

Charity Registration No. 1016676

Company Registration No. 2663769 (England and Wales)

**INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING
AND RESEARCH CENTRE ("INTRAC")**

TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

P Thornton (Chair)
T Travers (Treasurer)
B Coles
G Gelber
N Kanji
T Rees
S Weaver
J Copestake
P Vernon
C March
N Gabriel

Executive Director

M Hammer

Charity number

1016676

Company number

2663769

Principal address

Oxbridge Court
Old Fruiterers' Yard
Osney Mead
Oxford
OX2 0ES

Auditors

Chapman Worth Limited
6 Newbury Street
Wantage
Oxfordshire
OX12 8BS

Bankers

Nat West
249 Banbury Road
Oxford
OX2 7HR

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

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INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2015

The trustees present their report and accounts for the year ended 31 March 2015.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005.

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 later in this report.

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

G Wood	(Resigned 12 November 2014)
P Thornton (Chair)	
T Travers (Treasurer)	
B Coles	
G Gelber	
P Holden	(Resigned 12 November 2014)
N Kanji	
J Momsen	(Resigned 12 November 2014)
T Rees	
S Weaver	
S Cunningham	(Resigned 9 July 2014)
J Copestake	(Appointed 12 November 2014)
P Vernon	(Appointed 12 November 2014)
C March	(Appointed 25 March 2015)
N Gabriel	(Appointed 25 March 2015)

Finance committee:

T Rees
T Travers
P Thornton

Senior management team:

Michael Hammer - Executive Director
Rachel Hayman - Head of Research
Clare Moberly - Consultancies, Training and Programme Director
Karen Saxl - Finance Director

Suggestions for new trustees are made by existing board members or the Executive Director and are approved by a majority of the Board.

Trustees are invited to INTRAC, usually before their election, for sessions with the chair and staff to be briefed on the operations of the charity and their obligations. Occasionally trustees have been sponsored to attend national events designed for trustees. The greatest investment in the trustees comes from the charity sponsoring trustees attendance at workshops and conferences organised by INTRAC. Trustees attended and participated in research meetings and seminars. Copies of the current Charity Commission guidelines for trustees are also made available to new trustees.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

The Board is composed of volunteer members chosen from a range of professional fields related to the wide range of INTRAC's activities and mandate including law, management and accountancy. The honorary officers are listed above; they take specific responsibilities when requested by the Board and between board meetings as delegated by the full board. The Board is elected at board meetings, results being reported to the full membership. An alternative Annual General Meeting for members was held in December. A rotation system for board members is set down in the Articles of Association. The Board meets approximately four times per year. It also hires and carries out the annual appraisal of the performance of the Executive Director to whom the management of the organisation is delegated.

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed and systems or procedures have been established to manage those risks.

Objectives and activities

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.

INTRAC exists to strengthen the effectiveness and sustainability of civil society to challenge poverty and inequality, empowering people to gain greater control over their own future. Our vision is that people are able to come together and to organise in forms that are effective, sustainable, rooted and legitimate in their own societies; and are able to participate in a vibrant and interconnected global movement for social justice, human rights and environmental sustainability.

Our new strategy shifts the focus of our work towards providing support and facilitating access to capacity development for those who as individuals and organisations are themselves key to supporting civil society locally, nationally and regionally. This will be a priority while we continue to respond to need and demand worldwide. INTRAC also commits to a more proactive translation of our experiences and findings from research into actively influencing the civil society focused practices and policies of those agencies and organisations which set the parameters for civil society through funding, policy and regulation and hence often have direct influence on the capacity of civil society to contribute effectively to the reduction of poverty and challenging inequality. For this reason we will dedicate special attention in both our main strands of action to issues of civil society sustainability and activism. To be successful in our external strategic aims we will need to expand and increase the diversity of our international and regionally based network of associates, develop new strategic partnerships with peer organisations and funders, and be more inclusive of diversity and international civil society input in our governance. We will not only continue to publish, disseminate and share good practice and research findings widely and free of charge, but also respond with a new communications strategy to the changing patterns of accessing and taking up of our contributions to the debate and professional practice.

Further details of INTRAC's 2020 Strategy, which was agreed in late March 2015, can be obtained on INTRAC's website. Through appropriate organisational development planning, monitoring and evaluation INTRAC also ensures that we continue to deliver a public benefit and our programme of work is in the spirit of the revised charity law 2011.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Achievements and performance

For the past financial year INTRAC committed to a combined operational plan for training, research consultancies and programme work.

1. Training

In the field of training the organisation delivered 13 multi-day Open Training courses with 152 participants in total, and four Blended Learning courses (in which over a course programme of several weeks elements of joint virtual sessions are combined with coursework and mentoring), with 35 participants. The latter training concept allows in particular the engagement of participants who would not otherwise be able to afford or access training in particular from Africa and Asia. This aim is further supported by the offering of bursaries which are taken up in virtually every offered course. Course satisfaction ratings remained high with averages between 7.4 and 9.3 out of 10.

In addition to Open Training and Blended Learning courses INTRAC delivered 55 in-house training courses worldwide in direct collaboration with a range of internationally based commissioning clients.

Training course themes covered amongst other themes Monitoring and Evaluation including in complex contexts, Impact Assessment: Theory of Change, Advocacy and Policy Influencing, Organisational Development, Partner Capacity Building, Action Research and use of evidence, sustainability, and leadership.

The training team also continued work on future innovative courses including coaching both off and online with the aim of improving quality and maintaining up-to-date content. In support of this the team also worked on the improvement of INTRAC's own training monitoring and evaluation systems. INTRAC staff continued dialogue and collaborations with major international not for profit organisations on systematic training programmes, and contributed to sharing of knowledge, best practice and cross organisational learning through involvement in the European Development Training Providers' Forum, blogs, INTRAC's Non-Governmental Organisations (NGO) Forum conference, and offering sessions on web-based training to external and INTRAC consultants and other staff.

2. Consultancies

Over 2014/15 INTRAC continued to consolidate and gradually expand its consultancy work in support of civil society organisations and those working with them to deliver better on their own charitable mission and purposes, while strengthening quality, systems and understanding of markets as a basis for further growth.

Quality of INTRAC consultancy and training proposals and project delivery have been further improved including through a systematic approach and improved team capacity in relation to the budgeting and implementation of quality assurance on methods, content and communications.

Supported by the recruitment of a further dedicated Middle East and North Africa (MENA) consultant INTRAC has made progress in the development of a regional strategy based on careful assessment of needs, local capacity, and partners. Further work is in course for the build-up of a network of regional consultants and organisations who can respond to demand.

The organisation also remained involved in larger scale and longer term project collaborations for instance in the Ethiopia Civil Society Support Programme (CSSP) and the Climate Development and Knowledge Network (CDKN), or policy and donor focused advisory work such as supporting the Danish Government's International Development Agency (DANIDA)'s evolving perspectives on civil society strategy and funding modalities. INTRAC has also forged new partnerships as part of new consortium framework agreements to provide technical assistance funded by multi- and bi-lateral donors to civil society organisations across a range of countries.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Other consultancies, such as on reviews of the UK Department for International Development Preferred Partnership Agreements (DFID PPAs), large scale baseline research for World Vision, an evaluation of civil society sustainability approaches for Dutch organisation Wilde Ganzen, and an ongoing review of the Open Society Institute's Step by Step programme in Eastern and Central Europe, have allowed INTRAC to continue to consolidate and expand its experience and to update its knowledge and in turn share good practice and skills with others in the field. This is complemented by many other projects on partnerships, and CSO Sustainability, Monitoring and Evaluating Advocacy.

The consultancy team also contributed to INTRAC's internal learning through exchanges on areas of emerging work across consultancies, training and research.

3. Research and Communications

INTRAC promoted and moved forward key reflections and debate on civil society in transition; aid and development trends; research, learning and knowledge within civil society; as well as monitoring & evaluation and wider organisational capacity building practice through its research activities including an expanding set of action learning projects. These activities are mainly funded through an NGO supported pool fund – supported by the five international organisations which are members of the NGO Research Programme, a growing number of externally commissioned projects, as well as grants.

As part of our convening and stimulating role INTRAC held a key event in Oxford under its own banner. In order to achieve a good depth of a complex subject matter we decided this year to focusing on civil society sustainability. Other NGO Forum events which focused on the same main topic were organised in the format of webinars to enable a wider international audience to attend. INTRAC also continues to develop relationships and ideas with academic partners and practitioner researchers through the convenor role in the Development Studies Association and contributions to other networks, and participation in the University of Oxford through collaborative Economic and Social Research Council (ESRC) PhD scholarship programme. INTRAC also hosted a Commonwealth Fellow from Nigeria.

INTRAC staff actively contributed to international conferences and events such as an international conference hosted by the EADI (European Association of Development Institutes), the BOND Annual Conference in London, the Development Studies Association Annual Conference, and the ISTR (International 3rd sector research association) conference.

Grant funded projects include a 3-year DFID funded project on Beneficiary Feedback Mechanisms (2013-16), together with World Vision and Social Impact Lab; work on local governance and accountability measures in Tanzania (2014-16) with the University of Mzumbe (lead) and the Foundation for Civil Society (Tanzania), funded by the ESRC-DFID Poverty Alleviation scheme, and a programme to support capacity building of Central Asian civil society on issues of youth and conflict in Central Asia from the UK Conflict prevention Pool / UK Embassy in Kyrgyzstan.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Over the past year INTRAC staff and associates published a wide range of papers and 34 blogs on a variety of civil society related topics. The following selection of publications demonstrates the thematic focus of our publications:

- [Praxis Note 69: Making Consortium Work](#) (03/2015)
- [Briefing Paper 42: Civil Society Under Fire](#) (03/2015)
- [ONTRAC 59: The role of INGOs in complex and politically charged contexts](#) – (02/2015)
- [Building sustainability of civil society. Debates, challenges and moving forward](#) – (01/2015)
- [Building sustainability of civil society: Beyond resourcing. Reflections from INTRAC staff and associates](#)(01/2015)
- [M& E Paper: Measuring advocacy impact: Case study of a capacity building programme](#) – (01/2015)
- [Briefing Paper 41: Models of INGO Sustainability: Balancing Restricted and Unrestricted Funding](#) – (11/2014)
- [ONTRAC 58- Monitoring and evaluating humanitarian aid](#) – (11/2014)
- [Knowledge sharing in action: The case of Concern Worldwide's Knowledge Matters](#) – (06/2014)
- [Legal Frameworks and Political Space for Non-Governmental Organisations: An Overview of Six Countries - Phase II](#) – (06/2014)
- [Legal Frameworks and Political Space for NGOs-Summary](#) (06/2014)
- [Survival is not enough: Building capacity of a thriving civil society in West Africa](#) (06/2014)
- [World Cup Special: How to build a winning team \(Praxis Note 51-Updated\)](#) – (06/2014)
- [ONTRAC 57: Beyond spring: Civil society's role in the Middle East and North Africa](#) –(05/2014)
- [Establishing a national coordinating body for non-profit organisations](#) – (05/2014)
- [NGO Research Programme overview](#) (04/2014)

In addition INTRAC continued as Editor of the Journal Development in Practice facilitating a wider debate on development and civil society issues across the practitioner / academic divide.

All blogs can be accessed at the INTRAC webpage at <http://www.intrac.org/blog.php>. INTRAC publications are available for download at INTRAC's online resource centre (<http://www.intrac.org/resources.php?type=&format=1&action=>). DIP articles can be accessed via the publishers Taylor and Francis at <http://www.developmentinpractice.org/about-dip/about-journal/about-journal>.

The increasing publications activity of INTRAC has also led to a marked growth of interest in our information offer on the web overall, with social media references growing between 30% and 50% over the year.

4. Programmes

In INTRAC's programme work the organisation continued with its emphasis on Ethiopia, Central Asia and the Middle East.

In Ethiopia INTRAC fulfils the role of co-managing agent for the Ethiopia civil society support programme (with the British Council) acting as strategic advisor and leading the capacity development element. This has included support to organisational assessment processes, the co-development of a leadership programme with national providers, the development of materials and a CSSP approach to programme design, co-design with MANGO (Management and Accountancy for NGOs) of a training and mentoring programme in finance. In addition INTRAC has provided input for sustainability concepts for the programme post 2016 and support on management information systems in the run up to the mid-term review in 2014, which resulted in the highest possible grade.

In Central Asia INTRAC's office in Kyrgyzstan focuses on improving research skills for CSOs in Fergana Valley (Kyrgyzstan and Tajikistan) and on youth leadership – both of these with a local governance and conflict-prevention focus, benefitting from support by the British Embassy, Friedrich Ebert Foundation and the UN Children's Emergency Fund UNICEF. Staff based in this office also collaborated closely with other INTRAC teams on work in civil society development in different countries in Eastern and Central Europe such as Ukraine, Moldova and Belarus.

In the Middle East and North Africa region INTRAC actively monitors and analyses civil society dynamics and the role civic activism plays in its multifaceted forms in the socio-political transition in the different countries in the region. INTRAC explores and responds to the tangibly rising demand for capacity building of civil society organisations through direct collaborations and training, including in relation to women's role in public life, youth issues, and the build-up of monitoring & evaluation systems.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Financial review

The result for the financial year ended 31 March 2015 is an unrestricted surplus of £59,060 (2014: £2,138) on unrestricted income of £1,848,710 (2014: £1,963,931). There is also a restricted surplus of £27,308 (2014: £nil). This surplus is restricted for civil society research, convening and advocacy purposes. The overall result for the year is a surplus of £86,368 (2014: £2,138) on total income of £1,950,000 (2014: £2,041,347).

Last year's results reflected in part the additional costs of transition in the role of Executive Director in 2013/14. The significant surplus achieved this year 2014/15 demonstrates that INTRAC services and contributions to the wider civil society debate and its role in development and addressing serious poverty and inequality continue to be valued in a highly competitive climate. This is also expressed in the increasing numbers of longer term relationships and programmes that we can support internationally but also regionally in Central Asia and the Middle East and North Africa. The positive development of our finances will continue to be based on a sound and strategically identified mix of projects involving both larger and smaller civil society focused clients and partners.

Plans for the future

In line with INTRAC's new strategy until 2020 the organisation will begin to focus on two main strands of action: Strengthening regional and in-country access to sustainable, high quality, transformative capacity development support for civil society; and Influencing policy makers, government regulators and funders to improve civil society related policy, strategy and practice. Our external analysis of major trends and dynamics has revealed the key challenge of ensuring sustainability for civil society in a rapidly changing funding, regulatory but also changing social environment. We will take a special interest in this field but also the role of activism and new forms of civic organising as the ways how people come together to direct their energies at social and often also political change is a fast moving field.

Building on our in depth experience in our areas of core competency: organisational development and change; monitoring, evaluation and learning; strategy and programme design we will seek to meet demand for direct civil society support as much as possible close to the organisations we care about: those at the coalface of social transformation in countries where civil society faces particular challenges. Similarly our support for individuals through training, coaching and mentoring will be provided where possible more internationally (locally) based, or virtually, focusing on innovation and new transformative concepts. INTRAC's work to advocate for change and improvement of practice in civil society related approaches and work will be based on research, practical organisational development work, and dialogue about international and regional best practice. In particular we seek to involve and support national and regional civil society voices in these debates. We will further consolidate and seek to expand and internationalise our growing network of consultants, enabling the organisation to deliver also in the future on large scale and longer term consultancies and develop new opportunities.

Work on internal quality assurance and learning systems will be carried forward as part of INTRAC's commitment to best practice and knowledge sharing.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

Statement of trustees' responsibilities

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 accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare accounts 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; and
- prepare the accounts 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.

Auditors

A resolution proposing that Chapman Worth Limited be reappointed as auditors of the company will be put to the members.

On behalf of the board of trustees

.....
P Thornton (Chair)

Trustee

Dated: 8.7.15

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

INDEPENDENT AUDITORS' REPORT

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

We have audited the accounts of International Non-Governmental Organisation Training and Research Centre ("INTRAC") for the year ended 31 March 2015 set out on pages 10 to 21. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of International Non-Governmental Organisation Training and Research Centre ("INTRAC") for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

The trustees have elected for the accounts to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, 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.

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

INDEPENDENT AUDITORS' REPORT (CONTINUED)

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the accounts; or
- the charitable company has not kept adequate accounting records; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



Anna Chapman (Senior Statutory Auditor)
Chapman Worth Limited

Chartered Accountants
Statutory Auditor
6 Newbury Street
Wantage
Oxfordshire
OX12 8BS

Dated: 8.7.2015

Chapman Worth Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2015

	Notes	Unrestricted funds £	Restricted funds £	Total 2015 £	Total 2014 £
<u>Incoming resources from generated funds</u>					
Investment income	2	35,447	-	35,447	36,288
Incoming resources from charitable activities	3	1,813,264	101,290	1,914,554	2,005,059
Total incoming resources		1,848,711	101,290	1,950,001	2,041,347
<u>Resources expended</u>					
Charitable activities					
Research	4	182,968	94,427	277,395	284,957
Training		640,052	-	640,052	591,236
Consultancy		935,769	-	935,769	1,154,704
Total charitable expenditure		1,758,789	94,427	1,853,216	2,030,897
Governance costs		10,418	-	10,418	8,252
Total resources expended		1,769,207	94,427	1,863,634	2,039,149
Net incoming resources before transfers		79,504	6,863	86,367	2,198
Gross transfers between funds		(20,444)	20,444	-	-
Net income for the year/ Net movement in funds		59,060	27,307	86,367	2,198
Fund balances at 1 April 2014		455,484	-	455,484	453,286
Fund balances at 31 March 2015		514,544	27,307	541,851	455,484

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

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

BALANCE SHEET

AS AT 31 MARCH 2015

	Notes	2015 £	£	2014 £	£
Fixed assets					
Tangible assets	8		7,697		1,177
Current assets					
Stocks		79,793		63,279	
Debtors	9	487,214		293,870	
Cash at bank and in hand		338,840		432,721	
		<u>905,847</u>		<u>789,870</u>	
Creditors: amounts falling due within one year	10	<u>(371,693)</u>		<u>(335,563)</u>	
Net current assets			<u>534,154</u>		<u>454,307</u>
Total assets less current liabilities			<u>541,851</u>		<u>455,484</u>
Income funds					
Restricted funds	12		27,307		-
Unrestricted funds			<u>514,544</u>		<u>455,484</u>
			<u>541,851</u>		<u>455,484</u>

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 2015, 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 accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts 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 accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

**INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING
AND RESEARCH CENTRE ("INTRAC")**

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2015

The accounts were approved by the Board on8.7.2015.....



T Travers (Treasurer)
Trustee

Company Registration No. 2663769

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

1.1 Basis of preparation

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (Effective April 2008).

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. They do not believe that this will change for the foreseeable future. On this basis they believe that the going concern basis of accounting is appropriate.

The accounts have also been prepared in accordance with the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005 in compliance with the Charities Act 2011 and the Companies Act 2006.

1.2 Incoming resources

Fee income from charitable activities comprises fees charged for service provision including training and consultancy work. 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 purpose of the grant.

The charitable activities of INTRAC have been abbreviated in the accounts. They are as follows:

- Programmes to assist relief and development organisations in building their capacity and investment in future projects ("Programmes")
- 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")

1.3 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.

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	33.3% straight line or 25% reducing balance
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INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies (Continued)

1.5 Leasing and hire purchase commitments

Rentals payable under operating leases are charged on a straight line basis over the term of the lease.

1.6 Stock and work in progress

Stocks and work in progress are stated at the lower of cost and net realisable value.

Work in progress on long term projects is stated at cost less foreseeable losses less any applicable payments on account. The amount recorded as turnover in respect of long term projects is the value of grant income and other related income received or receivable to date. Where a project has reached a stage where the outcome can be assessed with reasonable certainty, any surplus in relation to that project is recognised in the Statement of Financial Activities.

1.7 Pensions

INTRAC operates a defined contributions pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

1.8 Foreign currency translation

Transactions denominated in foreign currencies are recorded at the rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. All differences are included in net outgoing resources.

1.9 Accumulated funds

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.

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.

1.10 Reserves policy

INTRAC provides training, consultancy and research services to organisations involved in international development and relief. Income is received by way of fees for work done and by grants for research and programmes. Although there is a mix of large and small agreements the partial reliance on a small number of large grants gives volatility and risk. Reserves need to be set to cover reduced income in the short term and at a level to smooth any effect of medium term reductions in income and related losses which will also be sufficient to meet any closure obligations. Current policy is to maintain reserves at present levels and to review annually.

1.11 Taxation

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

**INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING
AND RESEARCH CENTRE ("INTRAC")**

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

2 Investment income

	2015 £	2014 £
Rental income	31,909	31,609
Interest receivable	3,538	4,679
	<u>35,447</u>	<u>36,288</u>

3 Incoming resources from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2015 £	Total 2014 £
Research	169,190	101,290	270,480	223,143
Training	625,545	-	625,545	527,881
Consultancies	1,018,529	-	1,018,529	1,254,035
	<u>1,813,264</u>	<u>101,290</u>	<u>1,914,554</u>	<u>2,005,059</u>

Included within the amounts above is a movement in deferred income of £5,636 (2014: £(7,518)). This comprises unrestricted funds £12,683 (2014: £(28,424)) and restricted funds £(18,319) (2014: £(35,942)).

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

4 Total resources expended

	Staff costs £	Dep'n £	Other costs £	Total 2015 £	Total 2014 £
Charitable activities					
Research					
Activities undertaken directly	85,730	-	97,568	183,298	144,775
Support costs	65,824	373	27,900	94,097	140,182
Total	151,554	373	125,468	277,395	284,957
Training					
Activities undertaken directly	165,426	-	282,725	448,151	412,394
Support costs	134,242	761	56,898	191,901	178,842
Total	299,668	761	339,623	640,052	591,236
Consultancies					
Activities undertaken directly	197,098	-	483,499	680,597	902,028
Support costs	178,503	1,011	75,658	255,172	252,676
Total	375,601	1,011	559,157	935,769	1,154,704
	826,823	2,145	1,024,248	1,853,216	2,030,897
Governance costs	-	-	10,418	10,418	8,252
	826,823	2,145	1,034,666	1,863,634	2,039,149

Governance costs includes payments to the auditors of £3,750 (2014: £3,750) for audit fees.

5 Support costs

	Research £	Training £	Consultancy £	Total 2015 £	Total 2014 £
Other costs	4,215	8,596	11,430	24,241	27,683
Premises and office costs	23,685	48,302	64,228	136,215	138,559
Staff costs	65,824	134,242	178,503	378,569	404,794
Depreciation	373	761	1,011	2,145	664
	94,097	191,901	255,172	541,170	571,700

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

6 Trustees

Payment of £2,750 was made to the Treasurer for accountancy services, providing handover and cover for essential finance activities during a temporary vacancy in the position of Finance Director. (January 2015 to February 2015). No other trustees received remuneration during the year, though expenses totalling £773 (2014: £705) were reimbursed to trustees.

7 Employees

Number of employees

The average monthly number of employees during the year was:

	2015 Number	2014 Number
Operations	21	19
Management and administration	4	5
	<u>25</u>	<u>24</u>

Employment costs

	2015 £	2014 £
Wages and salaries	730,611	714,944
Social security costs	69,716	74,112
Other pension costs	26,496	24,828
	<u>826,823</u>	<u>813,884</u>

There were no employees whose annual remuneration was £60,000 or more.

**INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING
AND RESEARCH CENTRE ("INTRAC")**

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

8 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 April 2014	68,054
Additions	8,000
Disposals	(36,876)
At 31 March 2015	39,178
Depreciation	
At 1 April 2014	66,212
On disposals	(36,876)
Charge for the year	2,145
At 31 March 2015	31,481
Net book value	
At 31 March 2015	7,697
At 31 March 2014	1,177

9 Debtors	2015	2014
	£	£
Trade debtors	458,160	268,911
Other debtors	5,716	-
Prepayments and accrued income	23,338	24,959
	487,214	293,870

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2015

10 Creditors: amounts falling due within one year	2015 £	2014 £
Trade creditors	114,842	73,635
Taxes and social security costs	53,279	34,594
Other creditors	1,289	5,154
Accruals	18,146	32,407
Deferred income	184,137	189,773
	<u>371,693</u>	<u>335,563</u>

11 Pension and other post-retirement benefit commitments

Defined contribution

INTRAC is part of a multi-employer pension scheme.

The scheme is divided into series. Until October 2001 INTRAC contributed to a series that provided a guaranteed minimum annual growth. Between October 2001 and October 2010 INTRAC contributed to a scheme that provided a capital guarantee. These guarantees meant that the series were strictly defined benefit, rather than defined contribution.

Investments in each series are co-mingled and benefits are paid from the total assets of the scheme. As a result it is not possible to identify INTRAC's share of these assets and the whole of the scheme is disclosed as a defined contribution scheme.

The scheme is subject to 3 yearly actuarial valuations. The last valuation was in 2013 and identified a deficit in the series that provided a guaranteed annual growth. INTRAC is committed, under the recovery plan, in making annual contributions which are indexed at 3% per annum until 2023. Deficit contributions due during the year ended 31 March 2016 amount to £6,054.

INTRAC contributes to the scheme at a rate of 5%, provided employees also contributed 5% to the scheme.

At 31 March 2015 active members in the scheme totalled 10 (2014: 11).

In addition to the above scheme INTRAC also makes contributions at 5% to a personal pension plan for one employee under a long standing contractual arrangement. Total contributions in the year were £2,318 (2014: £1,842).

During the year the following amounts were expensed as employers contributions to the scheme:

	2015 £	2014 £
Contributions made for current service	18,306	17,755
Contributions made for past service	5,872	5,231
Contributions payable by the company for the year	<u>24,178</u>	<u>22,986</u>
Contributions payable to the fund at the year end and included in creditors	<u>-</u>	<u>3,270</u>

INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING AND RESEARCH CENTRE ("INTRAC")

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

12 Restricted funds

The income funds of the charity include restricted funds. These were funds received for which the donor had specified the use to which they should be put. The uses to which these funds were spent complied with the original intention.

	Balance at 1 April 2014	Movement in funds			Balance at 31 March 2015
		Income	Expenditure	Transfers in	
	£	£	£	£	£
Praxis Evaluation	-	(5,951)	-	-	5,951
NGO Research Programme	-	(73,416)	57,365	-	16,051
Exit Strategies Action Learning Sets	-	(13,068)	7,762	-	5,306
General Research Fund	-	(8,854)	29,390	20,536	-
	-	(101,289)	(94,517)	20,536	27,307

Praxis Evaluation

The Praxis fund is made up of balances left from a formal programme that ran from 2003-2011, with the aim of building capacity in civil society organisations through promoting shared learning and reflection. It was initially funded by a grant from the Dutch Foreign Ministry later supplemented by smaller grants from INGOs (International Non-governmental Organisations). The programme has resulted in 30 papers and 71 notes which are regularly accessed by civil society actors and researchers globally. Remaining funding is being used for a variety of related activities including developing NGO Forum pilot in MENA (Middle East and North Africa); developing an 'internal learning for external influence' programme; running a few webinars galvanizing support for new non-commissioned peer-learning initiatives.

NGO Research Programme

The NGO Research Programme Fund was established in the mid-1990s, to produce small pieces of research and regular publications of benefit to the civil society sector, while enabling international NGOs to: learn from and collaborate with each other and wider networks; benefit from space for open discussion through webinars and face-to-face meetings; receive tailored mentoring support to turn experience and learning into accessible publications. The Programme is funded by contributions from INGOs on an annual basis, creating a basket fund which finances an annual plan of activities. The remaining balance from 2014-15 will be used in the first half of 2015 to complete administrative tasks from the 2014-15 period (annual reporting), to cover costs of ONTRAC production, and to pilot ideas for new activities.

Exit Strategies Action Learning Sets

The Exit Strategies Action Learning Set (ALS) fund is the balance from a programme involving five UK-based INGOs who contributed to a basket fund over 2014-15. INTRAC facilitated a programme of work under the ALS, enabling the participating organisations to reflect on their internal practices around designing and implementing exit strategies. This was done through regular meetings, on on-line learning platform, and publications. The outstanding balance in the fund will be used to finalise papers capturing the learning from the ALS.

General Research Fund

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

**INTERNATIONAL NON-GOVERNMENTAL ORGANISATION TRAINING
AND RESEARCH CENTRE ("INTRAC")**

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2015

13 Analysis of net assets between funds

	Unrestricted £	Restricted £	Total £
Fund balances at 31 March 2015 are represented by:			
Tangible fixed assets	7,697	-	7,697
Current assets	878,540	27,307	905,847
Creditors: amounts falling due within one year	(371,693)	-	(371,693)
	<u>514,544</u>	<u>27,307</u>	<u>541,851</u>

14 Commitments under operating leases

At 31 March 2015 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings		Other	
	2015 £	2014 £	2015 £	2014 £
Expiry date:				
Within one year	-	-	-	1,198
Between two and five years	62,940	62,940	1,729	-
	<u>62,940</u>	<u>62,940</u>	<u>1,729</u>	<u>1,198</u>