

► Van Ongevalle, J., A. Maarse, C. Temmink, E. Boutylkova, and H. Huyse (2012), '**Dealing with complexity through planning,**

**monitoring & evaluation (PME)**', Praxis Paper 26, INTRAC

► James, R. (2012), '**How to do strategic planning: A guide for small and diaspora NGOs**', INTRAC

► INTRAC (2011), '**Monitoring and evaluation: New developments and challenges**', Conference report

► Riley, M. (2012), '**Programming briefing: Lessons from a post-intervention study in Taita-Taveta District, Kenya**', Plan International with INTRAC

► INTRAC (2012), '**Benchmarking clubs: A guide for small and diaspora NGOs**'



Participants' discussion at a 2012 training course

## Training highlights

INTRAC ran **25** open training courses relating to M&E, including:

- **Monitoring and evaluation (foundation):** 6 courses (1 Central Asia)
- **Advanced monitoring and evaluation:** 11 courses (1 Central Asia)
- **Impact assessment:** 6 courses
- **Theory of change approaches to planning and impact assessment:** 2 courses

A total of **282\*** people attended these courses. Participants rated their overall experience an average of **8.2 out of 10**.\* Participants rated the extent to which their aims were fulfilled an average of **8.1**.\*

*\*Excludes Central Asia courses, where ratings were recorded range from 7 to 9 out of 10. A total of 50 people attended all open training courses in Central Asia.*

## Aid, development, and research trends

The world of international aid changed significantly in 2011-13. Traditional divides – between North and South; donors and recipients; state and service organisations, etc. – were blurring, with positive and negative consequences. As priorities changed and more countries attained middle-income status, funding shifted or stopped. New trends also emerged in research processes. INTRAC was at the forefront of exploring these changes.

### Key projects

*Programmes, research, events, and major consultancies focusing on trends affecting donors, international NGOs (INGOs), state development agencies, and researchers studying development*



Participants at the December 2011 NGO Research Forum, 'Civil Society at a New Frontier'

### NGO Research Fora

In 2011-13, INTRAC held four NGO Research Fora. These are two-day events for NGO Research Programme members, often with one-day open to the public. The following fora focused at least in part on aid, development and research trends:

- ▶ **Aid withdrawal, partnership, and civil society organisation sustainability in a time of global economic change** (November 2012)
- ▶ **Doing research better: Exploring the researcher-practitioner interface** (May 2012)
- ▶ **Civil society at a new frontier: Challenges and opportunities for INGOs** (December 2011)
- ▶ **Alternative development actors and changes in the aid architecture** (May 2011)

### Private philanthropy and civil society

In October 2012, INTRAC and the Association of Charitable Foundations (ACF), supported by the Diana, Princess of Wales Memorial Fund, co-convened a one-day workshop entitled '**Supporting civil society in Africa: Innovative and effective collaboration between philanthropic foundations, international NGOs and civil society organisations**' at the Baring Foundation in London,

INTRAC also presented on the role of philanthropists in supporting civil society in developing countries at a University of Bradford symposium on philanthropy and social justice in March 2013.

### Development Studies Association

INTRAC is a member of the Development Studies Association of the UK and Ireland, with two seats on the council in 2011-13 (as treasurer and NGO representative). We also co-convene the **NGOs in Development Study Group** with the University of East London.

### Cracking Collaboration

In 2012, in partnership with World Vision and the University of Bradford, with funding from the Development Studies Association, INTRAC studied research collaboration between academics and NGOs in international development, exploring topics such as how partnerships are negotiated and navigated, how collaboration affects research results, and institutional obstacles to collaboration.

The project resulted in a two-day workshop in London as well as a number of papers and blog posts. It also resulted in INTRAC being asked to contribute to a number of other initiatives on NGO-academic collaboration, and partnerships with academic projects at the Universities of Bradford and Mzumbe; the Universities of Portsmouth and Reading; and the Institute of Education, London.

### Evaluations of government development aid

#### Baseline study of Bangladeshi NGOs for Dutch government

Starting in 2012, INTRAC worked in partnership with Bath University and Bangladesh



Institute of Development Studies to complete a capacity development evaluation of five Bangladeshi NGOs for the government of the Netherlands. The survey was done in preparation for a final evaluation in 2015, which will assess the effectiveness of the NGOs' use of Dutch funds.

### Evaluation of Danish support to civil society

Throughout 2012-13 (with a pre-study starting in 2011 and work on Phase 2 continuing in 2014), INTRAC, with partners Tana (Denmark) and Indevelop (Sweden), conducted a major evaluation of Denmark's strategy of support to civil society. The overall purpose was to collate lessons learned from the process of putting the strategy into operation. The study also reviewed how different funding models have supported the development of a stronger, more independent and diversified civil society in developing countries.

### Reviewing UK government funding of international NGOs

The UK government's Department for International Development (DfID) supports NGOs working internationally through programme partnership agreements. There are regular independent reviews to evaluate the impact of DfID's funding on the organisation and its projects. Among other things, the reviews include verifying the organisation's own reporting to DfID and assessing performance, value for money, and learning. In 2012, INTRAC was responsible for designing and implementing reviews of Christian Aid and Sightsavers.

## Key Publications

*All the following are available for free download under 'Resources' at [www.intrac.org](http://www.intrac.org).*

- ▶ Gabay, C (2013), '**The Millennium Development Goals legacy: Social, cultural and spatial engineering**', Briefing Paper 36, INTRAC
- ▶ Fedeler, K, and R Hayman (2012), '**Beyond the apolitical: Private foundations and transformative development in Sub-Saharan Africa**', Briefing Paper 33, INTRAC
- ▶ Popplewell, R and R Hayman (2012), '**Where, how, and why are action research approaches used by international development non-governmental organisations?**' Briefing Paper 32, INTRAC
- ▶ Pratt, B, J Hailey, M Gallo, R Shadwick, and R Hayman (2012), '**Understanding private donors in international development**', Briefing Paper 31, INTRAC
- ▶ Brand, J, S Schot, L Stok, and P Staal (2012), '**It takes two to tango: Reversed organisational assessments between Northern and Southern civil society organisations**', Praxis Note 62, INTRAC
- ▶ Buijs, P, A Aarnoudse, C Geers, E Agbenyadzi, A Kuma and AM Doppenberg (2012), '**The Jigsaw of Mayor Clement: Stories and lessons from an action learning programme in West Africa**', Praxis Note 61, INTRAC
- ▶ Aniekwe, CC, R Hayman and A Mdee, with J Akuni, P Lall and D Stevens (2012), '**Academic-NGO collaboration in international development research: A reflection on the issues**', Working paper, INTRAC
- ▶ Hayman, R (2012), '**Promoting academic-practitioner partnerships in international development research**', Briefing Note 31, INTRAC
- ▶ Giffen, J and B Pratt (2011), '**After the Millennium Development Goals – What then?**' Briefing Paper 28, INTRAC

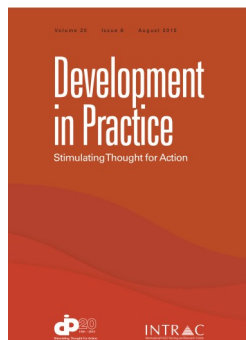
## Training highlights

In 2011-13, INTRAC ran nine courses relating to trends in aid, development, and research. All were held in Oxford.

- ▶ **Organisational development:** 2 courses
- ▶ **Advanced partner capacity building:** 4 courses
- ▶ **Project cycle management:** 1 course
- ▶ **Participatory proposal development:** 1 course
- ▶ **Organisational development and partner capacity building:** 1 course

A total of **95** people attended these courses. Participants rated their overall experience an average of **8.6 out of 10**. Participants rated the extent to which their aims were fulfilled an average of **8.6**.

## Development in Practice



INTRAC edits *Development in Practice*, a peer-reviewed international journal offering practical analysis and research relating to development and humanitarianism. It provides a worldwide forum for the exchange of ideas and experiences by academics and development workers and as such, aims to encourage the broadest possible sources of authors and readers.

*Development in Practice* publishes at least one themed special issue each year, usually a commissioned double issue. The special issues for 2011-13 were:

- ▶ **Global food-price shocks and poor people** (June 2011)
- ▶ **Child protection in development** (June 2012)
- ▶ **Religion and development** (Aug. 2012)

## Central Asia Programme

Main themes of work by the INTRAC Central Asia Programme (ICAP) in 2011-13:

▶ **Capacity building for the social sector**  
In 2011-13, we mainly worked with networks of disabled people's organisations in Kazakhstan and Kyrgyzstan. As of 2012, we worked with UNICEF Uzbekistan to provide capacity building for NGO partners working with children and families, and with UNICEF Kyrgyzstan to support a network of youth centres.

▶ **Leadership development**

Since 2007-08, ICAP has mainly focused on leadership and advocacy skills for women and youth in Kyrgyzstan, Kazakhstan and Turkmenistan. Participants usually carry out mini-projects supervised by our trainers.

▶ **Analytical and research skills**

Since 2012, ICAP has implemented a British Embassy-funded three-year project focusing on civil society organisations using research to improve governance and prevent conflict in Fergana Valley (Kyrgyzstan and Tajikistan). The project is a follow-up to a similar project in Osh (Kyrgyzstan) in 2011-12.

▶ **Providing information and expertise**

ICAP has many valuable resources in English and Russian. In addition to writing our own papers and adapting UK materials to the region, we translate ONTRAC into Russian, add local articles and information to each edition, and circulate it around Central Asia.

## INTRAC by the numbers

In April 2011 – March 2013, we worked with:

- ▶ **115** organisations on...
- ▶ **173** projects focusing on...
- ▶ **66** countries

Including:\*

- ▶ **85** consultancies focusing on **48** countries
- ▶ **79** in-house training courses in **31** countries
- ▶ **12** contracted research jobs focusing on **13** countries and the global level

We ran the following open courses:

- ▶ **40** open training, Oxford
- ▶ **5** open training, Central Asia
- ▶ **1** blended learning (web-based)
- ▶ **472** participants from **92** countries\*\*

**66** publications:

- ▶ **1** book
- ▶ **2** briefing notes
- ▶ **11** briefing papers
- ▶ **7** case studies
- ▶ **9** guide booklets/toolkits
- ▶ **4** non-series papers
- ▶ **6** editions of ONTRAC newsletter
- ▶ **3** praxis notes
- ▶ **2** praxis papers
- ▶ **7** workshop/conference reports/backgrounders
- ▶ **12** single issues, *Development in Practice*
- ▶ **2** double issues, *Development in Practice*

*Development in Practice* full-text downloads:

- ▶ 2011 (calendar year): **49,288**
- ▶ 2012 (calendar year): **66,197**

Our website as a resource:

- ▶ **153,345** visits by...
- ▶ **99,933** unique visitors from...
- ▶ **208** countries
- ▶ **646,862** unique pageviews
- ▶ **31,895** downloads of...
- ▶ **810** PDF documents
- ▶ **19** blog posts attracting...
- ▶ **4,687** views (excludes views of main blog page)

We put on the following events:

- ▶ **4** NGO Research Fora
- ▶ **2** major conferences
- ▶ **1** one-day workshop

\* Numbers do not 'add up' because some projects span multiple categories and locations.

\*\* Excludes Central Asia. There were about **50** open training participants on Central Asia courses.

## Financial activities

For further details, download 'INTRAC Trustees Report and Accounts' 2012 and 2013.

### Summary statement of financial activities including income and expenditure account For the year ended 31 March 2012

	Unrestricted funds (£)	Restricted funds (£)	Total 2012 (£)	Total 2011 (£)
<b><u>Incoming resources from generated funds</u></b>				
Investment income	36,030	-	36,030	32,711
Incoming resources from charitable activities	1,729,177	370,786	2,099,963	1,510,641
Other incoming resources	2,528	-	2,528	509
<b>Total incoming resources</b>	<b>1,767,735</b>	<b>370,786</b>	<b>2,138,521</b>	<b>1,543,861</b>
<b><u>Resources expended</u></b>				
Programmes	-	44,166	44,166	83,368
Research	230,692	326,620	577,312	328,815
Training	523,079	-	523,079	456,737
Consultancy	945,182	-	945,182	641,005
<b>Total charitable expenditure</b>	<b>1,698,953</b>	<b>370,786</b>	<b>2,069,739</b>	<b>1,509,925</b>
Governance costs	7,445	-	7,445	5,000
<b>Total resources expended</b>	<b>1,706,398</b>	<b>370,786</b>	<b>2,077,184</b>	<b>1,514,925</b>
Net movement in funds	61,337	-	61,337	28,936
Fund balances at 1 April 2011	368,744	-	368,744	339,808
Fund balances at 31 March 2012	430,081	-	430,081	368,744

### Summary statement of financial activities including income and expenditure account For the year ended 31 March 2013

	Unrestricted funds (£)	Restricted funds (£)	Total 2013 (£)
<b><u>Incoming resources from generated funds</u></b>			
Investment income	39,006	-	39,006
Incoming resources from charitable activities	1,745,063	136,053	1,881,116
Other incoming resources	1,393	-	1,393
<b>Total incoming resources</b>	<b>1,785,462</b>	<b>136,053</b>	<b>1,921,515</b>
<b><u>Resources expended</u></b>			
Research	122,891	168,647	291,538
Training	568,870	-	568,870
Consultancy	1,032,213	-	1,032,213
<b>Total charitable expenditure</b>	<b>1,723,974</b>	<b>168,647</b>	<b>1,892,621</b>
Governance costs	5,689	-	5,689
<b>Total resources expended</b>	<b>1,729,663</b>	<b>168,647</b>	<b>1,898,310</b>
<b>Net incoming/(outgoing) resources between transfers</b>	<b>55,799</b>	<b>(32,594)</b>	<b>23,205</b>
Gross transfers between funds	(32,594)	32,594	-
<b>Net income for the year / net movement in funds</b>	<b>23,205</b>	<b>-</b>	<b>23,205</b>
Fund balances at 1 April 2012	430,081	-	430,081
Fund balances at 31 March 2013	453,286	-	453,286

## Trustees

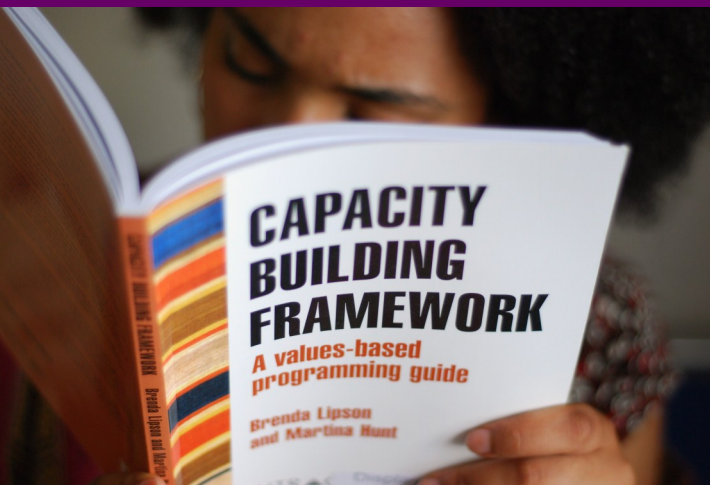
*We would like to thank the following volunteer board members who served in 2011-13:*

- ▶ **Geof Wood** (Chair)
- ▶ **Rosemary Preston** (Vice Chair, to Sept. 2011)
- ▶ **Graham Nixey** (Treasurer, to Sept. 2011)
- ▶ **Tom Travers** (Treasurer, as of Nov. 2012)
- ▶ **Salma Abbasi** (As of Nov. 2012)
- ▶ **Bruce Coles** (As of Dec. 2011)
- ▶ **Belinda Coote** (To Sept. 2011)
- ▶ **Susan Cunningham** (As of Nov. 2012)
- ▶ **George Gelber** (As of Nov. 2012)
- ▶ **Pat Holden**
- ▶ **Nazneen Kanji** (As of Sept. 2011)
- ▶ **Janet Momsen**
- ▶ **Trevor Rees**
- ▶ **Paul Thornton** (To Dec. 2011)
- ▶ **Pat White**

## NGO Research Programme

*The NGO Research Programme provides valuable support to our research and knowledge sharing. Thanks to the following members:*

- ▶ **Broederlijk Delen**
- ▶ **Christian Aid**
- ▶ **Community Development Resource Association (CDRA)**
- ▶ **Concern Worldwide**
- ▶ **Cordaid**
- ▶ **DanChurchAid**
- ▶ **ICCO (Interchurch organisation for development cooperation)**
- ▶ **Norwegian Church Aid**
- ▶ **Save the Children Denmark**



## Key Partners

*In 2011-13, we worked with 550+ organisations around the world and are grateful to all. In addition to our NGO Research Programme members, special thanks go to the following key partners:*

- ▶ Achmea Foundation
- ▶ Action Aid Denmark
- ▶ Amnesty International
- ▶ Bill & Melinda Gates Foundation
- ▶ Bond (UK)
- ▶ British Council
- ▶ British Embassies and High Commissions
- ▶ Canadian Red Cross
- ▶ CARE
- ▶ Children's Investment Fund Foundation
- ▶ Civil Society Support Programme (Ethiopia)
- ▶ Comic Relief
- ▶ Danida
- ▶ Department for International Development (UK)
- ▶ Development Studies Association (UK/Ireland)
- ▶ Diana, Princess of Wales Memorial Fund
- ▶ EASUN
- ▶ ECPAT
- ▶ EveryChild
- ▶ FIGO (International Federation of Gynecology and Obstetrics)
- ▶ GOAL
- ▶ GRM International
- ▶ Instituto de Comunicación y Desarrollo (ICD)
- ▶ ITF Seafarers' Trust
- ▶ Kimmage Development Studies Centre
- ▶ King Khalid Foundation
- ▶ The MasterCard Foundation
- ▶ MDF Training & Consultancy
- ▶ Ministry of Foreign Affairs (Denmark)
- ▶ Misesan Cara
- ▶ Oxfam
- ▶ Participatory Research in Asia (PRIA)
- ▶ Plan
- ▶ PSO (Netherlands)
- ▶ Research Councils UK
- ▶ Save the Children
- ▶ Sightsavers
- ▶ streetfootballworld
- ▶ Swedish Mission Council
- ▶ Taylor & Francis
- ▶ Transparency International
- ▶ Trócaire
- ▶ UNICEF
- ▶ United Nations Development Programme
- ▶ University of Bath
- ▶ WaterAid
- ▶ World Vision

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